



EFFAT

EUROPEAN FEDERATION OF FOOD, AGRICULTURE AND TOURISM TRADE UNIONS

**Meeting of the EFFAT Management Committee
BRUSSELS, 28 February 2018**

Agenda item 4:

**REPORT OF THE TECHNICAL WORKING GROUP OF THE PREPARATION OF THE 5TH
EFFAT CONGRESS**

F) PROPOSALS AND CONTRIBUTIONS AFFILIATES

Decision: The Management Committee takes note of the reports and endorses the documents presented.

EFFAT

The new challenges facing EFFAT in the next five-year period 2019-2024

In this historical period, neo-fascist drives and impulses are combining with populist and xenophobic ones.

The network of neo-fascist organisations, widespread throughout Europe, nourishes and in turn feeds on the wave of populism that is assuming the shape of a full-blown political emergency for the future of democracy in Europe.

There are many challenges that EFFAT will have to face in the coming years.

In this context, with an increase in populist and neo-fascist impulses that threaten the very idea of Europe and the spaces for democracy, the European Trade Union will have to face very complex and unprecedented dynamics compared to the past.

In the advanced European countries, there is a generalised diminution of the role of trade unions, which are sometimes tardy in bringing themselves into tune with the information economy, post-Fordism and digitalisation.

Furthermore, a significant contraction in unionisation rates has been recorded.

For example, with the exception of the trade unions in central Europe, the eastern Mediterranean and Benelux areas, EFFAT membership has dropped from 1.8 million in 2002 to 1.2 million in 2016, according to data provided by the 5 Nordic unions of our European Federation.

For the unions of the central Mediterranean area, however, the problem remains of increasing EFFAT membership.

We are witnessing therefore a marked reduction in the ability to represent the totality of the world of work mainly due to the growth of discontinuous, precarious and irregular work which the various (counter)reforms of a clear neoliberal matrix in employment, such as that of Schroeder in Germany, Renzi in Italy, Hollande and Macron in France, and Rajoy in Spain have provoked.

More generally, we have to deal with increasing difficulties in organising and unionising young people, skilled workers and immigrants.

To this has to be added a reduction in the areas of bargaining and industrial relations which leads to a weakening of the role of the national collective contract in the sector.

It must be remembered that the overcoming of the national contract, to favour local bargaining, has always been one of the basic objectives of the European Commission and Council.

After 20 years of silence and being forgotten, on 17 November 2017, in Gothenburg, the European pillar of social rights was proclaimed.

The social pillar is a document of commitments which, although not yet binding, indicates to the member states of the Union, some significant objectives in safeguarding and protecting citizens to be achieved: the right to adequate parental leave, greater balance in the reconciliation of life and work, the revival of the youth guarantee, the commitment to overcome the pay gap between men and women, the recognition of the value of care work.

These are shared objectives, but nevertheless, if we look at the concrete conditions of work in Europe, the seriousness of the wage issue, the progressive reduction of the driving force of collective bargaining, it is equally clear that the commitments declared are limited and not sufficient to guarantee, on their own, the increasingly necessary inversion of the trend and the relaunch of social questions in a renewed European social model.

In any case, the direction of travel is the right one and we must now begin an initiative of European mobilisation to support the social pillar with a Protocol for social progress with an equivalent standing to that of the European treaties, to affirm the right to decent and negotiated wages, to equal pay for equal work, holidays, sickness and accident coverage, equal conditions for posted workers, freedom and autonomy for union initiatives, starting from the possibility of proclaiming strikes. These rights, however paradoxical it may seem, are not yet available in all European States and, where they do exist, are coming under sustained attack.

The priorities for EFFAT

At the last EFFAT Congress in Vienna, we provided a large number of priorities in a 35-page document. Can we repeat this experience?

Flai believes that, in the context described in the introduction, EFFAT has to identify some key priorities for the next five-year period 2019-2024.

For FLAI-CGIL, the following must be indicated:

- 1) Continue to support the “OUR PAY RISE” campaign that the ETUC launched to achieve significant wage increases across Europe. In this direction it is essential to pay particular attention to supporting the mobilisation initiatives of Eastern European trade unions which are fighting for an increase in workers' wages in their countries;**
- 2) The huge wage differences that exist between member countries generate dumping and unfair competition between neighbouring countries and economic systems with the result of pitting workers against each other. This feeds a climate of permanent downward competition and erosion of contractual and trade union achievements, often sacrificed in the name of the spasmodic search for greater margins of competitiveness and profits. In this sense, the battle to obtain a fair Directive concerning posting workers is of significant value for EFFAT. This battle also has to be supported through forms of European mobilisation promoted by the ETUC and EFFAT;**
- 3) Defending the spaces of collective bargaining and reacting to aggression against the role of the National Collective Bargaining , which remains an essential instrument for the fundamental rights and protection of all workers in the same sector;**
- 4) Strengthening co-ordination activity with the aim of identifying common and shared guidelines among the member organisations of EFFAT regarding the policies of the TNCs. From experience, we know that if we want to deal with the policies of multinational companies, a strategic factor is represented by the capacity for coordination between national unions aimed at building common union strategies and policies. EFFAT must guide, direct and reinforce this coordination, not excluding, when and where necessary, fight initiatives and mobilisation. In this sense an interesting example is the code of conduct, already envisaged for multinational companies operating in the food sector. This priority should not be**

confused with the role the European Works Councils (EWC) play and must continue to play;

5) It follows that it is necessary to strengthen solidarity between workers in the same sector and workers of the same transnational companies. The recent events involving Nestlé and Froneri demonstrate that it is possible to build the conditions for a concrete and active solidarity between workers involved, for example, in reorganisation processes that cut significant numbers of jobs and which challenge the role of collective bargaining.

The role of EFFAT

Given the above priorities, EFFAT has to characterise itself as a regional reality of IUF policies.

"Organise, fight and win" is the slogan that encompasses the strategy of action of the global trade union.

Flai believes that EFFAT must combine this strategy at European level and render it concretely feasible.

Which management group?

The leadership team must be expressly bound by the mandate received from the Congress to address the complex challenges mentioned above.

The General Secretary (female or male) must be young (35/45 years) and an expert trade unionist who has gained extensive experience in collective bargaining with responsibility for negotiating and contractual policies in our sectors.

In order to favour a broad convergence and consensus on the figure of the Secretary General, it would be a good idea not to submit candidatures at national level from local unions participating in EFFAT.

The members of the Secretariat must be chosen by the Secretary General and elected by the Executive Management and have the same characteristics as the Secretary General.

The EFFAT Constitution displays weaknesses that must be resolved through a process of reforming the same.

For example:

- 1) The duration of mandate office of the Secretary General and of the members of the Secretariat is not foreseen;

- 2) The duties of the President and Vice-President in relation to those of the General Secretary are not clear;
- 3) The relationship between the activities of the three EFFAT sectors, Food, Agriculture and Tourism with the duties of the President, Vice-President and General Secretary lacks clarity.



ФЕДЕРАЦИЯ НА НЕЗАВИСИМИТЕ СИНДИКАТИ ОТ ЗЕМЕДЕЛИЕТО

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**In preparation of 5th EFFAT Congress in November 2019: 20 years after
merging and facing current challenges -
Position Paper of the Federation of Independent Trade Unions in Agriculture**

Following the key questions:

1. What is the member structure of EFFAT (in sectors, regions) at present?
2. What do EFFAT members expect? And what does the organisation expect from its member organisations?
3. What work programme do we need? What are our priorities? What should we be doing at the national and European levels? What are the similarities and differences between sectors?
4. What kind of future cooperation will we receive from the IUF? How can we complement and support each other?
5. Which work, management and decision-making structures and which resources and which Articles of Incorporation do we need?

Analyzing the current situation and having in mind the fact that next mandate of EFFAT is extremely crucial for the future of Europe, which faces many economic, social and political challenges as:

- ü The different socio-economic development of the countries from different regions in Europe,
 - ü The on-going expansion but less integration process of European Union,
 - ü Strong migration flows, social inequalities and increasing insecurity,
 - ü Low incomes and precarious working conditions for the working in the EFFAT sectors,
 - ü The boosting digitization and its impact on the working people,
 - ü The debate on CAP after 2020 and invisibility of the working in it,
 - ü The changing patterns of employment and future of labor,
- all these, we must admit, are not just national problems but our Europe's problems,

Taking into account our geographical location in the region of South East Europe, the latest EU members states, both loaded by historical and political connotations in the last over 20 years,

Having in mind that the European Social Model in recent years has failed to provide full protection for all workers and to reduce poverty and social exclusion, but the social model as itself is now being attacked and questioned at both national and European level,

we strongly believe that Europe needs a change in the direction of economic governance, and **trade unions need to change their united actions. EFFAT needs a more focused political program with clear and understandable goals, regional balance and sectoral interconnections, so thus be felt by every working in the sector as the force on its' side/favour.**

Technological development has far outpaced the attitudes and readiness of societies to change. In order to catch-up this process and to be adequately connected/related to the

workers, especially to the new generation working, we unions must be more aware on changes, more flexible, more mobile, responding to the dynamic conditions offered by the environment.

It is time of changing the concept of and identification with collective association with Trade Unionism.

All the facts nowadays talk about growing insecurity of the workers and employees, increase of precariousness, erosion of the role of Trade unions and social dialogue, deepening the double standards across Europe, all these lead to loss of trust in collective efforts of Trade Unions.

As trade unions our main role is not only to offer but also to defend strongly the security of the workers. Together, we must work on the just European social model. We need to protect a strong Pillar of Social Rights in a strong and expert manner, where the active role of social partners, but especially Unions is appreciated and respected.

European unity and solidarity is to be felt by every EFFAT member.

At European level, sustainable growth and employment issues need to be actively discussed.

A well-functioning social dialogue at European, national, sectoral and corporate level needs to develop effective policies to increase prosperity and ensure social justice. Each EFFAT member organization needs to be involved in an effective and resultative social dialogue at national level. For a sustainable social progress, we are pushing for solidarity and joint actions to **stop** the erosion of social dialogue and the open anti-trade unionism which has been tolerated in our countries (i.e. South East Europe) in order to preserve the unity of Europe. In this respect EFFAT needs to respond adequately and in a timely manner to any pressure exerted by the state and employers. Specific/thematic initiatives in terms of cooperation and support would improve visibly the impact of solidarity and cooperation. Solidarity is increasingly seen more as a burden rather than as a political and financial investment in our common stability.

We believe that EFFAT has to be more proactive and visible in any attempts to disrupt European unity, to split Europe into two or more speeds. In the on-going mandate EFFAT not always has been reacted with stances toward numerous attempts to separate Europe. Clear positions on intolerance toward double standards between Nord and South or East and West in respect to the wages or food products on the different regional markets (for example) would be highly appreciated by the national member's organizations.

EFFAT members from SE Europe have always insisted on presence/active involvement of EFFAT General Secretary and Secretariat in national campaigns, public events and discussions in favor of strengthening the role of national trade unions and value of the regional problems.

Amendments in the EFFAT Statute in the direction of formalizing the VIII Region in South-East Europe within EFFAT will increase the presence of the members' organizations from the region and tone the democratic approach in EFFAT. It will also create more space for joint inter action of EFFAT in the region of South East Europe, to strengthen the cooperation between North and West and South Eastern European trade unions to exchange information, to organize common actions in the field of social dialogue, pay of labor and social policies (in the MNC as a first step).

As far as EU is deeply bound with the national politics and politicians there is a need for active work and better coordination by EFFAT even to exert pressure on the European institutions in order to resolve a number of labour issues at national context.

EFFAT should raise the issue of the Future of labor at the heart of a serious debate.

In the process of globalization, a key question remains how to combine the two seemingly contradictory processes - digitization and humanization of work. Companies that can afford the new technology will in practice provide lower labor costs and higher productivity.

Technological achievements are in favor of highly skilled workers, but numbers of jobs in

agriculture are at risk, there are potential risks to increasing insecure employment, mass layoffs, jobs needed new skills and so on. The potential of the process of digitalization is still out of range for the trade unions. Aware on that the questions are more than answers there is a need of discussion.

Up to the date we see that IUF is not active in Bulgaria and seems to be something far theoretical in an union aspect. More over we barely could realize that EFFAT is a regional organization of IUF. There is a lot of potential for more and stronger cooperation between EFFAT and IUF that could benefit workers' right defense in Europe, particularly in the region of SEE. Active actions and campaigns in MNC, common pressure on politicians and policies for better wages and working conditions, could be right step forward.

January 2018, Sofia

Svetla Vasileva, President

FNSZ, Bulgaria

1. What is the member structure of EFFAT (in sectors, regions) at present?

To make an analyze of the size/strength of individual affiliates nationally and how they are divided into EFFATs three sectors.

2. What do EFFAT members expect? And what does the organisation expect from its member organisations?

We must conduct a survey of member organizations' expectations of EFFAT and EFFAT expectations on us.

Kommunal and 3f want EFFAT to be the three sectors, HRTC, Food and agricultural, common voice in the EU. That EFFAT monitoring what is happening within the EU that has affects / for our member groups and then keeping affiliates informed and up to date on what is going on. We wish to get more regular, brief, information on the agenda of the Commission and in Parliament concerning the sectors.

EFFAT: s member organisations must be better at answering questionnaire that the secretariat sends out or if they need information of any kind. The member organisations also need to better keeping the website updated with information eg. collective agreements and other information that may be of importance to people who want to come and work in Europe. The member organisations must ensure to send delegates to EFFAT meetings. I think we need to be better at networking more in different issues in the green sector, but also with the other two sectors in EFFAT.

We belives that EFFAT needs to become more proactive in the future, taking initiative and bringing member organisations together around certain issues and campaigns. In order for this to work EFFAT needs to be visible and commutation needs to continue to improve. If those two criteria's can be achieved we are sure that the result will be greater solidarity and union power.

3. What work programme do we need? What are our priorities? What should we be doing at the national and European levels? What are the similarities and differences between sectors?

We must be better at coordinating ourselves within the EFFAT's three sectors in the issues we are jointly concerned with CAP, AMR, social dumping, digitalisation, education, working environment etc.

We believe that EFFAT's future work program needs to be shorter and more focused. The work program needs to be based on common themes that cover all the sectors and encourages a closer cooperation between sectors. Currently the EFFAT: s work program is too ambitious, not representing the diminishing resources due to fewer member, but also caused by a more complex organization due EU expansion.

In the future the work program should also include a more concrete action plan for the next 12 months illustrating what EFFAT intends to do and what is expected from the member unions in terms of support, expertise, resources and solidarity.

4. What kind of future cooperation will we receive from the IUF? How can we complement and support each other?

EFFATs and IUFs staff should be encouraged to collaborate more closely in order to strengthen the fight for workers in all three sectors in Europe and worldwide.

The glyphosate campaign is a good example of cooperation and also the work concerning AMR.

We support NU HRCT example of changing the acronym of EFFAT to IUF Europe

5. Which work, management and decision-making structures and which resources and which Articles of Incorporation do we need?

In the statutes, state that the political leadership of EFFAT is the management and executive committee together with the Secretary-General, and the political priorities are taken here. Therefore, efforts and resources are clarified here.

We want that all three sectors are represented in the highest body in EFFAT.
That we simplify the statutes.

Peter Kaae Holm 3f, Danmark

Lisa Bengtsson Kommunal, Sweden



DISCUSSION PAPER FROM NORDISK UNION CONCERNING THE FUTURE OF THE EFFAT – revised 11th may 2017

At the Nordisk Union (NU) meeting on 27-29 June in Porvoo/Borgå, Finland the benefits of the EFFAT and the work in EFFAT's Management and Executive Committee were discussed.

Based on this, the below discussion paper was prepared and adopted at NU's meeting in Copenhagen on 9 December 2016.

The background for the EFFAT

The EFFAT was established in 2000 through a merger of the ECF-IUF (European Committee of Food, Catering and Allied Workers' Union within International Union of Food Workers) and the EFA (European Federation of Agricultural Workers' Unions). From the time of the decision about the merger in 1993, it took 7 years until it was realised on 11 December 2000¹.

At the same time, the organisation became an autonomous European organisation with an affiliation to the IUF entailing that EFFAT members must also be members of the IUF with an identical number of members.

The members of the EFFAT

On the EFFAT's website it presents itself like this: "EFFAT defends the interests of more than 22 million workers from 120 national trade unions from 35 European countries". <http://www.effat.org/en/mission>

But what are the facts measured on the basis of the EFFAT's own membership statistics?

The membership development in the EFFAT since the establishment of the organisation in 2000 has declined and it has lost close to 600,000 members or 33 per cent of its members (Table 1 and Figure 1).

According to a counting performed on the basis of the EFFAT's latest statement of members on 13 September 2016, the number of members is 1,212,208² distributed on 115 trade unions from 37 European countries. This means that in the current Congress period, the EFFAT has lost about 31,000 members. If this development continues until the 2019 Congress, it will have lost 77,000 members in this period and have a total membership of 1,160,000 at the start of the EFFAT Congress in 2019.

Table 1: The development in the EFFAT's membership from 2002 to 2016

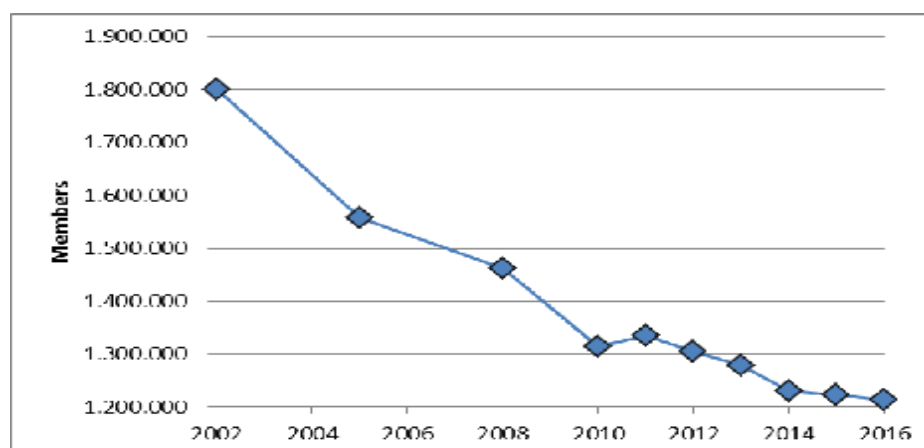
EFFAT membership	Affiliated organisations	Countries	Members
2002	120	35	1.8 m
2005			1,556,685
2008			1,461,346
2010			1,315,282
2011			1,336,015
2012			1,305,184
2013	120		1,279,661
2014			1,230,624
2015			1,223,670
2016	115	37	1,212,208

Data: Steen Karlsen, collated from Willy Buschak, Friedrich-Ebert-Stiftung, 2003, 3rd EFFAT Congress 20-21 October 2009, Berlin, Activity Report 2005-2009. 4th EFFAT Congress 20-21 November 2014, Vienna, EFFAT Secretariat Activity Report 2010-2014.

¹ Willy Buschak, The European Trade Union Confederation and the European industry federations, Friedrich-Ebert-Stiftung, 2003

² The EFFAT's latest statement of members presented at the Management Committee meeting on 13 September 2016. The statement was 1,214,208 but this figure includes 2,000 resigned members from UNISON.

Figure 1: The development in the EFFAT's membership from 2002 to 2016



Data: Steen Karlsen, from Willy Buschak, Friedrich-Ebert-Stiftung, 2003. 3rd EFFAT Congress 20-21 October 2009, Berlin, Activity Report 2005-2009. 4th EFFAT Congress 20-21 November 2014, Vienna, EFFAT Secretariat Activity Report 2010-2014. The EFFAT's latest statement of members on 13 September 2016.

The EFFAT has a regional structure where the member organisations are divided into 7 (8)³ geographical areas. The three main regions, the Benelux Countries/France, Germany, Austria and Switzerland and the Nordic countries, all have over 250,000 members in the EFFAT and with their 829,134 members, they constitute 69 per cent of EFFAT members. All regions have experienced a loss of members apart from the Benelux Countries/France and the Eastern Mediterranean Countries where the number of members has been retained. In both regions, this is owing to the fact that new member organisations have been admitted thereby compensating the loss in the other member organisations (Table 2 and Figure 2).

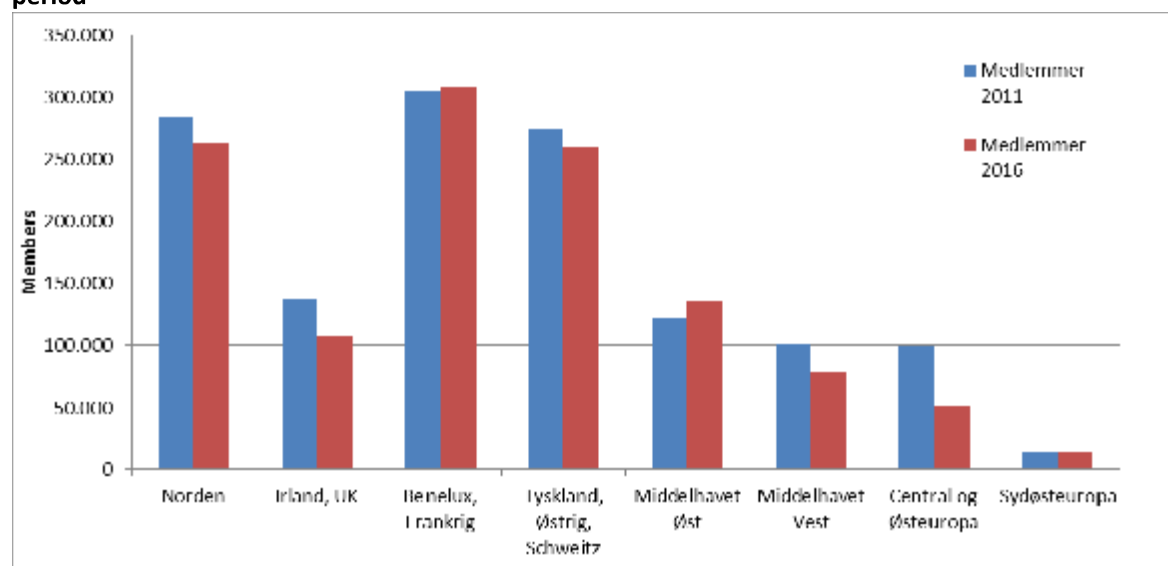
Table 2: EFFAT members divided into regions in 2011 and 2016 and the development in percentage

Region	Members 2011	Members 2016	Development in percentage	Share of members 2016
The Nordic Countries (<i>Iceland, The Faroe Islands, Norway, Sweden, Finland and Denmark</i>)	284,104	262,911	-7%	22%
Ireland and the UK	137,147	106,498	-22%	9%
The Benelux Countries/France	305,836	305,865	0%	25%
Germany, Austria and Switzerland	273,968	260,363	-3%	21%
The Eastern Mediterranean Countries (<i>Italy, Greece, Cyprus, Malta and Turkey</i>)	122,500	135,150	+10%	11%
The Western Mediterranean Countries (<i>Spain and Portugal</i>)	100,300	77,300	-23%	6%
Central and Eastern Europe (<i>Latvia, Lithuania, Poland, The Czech Republic, Slovakia, Hungary, Romania, Slovenia, Croatia and Bulgaria</i>)	98,611	50,779	-49%	4%
South-Eastern Europe (<i>Albania, Bosnia, Kosovo, Macedonia, Montenegro and Serbia</i>)	13,549	13,342	-2%	1%

Data: Steen Karlsen, from the EFFAT's statement of members 13 September 2016 and from a statement of members from the EFFAT from 2013, submitted to EFFAT's Executive Committee.

³ The South-Eastern European region exists as a commitment and the region does not have the right to vote in EFFAT's Executive Committee.

Figure 2: EFFAT members divided into regions in 2011 and 2016 and development in members for this period



Data: Steen Karlsen, based on the EFFAT's latest statement of members on 13 September 2016 and a statement of members from the EFFAT from 2013, submitted to the EFFAT's Executive Committee.

Many of the EFFAT member organisations are registered with the EFFAT with very few members; there are, for example, 13 organisations with less than 499 members per organisation, and a total of 24 member organisations each have less than 999 members.

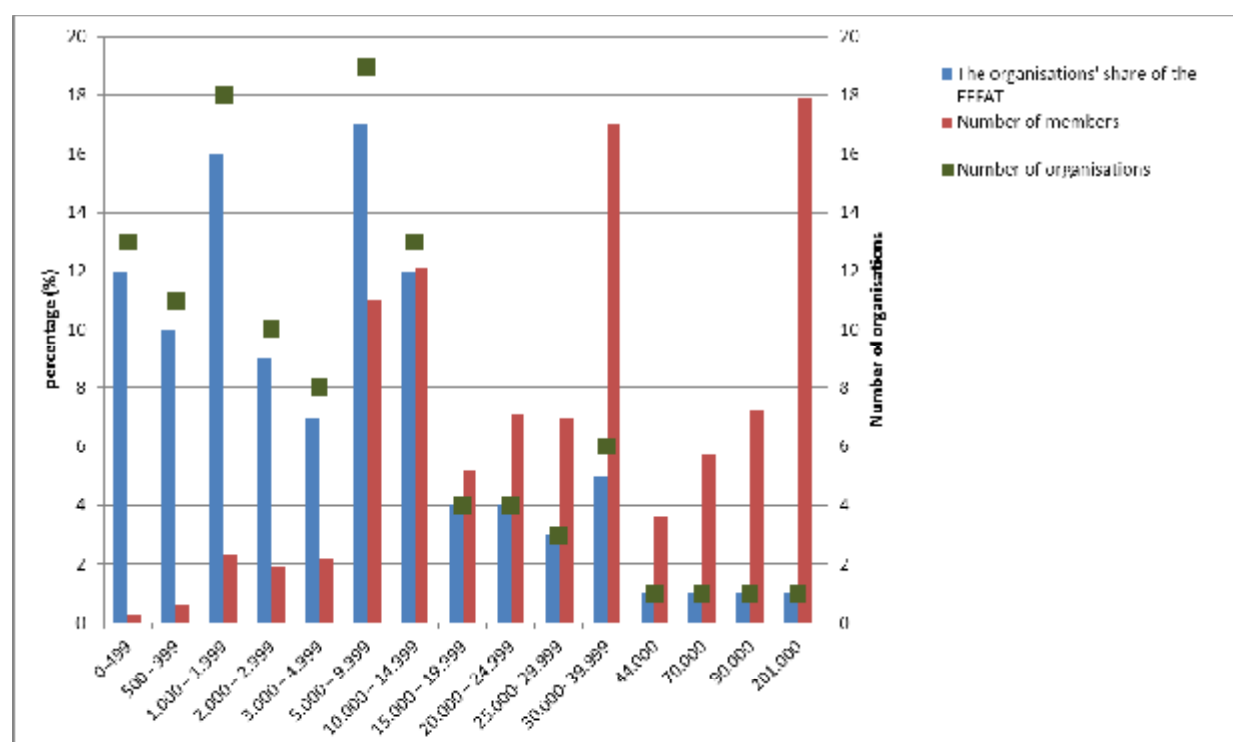
18 EFFAT organisations have between 5,000 and 9,999 members, 17 have between 10,000 and 19,999 members and 6 have between 20,000 and 29,999 members. Organisations with up to 4,999 members represent 51% of the EFFAT's member organisations and have a total share of members of 7.7%. Organisations with between 5,000 and 19,999 members represent a share of 30% of the EFFAT's member organisations and have a total share of members of 28.9%, and the remaining 14% of the EFFAT's member organisations have 64.3% of the members (Table 3 and Figure 3).

Table 3: Number of members per EFFAT member organisation according to organisational size

Number of members	Number of organisations	Number of members in interval	The organisations' share of EFFAT	Share of members
0-499	13	3,830	11.3%	0.3%
500 - 999	11	7,388	9.5%	0.6%
1,000 - 1,999	23	32,805	20.0%	2.7%
2,000 - 2,999	9	20,753	7.8%	1.7%
3,000 - 4,999	8	28,012	7.0%	2.3%
5,000 - 9,999	18	128,839	15.7%	10.7%
10,000 - 14,999	13	151,863	11.3%	12.6%
15,000 - 19,999	4	66,770	3.5%	5.6%
20,000 - 24,999	3	64,838	2.6%	6.4%
25,000 - 29,999	3	83,509	2.6%	6.9%
30,000 - 39,999	6	209,404	5.2%	17.4%
44,000	1	44,279	0.9%	3.7%
70,000	1	70,000	0.9%	5.8%
90,000	1	89,278	0.9%	7.4%
201,000	1	200,640	0.9%	16.7%
In total:	115	1,202,208	100%	100%

Data: Steen Karlsen, based on the EFFAT's latest statement of members 13 September 2016. The percentages have been rounded off and are not equal to 100 when added up.

Figure 3: Number of members per EFFAT member organisation according to organisational size



Data: Steen Karlsen, based on the EFFAT's latest statement of members 13 September 2016.

Representation on the EFFAT Congress, in the Management and in the Executive Committee

Based on the Constitution of the EFFAT, Table 4 provides a survey of the representation at the EFFAT Congress, in the Management Committee and in the Executive Committee.

The number of representatives at the three decision-making levels has been calculated on the basis of the number of members in 2016, and it may therefore vary from the number of elected representatives at the 2014 Congress. In this period, the EFFAT has lost 31,000 members which may affect the distribution of mandates at the Congress and in the Executive Committee downwards.

At the Congress, all member organisations with less than 10,001 members have 1 delegate and the number of delegates then increases to a maximum of 10 delegates at 140,001 members. A minority protection has thus been incorporated that will result in relatively greater influence for small organisations at the EFFAT Congress. 82 of the EFFAT's 115 member organisations have less than 10,001 members (Table 3).

In the Management Committee, all regions are entitled to 1 member up to 200,000 members and 1 more member for every additional 200,000 members. In addition, there is representation at four levels: 1) the President, the Deputy President and the General Secretary, 2) the three Sector Presidents, 3) the two appointed Committees and the "Small Farmers" Committee, as well as 4) the three appointed Sector Secretaries.

The majority of the Management Committee consists of the representatives at levels 1 – 4 with a total of 12 mandates compared to the regions' 7 (10) mandates.

The Executive Committee can be seen as a combination of the principles for distribution of mandates at the Congress – however, the mandates are allocated to the countries and not to the member organisations – together with the four levels represented in the Management Committee. In addition, further mandates are allocated in the form of the Vice-Presidents from levels 2 and 3. However, in contrast to the Management Committee, the majority of the Executive Committee is now found among the countries.

Table 4: The composition of the EFFAT's management levels compared to the number of members in the regions

Region	Members / Share of members 2016		Number of delegates / Share Congress		Management Committee		Executive Committee	
The Nordic Countries (Iceland, The Faroe Islands, Norway, Sweden, Finland and Denmark)	262,911	22%	41	22%	1(2)*	5(9)%	12	16%
Ireland and the UK	106,498	9%	12	6%	1	5%	4	5%
The Benelux Countries/France	305,865	25%	42	22%	1(2)*	5(9)%	10	13%
Germany, Austria and Switzerland	260,363	21%	19	10%	1(2)*	5(9)%	4	5%
The Eastern Mediterranean Countries (Italy, Greece, Cyprus, Malta and Turkey)	135,150	11%	26	14%	1	5%	7	9%
The Western Mediterranean Countries (Spain and Portugal)	77,300	6%	13	7%	1	5%	4	5%
Central and Eastern Europe (Latvia, Lithuania, Poland, The Czech Republic, Slovakia, Hungary, Romania, Slovenia, Croatia and Bulgaria)	50,779	4%	37	19%	1	5%	16	21%
South-Eastern Europe (Albania, Bosnia, Kosovo, Macedonia, Montenegro and Serbia)	13,342	1%						
President, Deputy President, General Secretary					3	16(13)%	3	4%
The Presidents of FDT, Agriculture and Tourism					3	16(13)%	3	4%
The Vice-Presidents of FDT, Agriculture and Tourism							3	4%
The Women's Committee, the Youth Committee and the "Small Farmers" Committee					3	16(13)%	3	4%
Additional representatives for the Women's Committee, the Youth Committee and the "Small Farmers" Committee							3	4%
The three Sector Secretaries					3	16(13)%	3	4%
In total:	1,202,208	100%	190	100%	19 (22)	100%	75	100%

Data: Steen Karlsen, based on the EFFAT's statement of members and the Constitution of the EFFAT adopted at the EFFAT Congress on 20-21 October 2009 in Berlin. * The three regions have two Vice-Presidents each in the Management Committee. In addition to deviations from the Constitution in the Management Committee, there are also deviations compared to the composition of the Executive Committee.

Summary

Since its establishment in December 2000, the EFFAT has lost close to 600,000 members or 1/3 of all its members, and in the period from 2011 to 2016 it is still losing members in most of its regions.

In two regions, the loss of members is compensated by new member organisations that have joined the EFFAT after 2011.

Many of the EFFAT member organisations have joined the EFFAT with a very small number of members; e.g. 51% of EFFAT member organisations have a total of 7.7% of the members.

Regionally, the three regions, the Benelux Countries/France, Germany, Austria and Switzerland and the Nordic countries, each have more than 250,000 members, corresponding to a total of 829,139 members or 69% of the EFFAT's total membership.

Even if a number of Eastern and Central European countries have become members of the EU since 2004, it has only been possible to organise 64,121 members in the ten countries in the Central and Eastern Europe regions and at the same time, they have also had the greatest percentage membership decline of 43% of the 2011 membership.

Does the EFFAT represent 22 m members?

Compared to the EFFAT's claim that it represents 22 m employees in agriculture, the food industry and the hotels and restaurants sector then the EFFAT's member organisations have succeeded in organising 5.5% of these. This means that there is quite a difference between the EFFAT's own opinion and the facts.

The problem with measuring the EFFAT's number of members is that there are different ways of organising in the EFFAT

- In some countries, you join with a number of members corresponding to employed members.
- In other countries, you join with a number of members corresponding to the perceived "value of the membership fee".
- Finally, some organisations only join with a symbolic number of members due to a very low membership fee income in the national organisations.

THE MANY CHALLENGES OF THE EFFAT

1. Towards new challenges in all three EFFAT sectors

Agriculture

A deregulation of EU's agricultural policy has put pressure on the agriculture, and an increased global competition will give rise to new forms of ownership and investment in future. This will create an increased professionalisation in the agricultural sector that together with new technologies in farming and animal husbandry will reduce the number of employees. The result will be fewer but more knowledge-intensive jobs in the sector.

The food industry

In the food industry, large European and global groups tend to buy up production facilities across Europe / the world. This concentration, an increasing demand for innovation and new technologies will result in the closing and concentration of production facilities, a process that will increase the overall efficiency and reduce the number of employees. In the food industry, this will entail more knowledge-intensive jobs in future.

The hotel and restaurant industry

Parts of the sector will come under pressure by for example AirBnB and new technologies that will eliminate many manual jobs in the sector. The result will also here be more knowledge-intensive jobs in future.

Finally, a proletariat will develop in all three sectors who will undertake the labour-intensive jobs either as temporary workers or as day labourers.

Summary

The EFFAT is facing a challenge as the development in the EFFAT member organisations will move towards less regular employment and the development of a separate A and B labour market:

- The A labour market will consist of knowledge-based quality jobs with an attractive salary and job security.
- The B labour market will consist of a precariat⁴ who will migrate on the labour market and perform the "dirty, demanding and dangerous jobs" without any specific attachment to the areas that the EFFAT claim to be representing.

Will it be possible for the EFFAT member organisations to attract and retain the new employees of the food industry and will it be possible for the EFFAT member organisations to continue to retain members whose jobs will be degraded in future?

Here, a number of the EFFAT member organisations is facing a challenge, as the national labour market structure has contributed to the organisations focusing on keeping their members employed in the same company for their entire working lives and less on the job mobility of the employees in the form of continuing education and training.

2. Economy and autonomy

⁴ Involuntary temporarily employed

The EFFAT is under pressure because the number of members is declining and the organisations' income from membership fees is stagnant because the membership fee increase determined by the Congress does not cover the loss of income.

This will force the organisation to seek compensation for its loss of income in the form of services (meeting rooms, interpreters) and project funds in relation to the social dialogue and the EWC work.

Lastly, the EU has in recent years become subjected to requirements for cost cuts and this will affect the services obtained in the EU. The social dialogue has been reduced by one annual meeting, the project funds have decreased and the number of languages with interpreting have been reduced.

In general, the EFFAT has become dependent on funds and resources that all come from different sources in the EU and this creates an unhealthy dependency on EU funds and a vulnerability when the EU member states subject the EU system to cuts thereby calling into question whether the EFFAT is a free and independent organisation.

The challenge for the EFFAT is to convince its member organisations to increase their membership fees to the EFFAT if they wish to maintain or increase the present financial position in order to maintain its present capacity and to reduce the importance of the resources received from the EU.

3. The benefits of the EFFAT for the member organisations

Which benefits the EFFAT member organisations require have not been examined. However, it seems as if there is a gap between what is required in for example the Nordic countries and in a number of the organisation's small member organisations in for example Eastern and Central Europe.

Whereas the Nordic countries want representation and influence on the EU institutions in Brussels and the ability to raise national issues to European level, it seems as if the small member organisations want concrete help and support from the EFFAT in national affairs as well as support for organisational and capacity development.

This puts pressure on the EFFAT since representation and lobbying require presence and reliable relations to member organisations as well as to those you lobby towards. In addition, it requires the capacity to collect "facts and data" from your member organisations and the ability to summarise them in a reliable way.

Concrete help and support to small member organisations and organisational development also require presence and relations to a number of European countries. However, seen in relation to the EFFAT, this task seems impossible to solve due to the VAST number of member organisations with few members.

A part of the EFFAT's task is to channel "solidarity" from the big member organisations to the small ones. But when the big member organisations suffer a decline in members and falling income it is limited how much solidarity can be provided without getting something in return in the form of influence on key EU policies that may affect pay, employment and working conditions in the agriculture, food and tourism industries.

In the concrete, professional area, the EFFAT supports the establishment of the European Work Councils (EWC) and an annual conference about EWC coordinators.

By contrast, there is no systematic targeted cross-border professional awareness of European group in e.g. the meat industry, the dairy industry, the food industry, the hotel and restaurant sector or agriculture⁵.

The behaviour displayed by the companies towards their employees concerning how they influence identical industries in other EU member states through e.g. wage dumping and who organises the employees and enters into collective agreements with the companies is not known.

4. The benefits of the EFFAT – is the EFFAT able to deliver?

The basis for the EFFAT's work is: adopted proposed resolutions, statements and action programmes adopted at the Congress as well as work programmes adopted in the three sectors that are included in the overall action programme.

At the Congress in November 2014, this resulted in a 35-page action programme and 11 resolutions covering a total of 22 pages. In overall terms, the scope of the EFFAT's opinions and tasks has reached an extent that make them enormous as well as impossible to prioritise.

At the same time, the final reporting in the EFFAT's Management and Executive Committees is of varying quality and it may seem quite unclear where the EFFAT has influence and on what.

Concretely, this has resulted in meetings in the Management and the Executive Committees that are experienced as:

- Meetings with long agendas where some of the items on the agenda seem random.
- Case handling in relation to the items that seem random and where in several cases, documents have been taken over from other organisations such as the ETUC without it being clear why the document is being considered in the EFFAT.
- Much time is spent on issues / items on the agenda where, on the face of it, it is difficult to see that the EFFAT has an interest in / possibility of obtaining influence. In each case it has not in the preceding case handling been clarified what the primary interest of the EFFAT is in the case and how it has contemplated to pursue it.
- The items on the agenda are concluded with incomprehensible or no conclusions.
- Conclusions (e.g. in free trade agreements) seem to be of such a character that for the relevant parties in the EU Commission and the European Parliament, the EFFAT must be seen as an uninterested cooperative partner and at the same time the EFFAT has not succeeded in bridging the free trade-oriented member organisations in the North and the more protectionist member organisations in the South.
- This is perceived as if only to a limited extent, the EFFAT exerts an influence on the relevant agendas of the EU Commission and the European Parliament.
- Initiatives from the member organisations, such as common initiatives towards the Russian food boycott, are met with scepticism / dismissal.

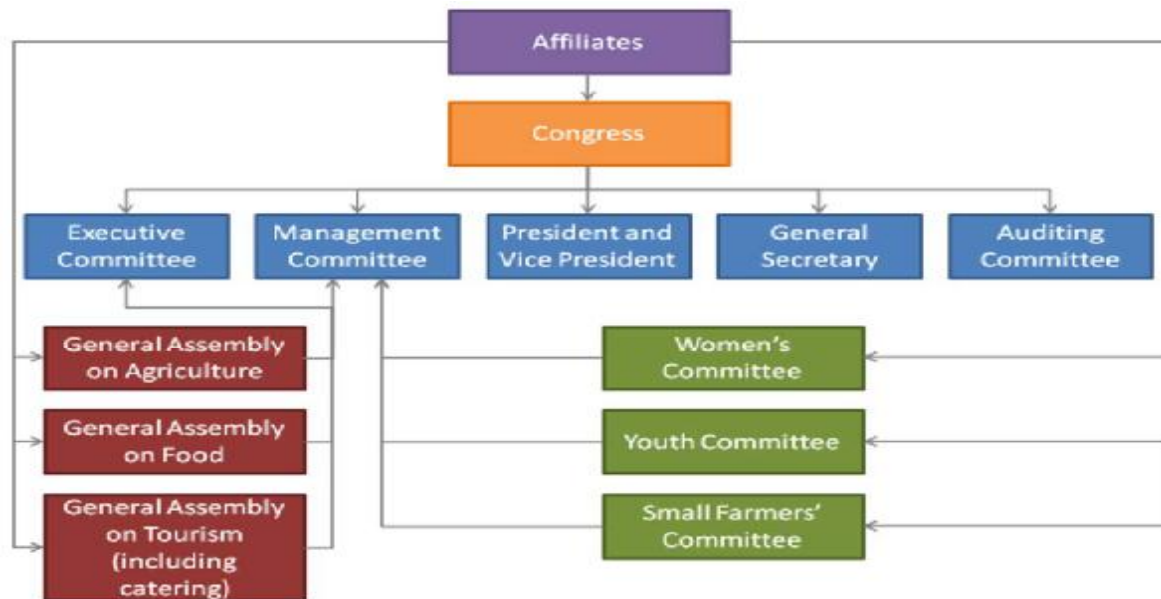
In overall terms, it provides an unclear picture of whether the membership fees and the time that the member organisations invest in the EFFAT are used reasonably.

⁵ A number of networks have, however, developed in: meat, dairy (new) and fish (new)

5. The benefits of the EFFAT – does the internal organisation of the EFFAT’s work promote member interests?

When you only see the EFFAT at a distance and do not frequent the head office of the organisation in Brussels, it can be difficult to see if the EFFAT organises its work optimally. However, if you look at the organisational chart on the EFFAT’s website, it seems as if, even though the EFFAT is a small organisation, there are many kingdoms within the organisation and if you look at its Constitution, you will see that it is unclear where the power lies in the organisation (Figure 4).

Figure 4: The EFFAT’s organisational chart



Source: The EFFAT’s website

The power is divided between a Congress-elected President and a General Secretary, the Deputy President elected in the regions, a number of Vice-Presidents elected in the regions, three Vice-Presidents elected in EFFAT's three sectors and representatives from the Women's Committee and the Youth Committee.

A review of the Constitution does not clarify where the power lies in the EFFAT. By contrast, the Constitution states a form of autonomy for the three EFFAT sectors and the three Sector Secretaries in relation to the organisation's General Secretary and its governing bodies.

This results in the following impression of the organisation:

- EFFAT’s secretariat is perceived as incoherent and there is no / absent synergy between the employees in the organisation.
- Particularly visible is the lacking coherence between the agricultural sector and the food industry sector even if those two sectors share many overlapping interests.
- The secretariat is weak: consisting of 1 General Secretary, 3 political employees and 1 EWC employee, 1 communication employee, 1 administrative employee attached to the General Secretary, 4 administrative employees attached to the political employees and 1 accounts clerk.
- The EFFAT has an extensive democratic structure with 9 decision-making bodies: the Congress, the Management Committee, the Executive Committee, the General Assembly on Agriculture,

the General Assembly on Food (the FDT sector), the General Assembly on Tourism, a Women's Committee, a Youth Committee and a "Small Farmers" Committee.

- In addition, the Constitution stipulates two more committees: the "Auditing Committee" and the "Constitution Committee".
- The positions of the three Sector Secretaries in relation to the General Secretary is unclear. Section 8, part 1 of the Constitution states that the three Sector Secretaries must "submit applications for jobs in the secretariat three months before the Congress", and section 7(2) states that the Sector General Assemblies appoint them and that according to section 7(6) of the Constitution, the Sector Secretary then is part of the sector's governing body.

Summing up

In future, the number of jobs in the three EFFAT sectors will decline and there will be a clearly separate A and B labour market where the A labour market will consist of knowledge-based quality jobs with an attractive salary and job security, and the B labour market will consist of a precariat who will migrate on the labour market and perform "dirty, demanding and dangerous jobs" without any specific attachment to the areas that the EFFAT claim to represent.

Here, a number of the EFFAT member organisations is facing a challenge, as the national labour market structure has contributed to the organisations focusing on keeping their members employed in the same company for their entire working lives and less on the job mobility of the employees in the form of continuing education and training.

The EFFAT's Constitution and structure primarily originate from when the EFFAT was established in December 2000 and are a result of a prolonged merger process between the ECF-IUF and the EFA that lasted for 7 years.

Resolutions about the EFFAT's policies and Constitution are made every 5 years on the EFFAT Congress and have at the last Congress resulted in a vast complex of a 35-page action programme and 11 resolutions covering a total of 22 pages.

These are the resolutions that form the basis for the work in the EFFAT secretariat and in the EFFAT Management and Executive Committees, in the three EFFAT sectors, the Women's Committee and the Youth Committee.

Since its establishment, the EFFAT has lost 1/3 of its members weakening the EFFAT's economy and making the EFFAT dependant on services and project funds from the EU.

There is no clear balancing of the expectations of the member organisations to the EFFAT.

Some of the member organisations are requiring the EFFAT's ability to influence the relevant questions in Brussels, others are seeking concrete help for the development of their organisations and for the solution of national labour disputes.

At present, a number of the EFFAT's regions and large member organisations contribute to "solidarity" towards the EFFAT's small member organisations and regions.

If this "solidarity" is to be maintained it comes with a price as the EFFAT has to give something back in the form of influence on concrete decisions in Brussels and in order to strengthen the member organisations' cross-border professional interests, e.g. within social dumping and seconded employees.

The EFFAT provides concrete, professional solutions within the EWC area.

By contrast, there is no systematic targeted cross-border professional awareness of European groups in e.g. the meat industry, the dairy industry, the food industry or the hotel and restaurant sector or cross-border ownership issues in agriculture.

The EFFAT's Constitution reveals an extensive and unclear organisation consisting of many decision-making bodies and three sectors and Sector Secretaries with a form of autonomy in relation to the EFFAT's President and General Secretary.

Subjects for discussion

- The Constitution is challenged as it does not provide a clear picture of the power structures in the EFFAT.
- It is unclear if the Sector Secretaries are elected or appointed.
- The division of work between the President / the Deputy President and the General Secretary is unclear.
- It is necessary with an overall management of the EFFAT's resources so that identical tasks – e.g. social dumping that is common for all three EFFAT sectors – are treated in one place in the organisation and not separately in each sector.
- Should the sectors be changed into networks instead of elected bodies?
- Should the role of the General Secretary be strengthened in relation to the secretariat?
- How is the politically elected management strengthened in order to achieve greater responsibility for the implementation of the political decisions made in the EFFAT?
- Should a more professional structure be chosen with the appointment of a Managing Director instead of a General Secretary and where the Management Committee is the EFFAT's Board and the Executive Committee is the annual General Assembly?
- A review of the Constitution is to create a narrower organisation and not a bigger one.
- The Constitution is to be cleared of all the work tasks that are not otherwise resolved according to the Constitution.
- A concrete balancing of expectations must be created between the organisations in the EFFAT about what is expected from the organisation – and what the organisation expects from its members.
- It is necessary to create a better balance between the EFFAT's geographical regions.

Some reflexion on questions 2-5

What do EFFAT members expect? And what does the organisation expect from its member organisations?

At EFFAT's next congress in 2019 there will be changes in the leadership when current General Secretary Harald Wiedenhofer will retire, but he has together with EFFAT's political leadership and secretariat built up an organisation that has respect among the members organisation through strong representation within the European Union, European employers, European labour movement and European governments.

European labour market within food sector, tourism and agriculture is rapidly changing and facing many challenges caused by new technologies, consumer demands and globalisation.

EU expansion, financial crisis combined with liberalisation of global economy, trade and migration has led to a divided labour market within EFFAT's sector, with increasing number of workers facing precarious working condition, income insecurity, wage pressure and social exclusion, while other workers are getting good wages, excellent working conditions and job security due to strong collective agreements.

The Nordic member organisations of EFFAT within the tourism sector have been discussing for the last several of months how EFFAT as an organisation is able to address those challenges. We don't think that current structure, strategies and work methods deliver enough benefits to the member organisations anymore?

If EFFAT is to be able to deal with future challenges it is necessary to review EFFAT's goals, political structure, regional balance, gender balance, sectoral coordination & cooperation, work programs, resources and democratic processes. This will require constitutional changes, but also support from the member organisations and strong leadership.

NU HRCT believes EFFAT needs to become more proactive in the future, taking initiative and bringing member organisations together around certain issues and campaigns. For this to work EFFAT needs to be visible and communication needs to continue to improve. If those two criteria's can be achieved NU HRCT is sure that the result will be greater solidarity and union power.

Currently too many member organisations are not contributing to the overall strategy, goals and resources of EFFAT, which has undermined the excellent work done by the secretariat. There are many different reasons for lack of contribution, such as language barriers, lack of resources and national interests. If EFFAT is supposed to manage to achieve its goals more member unions need to put greater priorities on European and Global work in the future and pay their fair share of their member fees.

Another issue that might have to be addressed in the future is the member unions responsibility in coordinating the work of European work councils, but today EFFAT has

possibly taken over the responsibility for coordination of too many EWC. Therefore, taken up too much time of sector secretaries.

What work program do we need? What are our priorities? What should we be doing at the national and European levels? What are the similarities and differences between sectors?

Nordic Union HRCT believes that EFFAT's future work program needs to be shorter and more focused, as proposed in a separate document (see attachment 1). The work program needs to be based on common themes that cover all the sectors and encourages a closer cooperation between sectors. Currently the EFFAT's work program is too ambitious, not representing the diminishing resources due to fewer member, but also caused by a more complex organisation due EU expansion.

In the future, the work program should also include a more concrete action plan for the next 12 months illustrating what EFFAT intends to do and what is expected from the member unions in terms of support, expertise, resources and solidarity.

What kind of future cooperation will we receive from the IUF? How can we complement and support each other?

This is a somewhat complex topic as it requires two parts to cooperate and EFFAT can not force IUF to cooperate. However, as EFFAT's member union are also members of IUF, they could play a roll in encouraging both parties to work closer together.

NU HRCT believes it is important to start by clarifying the relationship with the IUF, both through discussions between both parts and better explanations in EFFAT's constitution, and possibly by linking the names of the two organizations, for example by changing the acronym of EFFAT to IUF Europe.

Currently many trade union leaders, officers and trade union members don't see a clear link between EFFAT and IUF, and do not realize that EFFAT is a regional secretary of the IUF.

Still this is mainly a matter of formality and therefore there are other more important issues such as delivering a clear framework for future cooperation and coordination at a sectoral level and in issues that relate to TNCs. We believe that EFFAT has lot of resources and expertise that might benefit IUF and vice versa. EFFATs and IUFs staff should be encouraged to collaborate more closely than before to strengthen the fight for workers in the food, agriculture and tourism sectors in Europe and worldwide.

Which work, management and decision-making structures and which resources and which Articles of Incorporation do we need?

NU HRCT has send in a separate document with certain proposal for the constitutional committee to consider. The main idea is to clarify the constitution, which is to a certain extent based on traditions and consensus between member unions and secretariat. As current General Secretary has been around for many years, he knows those traditions and

agreements, but in the future the constitution must take into account that people that govern the organization come and go.

NU HRCT also believes that it is necessary to simplify the current governance structure, for example by flattening the organisation and remove the Management Committee for the organisation structure and give a greater power to the Executive Committee. This might free up some resources, both time and finances, and strengthen the sectoral and transnational company work.

By removing the Management Committee, it might be necessary to find some alternative governance structure based on regional and sectoral support to the president and general secretary.

In solidarity
Kristjan Bragason
General Secretary NU HRCT



**SAMOSTALNI SINDIKAT ZAPOSLENIH U POLJOPRIVREDI,
PREHRAMBENOJ I DUHANSKOJ INDUSTRIJI,
VODOPRIVREDI, UGOSTITELJSTVU, TURIZMU I TRGOVINI
BOSNE I HERCEGOVINE**

**AUTONOMOUS TRADE UNION OF AGRICULTURE, FOOD, TOBACCO,
WATER INDUSTRIES, TRADE, CATERING AND TOURISM WORKERS
OF BOSNIA AND HERZEGOVINA**

No: 255/17

Sarajevo, 15 November 2017.

TO: EFFAT

-HARALD WIEDENHOFNER –General Secretary

**Subject: Some signs of issues in preparation of the 5 Congress of the EFFAT-in
November 2019**

In connection with the preparation of the 5 EFFAT Congress, we inform you of the following:

Cooperation Trade Union PPDIVUT of Bosnia and Herzegovina with EFFAT, included in the previous period, was satisfactory, but we appreciate that it is possible to still improve. So, from EFFAT we expect significantly more immediate assistance in the process of trade union work, and engagement through joint action in solving the problems of workers and membership arising from the globalization process, and problems in multinational companies and their parts on the territory of BiH. Practically, this means that it is necessary to tighter union connection and intensified globalization of trade unions on issues such as harmonization of conditions and safety at work, working hours, employment, wages and other income, protection of women and young people, health care, solidarity use of available capacity for vacation recreation, or uniform application of ILO conventions.

Therefore we believe that in the programm documents as a priority should be define the ways and methods of trade union struggle for better protection of workers' rights within EFFAT, and to feel an even greater presence EFFAT's representative in helping unions States, especially in the conduct of negotiations with partners from multinational companies and the countries on the situation of workers.

We believe that the representatives of EFFAT should provide all necessary assistance to Trade unions in transition countries in the process of accession to the European Union.

Also, believe, that we should intensify the educational activities at the level of EFFAT and significantly increase the financial and personnel assistance in these processes implemented by trade unions – members.

Sincerely,

PRESIDENT
prof. dr Mehmed Avdagić



Initial STUH proposals for the EFFAT Working Programme / 2019 Congress

STUH proposes a special attention in the forthcoming period to be paid to solving the issues of workers' safety in the area of precarious work which is becoming increasingly predominant in our activity.

- Precarious forms of work, erosion of traditional employment relations and collective bargaining fragmentation pose great challenges for the trade unions, as well as the need to modernize organizing and recruitment models, for those workers employed on non-formal types of work (fixed-term workers, seasonal workers, part-time workers, agency workers, platform workers, students/pupils as workers etc.), and the need to adopt a new strategy of strengthening a union at the workplace.
- Strategy needs to be based on strengthening the solidarity also with and for precarious workers, strengthening international solidarity and alliances, actions vis-à-vis public authorities, organizing and practical support to precarious workers, improvement of labour and social legislation and extension of collective agreements, in particular the system of monitoring its application.

Proposal for priorities at the European level:

- In cooperation with the European Trade Union Confederation (ETUC), and in relation to EU-level decision-making bodies, work on the inclusion of the Social Progress Protocol to the treaties, on amendments to the Directive 96/71/EC of the European Parliament and Council of 16 December 1996 on posting of workers, on amendments to Directive 2008/104/EC of the European Parliament and Council of 19 November 2008 on Temporary Agency Work, on involvement in the European Platform against Undeclared Work and Bogus Self-Employment, on identifying standards that the national labour inspections need to meet and respect, etc.

Proposal for priorities at the international level:

- In cooperation with the IUF, identify gaps in international labour standards of the ILO.

UGT-FICA

1. What do members expect of EFFAT?

To effectively fight unfair competition caused by social dumping in the EU. This ongoing challenge must go hand in hand with efforts aimed at achieving an inclusive European labour market.

2. What working programme do we need?

Fight precarious work, the exploitation of migrant workers and social dumping.

Strengthen social dialogue. Ensure that workers are covered by collective agreements and a minimum salary.

Monitor transnational agreements and how they affect the European working class, particularly when drawn with EU third countries.

Achieve recognition and a more significant social role as trade unions in the EU. Overall, we need a stronger, more united and more inclusive EFFAT.

EFFAT must recognise and endorse trade union diversity in the EU, and to do so must facilitate the participation of its members ensuring inclusive participation regardless of affiliation numbers.

3. What should be prioritise?

Truly integrated trade unions are the best way of defending labour interests and rights in the EU. In my opinion, this is far from the case now and a lot of work remains to be done.

4. What should we do at national and European level?

The debate is still in its very early stages and should be developed further. EFFAT's role should be to properly coordinate its members at European level.

5. What are the similarities and differences among sectors?

The principles are the same. Congress resolutions should apply these principles across the sectors, despite their intrinsic differences, which must be acknowledged. To do so EFFAT must devise sector-based development plans, inclusive of independent sectoral committees that can take decisions autonomously while complying with congress resolutions, policies and trade union activities, working plans and objectives.

6. What kind of cooperation should we entertain with the IUF?

The IUF isn't EFFAT's antagonist. The IUF and EFFAT must share a working plan on transnational companies that have seats in the EU. This plan should be clear, set in writing and transparent, based on mutual respect and the capacity of the parties to act independently where applicable, including in public institutions, private companies and so forth.

7. How can we complement and support each other?

We need clear policies and to apply congress resolutions. Participation must be democratic and inclusive, and irrespective of membership numbers. We should promote two-way relations with the secretaries general of every EFFAT affiliate.