HomeNet INTERNATIONAL

STRATEGY AND PLAN 2024 – 2027

Unite! Empower! Advocate!
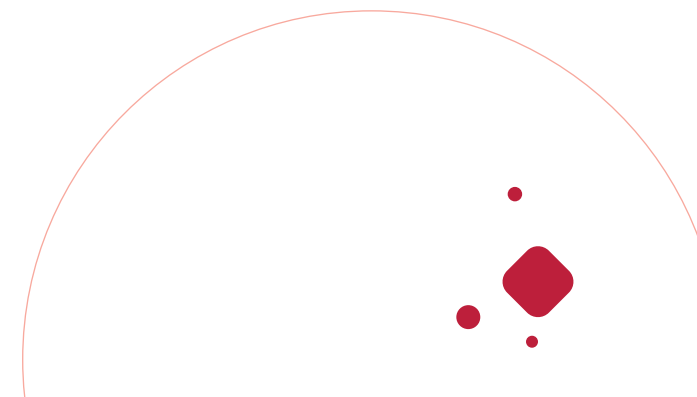
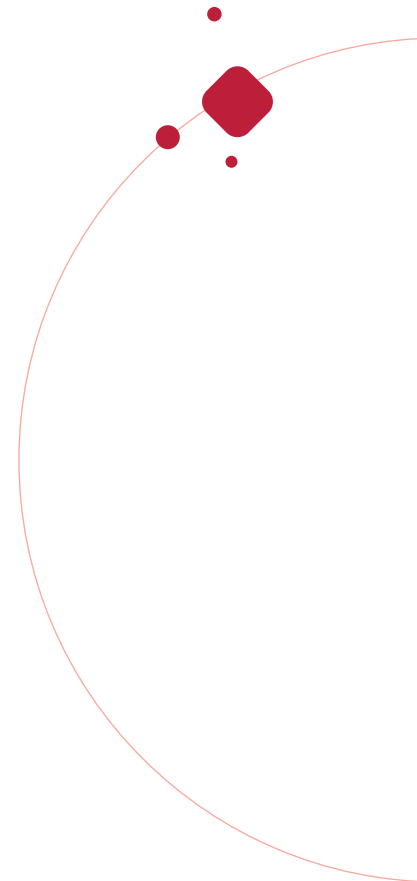# TABLE OF CONTENTS

I.   ABOUT HOME-BASED WORKERS

Home-based workers (HBWs) are workers who do remunerative work from in and around their own homes, producing goods and/or providing services. HBWs make diverse and significant contributions to the local and global economy as well as to their households. They produce goods and/or provide services at a low cost, support their households from falling into extreme poverty, support their children's education and provide their own family with care services.

There are two categories of HBWs:

Self-Employed Workers: They are self-employed or own account workers who design, produce, and market their products to the local and global markets. Most operate without hiring additional staff, however, in some cases they have unpaid family members working along with them. It is important to note that they are self-employed and cannot be classified as running a small business or enterprise.

Homeworkers: They are subcontracted by individuals, firms, traders, or organisations either directly or indirectly, often through intermediaries. Homeworkers receive work orders with instructions, are provided with raw materials and are remunerated based on the pieces produced. They bear various production costs, including workspace, equipment, utilities, supplies, and often transport. They do not have direct access to the market and rarely know who their primary employers are, where the products are sold, and its final sales price.

In 2019, before the COVID-19 pandemic, the International Labour Organisation (ILO) estimated that there were approximately 260 million home-based workers worldwide. Of these, approximately 147 million (57%) were women. The ILO anticipates that the current number of home-based workers will far surpass the 2019 figures.

The Problem

For home-based workers whose homes double up as their workplace, their contribution goes unnoticed and unrecognised by employers, government and society despite the goods they produce and/ or services they provide. They remain as invisible workers as they work individually inside their own homes. Due to their invisibility or the lack of recognition, they remain uncounted or undercounted.

Home-based workers face the difficult task of balancing their remunerative work alongside the care responsibilities – while also dealing with irregular work, low wages, lack of social protection, and poor living and therefore working conditions.

Moreover, home-based workers are vulnerable to economic and labour market shocks. The COVID-19 pandemic's social and economic impact was profound for HBWs worldwide, leading to reduced work opportunities, disrupted supply chains, and skyrocketing production expenses. They were compelled not only to deplete their savings and sell their assets but also to incur indebtedness for the basic survival of their families. Additionally, HBWs have been having difficulty recovering from the economic impact of the crisis, given that the markets have not yet bounced back.

Lastly, the lack of access to markets combined with the lack of skills to produce as per the changing market trends further exacerbates their critical situation, hindering their ability to generate income and sustain livelihoods.
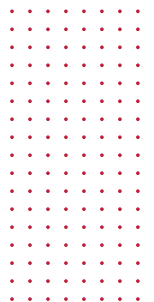
II.   ABOUT HOMENET INTERNATIONAL (HNI)

HomeNet International (HNI) is a global network of membership-based workers' organisations representing 1.2 million home-based workers (HBWs). HNI was launched during the time of the COVID-19 pandemic, in February 2021. Currently HNI has 75 affiliates from 33 countries.

History of HNI

The home-based workers' movement has a long history, with its roots set in India's Self-Employed Women's Association (SEWA) in the 1970s. The idea of HomeNet International first arose in the 1990s when home-based workers' organisations, Global Union Federations (GUFs) and their allies advocated for an ILO Convention on homework. This led to an important milestone in the struggle of home-based workers: the adoption of the Home Work Convention (C177) in 1996.

The first HomeNet International formed in 1994 did not survive due to many reasons, but seeds were sown for regional organising in South Asia, South East Asia and Eastern Europe. In 1997 another milestone was reached when HomeNet South East Asia was formed. Another turning point took place in the year 2000 when South Asian home-based workers' organisations and South Asian governments adopted the Kathmandu Declaration. Between 2000 to 2011 a strong focus on organising and strengthening the regional networks in Asia came about, followed by an expansion of organising and network-building in Eastern Europe & Central Asia, Latin America and Africa, from 2012-2018. Throughout this period discussions took place on the feasibility of forming a global network bringing all regions and organisations of HBWs together for global solidarity of home-based workers.

In 2018, representatives of home-based workers' organisations from five regions met in Stockholm, Sweden, along with representatives from Women in Informal Employment: Globalizing and Organizing (WIEGO). They unanimously decided to take concrete steps to set up a global network of HBWs. They formed an Interim International Working Group (IIWG) with one representative and an alternate from each region to lead the process towards the formation of HomeNet International.

On February 23rd and 24th, 2021, HNI celebrated its launch with a virtual Congress due to the constraints imposed by the COVID-19 pandemic. The virtual Congress marked the end of a two-year process in which HBW organisations worked together with the IIWG to lay the foundations for the global network.

During the virtual Congress, HNI's Constitution was adopted, the first 36 affiliates were confirmed, and the first International Coordinator was nominated. An International Working Committee was nominated, with three members from the four regions – Africa, Latin America, South Asia and Southeast Asia – along with three members from WIEGO, whose role was to support HNI until elections for the Executive Committee could be held. The following key priority areas of work were identified:

- Developing HNI Governance and Operational Structures

- Strengthening Organisations of HBWs and Building Solidarity

- Recognition and Visibility of HBWs

- Improving Livelihoods and Working Conditions

During the course of 2021 and up to April 2023, HNI developed many activities around its key priority areas (See HNI's Two-Year Report – 2021 to 2023) and also expanded its membership.

Between April 25 to 28, 2023, HNI held its second Congress, this time an in-person gathering which took place in Kathmandu, Nepal. HNI welcomed 127 delegates from its affiliate organisations. This is the first time that HNI delegates met in person to elect a new governing body (the HNI Executive Committee), discuss priority areas of work and deepen the solidarity that was built thanks to the online activities held in the previous 2 years.

III. HNI'S COMMITMENT

The Executive Committee, Regional Coordinators and Secretariat participated in HNI's first strategic planning session from November 8 to 10, 2023, in Nairobi, Kenya. HNI's core elements were discussed and its trajectory for the next four years was envisioned.

✅ Values

➡ **Solidarity and Unity:** We firmly believe that when home-based workers unite with a common purpose, they gain strength from the support of each other. This solidarity enables them to become empowered and strive for their rights.

➡ **Rights and Protections:** We are committed to advocate for the rights and protections of home-based workers, ultimately working towards ensuring they are recognised by the government and employers as workers contributing to the country's GDP and global as well as domestic supply chains.

➡ **Diversity and Inclusion:** We believe in unity in diversity and strive to create an inclusive environment where everyone feels valued and respected for their unique identities, perspectives and backgrounds.

➡ **Democracy:** Our Constitution is built upon principles of democracy with representation from all the regions, where the majority of representatives are home-based workers themselves.

➡ **Transparency:** We believe in maintaining full transparency in all aspects of our organisation, including, financial operations, decision-making processes, program development, and reporting mechanisms.

➡ **Active Participation:** We believe that affiliates who are part of our network are active participants and we encourage and value everyone's involvement and ideas. By prioritising active participation, we ensure that our network benefits from diverse perspectives and expertise, leading to a stronger sense of ownership and commitment among all involved.

➡ **Mutual Respect:** We believe in treating everyone with dignity and valuing their opinions, regardless of differences in background or perspective. We strive to have an inclusive and supportive environment where individuals are and feel heard, understood and appreciated. In the event of conflict, we will strive to find peaceful and negotiated solutions by engaging in respectful dialogue.

➡ **Environmental Protection:** Our view is that a healthy environment is necessary for the preservation of life and the fulfilment of our inherent rights and freedoms, and we are committed to promote and ensure everyone's right to a clean, healthy, and sustainable environment.

✅ Vision

Our vision is for greater visibility and recognition of home-based workers and for a strong, united, and representative voice on global platforms where home-based workers effectively engage and challenge those, such as governments and employers, who have power over their working lives.

✅ Purpose

HNI was created to unite and empower home-based workers and their organisations, provide support for their negotiation and advocacy efforts and build global solidarity.

✅ Objective

By 2027, HomeNet International aims to increase solidarity and the voice of home-based workers, build alliances with other organisations and actively advocate for the rights and protections of home-based workers worldwide.
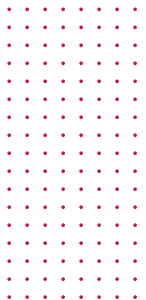
✅ Sub-objectives

To achieve our objective, HNI will pursue work towards four core sub-objectives. These outline the major ways in which HNI will contribute to influencing outcomes.

By 2027, HNI will:

1. Establish effective governance, policies, processes, coordination and sustainability.

2. Increase solidarity within the network and build alliances with the labour movement, strengthen affiliate organisations and increase capacity among leaders, and build a shared identity that recognises home-based workers as workers.

3. Increase visibility and recognition of HBWs on various platforms, leading to more opportunities of reaching larger audiences.

4. Develop research and implement programmes on Social Protection, Climate Change, Global Garment Supply Chains, Access to Markets and Social and Solidarity Economy which ultimately will contribute to the improvement of the livelihoods and working conditions of HBWs in the countries where our affiliates are based.

IV. WORK METHODS, STRATEGIC APPROACHES AND OPERATIONS

Work Methods

HNI utilises different methods to assist in achieving the aforementioned objective and sub-objectives. These are:

➡ **Advocacy:** Promoting the rights and protections of HBWs at the global, regional and national levels.

➡ **Capacity-building:** Providing training and resources to empower HNI affiliates.

➡ **Organising:** Organising HBWs and supporting collective action.

➡ **Networking:** Establishing partnerships, building alliances, collaborating, learning and exchanging resources with HNI affiliates.

➡ **Research:** Gathering relevant information and data to inform our programmes and advocacy efforts.

Strategic Approaches

While the four sub-objectives are the foundation of the strategy, the strategy should be developed in a way that incorporates these strategic approaches or else it could be undermined or fail. Our approaches to the strategy are:

➡ **Consolidation:** Focus on consolidating HNI, replenishing our resources and deepening our capacity. We have experienced significant growth in recent years, but we recognise that we need to pause and strengthen our foundation before pursuing further expansion.

➡ **Demand-driven and Flexible Approach**: All of HNI's work will be demand-driven, depending on the needs of its affiliates and the plans may be tweaked depending on the shifting needs of the affiliates.

➡ **Prioritising Quality:** Focusing our efforts on our priorities, with an emphasis on delivering excellent results.

➡ **Integrated Approach:** The different activities in the plan will complement and build on each other's work, to ensure an integrated whole.

➡ **Collaborative Approach:** All HNI plans will be made, implemented and monitored in a collaborative manner by HNI governance and Secretariat.

➡ **Developing Capacities for Fundraising and Managing Funds:** Concentrate on developing the necessary skills and capabilities of our Executive Committee, Coordinators and affiliates to fundraise, manage funds and report.

Operations

In order to oversee the operational aspect of the organisation and implement its strategy, HNI relies on a lean Secretariat made up of an nominated International Coordinator who leads a team of full-time or part-time team members who work in different areas such as: programme coordination, finance, administration, and communications.

The Secretariat operates from home, meets several times a week to discuss plans, and implements these plans along with the Executive Committee, Regional Coordinators and Affiliates. **(For more information on the organisational structure and roles, please visit the HNI Constitution)**

Additionally, as part of its efforts to establish an effective and efficient operational structure, HNI developed the following internal policies that also contribute to maintaining HNI's values. These are the following:

➡ **Finance Manual:** The Finance Manual is a formal policy reference for the overall financial management affairs of HNI. It sets out guidelines for key aspects of financial management such as day-to-day operations, planning, budgeting, reporting, accounting processes, payroll processing, contract management and funds management. The manual incorporates a well-defined approval system with emphasis on risk management, compliance and audits ensuring adherence to the Constitution of HNI.

➡ **Travel Policy:** The Travel Policy provides guidelines for official travel, including approval processes, travel arrangements, and reimbursement procedures. It ensures that travel activities align with the organisation's mission and adhere to guidelines on permissible expenses and limits.

➡ **Leave Policy:** The Leave Policy provides guidelines and procedures on different types of leave, i.e. Casual Leave, Sick Leave, Public Holidays, Compensatory Off and Maternity/Paternity/Adoption Leave and Leave without pay available for the team members of HNI. The policy also covers entry and exit policies and takes cognizance of the statutory compliances to be met as a global organisation. It aims to have a balance between team member's well-being and operational continuity.

➡ **Human Resource Policy:** The Human Resource Policy defines the principles and procedures related to the HNI's workforce. It addresses recruitment processes, onboarding, performance evaluation, professional development, employee benefits and the overall well-being of the HNI team. This policy has been created to foster a positive work environment, equitable treatment, and the development of a skilled and motivated workforce.
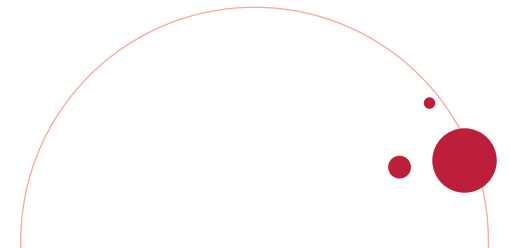
V. HNI'S STRATEGIC PLAN 2024-2027

The strategic plan is organised around the four sub-objectives mentioned above. Each sub-objective contains specific activities and their descriptions, key indicators, and expected outcomes. By successfully realising all four sub-objectives, we will ultimately achieve our main objective. (See the detailed HNI Strategic Plan on page 20).

Developing HNI Governance and Operational Structures

✳ *Sub-objective 1:* By 2027, HNI will establish effective governance, policies, processes, coordination and sustainability.

How we will achieve sub-objective 1:

1. **Registration of HNI:** HNI will be registered with a bank account in Geneva, Switzerland for independent functioning. This will pave a path towards the credibility and trustworthiness of the institution and provide eligibility to independently access grants and other forms of financial support for the functioning of the organisation.

2. **Policies and Procedures:** HNI is committed to continue establishing and implementing a robust framework of Policies and Procedures to govern its operations and interactions. The following key policies and procedures will be developed or strengthened and implemented to ensure transparency, accountability and ethical conduct.

   a. **Human Resource Policy (HR):** The current HR Policy of HNI effectively guides the lean Secretariat team. HNI will work on enhancing the policy making it more comprehensive, to better align with the growing requirements of our global organisation.

   b. **Communication Policy:** The Communication Policy will set the standards for internal and external communications. It will cover guidelines for official correspondence, media relations, and the use of organisational communication channels and interpretation.

   c. **Code of Conduct:** The Code of Conduct will provide guidelines for ethical standards and expectations for behaviour within the organisation. This code will serve as a guide for Executive Committee Members, Sub-Committee Members, Affiliates, and HNI Secretariat promoting a culture of professionalism and ethical conduct.

   d. **Complaint Handling Procedure:** The Complaint Handling Procedure provides guidelines for the establishment of a transparent and fair process for reporting and addressing complaints within HNI and during HNI physical events. It will outline the steps for lodging complaints, investigation procedures, and mechanisms for resolving issues.

   e. **Safety and Security:** The Safety and Security Policy will provide guidelines to HNI on creating a secure environment, mitigating risks and ensuring the well-being of its people and assets. The policy covers guidelines for Information Backup, Safekeeping of Personal and Confidential Information, and Cybersecurity Measures for Protection from Cyberattacks.

   f. **Procedures:** During the four year term, HNI would have an accounting software that connects to its Bank Account; set up and run its HR management system; have streamlined funders reporting mechanisms and information technology support.

g. **Monitoring, Evaluation and Learning (MEL):** HNI will try out different ways of gathering information about if and how well its strategies are achieving its intended outcomes, practising its values etc. It will try out when and how to analyse this information and use it for reflecting and adapting its strategies as necessary. As it develops its approaches, it will document these into what becomes HNI's MEL Framework.

3. **Governance Meetings:** The Governance structure of the organisation will be facilitated through a series of meetings that serve as critical forums for decision-making, updates and planning. These meetings are designed to ensure effective communication, collaboration and oversight. The frequency and focus of each meeting are outlined as follows:

a. **Executive Committee Meetings:** Executive Committee meetings will be held four times a year. These meetings will be held to deliberate on high-level strategic matters, planning, reviewing organisational performance, and make decisions that impact the overall direction of the organisation.

b. **Office Bearers Meetings:** The Office Bearers Meeting will occur on a monthly basis, providing an opportunity for updates on significant activities and making important decisions. This forum aims to ensure alignment between the executive leadership and facilitate timely responses to emerging challenges.

c. **Finance Committee Meetings:** The Finance Committee meeting is held on a monthly basis to oversee all financial management affairs of the organisation and provide strategic guidance. The Committee facilitates the development of effective budgets and reports, provides guidance on HNI policies and manuals and advises on joining and affiliation fees. They report to the HNI Executive Committee.

d. **Gender Committee Meetings:** The Gender Committee meetings will be held on a monthly basis to oversee the integration of gender perspectives into the activities and plans of HNI. They report to the HNI Executive Committee.

e. **Regional Coordinators Meeting:** Coordinators Meetings will be held on a monthly basis. It is a platform for Coordinators of HNI and Regions to share updates, discuss progress, and address any pressing issues within their respective regions. These meetings aim to enhance coordination and alignment between HNI and regional organisations.

f. **Regional Meetings:** Members from the Secretariat will participate in regional meetings once a quarter. These meetings will provide a space for HNI to inform about their activities and receive direct feedback from its affiliates.

4. **Capacity-building for Leadership Development:** HNI will focus on capacity-building of its leaders and expand the cadre of leadership. Capacity-building programmes will focus on 1) Leadership, 2) Media Training and Crisis Management, 3) Reporting and MEL.

5. **3rd HNI Congress:** HNI will hold its 3rd Congress in 2027. At the Congress, the delegates will elect a new governing body, review HNI's constitution and programmes and decide on the HNI's key focus areas of work.

6. **Expansion of the Secretariat:** HNI plans to expand its Secretariat to include the following dedicated roles:

a. **Access to Markets Expert:** Responsible for coordinating and implementing the programme on Access to Markets.

b. **Fundraising Consultant:** Responsible for developing and implementing fundraising strategies to secure funds.
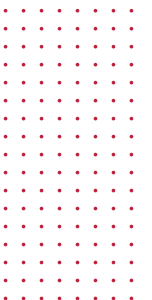
Strengthening Organisations of HBWs & Building Solidarity

Sub-objective 2: *By 2027, HNI will increase solidarity within the network and build alliances with the labour movement, strengthen affiliate organisations and increase capacity among leaders, and build a shared identity that recognises home-based workers as workers.*

How we will achieve our sub-objective 2:

1. **Organising:** HNI will continue its efforts towards strengthening affiliate organisations' effort on organising HBWs through thematic webinars and exchanges.

   a. **Webinars on Organising:** The webinar will be focused on sharing experiences related to organising HBWs. This will involve bringing together representatives from HNI affiliates to discuss successful strategies, challenges faced and good practices in organising HBWs.

   b. **Webinars on the Social and Solidarity Economy (SSE):** The webinar will be focused on sharing experiences related to organising HBWs with SSE models. This will involve bringing together representatives from HNI affiliates to discuss successful strategies, challenges faced and good practices in organising HBWs.

   c. **Exchange Visits to Other Organisations:** HNI will facilitate affiliate visits to other affiliate organisations involved in organising HBWs. The purpose is to provide an opportunity for first-hand learning and exposure to different organisational approaches, methodologies, and successful models. These exchange visits objective is to exchange ideas and the adoption of effective strategies on organising HBWs within the network.

2. **Capacity-building – Regional Level:** Various training initiatives will be conducted online and wherever possible physically at the regional level by regional organisations; HNI will furnish either pre-existing training materials or create new resources for the regional affiliates to facilitate the training sessions, which include: 1) Public Speaking, 2) Mentorship, 3) Advocacy, 4) Negotiations Skills, 5) Leadership Development, 6) Communications Skills, 7) Training of Trainers on Fundraising and building revolving funds, 8) Access to Markets, 9) Financial Literacy.

3. **Networking and Building Alliances:** HNI will build solidarity with key Trade Unions, labour organisations, campaign organisations, multilateral organisations and sister organisations and allies to get their expertise and build collective strength to address the multi-faceted challenges faced by HBWs. HNI will be involved in the following:

   - Map Global Union Federations (GUFs) and understand how they work to gain insights into their structures, functions and activities.

   - Build solidarity with other trade unions and GUFs for support on joint initiatives and campaigns.

   - Establish / sustain alliances with key organisations, including SNI (StreetNet International), IDWF (International Domestic Workers Federation), International Alliance of Waste Pickers (IAWP), Women in Informal Employment: Globalizing and Organizing (WIEGO), and Fair Trade Organizations to collaborate on joint projects, advocacy efforts and share expertise and resources to address common goals.

4. **Statistics:** HNI will work with its affiliates to collect comprehensive data on home-based workers which will provide an avenue to inform on its statistics for advocacy efforts.

   a. Develop HBWs database by HNI affiliated organisations focusing on gender, nature of work, head of family status and Social Protection.

   b. Statistical briefs: Gather national level data on HBWs using labour force surveys.

Recognition & Visibility of HBWs

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Sub-objective 3: By 2027, HNI will Increase visibility and recognition of HBWs on various platforms, leading to more opportunities of reaching larger audiences.

1. **Representation on Different Forums:** HNI will participate in diverse forums aiming to increase their sensitization on HBWs issues, bring visibility to their situation to external audiences and advocate for their rights. These include, but are not limited to: Commission on the Status of Women (CSW), International Labour Conference (ILC), OECD Garment and Footwear Sector Forum, United Nations Forum on Business and Human Rights (UNBHR) and other international forums as they arise.

2. **International HBWs Day:** Every year, HNI will recognise and celebrate the significance of home-based work through a global webinar on October 20th, which has been marked as International Home-Based Workers Day. The webinar will showcase success stories, challenges and innovations/impact in home-based work.

3. **Communications Strategy:** A communications strategy will be created to reach HNI's target audiences (both internal and external) while utilising various communication platforms such as the HNI website, social media channels (Facebook, Twitter, WhatsApp, LinkedIn, etc.), email (newsletters, updates, important information), and the global media. The content shared across these channels will encompass a wide range of material, including but not restricted to stories, research findings, statistics, and videos pertaining to home-based workers, as well as HNI reports.

4. **Advocacy and Campaigns:** HNI will continue its support in advocacy by working on the following campaigns:

    a. **Campaign on ILO C177:** HNI will implement a four-year campaign on ILO C177 involving 14 countries in the following categories: Ratification of ILO C177; Policy Irrespective of Ratification; Improving

Existing Policy and Rules/ Guidelines Irrespective of Policy. HNI will be supporting the Campaign through the following initiatives:

- Updating existing booklet on ILO C177.

- Developing a video on ILO C177 from the perspective of HBWs and outlining their key demands.

- Building alliance with GUFs and other campaign and advocacy organisations.

- Developing a social media toolkit guiding affiliates on social media engagement for the campaign.

- Creating a toolkit for advocacy, focusing on advocating for policies by home-based workers and their organisations.

- Creating a drive folder accessible to organisations engaged in the Campaign to share existing policies and documents to facilitate cross-learning.

- Making documents publicly available on the HNI website so that they can be accessible by all.

- Organising webinars to share insights on strategies, successes, and challenges among participating countries.

    b. **Campaign on Social Protection and Occupational Safety and Health (OSH):** HNI will implement a campaign to advocate for Social Protection and Occupational Safety and Health as per the collective needs of the affiliates.

    c. **Campaign on ILO C190:** HNI will implement a campaign to advocate for the ratification of ILO C190 as per the demands of its affiliates and regional organisations.

Improving Livelihoods & Working Conditions

Sub-objective 4: By 2027, HNI will develop research and implement programmes on Social Protection, Climate Change, Global Garment Supply Chains, Access to Markets and Social and Solidarity Economy which ultimately will contribute to the improvement of the livelihoods and working conditions of HBWs in the countries where our affiliates are based.

1. **Research and Documentation:** A total of four key research documents will be developed within the period. The primary goal of the research is to obtain understanding into the current situation of home-based workers and develop activities for actionable change. In Addition, data driven insights from the research aims to build confidence and capacity of both HBW organisations and HBWs to enable them to articulate pertinent issues to key stakeholders.

   a. **Homeworkers in the Global Garment Supply Chains:** The research study will be conducted in 12 locations to understand the global/domestic supply chains; assess whether there has been a shift in supply chains post the COVID-19 pandemic, and understand the nature of work and working conditions of homeworkers in garment supply chains.

   b. **Impact of Climate Change on HBWs:** The research study will be conducted in 12 countries with an aim to assess the understanding of climate change among HBWs and investigate its impact on them. The study also seeks to explore the local coping mechanisms adopted by HBWs.

   c. **HBWs Survey titled "Gender and Home-Based Work":** The research study led by the HNI Gender Committee will be conducted on a voluntary basis with HNI's 75 affiliate organisations to obtain a snapshot into HBWs details, nature of work, employment arrangement, support received, violence faced by them, and their demands. Each affiliate will send 5 to 10 Google questionnaire forms filled by home-based workers.

   d. **HBWs and Care Work:** The research study will explore the unpaid care work done by home-based workers and understand their needs to reduce the unfair burden of care work.

   e. **Glossary of Gender Terms:** A glossary will be developed with gender related terms for sensitisation and common understanding of the different terms being used.

   f. **Documentation on Global Fairs and Exhibitions:** HNI will map out the different fairs and exhibitions for HBWs to join, showcase their product and sell their products.

2. **Access to Markets Programme:** HNI will continue working on the Home-based Workers Bazaar online platform to showcase HBWs products. It will also carry on with paid social media campaigns to market organisations who have online stores. Furthermore, HNI will build partnerships with other organisations to facilitate access to market initiatives for HBWs and develop an online hub for sharing strategies, production and raw materials. Lastly, we will provide capacity building training around Access to Market for HBWs and their organisations. HNI will bring expert service to develop this programme.

3. **Social Protection Programme:** The programme on Social Protection will continue to focus on documenting "good practices" and effective strategies on Social Protection, map and review existing policies, programmes and schemes on Social Protection in 12 countries that are available and accessible for HBWs, hold Social Protection Strategy Meetings at the National, Regional and Global Levels, develop regional sharing workshops on Social Protection.

HNI's Detailed Strategic Plan
Period: 2024 to 2027

S.No.	Activity	Description	2024	2025	2026	2027	Outputs	Outcome
1. Developing HNI Governance and Operational Structures								
1.1	Registration of HNI	HNI will be registered with a bank account in Geneva for independent functioning.					Establishment of operational foundation encompassing Certificate of Incorporation and Statutory/legal documents, HNI bank number, Operations Manual, and financial management software to ensure legal compliance and organisational robustness.	Legal recognition fostering credibility and trustworthiness with stakeholders, affiliates/partners, and potential donors, thereby creating pathways to diverse fundraising opportunities, collaborative programs, and increased visibility of HNI as the only global network organisation advocating for the rights of HBWs.
1.1.1	Bank Account							
1.1.2	Financial Management System	− Develop Operations Manual that will help set up policies and procedures for accounting and financial controls and general operations of HNI. This has to be prepared with reference to HNI Constitution and the Finance Manual. − Orientation on accounting systems and rolling out of operations to be provided to the Finance Coordinator. Implementation phase to begin soon after.						

S.No.	Activity	Description	2024	2025	2026	2027	Outputs	Outcome
1.2.	**Policies**							
1.2.1	Human Resource Policy	The current Human Resource Policy of HNI effectively guides the lean Secretariat team. HNI will work on enhancing the policy making it more comprehensive, to better align with the growing requirements of our global organisation.					− A comprehensive HR policy, approved by the ExCo. that takes into account the global context. − Orientation session to HNI Secretariat.	A well regulated work environment as a result of the implementation of HR policies, streamlined communication, adherence to code of conduct, effective complaint resolution procedure, increase in systematic implementation of safety and security protocols and operational procedures within HNI.
1.2.2	Communication Policy	The Communication Policy will set the standards for internal and external communications. It will cover guidelines for official correspondence, media relations, and the use of organisational communication channels and interpretation.					− Communication policy approved by the ExCo. − Orientation session to HNI ExCo. and Secretariat.	
1.2.3	Code of Conduct	The Code of Conduct will provide guidelines for ethical standards and expectations for behaviour within the organisation. This code will serve as a guide for Executive Committee Members, Sub-Committee Members, Affiliates, and HNI Secretariat promoting a culture of professionalism and ethical conduct.					− Code of Conduct approved by the ExCo. − Orientation session to HNI ExCo. and Secretariat. − Dissemination of HNI Code of Conduct to HNI Affiliates.	
1.2.4	Complaint Handling Procedure	The Complaint Handling Procedure provides guidelines for the establishment of a transparent and fair process for reporting and addressing complaints within HNI and during HNI physical events. It will outline the steps for lodging complaints, investigation procedures, and mechanisms for resolving issues.					− Complaint Handling Procedure approved by the ExCo. − Orientation session for the HNI ExCo. and Secretariat. − Dissemination of HNI Complaint Handling Procedure to HNI Affiliates.	
1.2.5	Safety and Security Policy	The Safety and Security Policy provides guidelines to HNI on creating a secure environment, mitigating risks and ensuring the well-being of its people and assets. The policy covers guidelines for information backup, safekeeping personal and confidential information, cybersecurity measures for protection from cyberattacks.					− Safety and Security policy approved by the ExCo. − Orientation session for the HNI ExCo. and Secretariat.	
1.3.	**Procedures**							
1.3.1	Accounting Software and HNI Bank Account	Set up online accounting software that connects with the HNI bank account.					HNI financial processes streamlined and operational through the installation of accounting software and orientation sessions on the software.	
1.3.2	HR Management Software	Online software for HR Management – Payroll and leave.					HR processes streamlined and operational through the installation of HR software and orientation session on the software.	

S.No.	Activity	Description	2024	2025	2026	2027	Outputs	Outcome
1.3.3	Funder Reports	Submission of funders reports.					− Standardized reporting template used by HNI and its five regions with alignment of reported budget with initial narrative plan. − Timely submission of consolidated report to funders.	Project transparency, accountability, and trust with funders through clear communication of project activities, expenses, impact, challenges, and lesson learned.
1.3.4	Monitoring, Evaluation, Learning (MEL)	− MEL systems are in place to record key activities. − HNI will try out different ways of gathering information about if and how well its strategies are achieving its intended outcomes, practising its values etc. It will try out when and how to analyse this information and use it for reflecting and adapting its strategies as necessary. As it develops its approaches, it will document these into what becomes HNI's MLE Framework.					− HNI MEL design, data gathering, recording, analysis, learning meetings (HNI regions and affiliates), and communication of findings. − Revisions of strategies or activities.	Regions and affiliates clearly distinguish and record their outcomes from outputs.
1.4	**Governance Meetings**							
1.4.1	Executive Committee Meetings	Executive Committee (ExCo.) meetings will be held four times a year. These meetings will be held to deliberate on high-level strategic matters, review organisational performance, and make decisions that impact the overall direction of the organisation.					− Regular attendance by ExCo. members. − A PowerPoint presentation on the work conducted within the quarter with events/activities/plan/policies that require ExCo. approval. − Minutes of the meeting.	Active and collaborative involvement by Committee Members leading to efficient decision-making processes aligned with the HNI Vision, Objective and Sub-objectives.
1.4.2	Office-bearers Meetings	The Office-bearers Meeting will occur on a monthly basis, providing an opportunity for updates on significant activities and making important decisions. This forum aims to ensure alignment between the executive leadership and facilitate timely responses to emerging challenges.					− Monthly attendance by Office-Bearers. − A PowerPoint presentation on the work conducted within the month with events/activities/plans that require discussion. − Minutes of the meeting.	
1.4.3	Finance Committee Meetings	The Finance Committee meeting is held on a monthly basis to oversee all financial management affairs of the organisation and provide strategic guidance. The Committee facilitates the development of effective budgets and reports, provides guidance on HNI policies and manuals and advises on joining and affiliation fees. They report to the HNI Executive Committee.					− Monthly attendance by members of the Finance Committee. − A PowerPoint presentation on the work conducted within the month with budget plans and/ or policy and procedures that require discussion and approval. − Minutes of the meeting.	
1.4.4	Gender Committee Meetings	The Gender Committee meeting will be held on a monthly basis to oversee the integration of gender perspectives into the activities and plans of HNI.					− Monthly attendance by members of the Gender Committee. − A PowerPoint presentation on the work conducted within the month with plans/activities that require discussion. − Minutes of the meeting.	

S.No.	Activity	Description	2024	2025	2026	2027	Outputs	Outcome
1.4.5	Regional Coordinators Meetings	Regional Coordinators Meetings will be held on a monthly basis. It is a platform for them to share updates, discuss progress, and address any pressing issues within their respective regions. These meetings aim to enhance coordination and alignment between HNI and regional organisations.					Monthly meeting of Regional Coordinators with regular attendance and knowledge sharing, discussion of joint activities and coordination on regional activities/ strategies.	– Streamlined coordination among regions, leading to effectiveness of organizational activities at the regional level such as shared resources and coordinated effort to achieve a common goal. – Synchronized planning of activities by both regional and global teams to prevent scheduling conflict. – Provision of HNI support to regional initiatives. – Oversight to ensure the successful implementation of all planned activities.
1.4.6	HNI at Regional Meetings	Members from the Secretariat will participate in regional meetings once a quarter. These meetings will provide a space for HNI to inform about its activities and receive direct feedback from its affiliates.					Participation of HNI Secretariat in regional meetings, creating a platform for HNI to share information about its activities and gather direct feedback from affiliates.	Improved collaboration between HNI and its affiliates.
1.5	**Capacity Building: Leadership Development of Executive Committee Members**							
1.5.1	Leadership Development	HNI ExCo. are provided with leadership development training to enhance their leadership role.					– Number of HBWs leaders participating in the training. – Training materials. – Training evaluation report.	Executive Committee Members apply the learning from the trainings and train upcoming leaders.
1.5.2	Media Training and Crisis Management	Equip HNI ExCo. with training to prepare themselves for unforeseen events or emergencies.					– Number of HBWs leaders participating in the training. – Training materials. – Training evaluation report.	

S.No.	Activity	Description	2024	2025	2026	2027	Outputs	Outcome
1.5.3	Reporting and Monitoring, Evaluation, Learning (MEL)	Guide leadership team on reporting format and on MEL approach.					− Number of HBWs leaders participating in the training. − Training materials. − Training evaluation report. − Support to HNI from MEL Expert.	Participants adopt MEL approach – sharing information and using it for learning conversations and reporting, and improve the quality of reports sent to HNI.
1.6	**3rd HNI Congress**	HNI will hold its 3rd Congress in 2027. At the Congress, the delegates will elect a new governing body, review HNI's Constitution and programmes and decide on the HNI's key focus areas of work.					− Membership based representation of HNI affiliates at the Congress. − Election of Executive Committee Members. − Election of Office-bearers. − Review HNI Constitution, programmes, and focus key areas. − Declarations/ Resolutions (if any).	− Media coverage/ Social media engagements (assuming we are adding a public dimension). − Possible outcomes of advocacy with key stakeholders in the city of the Congress.
1.7	**HNI Secretariat**	Expansion of Secretariat						
1.7.1	Access to Markets Consultant	One Access to Markets Consultant.					− Programme on Access to Market for HNI affiliates. − Build partnership with other organisations for access to market initiatives. − Number of capacity building trainings.	HNI affiliates acquire insights into market strategies to enhance their market reach.
1.7.2	Fundraising Consultant	One Fundraising Consultant.					Number of proposals submitted.	Financial growth and sustainability through grants received by funders.

2. Strengthening Organisations of HBWs & Building Solidarity

S.No.	Activity	Description	2024	2025	2026	2027	Outputs	Outcome
2.1	**Organising**							
2.1.1	Webinars on Organising	The webinar will be focused on sharing experiences related to organising HBWs. This will involve bringing together representatives from HNI affiliates to discuss successful strategies, challenges faced and good practices in organizing HBWs.					– One webinar per year involving 75 affiliates from 33 countries. – Number of HNI affiliates sharing experiences. – Compilation and documentation of successful strategies, challenges faced and good practices identified by HBWs organisation during the webinar.	Strengthened knowledge exchange among participants leading to the implementation of improved strategies and practices in organising HBWs.
2.1.2	Webinars on Social Solidarity Economy (SSE)	The webinar will be focused on sharing experiences related to organising HBWs with SSE models.This will involve bringing together representatives from HNI affiliates to discuss successful strategies, challenges faced and good practices in organising HBWs.					– Two webinars by 2027 involving 75 affiliates from 33 countries. – Number of HNI affiliates sharing experiences. – Dissemination on SSE models through the webinar and fostering collaborative environment for experience sharing among participants.	Strengthened awareness and adoption of SSE models/ principles by participants.
2.1.3	Exchange Visits to Other Organisations	HNI will facilitate affiliate visits to other affiliate organisations involved in organising HBWs.These exchange visits objective is to exchange ideas and the adoption of effective strategies on organising HBWs within the network.					– One exchange visit per year. – Number of HNI affiliates engaged in the exchange visits per year.	Visiting teams adopt ideas/ tools/ approaches from HNI affiliate organisation.
2.2	**Capacity Building: Regional Level**	Training programs will be conducted online and wherever possible physically at the regional level by regional organisations; HNI will furnish either pre-existing training materials or create new resources for the regional organisations to facilitate the training sessions.						
2.2.1	Public Speaking Training	Public Speaking Training to develop public speaking skills among HBWs leaders to effectively represent the concern and needs of HBWs in various local, national and international forums.					– Number of HBW leaders participating in the training. – HBWs are equipped with public speaking skills to confidently represent their concerns and needs.	HBW leaders participate in public forums and voice their issues and demands with confidence.

S.No.	Activity	Description	2024	2025	2026	2027	Outputs	Outcome
2.2.2	Mentorship	Creating a pool of mentors and integrating into HNI leadership development trainings.					Mentoring of HBWs leaders.	HBW leaders that have been mentored take up leadership roles.
2.2.3	Advocacy	Training to develop advocacy skills and familiarise HBWs with advocacy tools and strategies directed towards key issues which affect their lives.					– Number of HBWs leaders trained on advocacy strategies. – HBWs are equipped with different advocacy tools and strategies.	HBW leaders use the learnings in advocacy initiatives and campaigns.
2.2.4	Negotiation Skills	Skills to conduct negotiation/ bargain with employers, suppliers, intermediaries, government officials, policy-makers.					– Number of HBWs leaders trained. – HBWs are equipped with negotiation skills to engage effectively with employers, suppliers, intermediaries, government officials, and policy-makers.	HBW leaders apply the learnings to negotiate with key stakeholders.
2.2.5	Leadership Development	Skills to equip HBWs with essential skills, knowledge, and strategies to enhance their leadership capabilities within the organisation.					– Number of HBWs engaged in the trainings. – HBWs are equipped with leadership skills to take up leadership roles within their organisation/ community.	HBWs demonstrate stronger leadership within their organisation/ community.
2.2.7	ToT on Fundraising and Building Revolving Funds	Skills to raise funds and build revolving funds for sustainability.					– Number of HBWs leaders trained. – Number of HBWs receiving training from trained leaders. – HBWs organisations are equipped with knowledge on fundraising and building revolving funds.	– Trained leaders go on to train additional HBWs. – HBWs organisations use the learnings to raise funds.
2.2.8	Access to Markets	Trainings such as: – Develop HBWs on market readiness; – Institutional building: Learning how to build cooperatives to facilitate better access to markets. – Entrepreneurial Skills: Understanding market needs to develop new products and/or improve the quality of existing products. – Communication Skills: Skills to promote products and branding. – Digital literacy: Skills to utilise digital tools to market products.					– Number of HBWs and HBWs organisation trained. – HBWs are equipped with knowledge on how to access markets for selling their products.	HBWs and HBWs organisation use the learnings to promote and sell products.

S.No.	Activity	Description	2024	2025	2026	2027	Outputs	Outcome
2.2.9	Finance Literacy	Equip HBWs with fundamental knowledge and practical skills for managing finance, and budgeting.					– Number of HBWs and HBWs organisation trained. – HBWs are equipped with fundamental knowledge and practical skills for finance management and budgeting.	HBWs apply the learnings and effectively manage their finances.
2.3	**Networking and Building Alliances**							
2.3.1	Mapping of Global Union Federations (GUFs) and Understanding how they work	To Understand GUFs structures, functions and activities.					– Number of GUFs mapped. – One mapping report. – Enhanced understanding of GUFs structures, functions and activities and alliance-building with them and sister organisations for joint initiatives and campaigns.	
2.3.2	Build Solidarity with Other Trade Unions and Global Union Federations (GUFs)	To build solidarity to implement joint initiatives and campaigns.					Number of joint campaigns.	GUFs and Sister Organisations participate in HNI webinars, campaigns and events.
2.3.3	Alliance-building with Sister Organisations and Conducting Learning Exchange Programmes	Strengthening alliance with informal economy network organisations such as Street Net International (SNI), International Domestic Workers Federation (IDWF), International Alliance for Waste Pickers (IAWP), Women in Informal Employment Globalising and Organising (WIEGO), Fair Trade organisations on joint projects, advocacy efforts and share expertise and resources to address common goals.					Number of alliances established.	

S.No.	Activity	Description	2024	2025	2026	2027	Outputs	Outcome
2.4	**Statistics**							
2.4.1	HBWs Database	HBWs organisations collect data from their members, encompassing socio-demographic details, gender, nature of work, social protection, and head of the family, among other relevant factors.					Number of organisations develop a HBWs Database.	− Enhanced understanding of the gender, demographics and work-related characteristics of HBWs. − HBWs and HBWs organisation make use of the data to make informed decisions and implement tailored support initiatives.
2.4.2	Statistical Briefs	Collection of data on HBWs at the national level using labour force surveys.					Number of statistical briefs produced and distributed to HNI affiliates.	HBWs and their organisations use the statistical brief for evidence-based advocacy.

3. Recognition & Visibility of HBWs

S.No.	Activity	Description	2024	2025	2026	2027	Outputs	Outcome
3.1	**Representation on Different Forums**	Different platforms will be used to sensitise HBWs issues and bring visibility to their situation by external audiences and advocate for their rights. These include: Commission on the Status of Women (CSW), International Labour Conference (ILC), OECD Garment and Footwear Sector Forum, United Nations Forum on Business and Human Rights (UNBHR) and other national and international forums as they arise.					− Number of HBWs participate in different local, national and international forums. − Number of collaboration established with other organisations. − Number of media coverage.	− HBW leaders speak for the first time or participate more effectively in public forums. − Stakeholders at these forums cite HBWs arguments. − HBWs and their representative organisations are invited to participate in these platforms.
3.2	**International HBWs Day**	Every year, HNI will recognise and celebrate the significance of home-based work through a global webinar on October 20th, which has been marked as International Home-Based Workers Day. The webinar will showcase success stories, challenges and innovations/ impact in the area of home-based work.					− One webinar per year to celebrate International HBWs day. − Number of HBWs participating in the webinar. − Number of attendees.	Other organisations, funders, allies, and sister organisations participate in the webinar.

S.No.	Activity	Description	2024	2025	2026	2027	Outputs	Outcome
3.3	**Communications Strategy (Internal & External)**							
3.3.1	Website – Regular updation	Frequently updating and making changes to the content, design, functionality, or any other aspect of the website. This ensures that the website stays current, relevant, and optimised for performance.					Regularly updated website.	− Individuals or institutions. − media, trade unions, decision-makers, employers quote what HBWs said or pick up their arguments. − Unique visitors, organic traffic, page-views, bounce rate, engagement and behaviour (including in relation to narratives for social change). − Increased website traffic or from new users. − Audience growth, engagement rate, reach/impressions and brand mentions. − Newsletter open and click rates. − Video engagement and views on social media pages. − The above also applies to HNI translated materials in diverse languages. − Other organisations endorse or participate in HNI and/ or affiliates awareness campaigns, webinars, events.
3.3.2	Social Media – Regular updation	Consistently adding new and fresh content to HNI's social media platforms. It involves posting updates, sharing news, uploading photos, videos, or any other form of content to keep the platforms active and engaging for the audience.					New and fresh content consistently added to HNI social media platforms (HNI and affiliates).	
3.3.3	HNI Newsletter – Quarterly	A periodic newsletter released every three months. It provides a means of communication between HNI and its stakeholders keeping them updated on recent developments, achievements, and future plans of HNI and its affiliates.					Quarterly production of newsletter.	
3.3.4	Media Relations	Proactive and reactive approaches to global media: The proactive approach involves managing media narratives through positive relationships with media outlets, content creation, and reputation management. The reactive approach involves responding to media events and criticisms, such as crisis communication, media monitoring, and crafting timely press releases and statements to address issues and correct misinformation.					− Number of relationships created with media outlets. − Number of pitches done to media outlets. − Number of stories and/ or press releases and / or statements shared.	
3.3.5	Development of Narratives for Social Change	Creating and crafting stories that deliver a specific message or advocate for a particular cause or issue. It involves using storytelling techniques to engage, inspire, and educate audiences about the need for social change and to mobilise action. The narrative can take various forms, such as written stories, documentaries, films, public speeches, or social media campaigns.					Website page views, social media post engagement, media coverage of the story at hand.	
3.3.6	Video Production	It involves various stages, including pre-production (such as scriptwriting, planning, and storyboarding), production (camera work, animation, or other), and post-production (editing, special effects, and adding sound/music).					Number of videos created.	
3.3.7	Translation and Interpretation	Translation of key documents and hired interpretation support for large meetings, webinars or events.					− Number of translated documents and interpretation languages per event. − HBWs satisfaction with the interpretations.	

S.No.	Activity	Description	2024	2025	2026	2027	Outputs	Outcome
3.4	**Advocacy and Campaigns**							
3.4.1	**Campaign on ILO C177**	HNI will implement a 4-year campaign on ILO C177 involving 14 countries on the following categories: Ratification of ILO C177; Policy Irrespective of Ratification; Improving Existing Policy and Rules/ Guidelines Irrespective of Policy.					– Countries have the necessary resources to implement the 4 year campaign. – Trade unions and allies in respective countries support the Campaign.	
3.4.1.1	Booklet on ILO C177	Update existing booklet and have it translated into different languages.					Booklet on ILO C177 in different languages.	
3.4.1.2	Video on C177	A video that explains the significance of C177 from the perspective of home-based workers and outlining key demands.					One video on C177 in English with subtitles in different languages.	
3.4.1.3	Develop Social Media Toolkit	Toolkit on how to use social media for the campaign.					One toolkit on social media.	– Affiliate organisations run campaigns to achieve their policy goals.
3.4.1.4	Develop Toolkit for Advocacy	Toolkit for HBWs and their organisations with a focus on advocating for policies by home-based workers and their organisations.					One toolkit on advocacy.	– Allies and other worker organisations join the campaigns.
3.4.1.5	Build Alliances with International Trade Unions and Supporters for the Campaign	Networking with different international trade unions and supporters such as International Trade Union Confederation (ITUC), Global Union Federation (GUFs), Mondiaal FNV, Swiss Solidar, IndustriALL.					Number of alliances formed with different organisations. Number of alliances understand how HNI works.	– Members of government articulate support for the affiliates organisations demands.
3.4.1.6	Drive Folder to Share and Store Documents	Create a drive folder for existing policies and documents to facilitate cross-learning.					Drive folder created and used.	– Governments shift policies, regulations or laws.
3.4.1.7	Documents Made Available on the HNI Website	Make documents publicly available on the HNI website so that they can be accessible by all.					Documents made available to the public.	– Media coverage of the affiliate organisations call for change.
3.4.1.8	Cross-learning Webinars	Webinars to share insights on strategies, successes, and challenges among participating countries.					– Number of webinars per year. – Number of attendees. – Attendees are equipped with the insights on strategies, successes and challenges faced by organisations participating in the Campaign.	

S.No.	Activity	Description	2024	2025	2026	2027	Outputs	Outcome
3.4.2	**Campaign on Social Protection and Occupational Safety and Health (OSH)**							
3.4.2.1	**Social Protection and OSH for HBWs**	HNI will implement a campaign to advocate for Social Protection and Occupational Safety and Health as per the collective needs of the affiliates.					– Number of countries involved in the Campaign to advocate for Social Protection and OSH. – Support participating organisations to implement campaigns in their respective countries.	– Affiliate organisations run campaigns to achieve their policy goals. – Allies and other worker organisations join the campaigns.
3.4.3	**Campaign on ILO C190**	HNI will implement a campaign to advocate for the ratification of ILO C190.					– Number of countries involved in the Campaign to advocate for the ratification of ILO C190. – Support participating organisations to implement campaigns in their respective countries.	– Members of government articulate support for the affiliates organisations demands. – Media coverage of the affiliate organisations call for change.

4. Improving Livelihoods & Working Conditions

S.No.	Activity	Description	2024	2025	2026	2027	Outputs	Outcome
4.1	**Research & Documentation**							
4.1.1	Homeworkers in the Global Garment Supply Chains	The research study will be conducted in 12 locations to understand the global/ domestic supply chains; assess whether there has been a shift in supply chains post the COVID-19 pandemic, and understand the nature of work and working conditions of homeworkers in garment supply chains.					– 12 organisations take part in the research. – One consultant to lead the research. – Interview with organisation leaders to understand country context. – Development of questionnaire and use of data collection software. – One advisory group. – Orientation to data collectors. – KII with leaders from 12 organisations. – One research report with recommendation and key advocacy messages. – Dissemination of research report via webinar. – Research report used for advocacy purpose at national, regional and global level by HNI and affiliate organisations.	HBWs organisations use data driven insights from the research report to advocate for policy for HWs or create specific programs on Garment Supply Chains.

S.No.	Activity	Description	2024	2025	2026	2027	Outputs	Outcome
4.1.2	Climate Change	The research study will be conducted in 12 countries with an aim to assess the understanding of climate change among HBWs and investigate its impact on them. The study also seeks to explore the local coping mechanisms adopted by HBWs.					– 12 organisation take part in the survey. – One advisory group. – Orientation to data collectors. – KII with leaders from 12 organisations. – One research report with recommendation and key advocacy messages. – Dissemination of Research report via webinar. – Research report used for advocacy purpose at national, regional and global level by HNI and affiliate organisations.	HBWs organisation use data driven insights from the research report to advocate for policy for HBWs or create specific programs on Climate Change.
4.1.3	HBWs Survey "Gender and Home-Based Work"	The research study led by the HNI Gender Committee will be conducted on a voluntary basis with HNI's 75 affiliate organisations to obtain a snapshot into HBWs details, nature of work, employment arrangement, support received, violence faced by them, and their demands. Each affiliate will send 5 to 10 Google questionnaire forms filled by home-based workers.					– HNI affiliates take part in the survey. – One research report with recommendations and key advocacy messages. – Dissemination of research report via webinar. – Research report used for advocacy purposes.	HBWs organisations use date driven insights to advocate for policy for HBWs or create specific programs on violence faced by women HBWs.
4.1.4	HBWs and Care Work	The research study will explore the unpaid care work done by home-based workers and understand their needs to reduce the unfair burden of care work.					– Organisations take part in the survey. – Orientation to data collectors. – KII with leaders. – One research report with recommendation and key advocacy messages. – Dissemination of research report via webinar. – Research report used for advocacy purpose at national, regional and global level by HNI and affiliate organisations.	HBWs organisation use date driven insights to advocate for policy for HBWs or create specific programmes on care needs of women HBWs.
4.1.5	Glossary of Gender Terms	A glossary will list out all the gender related terms for sensitisation and common understanding of the different terms being used.					Glossary of gender terms disseminated to HNI affiliates.	HBWs and HBWs organisations use Gender Terms in ways that reflect a common meaning.

S.No.	Activity	Description	2024	2025	2026	2027	Outputs	Outcome
4.1.6	Fairs and Exhibition of Products	Mapping of fairs and exhibitions for HBWs to join, showcase and sell their products.					Mapping report disseminated to HNI affiliates.	HBWs and HBWs organisations join fairs and exhibitions to showcase and sell their products.
4.2	**Access to Markets**							
4.2.1	Networking with Organisations to Create Partnerships	Develop partnerships with organisations who work on access to markets and collaborate with online marketing aggregators to streamline access and broaden reach across diverse markets.					Outreach and engagement for potential partnership.	– Number of partnerships created with online marketing aggregators. – HNI affiliates with online shops receive orders. – Visibility of HBWs products through HNI Bazaar page. – HNI affiliates have improved market access as a result of the Campaign.
4.2.2	Creation of New Paid Social Media Campaigns	Paid social media campaigns for organisations who have their own online shops.					Number of increased views each quarter on social media pages.	
4.2.3	Online Bazaar page on HNI Website	Regular update on Bazaar page and increased visibility.					Number of increased views each quarter on HNI Bazaar Page.	
4.2.4	Online Sharing Hub	An online sharing hub developed to share strategies, production, raw materials.					– Online sharing hub established. – Online sharing hub used by affiliates.	
4.3	**Social Protection**							
4.3.1	Documenting of "Good Practices" / Effective Strategies	Booklet identifying good practices is developed.					Number of good practices /effective strategies documented on social protection.	HNI affiliates use the learnings and reports to advocate for social protection in their respective countries or access social protection.
4.3.2	Mapping 12 countries Social Protection policies	Mapping and review of existing policies, programmes/ schemes on social protection that are available and accessible for HBWs.					12 countries report on Social Protection schemes.	
4.3.3	Regional Sharing Workshop on Social Protection	Good practices on social protection and mapping reports are shared regionally.					– 5 regional sharing workshops. One per each region. – Dissemination of mapping report.	

VI. DRAFT THEORY OF CHANGE

VISION

✔ Greater visibility and recognition of home-based workers

✔ Representative voice on global platforms where home-based workers effectively engage and challenge those, such as governments and employers, who have power over their working lives

01 STRENGTHENED GOVERNANCE AND OPERATIONAL STRUCTURES

- Registration completed
- New or strengthened policies and procedures
- Recruitment & retention of staff
- Full participation in routine governance meetings
- Increased capacity of global leaders

02 STRENGTHENED ORGANISATIONS OF HBWS & SOLIDARITY BETWEEN THEM

- Increased solidarity within the network
- Stronger alliances with the labour movement
- Stronger affiliate organisations
- Increased capacity among regional & national leaders
- Members articulate a shared identity that recognises home-based workers as workers

03 INCREASED RECOGNITION AND VISIBILITY OF HBWs

- HBWs represented on key forums
- Increased use of HNI's media and social media by members and other stakeholders
- Progress in relation to domestication of ILO C177, ILO C190, and Social Protection/ OSH

04 IMPROVED LIVELIHOODS AND WORKING CONDITIONS

- HNI, regions and affiliates use the findings of our research and documentation of good practices as evidence to support our calls for shifts in policy and practice
- Other stakeholders cite our findings in support of improved livelihoods and working conditions of HBWs
- HNI Online Hub increases HBWs' access to markets

VALUES

- Solidarity & Unity
- Rights & Protection
- Diversity & Inclusion
- Democracy
- Transparency
- Active Participation
- Mutual Respect
- Environmental Protection

WORK METHODS

Advocacy   **Capacity-building**   **Organising**   **Networking**   **Research**

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