

UNION TO UNION STRATEGY

2022-2027





Cover photo: Stina Petersson, *Union to Union*

Caption: Trade union representatives at training. This training is part of the project Union Building Sub-Saharan Africa, led by the Swedish trade unions IF Metall, Unionen, Pappers and the Global Union Federation IndustriALL with support from *Union to Union*.

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ABOUT UNION TO UNION

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Caption: Jassiben takes a break from collecting garbage at the garbage dump Piranha in Ahmedabad, India. Jassiben and her colleagues have organised to be able to push for better working conditions. Photo: David Lundmark

1. Introduction

The *Union to Union* strategy for 2022–2027 sets out the overall direction and priorities for the organisation's activities. The strategy has been developed via a participatory process with the Swedish trade union movement during 2021.

The strategy will guide the development of annual operational plans and be accounted for in *Union to Union's* annual reports. The Union Council is a good resource for regularly evaluating the strategy in an inclusive way.

2. This is Union to Union

Our organisation

Union to Union is a collaborative organisation that aims to support and coordinate LO (Swedish Trade Union Confederation), TCO (Swedish Confederation of Professional Employees), Saco (Swedish Confederation of Professional Associations) and their affiliates in international trade union development cooperation.

Vision

Union to Union's vision is a world in which trade union and other human rights in working life are respected, protected and ensured. This means giving all workers the opportunity to come together to improve their situation in the belief that acting as an organised group is more effective than acting alone. We operate in a spirit of gender equality, solidarity, democracy and sustainable development without poverty or discrimination.

Fundamental principles

Union to Union's fundamental principles are based on the UN's Universal Declaration of Human Rights, ILO's core labour standards and ILO's Decent Work Agenda for sustainable development through employment and decent working conditions. Together with the operationally relevant goals of the UN's Agenda 2030 and the Global Deal initiative, these form the basis of trade union development cooperation.

Union to Union's work helps tackle poverty through the right to organise trade unions and bargain collectively for better economic and working conditions. The trade union movement is based on global solidarity and all work is based on the

member-to-member perspective. The equal value and rights of all people, gender equality, social equality, solidarity, democracy and sustainable development are fundamental principles that are reflected in *Union to Union's* activities.

Union to Union's mission

Union to Union will support, coordinate and communicate the international development cooperation of LO, TCO, Saco and their affiliates in order to strengthen the trade union movement as a strategic development actor. In dialogue with LO, TCO and Saco, *Union to Union* will also take initiatives to develop its activities and represent the Swedish trade union movement in development policy issues. *Union to Union* will also endeavour to raise awareness of, build confidence in and increase support for international trade union development cooperation. *Union to Union* also aims to ensure and develop methods and processes for the implementation and quality assurance of the trade union development cooperation pursued through the organisation.

Union to Union's rights-based work is built around a multidimensional poverty perspective and aims to contribute to the establishment of independent, democratic and gender equal trade union organisations in all countries with the capacity to represent the interests of their members.¹ By promoting unionisation and social dialogue² the organisation's activities contribute to democracy, human rights, respect for international law, fair distribution of resources and sustainable development.

3. Challenges and objectives for Union to Union activities

Union to Union is aware of a number of challenges in the wider world that relate to workers' rights and trade union development cooperation. In order to respond to these challenges, Union to Union has focused its efforts on four thematic areas:

- Increasing difficulties experienced by workers in organising unions to ensure their rights are respected and a decent working environment through democratic, free trade unions – *Thematic Area 1: Independent and democratic trade unions.*
- Erosion of democratic forum, climate change and the challenges of an increasingly global labour market – *Thematic Area 2: Social dialogue, sustainable supply chains and a just climate transition.*
- The increasing proportion of the workforce in low- and middle-income countries working under informal or precarious employment conditions, such as migrant workers – *Thematic Area 3: Organising in the informal sector, migration and precarious work.*
- The current lack of gender equality and the issue of discrimination – *Thematic Area 4: Increased gender equality in the workplace, society and within trade unions.*

Thematic target area 1: Independent and democratic trade unions

Millions of workers in the world's low- and middle-income countries work in harsh, dangerous and unhealthy conditions. All too often, basic rights at work are not respected, which is essential in helping people escape poverty but also in giving them financial opportunities and empowerment to engage in trade unions to influence their work situation.

Sexual harassment, health hazards and excessive workloads are examples of serious health and safety problems that are prevalent in workplaces around the world. Without trade unions, workers lack the means to obtain the necessary knowledge about their rights in the workplace or to achieve a good working environment through collective agreements.

Trade unions are key organisations in the defence of human rights at work. As a result, workers and trade union activists around the world often face threats, violence and harassment from repressive governments or private companies seeking to silence critical voices. This means that many workers are unable to join a trade union for fear of reprisals. A lack of respect for rights in the workplace is thus a further obstacle to unionisation.

The Covid-19 pandemic has exacerbated the vulnerability of millions of workers. Groups that were already marginalised before the pandemic are also those most affected by its long-term consequences, such as unemployment and a deterioration in the working environment. In low- and middle-income countries, union membership is declining as workplaces close either temporarily or permanently. We are also seeing consequences in the service sector, with furloughing and unpaid wages.

There are also challenges in relation to the trade union movement's ability to constantly evolve in response to the challenges of a changing labour market. Trade unions, especially in low- and middle-income countries, often need support in attracting and training new members and elected representatives, and to be effective in defending workers' rights.

The fundamental and key strength of the trade union movement is its ability to organise and represent a wide range of workers at local, sectoral and national level. Maintaining the autonomy and strength of trade unions so they can effectively organise new members, bargain collectively and uphold trade union rights requires knowledge of trade union issues, international and national laws and agreements regulating relations between the parties in the labour market. Robust organisational capacity and financial resources are also significant factors in helping trade unions function effectively.

Union to Union's objective for this thematic area is for trade unions to be free, independent, democratic

and effective in organising new members. Trade unions must pursue successful trade union work and defend and promote the human rights of their members.

Union to Union activities will focus on:

- Core activities of trade unions with a broad recruitment of target groups, internal democracy, economic sustainability and capacity development of trade unions as a negotiating partner and as a partner in social dialogue.
- Trade unions' work to monitor and demand accountability for human rights in the workplace.

Thematic target area 2: Social dialogue, sustainable supply chains and a just climate transition

Union to Union can clearly see that trade union perspectives and workers' voices fall off the agenda in times of crisis and unrest. This is part of a wider trend in which governments are restricting opportunities for trade unions, civil society as a whole and politically progressive actors to make themselves heard.³ This erosion of the democratic forum is often associated with authoritarian political forces. The growing influence of companies, often multinational corporations, over key sectors of society can also create difficulties for democratic transparency and civil participation. In several countries, democratic restrictions threaten the very foundations of the rule of law.

Social dialogue is crucial to achieving the Sustainable Development Goals. This is why social dialogue has helped to make the trade union movement a key player in the work on Agenda 2030. However, social dialogue is often undermined in a number of countries at national and local level because of employers and governments failing to take their share of responsibility for making it work.

Collective bargaining is a type of social dialogue. These days, decent working conditions and rising wages are often challenged by international competition or anti-worker policies. National collective agreements then become an effective means of countering unfair competition between companies in the same sector, and a negative spiral of sinking wages and poorer working conditions.

A key challenge facing the world today is how to address climate change. Virtually all workers and all workplaces in the world's low- and middle-income countries are affected by the climate crisis. New sustainable technologies offer great opportunities, but there are also risks, such as an increased need for skills development that is not available to everyone. By working under a framework for a just climate transition, workers can be at the negotiating table and included in decisions about changes in the labour market, creating a Just Transition, with decent jobs. The role of politics, in dialogue with trade unions, is key to achieving a just transition and guiding development towards sustainable societal solutions.

The next industrial revolution will be the fourth and is expected to include environmental and climate technologies. Without trade unions driving this transformation, workers risk being excluded from the conversation about the development and production of new goods and services and the new job opportunities they create.

Today, insecurity in the Global supply chains is increasing. Multinational companies, often with significant clout and influence in low- and middle-income countries, do not always take full responsibility for workers' rights. Globalisation, which has many positive effects, carries a risk of parts of global value chains being outsourced to subcontractors with inadequate working conditions. This leads to social dumping, where workers in certain sectors are forced to compete for jobs and wages. All this contributes to a deterioration in working conditions, low wages, greater economic insecurity for workers and growing inequalities within and between countries and regions. Global framework agreements are key tools in response to this challenge, setting standards for employees at all of a company's facilities around the world. However, only a small minority of multinational companies operating in low- and middle-income countries have chosen to sign global framework agreements.

Union to Union's objective for this thematic target area is to ensure that trade unions have the capacity to engage effectively in broad social dialogue, collective bargaining and contribute to sustainable global supply chains and a just climate transition, and that the role of social dialogue is strengthened.

Union to Union activities will focus on:

- The capacity of trade unions to engage in partnerships and social dialogue at workplace, company and national level, and to put trade union issues on the agenda of labour regulation, transition work and working conditions, with a focus on global supply chains.
- Trade union organisations' knowledge of climate change and influence over its impact on the labour market – a Just Transition, and capacity to participate in decision-making processes relating to the environment, climate and biodiversity.

Thematic target area 3: Organising in the informal sector, migration and precarious work

A majority of workers in low- and middle-income countries now work in the informal economy. The informal economy is often dominated by women and young people, who in many cases struggle to survive on low and insecure incomes. These people work without contracts, agreements or social security. If they ask for higher pay or better working conditions, they risk losing their jobs. The informal economy spans sectors such as construction, transport, services and the public sector. We are seeing a rapid increase in work via 'platforms'. Informal employment also means lost tax revenue, which means less funding for the fulfilment of rights such as public services.

The percentage of the world's working-age population is expected to grow over the next decade, particularly in sub-Saharan Africa. This means that the region, together with South Asia, will be home to 38% of the global workforce by 2030, up from 26% in 1990.⁴ In both regions, a large percentage of the population works in the informal economy – and a significant proportion live in poverty. In Latin America, too, the economy is largely characterised by informal work, which impedes wage increases and improvements in working conditions.

The number of migrant workers is increasing worldwide, and they are one of the most vulnerable groups in the labour market. Discrimination and exploitation of migrant workers lowers the level of pay and working conditions for all workers in the country concerned. Trade union organisations need to intensify their focus on workers outside traditional forms of employment, through measures

that enable migrant workers to also join unions, and via cross-border initiatives to tackle this challenge.

For many years there has been a negative trend of labour market liberalisation in several countries. In a number of cases, this deregulation has paved the way for an increase in informal employment conditions, for example through legislative changes that make it easier for employers to replace permanent employees with temporary agency workers. This negative trend leads to inferior employment conditions and lower wages.

Privatisation and deregulation of public services in low- and middle-income countries often leads to governments failing in their duty to defend the most vulnerable groups, such as migrants, refugees, women and children. It also leads to governments being unable to fulfil basic rights such as access to water, energy, education, health and security.

The aim of *Union to Union* in this target area is for trade union organisations to have the capacity to contribute to improved conditions for workers in the informal economy, for migrant workers and for workers who lack job security.

Union to Union activities will focus on::

- The capacity of trade unions to adapt their structures and strategies to influence working conditions in the informal labour market and in a labour market that is evolving due to factors such as demographics, migration, deregulation and privatisation, for example.
- Working conditions for vulnerable workers, such as cross-border and migrant workers, to achieve decent working conditions, job security, social protection, skills development opportunities and human rights.

Thematic target area 4: Increased gender equality in the workplace, society and within trade union organisations

The world's labour markets today feature unacceptable differences between women's and men's working conditions and wages. There are several structural factors that hinder gender equality, such as attitudes, values, legislation that prevents women from working in certain professions, unequal sharing of unpaid domestic and care work, lower pay for women and restricted



Workers at a tannery in Bangladesh. Photo: David Lundmark

access to sectors and professions due to cultural norms and values.

Women in low-income countries are also more likely than men to work in the informal sector, which means they often lack job security, rights and social benefits. In addition, the majority of the world's workers do not have a legal right to parental leave.

Just over a third of women over the age of 15 have experienced sexual or physical violence at work, at home or in the community. The violence often means that women are unable to work because of their injuries and there is a greater risk of them losing their jobs due to absence.

Around the world, LGBTIQ people are excluded from the labour market because of discrimination. Despite the prevalence of harassment, protective

legislation is often lacking or not enforced.

Union to Union's goal in this area is for trade unions to be a leading light in promoting gender equality and combating discrimination in the workplace, in society and in their own organisations.

***Union to Unions* activities will focus on:**

- Attitudes, values, behaviours and capacity of trade union organisations to work internally on gender equality and to pursue gender-related issues through social dialogue, such as the promotion of ILO conventions supporting gender equality and freedom from sexual harassment and violence in the workplace.
- Contribute to improving workplace conditions and empowerment of women and LGBTIQ people in society.

4. Union to Union's contribution towards tackling poverty and promoting human rights

Union to Union's activities help create the conditions for strengthening the global trade union movement through the four thematic areas. All work is based on the organisation's fundamental theory of change and a number of strategic approaches detailed below.

Theory of change

The trade union movement is based on the idea of organising: when workers come together in an organised group, they create a counterweight to state power and employers – and power to influence. A high degree of union membership brings greater clout to collective bargaining and political advocacy. Trade unions also achieve success by supporting and defending the rights of their members and vulnerable workers, and by strengthening their organisational capacity and sustainability.

To support national trade unions and their local organisations in low- and middle-income countries in their efforts to change the living and working conditions of workers through collective bargaining, social dialogue, advocacy and lobbying, development cooperation through *Union to Union* in partnership with local, national, regional and global actors will focus on:

- training union representatives at all levels in organisations and contributing towards developing their expertise in relation to workers' rights, increasing their organisational and negotiating capabilities to make trade union organisations more inclusive and boost their appeal for all members, including young workers, women and LGBTQI people, and promoting internal democratic processes, transparency and administrative capacity;

- sharing experiences and lessons learned with a view to influencing workers' rights and working conditions in different sectors, inspiring new working methods and ways of organising the informal labour market, supporting workers' organisations to establish formal trade unions and to develop trade union solutions to societal challenges;
- leading advocacy and awareness-raising campaigns and communication work, and networking widely in society to mobilise support for trade union positions, championing the voice of local trade unions and workers in international arenas, and strengthening their dialogue with businesses and governments.

As a result, trade unions become more effective at organising and retaining members, create a basis for sustainable funding through membership fees, and improve the way in which basic trade union work is carried out. This in turn contributes to decent working conditions with a living wage, which is the main way to fight poverty. In the long term, it leads to economic empowerment, contributes to equality and lifts people out of poverty in a sustainable way.

In addition to its collective power to improve conditions for the individual worker, the trade union movement contributes to social change. As defenders of freedom of association and the right to organise, trade unions are champions of democratic development and active citizenship. As political organisations, trade unions often act as a counterforce to those who seek to restrict democratic space and violate human rights. By contributing to social, economic, and political equality, the trade union movement also helps to create a stable and peaceful world.

5. Focus of activities and collaboration

Over the following strategy period, *Union to Union* will retain its status as a key player in international development cooperation, carrying out its mission effectively and with a high degree of credibility.

***Union to Union* activities will focus on:**

- Strengthened holistic and systematic approach across the four thematic programmes, clarity in the choice of thematic focus areas, strategic partnership and geographical presence.
- Developing forms of cooperation in response to the development needs of program countries and to promote greater involvement of affiliates.
- Continued development of internal controls to facilitate flexibility and efficiency in the support of trade union international development cooperation work and in its coordinating role.
- Continuing to be a strategic partner organisation of Sida Civsam (the Civil Society Unit of the Swedish International Development Cooperation Agency).
- Raising the profile of advocacy and communication work in Sweden to highlight the role of the trade union movement as an actor in international development cooperation and the results of the organisation's activities.

A global social movement with local roots

With over 200 million members, the global trade union movement is the largest popular social movement in the world. Swedish trade unions are part of the global trade union movement. Through their membership, members of a Swedish trade union, just like members of unions around the world, are part of a global network that is organised by sector or profession. This means that the individual union member in Sweden, together with members in other countries, is part of a larger global context, where they decide through democratic processes what activities to focus on and who will lead them. In this way, local needs and visions for development are brought democratically to the global arena.

Union to Union has successfully combined close partnerships between Swedish trade unions and

trade unions in low- and middle-income countries with close cooperation with the global trade union structures described below. *Union to Union* will continue to draw on this existing and recognised, sustainable and grassroots-based international structure in its activities. This is the basis for continued cost- and aid-effective development cooperation with good results.

In order to strengthen the trade union development perspective in international arenas and increase the impact of the organisation's activities among potential donors and the general public, cooperation with sister organisations and donor coordination will be developed.⁵

The trade union network for development cooperation

LO, TCO, Saco and their affiliates

The Swedish trade union movement, whose international development cooperation is supported and coordinated by *Union to Union*, consists of the three central organisations LO, TCO, Saco and their affiliates. The Swedish trade unions work with a rights-based approach as their main tool to fight poverty in all its forms. They have extensive experience and knowledge of how to lay the foundations for the democratic organisation of workers in free, democratic trade unions that can grow to become competent negotiating partners in the national and international labour market and contribute to the realisation of the ILO Decent Work Agenda.

The Swedish unions cooperate with and influence the activities of the global federations through their membership and representation on the boards of the respective global federations. In this way, the Swedish trade unions contribute to international development cooperation by cultivating and strategically managing bilateral and multilateral project cooperation. Member-to-member relations, exchanges of experience, learning and development through the different perspectives of trade unions, training initiatives and strengthened solidarity within the movement form the basis of these

projects. The Swedish unions are also key dialogue and inspirational partners who facilitates and promotes the commitments of local trade unions to the ILO Decent Work Agenda and Agenda 2030. The work of the Swedish trade unions in relation to their own elected representatives and members via channels such as the trade union press helps raise awareness and boost support in Sweden for international trade union development cooperation.

Global union federations and professional organisations

Global trade union federations and professional organisations provide sector-specific know-how in addition to their trade union expertise. They are significant players in influencing international agreements that are crucial to the ILO's Decent Work Agenda and the trade union movement's priorities according to Agenda 2030. They also participate in negotiations that set the terms for multinational companies and regulate global supply chains. Global federations establish goals for their activities in a democratic process and support the development of their members. These global membership-based structures play a key role in strengthening the positions of local affiliates in relation to employers and governments, and in influencing advocacy work at local, national and international level.

Global union federations and professional organisations tend to have a broad network of regional structures that are necessary for the coordination of local union partners and international solidarity support. They also have vital regional knowledge and administrative functions that provide important support to local partners.

The global union federations, the Swedish unions and *Union to Union* also cooperate in communication and advocacy work, which develops and strengthens *Union to Union's* work in the thematic target areas.

National and local trade unions and professional organisations

National trade union organisations exist at different levels: from the workplace to national centres and federations. These organisations are members of either global union federations or the ITUC, which guarantees that they are democratically constituted

organisations that support the UN Universal Declaration of Human Rights and the ILO Decent Work Agenda. Cooperation through *Union to Union* focuses on supporting local partners, both as organisations and in their work.

Main forms of cooperation

A significant part of the Swedish trade unions' international work, funded through *Union to Union*, takes place via international development cooperation projects and information projects. The global union federations and ITUC, together with their project partners, formulate the objectives, focus and priorities of their development projects, and contribute to evaluation activities in cooperation with, and supported by *Union to Union*. The Swedish trade unions provide trade union expertise and play a central role in the strategic work of the projects they are involved in together with international partners and as members of the global trade union federations. The work is carried out with local, national and regional trade union partners, who are the principal organisations in trade union development cooperation.

In order to be responsive to local contexts in low- and middle-income countries and the development needs of local partners, *Union to Union* will continue to develop the four thematic areas and pursue a more systematic approach in its programmes. Cross-sectoral, region- and country-specific analysis and synergies in the thematic areas will be promoted.

Union to Union will endeavour to develop more forms of cooperation in development cooperation in order to offer the most appropriate form of project to achieve set performance targets, and to streamline internal controls in operations with a focus on anti-corruption.

Project partnerships should also be based on the ILO Decent Work Agenda and Agenda 2030 and the overarching goal of eradicating poverty in all its forms, and be consistent with the pursuit of an economically, socially and environmentally sustainable world. Project activities will promote decent work, gender equality and the development of democracy. In order to promote climate sustainability, all activities will feature an environmental and climate perspective. In regions and countries affected by conflict, where trade

unions are promoters of peace and consensus, the conflict perspective will be particularly observed.

How the work is funded

A diverse funding base is essential in the development of *Union to Union* activities. *Union to Union* is currently a Strategic Partner Organisation (SPO) to Sida Civsam, and most of the project activities are financed via this unit. *Union to Union* also receives funding from Sida for communication activities in Sweden. The partnership with Sida continues to be highly significant, not only because of the important role of the trade union movement in tackling poverty, but also because it creates popular support for the work, as the funding is based on tax revenues. *Union to Union* will also review the scope for diversifying its sources of funding for specific initiatives. This work must be preceded by thorough impact assessments of operations as a whole.

The Swedish trade unions also contribute their own resources to significant parts of the project activities. This contribution strengthens the ownership and commitment of Swedish trade unions and promotes the member-to-member perspective.

Geographical priorities and target groups

Union to Union will increase coordination and consolidate conditions for quality assurance. In order to effectively support and monitor activities, the following guiding principles in particular will be considered to prioritise strategic geographic presence and action over the next years:

- a strong, Swedish commitment and partnership from trade unions in Sweden to trade unions in the country where the initiatives are being carried out;
- countries where trade union development cooperation and independent, democratic trade union organisations play a central role in workers' rights;
- countries where trade union development cooperation and independent, democratic trade union organisations are relevant to the country's democratic development;
- countries that are recipients of international development assistance under OECD-DAC definitions.⁶

The thematic areas and geographical contexts govern the choice of target groups for global

activities. *Union to Union's* primary target group is always trade union organisations at various levels: from the workplace to national centres and federations. In this way, *Union to Union* international development cooperation reaches broad groups of workers in all forms of employment, as well as employers and governments – through social dialogue – that are secondary target groups.

Endorsement of, and support for trade union development cooperation in Sweden

Union to Union will work alongside the member organisations and Swedish trade unions on information and communication activities in Sweden to promote commitment to and raise awareness of international trade union development cooperation. Communication work will be an integral part of the four thematic areas, with the aim of informing and communicating results and bringing local voices from low- and middle-income countries to the fore. Communication efforts should be strategically linked to advocacy work.

Union to Union's communication work is aimed at relevant stakeholders in international trade union development cooperation, with an emphasis on Sweden. Trade union members and elected representatives continue to be a priority target group.

Union to Union sees a need to raise the profile of the trade union movement as an international development actor, and the importance of workers' rights in low- and middle-income countries. In the coming period, *Union to Union* will continue to work alongside its members and the Swedish trade unions to consolidate its advocacy work with Swedish decision-makers, in order to gain greater support for trade union development cooperation. Based on the positions of its members, *Union to Union* develops strategic standpoints to facilitate cooperation and joint efforts with the Swedish trade unions on important development policy issues.

Union to Union will support initiatives and networks with stakeholders endeavouring to ensure good working conditions and human rights in the world of work, including in global supply chains. *Union to Union* will also cooperate with Swedish organisations and networks in order to achieve greater impact, coordination and influence in international development cooperation.

6. To conclude

Global solidarity is at the centre of the Swedish trade union movement. The global trade union movement's long history as a champion for human rights and democracy and a promotor of international unity demonstrates that it is a key player in effecting progressive change in society.

The Swedish trade unions' international efforts have helped the global trade union movement to support and emphasise the importance of freedom of association, inclusive social dialogue, collective bargaining and decent working conditions in the world's low- and middle-income countries. Through *Union to Union*, the Swedish trade union movement has in recent years carried out around one hundred collaborative projects with trade union partners in low- and middle-income countries. These projects have increased real wages for workers in a number of countries, improved gender equality in workplaces and enabled trade unions to work on climate action that benefits society as a whole.

The global trade union movement was instrumental in ensuring that the UN's Agenda 2030 included a goal on decent work, and trade unions around the world are continuously contributing to the implementation of the agenda and the achievement of the Sustainable Development Goals. The work of trade unions has also been a major contributor to the fact that international institutions such as the World Bank and the World Trade Organisation (WTO) now emphasise the importance of human rights in the world of work, and that the Paris Agreement contains provisions on a Just Transition.

There is no doubt that trade union international development cooperation achieves results, and it is therefore of the utmost importance that international efforts to tackle poverty and improve respect for human rights at work continue.

1 *Union to Union's* mission described here is based primarily on the organisation's constitution.

See <https://www.uniontounion.org/pdf/2018stadgarUtoU.pdf>

2 The ILO defines social dialogue as any form of negotiation, consultation or simple exchange of information between, or among, representatives of governments, employers and workers, on matters of common interest relating to economic and social issues. It can take the form of a tripartite process, with the government as an official party to the dialogue, or it can consist of bipartite relations only between workers and companies (or trade unions and employers' organisations), with or without indirect state involvement.

3 See the ITUC's 2021 Rights Index, which measures the progress of workers' and trade unionists' rights worldwide <https://www.globalrightsindex.org/en/2021>

4 *Union to Union*, report: *A changing World of Work*, 2020.

5 For example, trade union solidarity support organisations such as *Trade Union Solidarity Centre of Finland* (SASK).

6. The OECD Development Assistance Committee (OECD-DAC) maintains a list of countries that are entitled to receive official international aid.



Trade union members in Lebanon working for gender equality.
Photo: Susanne Hedberg

**UNION
TO UNION**

LO, TCO & SACO GLOBAL

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