

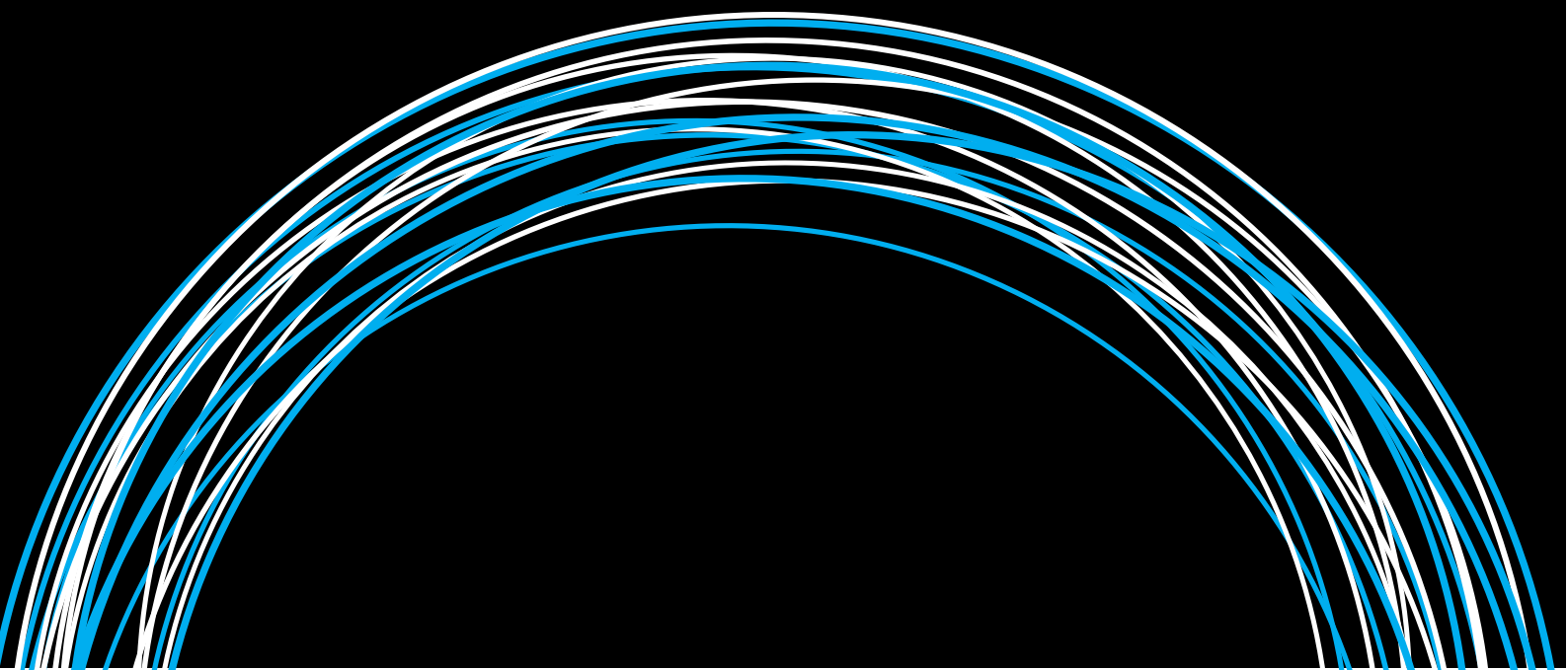
GLOBAL JUSTICE, GLOBAL SOLIDARITY

The TUC's international
development strategy

2011-2015



The Trades Union Congress (TUC) is the voice of Britain at work. We represent the 6.1 million members of our 57 affiliated unions and campaign for a fair deal at work and for social justice at home and abroad. Just as workers benefit by joining together in a union, so unions gain strength by acting together through the TUC. We work internationally, in Europe and at home to build links with decision-makers, business, local communities and wider society.



Contents

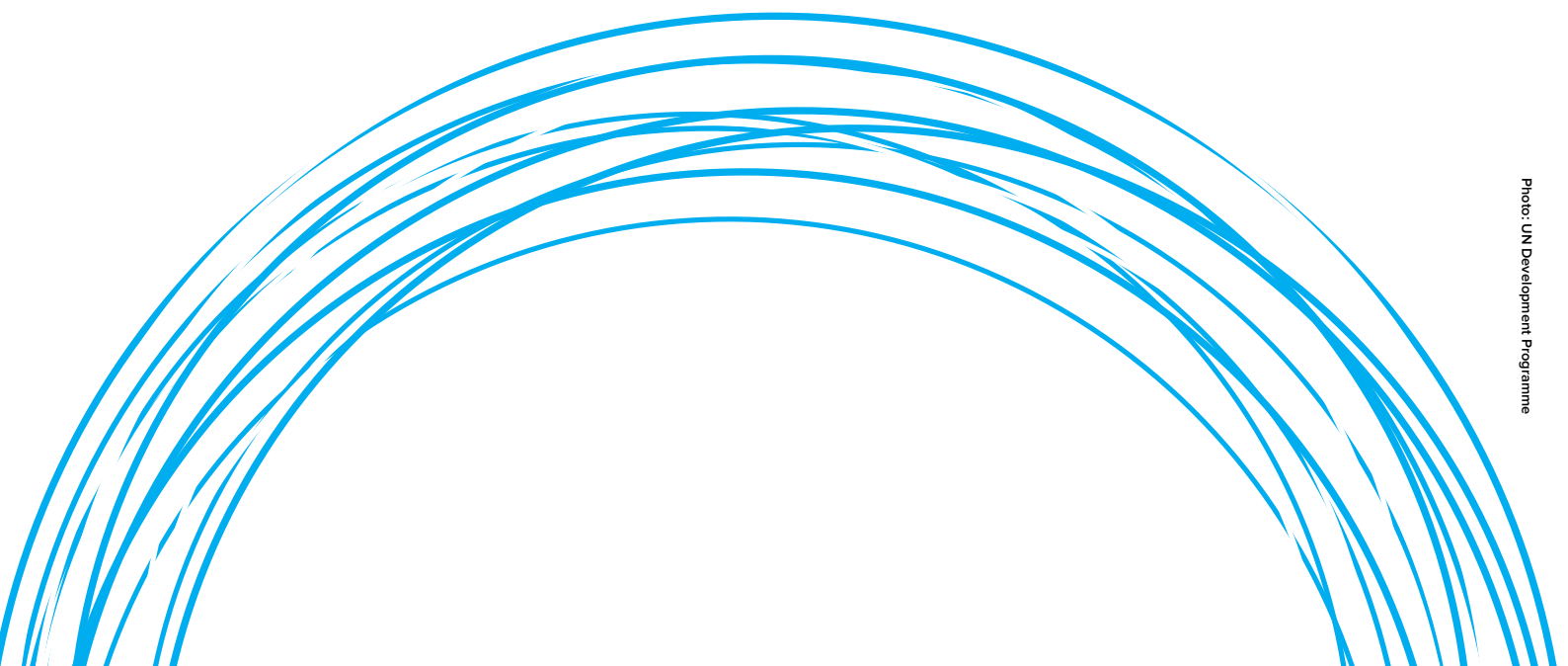
- 2 [Foreword](#)
- 4 [Introduction](#)
- 6 [Vision, goals and principles](#)
- 8 [Priority 1:](#)
Enabling workers to build democratic and
accountable unions, states and institutions
- 10 [Priority 2:](#)
Securing equality and social justice
through the trade union movement
- 12 [Priority 3:](#)
Supporting vulnerable workers in
improving their working lives
- 14 [Priority 4:](#)
Ensuring international trade and
investment drive decent work
- 16 [How we will work](#)
- 19 [Ensuring we reach our goals](#)
- 20 [How the TUC creates change
for international development](#)

“Free trade unions
are an indispensable
component of a
democratic society”



Foreword by Rt Hon Helen Clark

Administrator of the United Nations
Development Programme (UNDP)



The Trades Union Congress' vision of productive, sustainable, and decent work for all people is central to the pursuit of human development. It fits well with the work of UNDP, the International Labour Organisation (ILO), and our many other partners in the United Nations development system to achieve the Millennium Development Goals and other internationally agreed goals.

The human development approach, which UNDP has spent the past twenty years developing and advocating, asserts that development is about far more than just increasing gross domestic product per capita. Fundamentally, development must also be about improving people's ability to shape their own lives.

That's where freedom of association for workers has a big role to play. Through union organisations workers can have a more effective say, not only on wages and conditions, but also on the wide range of policies which have an impact on their lives. Free trade unions are an indispensable component of a democratic society.

The recent global recession, the earlier food and fuel price crises, and increasingly frequent and severe natural disasters have had a severe impact on the world's poor, particularly where there is a lack of comprehensive social protection. The global recession forced many millions of workers into unemployment, or into less secure and more vulnerable employment. It may have pushed the proportion of workers facing vulnerable employment above the current ILO estimate of half of the total global workforce. The number of workers struggling to survive on under \$2 a day is estimated by the ILO to be as high as 1.4 billion worldwide.

The international trade union movement and the UN have argued for jobs to be put at the centre of the response to the recession and for effective social protection for the vulnerable. Going forward, it is important that these jobs constitute decent work with adequate pay, security, safety standards, and offer those all-important opportunities for workers to have a say in the decisions that affect their livelihoods.

Where unions are able to act freely, promote collective bargaining, and be full social partners in helping to shape their nation's policies and future, we see democracy at work. Decent work has all too often been neglected in national development strategies. As key stakeholders, unions can help refocus attention on decent work and the need to make it an explicit priority in development policies and planning. UNDP, working alongside the ILO, will be an ally in this effort.

UNDP is charged by its Executive Board with supporting the Global Jobs Pact developed by the ILO and the UN's Global Social Protection Floor. We look forward to the TUC also implementing its strategy for international development – enabling workers to help build democratic and accountable states and institutions, advancing union development in countries around the world, and supporting the creation of decent work.

**Helen Clark was Prime
Minister of New Zealand
from 1999 to 2008**

Introduction

Trade unions have a proud record in global justice and international development. And basic trade union goals – such as a living wage, workplaces free of child and forced labour, quality public services, and the promotion of equality and social justice – make a vital contribution to eliminating poverty and achieving the 2015 Millennium Development Goals (MDGs).

Globalisation and poverty

The huge increase in economic activity taking place across national boundaries has had an enormous impact on the lives of workers and communities everywhere. Living standards in some parts of the global south have risen dramatically over recent decades, lifting significant numbers of people out of poverty. Overall, the MDG to halve the proportion of people earning less than \$1.25 (79 pence) a day is on course to be met.

But this good news masks massive global inequalities. A staggering 1.4 billion people in the developing world

– one in four – remain in abject poverty, and the recent global food and financial crises have driven millions more into the same misery. The International Labour Organisation (ILO) reports that in 2010 more than 210 million people globally are estimated to be unemployed, a shocking rise of over 30 million since 2007.

The current form of globalisation, with the international rules, policies and institutions that underpin it, has undoubtedly contributed to this hardship, particularly in developing countries. Millions of workers have seen their working conditions, wages and job security eroded at a

time of unprecedented growth and technological advance. Developing country governments and civil society, particularly from the poorest parts of the world, continue to lack sufficient voice and power at the international level to demand change.

Since globalisation does not respect national boundaries, the solutions to the problems it creates need an international dimension. The trade union movement will continue to provide a powerful international response in order to safeguard workers' rights and ensure globalisation is a force for good in the world.

The role of trade unions

Trade unionism enables women and men to participate on equal terms in democratic organisations, organising and speaking for themselves, and bargaining collectively for better workplace rights. This gives unions a unique role in international development and establishes their credibility to act as a vehicle for social, political and economic justice.

It allows unions, the TUC and international trade union organisations to campaign for democratic institutions and governments in parts of the world where others in the development community find it difficult to work, such as Iraq and Zimbabwe. As trade unions we target poverty by campaigning for decent work, rights to freedom of association and union membership and the enforcement of legislation designed to protect workers and to allow them to be part of sustainable enterprises. All of this is at the heart of strong, healthy economies. The trade union voice is also critical in developing, implementing and monitoring quality public services and social protection, which are fundamental to tackling poverty.

It's not just union members who reap the rewards. All workers, their families and communities benefit from the lasting improvements unions win through collective bargaining with employers and social dialogue with governments, such as maternity and minimum wage provisions, safer workplaces and improved access to public services and social protection. And unions are increasingly organising the very poorest workers, who mainly work in the informal economy.

Working in partnership

The struggles which gave birth to British trade unions and the difficulties currently facing British workers have many parallels with the challenges confronting workers in developing countries today. We are proud to bring our wealth of experience and

knowledge to our partnerships with sister unions in the global south, and in turn to learn from their experience and knowledge. The TUC's national and international political influence at the heart of the global trade union movement helps shape the policies that affect people in developing countries, through our links with international institutions, trade unions in the global south, British unions and their global union federations.

The TUC is the only national trade union centre in Britain and our 57 affiliated unions are at the heart of our strength. Acting together we develop solidarity partnerships with sister unions, leverage funds, and enthuse our six million plus members to take action for global justice. Together we develop policy, offer advocacy and run campaigns and overseas projects.

A strategic approach

Our consultations on this international development strategy led to over 100 responses from British trade unions, global south partners, NGOs and others. We are grateful for their input, and that of TUC Aid trustees and TUC General Council members. All of these contributions have helped us refine our ideas and decide our priorities.

This strategy will help us focus our efforts during 2011–2015 on the issues, partners and countries where we can make most difference. It is driven by our vision and goals, and underpinned by our principles. It will mainly be delivered through work on four priorities, although these will not preclude us from carrying out other work as necessary or reacting to new opportunities. Please see pages 8–15 for a full description of these priorities.

Definitions

Decent Work An International Labour Organisation term describing a set of conditions that all workers should be able to enjoy. Decent Work involves: opportunities for work that is productive and delivers a fair income; security in the workplace and social protection for families; good prospects for personal development and social integration; freedom for people to express their concerns, organise themselves as workers and participate in the decisions that affect their lives; and equality of opportunity and treatment for all women and men.

Ethical trade Trade that means that retailers, brands and their suppliers take responsibility for improving the working conditions of people within supply chains. Companies with a commitment to ethical trade work with suppliers, workers, and the trade unions that represent them to meet and exceed international labour standards and principles. These cover issues such as wages, hours of work, health and safety and the right to join trade unions.

Labour standards Since 1919, the International Labour Organisation has maintained and developed a system of international labour standards aimed at promoting opportunities for women and men to obtain decent and productive work, in conditions of freedom, equity, security and dignity. These standards are essential to ensure that the growth of the global economy provides benefits to all.

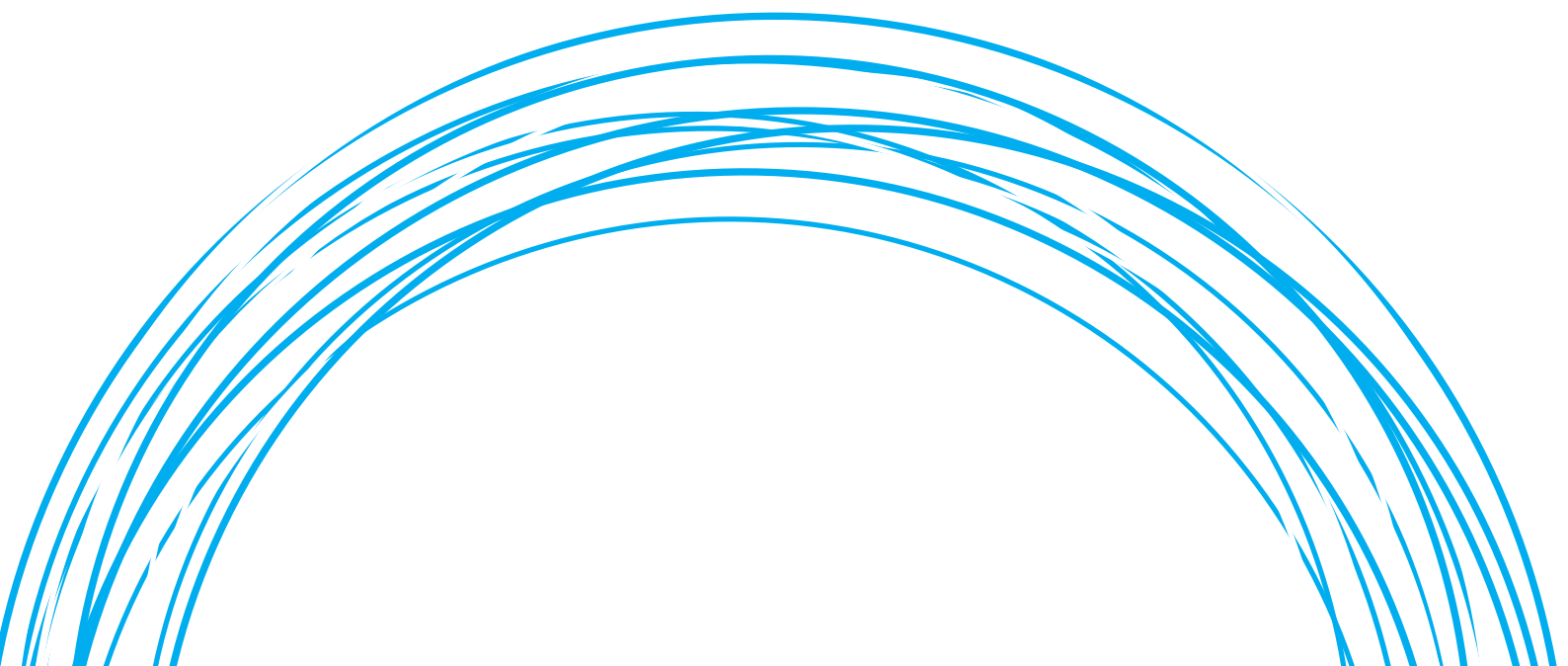
Living wage An income paid for a standard working week meeting either the minimum national legal standard or the industry benchmark standard (whichever is the higher) and that is enough to meet basic needs and provide some discretionary income.

Social protection A safety net that provides an adequate income and support for those who need it, such as unemployed, older, disabled, sick or low-paid women and men.

Vulnerable worker Someone working in an environment where the risk of being denied employment rights is high and who does not have the capacity or means to protect themselves from that abuse.

Our vision for global justice

The TUC's vision is for productive, sustainable and decent work for all (MDG target 1.b) and good living standards for workers, families and communities, building on the principles of human rights, equality and global justice.



To help us reach this vision, our work will contribute towards achieving three goals:

Goal 1

All workers, including the vulnerable, can enjoy decent work.

All workers are able to earn a living wage and to work in dignity and with equality. Workplaces are free from discrimination and harassment, and child and forced labour. Governments and employers provide decent and green jobs, and promote and respect all fundamental rights at work.

Goal 2

All workers and their families enjoy safe working conditions, social protection and access to quality public services.

Workplaces are safe and healthy. A social protection safety net guarantees an adequate income, particularly for unemployed, sick, disabled, older and low-paid women and men. All workers, their families and communities can access quality public services including education, health, water, sanitation and housing.

Goal 3

All workers, speaking through their unions, promote and defend human rights, equality and social justice.

Workers are free to join and organise strong, independent, democratic trade unions. Unions can negotiate with employers, governments and international institutions to secure decent work and quality public services. Trade unions speak out to promote and defend human rights and democracy.

Our work to achieve our vision strives to follow the highest standards and is underpinned by six important principles.

These are to:

- ➔ work in partnerships built on solidarity and respect, which reflect the views of workers in the global south
- ➔ uphold the independence of the TUC and our partners
- ➔ focus on where we can make the most difference
- ➔ work according to best practice
- ➔ use resources responsibly
- ➔ secure sustainable outcomes.

Priority 1

Enabling workers to build democratic and accountable unions, states and institutions

Free, independent and representative trade unions are key to building healthy, democratic states. Trade unions contribute to a strong civil society and enable workers to have a powerful, collective voice in how their country is governed and in holding their governments and international institutions to account.

Where democracy is weak or non-existent, human development suffers. Workers are denied access to social justice and decent work; women and vulnerable groups, in particular, are prevented from holding power; and public services and resources are badly targeted. The absence of social dialogue institutions allows national and international business to ride roughshod over the rights of workers, their communities and the environment.

Because of our democratic nature and resilient members, trade unions are often able to continue their work even during periods of severe repression and are at the forefront of campaigns to restore democracy. Sometimes trade unionists lose their lives as a result. According to the International Trade Union Confederation (ITUC) more than 100 trade unionists were murdered worldwide in 2009, simply for doing their job of representing their fellow workers.

As experience has shown in Brazil, South Africa and Zimbabwe, independent trade unions are crucial civil society actors in the fight for fairer societies and democracy. In countries that are emerging from conflict and starting out on a journey towards democracy, trade unions and workers play a fundamental role in rebuilding a society that is more equal and that respects human rights. Trade unions advocate for pro-poor government economic plans, job creation, public services that are accessible to all, and the creation of formal negotiating bodies that bring together workers, employers and government.

Strengthening unions

In order to secure legislation, social dialogue institutions and economic plans that promote the interests of working people and their communities, global south trade unions need to be strong. We will work with them to develop their ability to effect change by building international solidarity and support through the British and global trade union movements, and by increasing their capability to organise workers, negotiate with employers and influence governments. We will also support unions in developing countries to implement sound democratic principles and practices within their own organisations.



"We are inspired by your eagerness and swift action in aiding the working people of Zimbabwe to fight for total freedom and democracy. It has not been a lonely struggle for us because of friends like you."

Gideon Shoko, Deputy General Secretary, Zimbabwe Congress of Trade Unions, in his address to TUC Congress 2010

Outcomes

By 2015, successful implementation of this strategy by the TUC, working with specific partners, will see the achievement of the following five outcomes:

- Trade union organisations are strong and respected organisations, demonstrating good internal democracy and governance.
- Trade union organisations influence national and international policy and practice to secure decent work and access to quality public services and social protection.
- Workers and their unions survive repressive attacks and defend and promote democratic space for all.
- Trade union collaboration with wider civil society improves democratic outcomes.
- In fragile and post-conflict states, workers and their unions contribute to conflict prevention, democratic accountability and reconstruction to the benefit of all.



Battling for union rights in Iraq
The TUC supports a campaign that unites the Iraqi trade union movement to overturn old Saddam-era laws that prevent public sector workers from joining trade unions and recent decrees that control the assets of unions. The campaign has secured the support of Iraqi leaders, government ministers and 30 per cent of national parliamentarians for the introduction of a new ILO-compliant labour law.

Priority 2

Securing equality and social justice through the trade union movement



“Women participants show their passion by speaking out on the issues

that affect women’s sexual health. They are now ready to debate and challenge, with evidence, any idea that further discriminates against women with regards to HIV/AIDS.”

Esther Ogunfowora, project co-ordinator, Nigeria Labour Congress, speaking about the impact of a TUC-supported project

Over recent decades, trade unions have successfully campaigned in Britain for greater equality and social justice in the workplace and in society, and we continue to fight for improved rights today. The TUC’s sister trade union organisations have been carrying out a similar struggle for equality across the global south.

As organised representatives of working people, trade unions have a key responsibility to challenge discrimination and ensure that everyone can earn a living wage and access decent work. People who are systematically discriminated against when it comes to labour rights such as women; older workers; lesbian, gay, bisexual, transgender workers; those with HIV/AIDS; and those with a disability also experience barriers to accessing public services and social protection, putting them at increased risk of marginalisation and poverty.

Giving voice and improved representation to discriminated groups in unions, workplaces and wider society will enable these groups to have new opportunities to earn a better livelihood, live in dignity and move out of poverty.

Working with union partners across the global south, our activities in recent years have particularly focused on gender equality and the workplace rights of people affected by HIV/AIDS. We have supported unions in delivering empowerment training to enable workers to find their voice, to provide specific services to key groups and to run workshops to tackle taboos.

Expanding our equalities work

Over the next five years, we will significantly expand the scope of our equalities work, both within the formal and informal economy, to tackle all forms of discrimination and to promote social justice. We will support our partners to build their capacity to tackle gender inequality at work through promoting pay equality and eliminating discrimination. We will support unions to articulate the demands of workers and users for equal access to quality public services, and we will use our influence with international institutions to ensure that their policies do not disadvantage under-represented groups. We will also work with unions to demonstrate their own commitment to equality, through their recruitment practices, decision-making structures and bargaining agendas.

Outcomes

By 2015, successful implementation of this strategy by the TUC, working with specific partners, will see the achievement of the following four outcomes:

- Trade union organisations reflect the diversity of the workforce in their membership and within their representative and decision-making structures.
- Trade union organisations’ bargaining and organising agendas reflect the diversity of working people.
- National policy, legislation and practice, especially on labour issues, provision of public services and social protection, reflect the needs of all groups.
- The policies and practices of international institutions reflect the needs of under-represented groups.



Winning for women workers in Nigeria
Trade unions in Nigeria were struggling to address the concerns of women workers over the discrimination they faced at work and in wider society. The TUC contributed both funding and technical expertise to a project to enhance the unions' ability to tackle gender inequality. A participant in the project says: "This programme was different. People didn't lecture us or tell us what they would do. They gave us the information and knowledge we needed and then focused on facilitating our own development. I now hold a senior role in my union and we have female union general secretaries. Men vote for us too."

Priority 3

Supporting vulnerable workers in improving their working lives

According to the International Labour Organisation (ILO), an estimated 1.5 billion people are in work that is insecure, low-paid and sometimes dangerous, with little chance of a way out. Women, minority ethnic, older and disabled people are disproportionately employed in these vulnerable jobs, along with those working in the informal economy, migrant workers and domestic workers. Meanwhile, poverty pushes millions of children and young people into work, denying them their right to have both a childhood and an education.

Vulnerable workers face exploitation, poverty and injustice on a daily basis. They are unlikely to be able to gain the skills, resources and job security necessary to take advantage of political and economic opportunities. Some vulnerable workers, particularly those working as migrants or in the informal economy, may not be able to access public services or social protection because the state does not formally recognise them as workers with a legitimate entitlement.

The reasons why some people find themselves in vulnerable work are many, including systemic poverty; discrimination towards sections of the local community; the worst forms of globalisation that drive down standards and shift the costs and risks of production onto workers; and the

failure of the state to regulate places of work effectively.

The very nature of vulnerable workers' jobs can make it difficult for development organisations to reach them. Some unions are successfully organising and empowering these workers to develop and use their collective voice in order to improve their working conditions and livelihoods. Nonetheless, as trade unions place more emphasis on work with vulnerable and informal economy workers, this is likely to have implications for some of our traditional ways of organising.

Reaching out to vulnerable workers

Over the coming five years, the TUC will focus on strengthening trade union and other civil society organisations to reach out to and organise vulnerable workers. Carrying out substantial new work in this area will involve us building on our own experiences, drawing on emerging best practice from around the world, and making sure that others can benefit from it. As a result, we will pilot projects and share the learning that results. We will use new opportunities to exercise our influence with multinationals and institutions such as the ILO, whose policies can have a direct effect on vulnerable workers.



"I wanted to make domestic work into decent work and that is why I became a trade unionist. As a

union, we try to make sure that employers recognise that domestic workers are like other workers and should enjoy full rights."

Sonu Danuwar, founder of the Nepal Independent Domestic Workers' Union

Outcomes

By 2015, successful implementation of this strategy by the TUC, working with specific partners, will see the achievement of the following four outcomes:

- Trade union organisations' bargaining and organising agendas reflect the needs of vulnerable workers.
- Vulnerable workers organise to enjoy decent work in their places of employment.
- Governments ensure that vulnerable workers enjoy equal rights and access to quality public services and social protection.
- International institutions' policies and practices tackle the causes and effects of vulnerability at work.

Tackling exploitation of domestic workers in Nepal

Many workers in domestic service in Nepal are badly exploited by unscrupulous employers. The TUC supports a project run by the General Federation of Nepalese Trade Unions to build capacity in the Nepal Independent Domestic Workers' Union (NIDWU) and ensure that government policy supports domestic workers. Now, the ILO has begun to develop a convention to protect the rights of domestic workers. In June 2010, domestic workers from around the world, including NIDWU founder Sonu Danuwar, other unions, employers and governments, met to begin negotiations. The TUC was formally represented in these negotiations by Marissa Begonia, a domestic worker in Britain, who is originally from the Philippines.

Priority 4

Ensuring international trade and investment drive decent work

Multinational companies, including those based in Britain, have a huge impact on some of the poorest and most vulnerable workers across the global south, through their supply-chain sourcing and investment. This international trade and investment can undoubtedly generate decent work, but equally it can undermine it too.

Multinational companies imposing narrow profit margins or tight deadlines on suppliers can drive wages below the poverty line, cause long working hours and lead to the use of child and forced labour. Companies may also be operating in a country where the government is unable or unwilling to enforce appropriate labour and company laws to protect workers; or where tax avoidance is rife, undermining the provision of quality public services and social protection.

The TUC and its affiliates are very well placed to influence the rules within which businesses operate, especially those which have head offices, workers or customers in Britain. Our position within the global trade union movement means that we are also able to support workers in asserting their rights throughout the

global supply chains of multinationals. Meanwhile we seek to influence the trade and investment policies of the British government, European Union, Organisation for Economic Cooperation and Development, and the World Trade Organisation, to ensure that all multinationals operate to ethical trade and decent work principles wherever they work.

We bring about specific changes by coordinating advocacy campaigns and supporting projects to implement decent work throughout companies' supply chains, and by negotiating with employers and governments at the ILO and in multi-stakeholder initiatives such as the Ethical Trading Initiative. Meanwhile, Playfair 2012 campaigns for decent working conditions in global sportswear supply chains.

Driving ethical trade and decent work
Over the next five years, working through affiliated unions, British workers will take action to promote ethical trade and decent work, including around upcoming sporting events such as the Olympics in 2012. We will use our influence with British employers to promote effective industrial relations, living wages and the empowerment of



"The international Playfair 2012 campaign has already had some impact - we are now negotiating

with the major sportswear brands. So the ongoing support of fellow workers in the UK is vital for us to continue making progress."

Lilis Mahmudah, Chair, Women's Empowerment Programme, National Industrial Workers' Union Federation, Indonesia

all workers in supply chains across the global south. Our policy and advocacy work will improve labour standards and the trade and investment rules that play a major role in determining who benefits from globalisation.

Outcomes

By 2015, successful implementation of this strategy by the TUC, working with specific partners, will see the achievement of the following four outcomes:

- British workers and consumers are empowered to demand ethical trade rules and practices that lead to decent work globally.
- Increased numbers of British businesses improve their contribution to decent work in the global south.
- International trade and investment rules promote decent work, and protect the policy space of governments to regulate and provide quality public services.
- Developing country governments and unions are better able to enforce labour laws promoting decent work.

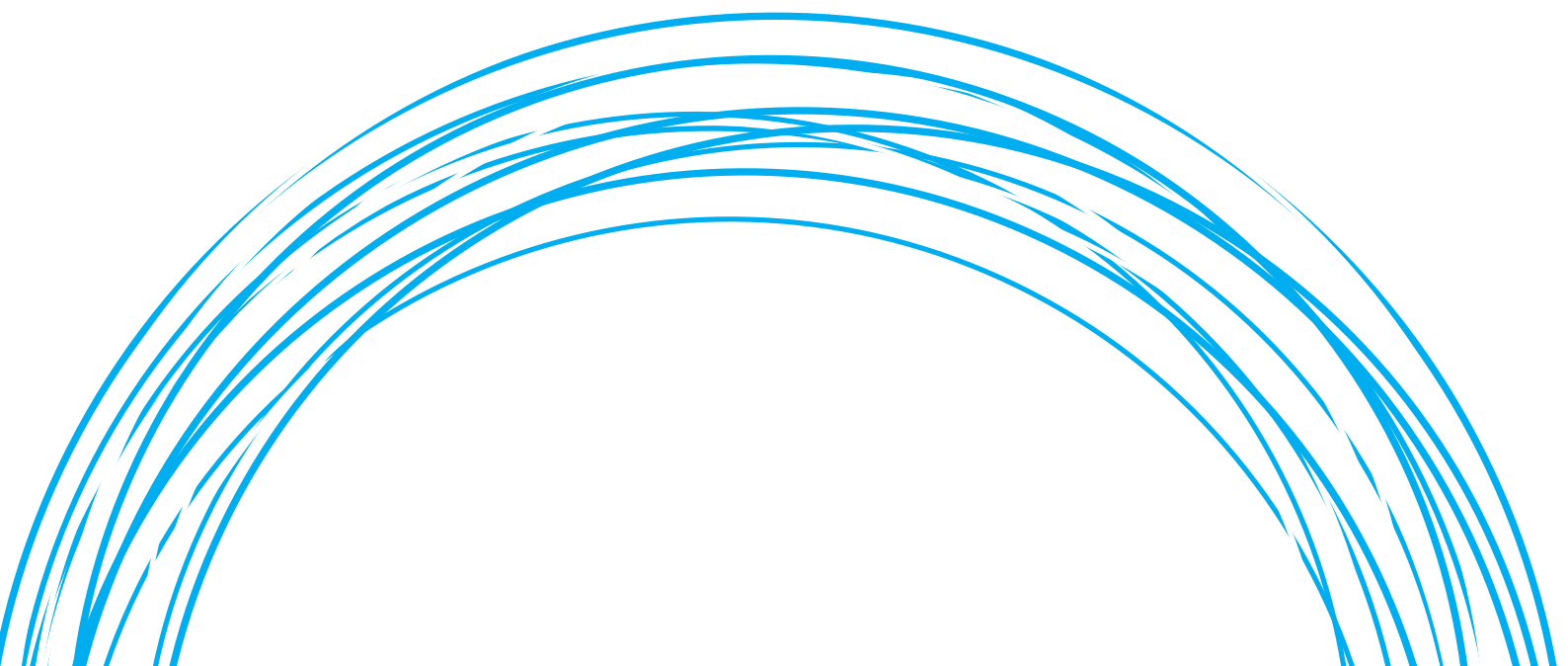


Influencing multinationals
The TUC sits on the board of the UK government body responsible for applying internationally-agreed OECD guidelines for the overseas operations of multinational companies. As a result of its mediation in a case involving a Unilever factory in Pakistan, the factory's culture of casualised labour and no union rights has been replaced with an agreement, currently being implemented, to see the creation of 200 new direct, permanent jobs, with joint monitoring by the company and the International Union of Food Workers (IUF). Local worker Siddiq Aassi said, "I have been working at Unilever Khanewal for more than 20 years, but never imagined I would one day enter the factory as a permanent worker."

Photo: International Union of Food Workers

How we will work

Over the next five years, we will build on the successful approaches shown in our case studies and develop new ones. We will do this by working with trade union organisations in Britain and around the world, institutions, business, government, and civil society organisations.



Building capability of unions and individuals

Workers need strong unions to negotiate successfully on their behalf. We will support projects which help build individual and union capability in the global south and provide training, networking and funding opportunities to support British unions to engage their members in international development and to carry out projects with sister unions overseas.



Case study: Rebuilding Sierra Leone's trade union movement

The TUC partners with trade unions in Sierra Leone to help them rebuild their strength and better defend workers' rights, which were severely weakened by the civil war. Since 2007, union membership has risen, 45,000 workers have benefited from seven new collective bargaining agreements and over 15,000 public sector workers have received a 20 per cent pay rise.

Influencing policy and practice

We will seize every opportunity to promote strong labour standards and quality public services, including through regular submissions to the international financial institutions and the G20, as members of bodies overseeing the work of UK multinationals overseas, and through the DFID-TUC Forum which brings together British unions and DFID ministers and officials.

We will support our global south partners to secure decent work by influencing their own governments, donors and international institutions. The TUC plays a leading role in the international and European trade union federations and is active in the international development co-operation network.



Case study: Working to eradicate child labour

As the British workers' representative on the ILO governing body, the TUC played a major role in drafting convention 182 on the worst forms of child labour and in creating the International Programme on the Elimination of Child Labour (IPEC). Using international labour standards and technical cooperation projects, IPEC has made significant progress towards eradicating child labour, working in nearly 90 countries and benefiting millions of children.

Sharing technical support and expertise

We will offer our global south partners the British trade unions' experience of successful campaigning in the UK, for example on equality issues or the minimum wage, and contribute advice on legal issues, organising, funding or project design. We will also support the dissemination of good international development practice within Britain and internationally.



Case study: Combating HIV/AIDS in Nigeria

A TUC project in Nigeria to combat HIV/AIDS at work has provided training, opened a voluntary counselling and testing centre for workers, and used British technical advice to support advocacy work to improve the workplace rights of HIV-positive workers. A Nigerian trade unionist says: "If we can roll this out, we have the chance to really change the sexual politics of our country and prevent HIV spreading, not just in the context of the workplace, but in society as a whole. If real numbers of infections and deaths fall over the next five years I think it is fair to say we will have [made] a significant contribution to that."

Collaborating with others in civil society

We will encourage greater working between unions and non-governmental organisations (NGOs) and foster stronger relationships between northern and southern trade unions and other civil society organisations. We will also run joint advocacy campaigns, be active within campaign coalitions and promote the decent work agenda.



Case study: Olympic-standard working conditions

The TUC and Labour Behind the Label have joined forces to run the Playfair 2012 campaign, which urges the Olympic movement and sportswear industry to ensure that working conditions in their supply chains comply with internationally recognised standards. This campaign is actively supported by over 20 British trade unions and NGOs, and is part of an international coalition with similar demands for all major sporting events. The TUC also supports a project to organise tens of thousands of mainly female workers in sportswear supply chains across Sri Lanka.

Exposing abuses of human and trade union rights

We will act swiftly when we learn of rights abuses, producing urgent action alerts with other organisations, including Amnesty International UK with whom we have a memorandum of understanding. We will organise days of action to highlight specific cases, secure media coverage, and directly pressurise responsible or influential governments and embassies. We will challenge cases of abuse through the ILO, through British union members working in multinational companies, and other means.

Case study: Struggling for human rights in Zimbabwe

The Zimbabwe Congress of Trade Unions is at the forefront of the country's struggle for human rights and democracy. The TUC and British unions have provided emergency funds to help the unions survive Zimbabwe's economic meltdown and to win court battles. Together we have mounted urgent lobbying campaigns when Zimbabwean colleagues have been arrested, beaten up or even tortured. And now we are strengthening Zimbabwean unions' ability to achieve legislative reform and empower women workers to make informed choices about how Zimbabwe should be run.



Mobilising resources

We will submit proposals to and secure new resources from donors, encourage northern union organisations to devote sufficient core staffing and funds to international development activities, and carry out TUC Aid appeals through British unions and their members.



Case study: Responding to the Haiti earthquake

On 12 January 2010, a major earthquake hit Haiti, killing over 225,000 people and causing massive infrastructure damage. TUC Aid quickly launched an appeal, which raised over £110,000 from British trade unions, contributing £30,000 to emergency relief and funding Haitian trade unions to boost their capacity to influence national reconstruction policies.

Ensuring we reach our goals

For the five years of this strategy, the TUC will build on our existing capacity, experience and expertise to ensure that we provide high quality delivery in all areas of international development.

Funding

The TUC's international development work is led by the European Union and International Relations Department (EUIRD), which is funded from core TUC income and DFID grants, including from 2009-2011 a Partnership Programme Arrangement. During the next five years, we will work to increase and diversify our funding base to include a broader range of funding organisations.

The TUC also manages TUC Aid, a charitable trust that generates income from the British trade union movement to support our long-term international development work and provide emergency assistance to trade unions following humanitarian disasters. We are building the capacity of TUC Aid to raise additional funds in coming years, especially from unions' individual members.

Governance

We will be transparent and accountable in delivering this strategy. We will be guided by the strategic direction determined by our annual Congress, the elected TUC General Council, the Executive Committee, and the trustees of TUC Aid (appointed by the General Council); and we will report regularly to them all. We will also be guided by the views and practical priorities of the International Development Group of British unions and NGOs, the wider global trade union family, and by strong relationships with our global south partners and other international civil society organisations. Internally, we will ensure that we have effective

decision-making processes, led by the democratic processes of the TUC, its three-year strategic plan and its annual operational plan.

Monitoring and evaluation

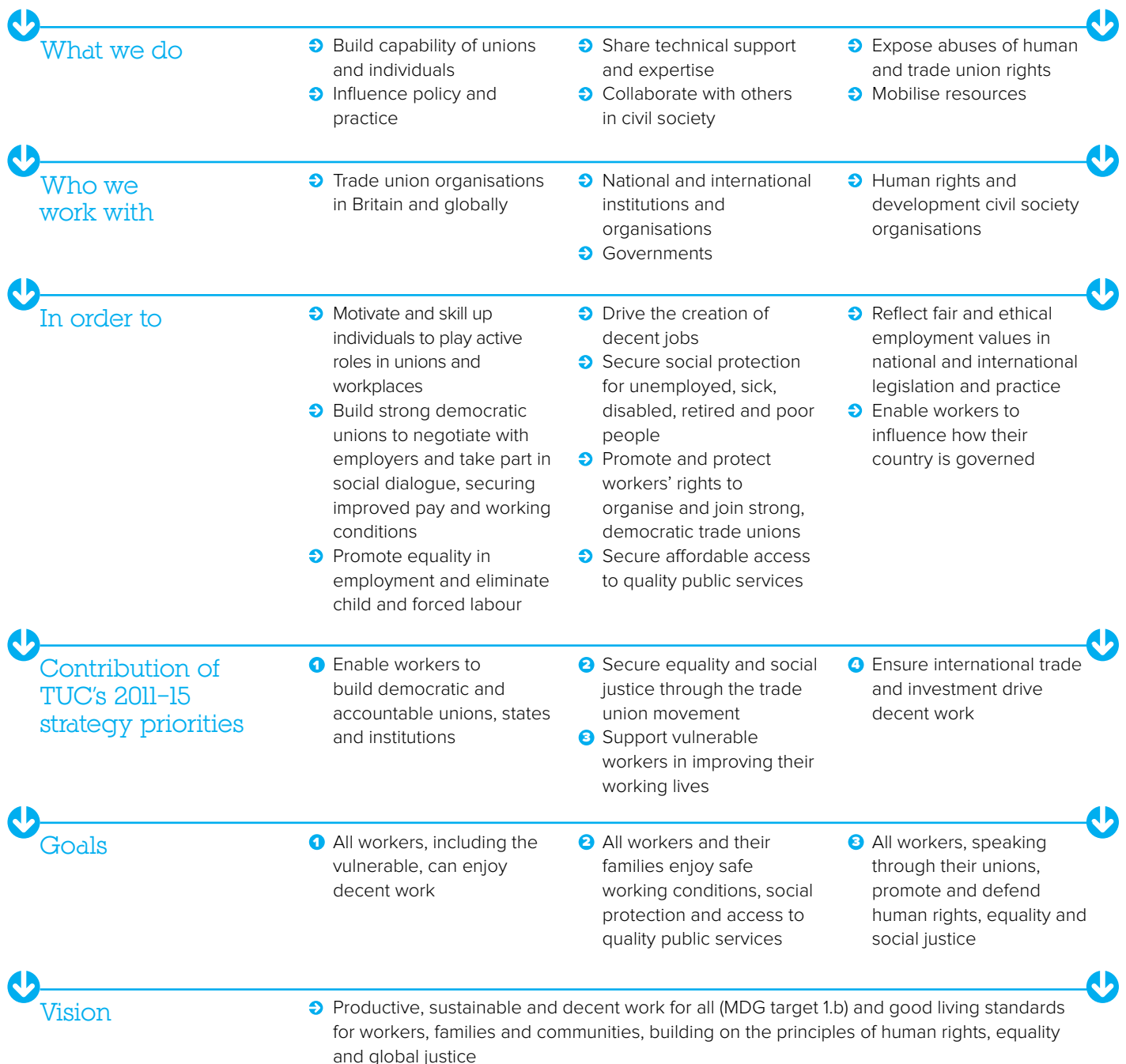
Regular monitoring and evaluation of our work helps us track progress, solve problems, learn lessons and celebrate successes. It is also critical to ensuring that we can replicate and scale up successful programmes, maximising the unique reach of the global trade union movement and its 176 million members worldwide. We will work with our global south partners to further develop and refine our monitoring and evaluation tools, and we will provide ongoing support on how to use these tools to maximum effect.

Sustainability

By their very nature, trade unions have a long-term vision, are self-sustaining financially and play an influential role in civil society. Meanwhile, the outcomes of our work and of this strategy – bargaining agreements, improved legislation, new global standards – will be sustained far into the future. We hope this strategy will increase our impact by enabling us to focus on longer-term programmes, and we will do more to share emerging good practice to ensure that lesson-learning is sustained.

This international development strategy will be reviewed at its mid-way point, in 2013, to make sure that the priorities, in particular, remain relevant and realistic.

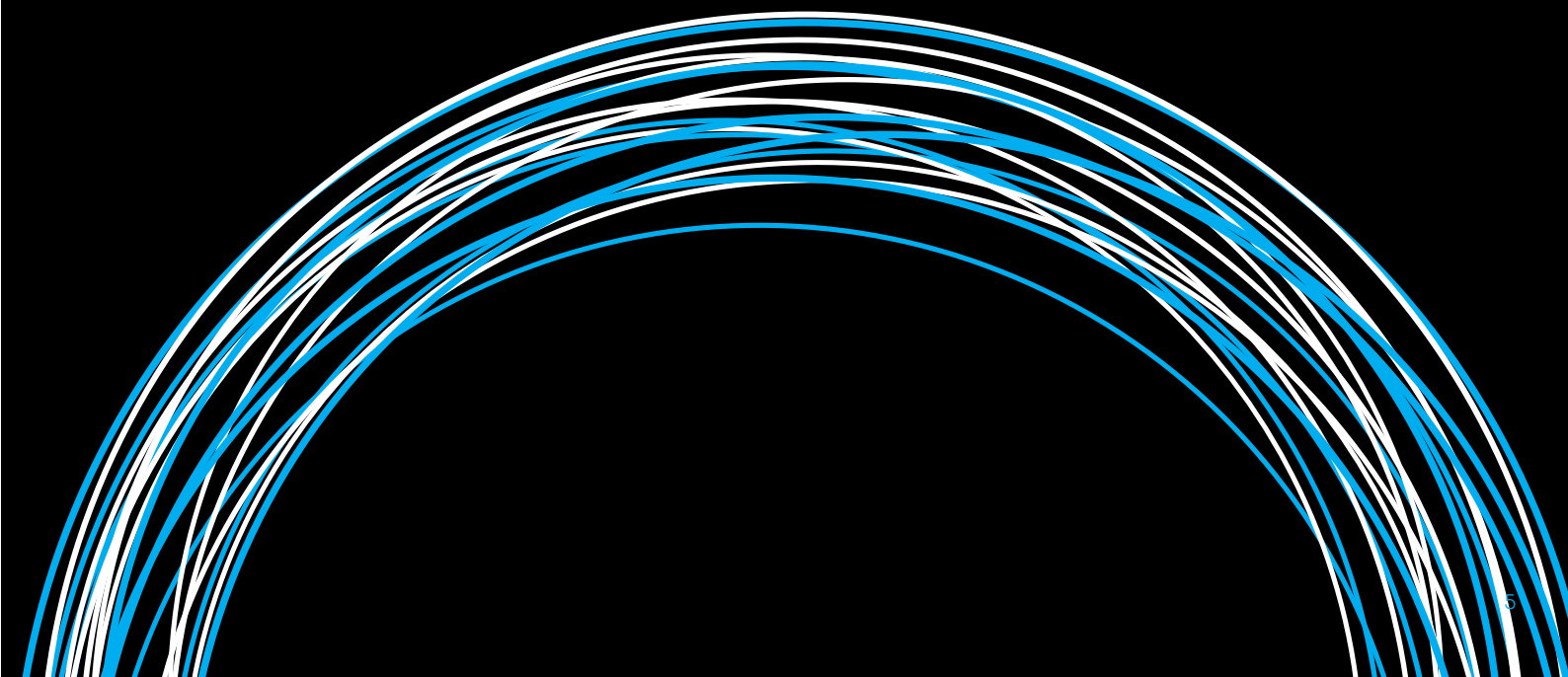
How the TUC creates change for international development



Our ability to create change depends on the participation and support of individual trade union members, trade union organisations, civil society organisations and members of the public.

There are many ways to get involved:

- The international pages of the TUC website www.tuc.org.uk/international offer the latest news and updates on campaigns, policy, projects, urgent actions and a chance to subscribe to the free *International Development Matters* newsletter.
- You can donate to TUC Aid at www.tuc.org.uk/tucaidappeal
- Find out more about the Playfair 2012 campaign for a sweat-free Olympics at www.playfair2012.org
- Follow us on Twitter at www.twitter.com/TUCGlobal
- Get more information about international development and trade union solidarity at the International Trade Union Confederation website: www.ituc-csi.org/



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