

**SASK
DEVELOPMENT
COOPERATION
PROGRAMME 2018–2025**

PHASE II 2022–2025

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sask^{fi}

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Concepts and abbreviations

AfCFTA	African Continental Free Trade Area is a single continent-wide market for goods and services, aiming to boost intra-African trade by providing a comprehensive and mutually beneficial trade agreement among the member states. It covers trade in goods and services, investment, intellectual property rights, competition policy and promote the movement of capital and natural persons.
Collective Bargaining Agreement (CBA)	Agreement negotiated by workers and employers (their organisations) per industry or company concerning the terms and conditions of employment. Collective agreements usually define wages, working hours, issues relating to occupational health and safety, and other employment benefits.
Decent Work	A multidimensional concept introduced by the International Labour Office (ILO) in 1999. It's concerned with the availability of employment in conditions of freedom, equity, security, and human dignity. It has four key components: employment conditions, social security, rights at the workplace and social dialogue.
Fundamental principles and rights at work	Updated by the ILO in 1998. The most important ones include freedom of association, the right to collective bargaining, the right to strike, the elimination of discrimination, the elimination of forced or compulsory labour, and the abolition of child labour.
Gender Based Violence (GBV)	Violence directed against a person because of that person's gender, or violence that affects persons of a particular gender disproportionately.
Global Framework Agreement (GFA)	A non-binding agreement between global union federations and multinational companies, which at minimum ensures that workers within a company's world-wide operations can exercise fundamental labour rights in accordance with ILO core labour standards on freedom of association and collective bargaining.
Global Union Federation (GUF)	Global federations of the trade union movement. The various trade unions in different sectors are globally organised under their sector-specific federations.
Global South	Countries specified in OECD/DAC and the UN Development Programme for which development aid can be directed.
Human Rights Based Approach (HRBA)	is a conceptual framework for the process of development that is normatively based on international human rights standards. Such an approach integrates these standards and principles into processes of programme development to promote and protect human rights.

ILO ACTRAV

The Bureau for Workers' Activities (ACTRAV) is the main link between the International Labour Office and the world of work through one of its constituents: workers' organisations. ACTRAV support workers' organisations in the defense and promotion of workers' rights.

International Responsible Business Conduct (IRBC) Agreements

IRBC agreements involve partnerships between businesses, government, unions, and NGOs. Together, these partners work to prevent such abuses as exploitation and environmental damage. These voluntary agreements have already been concluded in various sectors, such as garments and textile, gold, and banking.

International Labour Organisation (ILO)

An U.N. agency founded in 1919. ILO brings together governments, employers, and workers of 187 member States, to set labour standards, develop policies and devise programmes promoting decent work for all women and men. The unique tripartite structure of the ILO gives an equal voice to workers, employers, and governments.

International Trade Union Confederation (ITUC)

The world's largest and most important trade union organisation. The ITUC represents 207 million workers through its 331 affiliated organisations within 163 countries and territories.

LGTBIQ

Abbreviation that stands for the terms: lesbian, gay, transgender, bisexual and queer/questioning and describe distinct groups within the gay culture.

Living wage

A wage sufficient to provide the necessities and comforts essential to an acceptable standard of living.

Joint Conventions of the International Labour Organisation ILO

Joint Conventions of the tripartite U.N. agency ILO, related to the world of work, ratified and implemented by governments.

SASK Ambassadors

A network of volunteers educated by SASK, who organise events and spread information about SASK and human rights in the world of work throughout Finland.

SASK Organisational Capacity Assessment tool (SOCA)

Self-assessment tool for mapping partner organisations' competences.

Social Dialogue

Any type of negotiation, consultation, or simple exchange of information between or among, representatives of governments, employers, and workers, on issues of common interest relating to economic and social policy.

Sustainable development goals 2030 (Agenda 2030 goals, the 2030 Agenda for Sustainable Development, SDGs)

Goals agreed on in 2016 by the U.N. member states and the programme to guide the work toward sustainability up to 2030. The goals aim to eradicate extreme poverty and to establish sustainable development which observes the environment, economy, and human beings equally.

Trade Union Advisory Committee to the OECD (TUAC)

The advisory body of the trade union movement advising the OECD and its various committees and member states.

Trade union movement

A collective organisation of working people developed to represent and campaign for decent work, better working conditions, negotiating collective bargaining agreements, supervising their implementation, and assisting workers in resolving conflicts and disputes. The standard unit of organisation is the trade union.

Trade Union Solidarity Support Organisation (TUSSO or SSO)

A non-partisan, non-profit civil society organisation of national trade union movement focusing on decent work through development cooperation in Global South.

Informal economy

Economic activities not under societal control through legislation and regulation. According to some statistics, approximately 40 % of the global workforce is involved in the unofficial economy either in their own countries or as migrants. Statistics on the unofficial economy are indicative as it is difficult to obtain the exact figures.

The United Nations Guiding Principles on Business and Human Rights (UNGPs)

Guiding principles for individuals and business enterprises, approved in 2011 by the United Nations Human Rights Council, aiming to prevent negative impacts on human rights by business activities. The principles are based on three pillars: states' obligation to protect human rights, business enterprises' responsibility to respect human rights, and the corrective actions (legal safeguards).

Summary

SASK's programme **improves realisation of workers' rights** by capacitating workers of all genders and their trade unions in becoming stronger actors in society in Africa, Asian and Latin America. This capacity is strengthened in multiple ways through SASK operations.

SASK's programme is based on learned lessons, careful analysis of the global trends and trajectories for the future. The **renewal of SASK strategy** in 2019, **Mid-Term Evaluation** in the spring 2021 as well as organisational and operational reforms are all reflected in this programme document. **Means** available to reach the programme goals are project cooperation, mentoring, exchanges of experts, labour market researches and networking, communications, global education, and advocacy work.

SASK programme is well-aligned with relevant **global** and **national policies**. Agenda 2030 creates the overall foundation, and the Finnish development policy and the MFA Guidelines for Civil Society in Development Policy provide guidance. The SASK approach applied in the programme enables to integrate all Finnish government **priorities** and **cross-cutting issues**. The programme's **Theory of Change** is anchored onto three mutually reinforcing elements: *1) creating impact through enforcing of international labour rights, 2) promoting decent work and living wages and 3) Influencing global challenges together with its partners and creating results by empowering trade unions and building up their capacities.*

The **implementation** of the programme rests on a solid results-based management (RBM) concretised in the programme's Results Framework. The results framework details the logical intervention articulating the change sought by the programme and displays the baseline and target data while **key indicators** demonstrating the desired change. Plan for Monitoring, Evaluation and Learning is in place and external programme **evaluation** as well as project-level facilitated self-evaluations will be conducted towards the end of the 2022–2025 period. Comprehensive **surveys to member organisations** and **volunteers** will be conducted regularly and a survey on the effectiveness and visibility of SASK in 2025.

SASK's partners in the programme are trade unions in the Global South, the international trade union networks, and 37 Finnish member organisations. The **direct beneficiaries** and **key rights-holders** are the working people of all genders (estimated 8 million workers) employed in the sectors and countries covered by the programme. SASK's partners organise several thousand activities annually, and in total 350 000–375 000 people are estimated to participate in them.

SASK's **risk management system** follows MFA's anti-corruption and ethical guidelines. The programme has an updated Risk Matrix including external and internal risks. The plans for both **international and domestic operations** are guided by the focus areas and goals defined in SASK strategy for years 2020–2030. The programme budget is based on international partners' concept proposals, sector-specific discussions with member organisations and the plans of domestic operations.

1. Introduction

SASK's values

Trade Union Solidarity Centre of Finland (SASK), later in this document SASK, is the **workers' rights organisation** of the Finnish trade union movement. During its 35 years of existence (founded in 1986) it has determinedly promoted decent work, living wages, and enforced international labour rights together with its partners thus supporting struggle against poverty and social inequality. Over the decades, SASK has gained experience and know-how in challenging operating environments and now has unique expertise in issues related to the global world of work. SASK's member organisations comprise 37 Finnish trade unions and federations, the total number of their individual members amounts to approximately 1.6 million wage earners in Finland.

SASK's work is guided by the **values** and the tradition of **solidarity** of the international trade union movement, the United Nations' Universal Declaration of Human Rights,¹ and the International Labour Organisation's (ILO) core Conventions on international labour rights, including the right to living wages and income.² The values particularly close to SASK include **social justice, democracy, equality, non-discrimination, and inclusiveness**. Under its current strategy, SASK promotes the eradication of poverty and inequality by strengthening human rights in the world of work, and the position of workers in Africa, Asia, and Latin America.

SASK's strategy

In 2019, SASK developed a new strategy for 2020–2030, the most significant new and substantive change being the redefinition of SASK's identity. With the new strategy in place, SASK was redefined as **a human rights organisation in the world of work**, with the aim of promoting the realisation of fundamental labour rights as defined by the ILO. In addition to the renewed identity, SASK's domestic operations and especially activities related to global world of work issues in Finland were raised to the second priority area of SASK's operations (international operations being the other one) and its resources were increased. The strategy is valid for 2020–2030 and its topicality is reviewed annually.

With SASK's new strategy, the organisation's goal setting has become more focused, the organisational structure and job descriptions have been updated to meet the requirements of the new strategy. As a result, international and domestic operations are better focused and there are now opportunities to increase staff expertise on **focus areas**. This will improve the quality and effectiveness of SASK's operations, which will also strengthen SASK's position as a civil society actor in Finland.

Focus areas

Based on the strategy, SASK decided on three themes in which SASK needs to make a positive contribution: **Gender Equality, Just Transition and Future of Work**. The analysis was based on rapid changes in SASK's operating environment and the report "Work for a brighter future" of ILO's Global Commission on the Future of Work.³ The report outlined the

¹ United Nations' Universal Declaration of Human Rights

² ILO Declaration on Fundamental Principles and Rights at Work

³ ILO (2019): Work for a brighter future

substantial change in the world of work, driven by technological innovations, demographic shifts, climate change and globalisation. The findings are fully consistent with the Megatrends in Africa-study published by the Ministry of Foreign Affairs in 2019. These trends already have profound impacts on the nature and future of work and the place and dignity of people in it. In addition to the above, the coronavirus disease 2019 (COVID-19) has plunged the world into a crisis of unprecedented scope and scale. SASK foresees huge and exceptionally negative impacts on employment, income, and livelihoods on a global scale. The COVID-19 crisis brings to the surface an immense lack of social protection mechanisms, mainly in the Global South. Therefore, SASK considers **social security** as one of the most important elements of human rights in the world of work.

Programme 2018–2025 / phase II 2022–2025

SASK's development cooperation programme 2018–2025 operationalises the strategic goals and focuses, and makes it possible, for purposes of development cooperation, to comprehensively utilise the organisation's profound expertise in global themes in the world of work. SASK's 8-year programme (2018–2025) has been updated and the funding is now applied for the second phase of the programme, namely 2022–2025.

Reducing poverty and inequality is at the core of the programme. In SASK's view, *the most sustainable way to reduce poverty and inequality is respect of human rights in the world of work and decent work which enables living wage to the workers*. A society marked by poverty and inequality does not promote economic growth, and economic growth without equitable income distribution mechanisms does not lead to the decreasing of poverty. To prevent poverty due to inequality from growing within societies, it is important to adhere the **fundamental rights at work**⁴ specified by the ILO and to people's right to **living wages**. When implemented, these decrease inequality within societies as well as poverty due to inequality. Therefore, trade unions in the Global South, as key actors in free civic society, are needed to promote and supervise decent work, defend rights of all workers regardless of gender, and improve working conditions.

Decent work is based on a **human rights-driven development** vision in which workers can obtain decent and productive employment in conditions of freedom, equality, security, and human dignity. It is an enabling factor for social justice, economic performance, and governance. It aims at covering all workers without distinction. Decent work — *and social dialogue as a means to achieve the decent work objectives* — is explicitly included, as an instrument for development cooperation, in the UN Agenda 2030 as the Sustainable Development Goal (**SDG 8**): *Promote inclusive and sustainable economic growth, employment and decent work for all*.

Trade unions are development actors that through their everyday work in upholding **freedom of association and collective bargaining rights**, engage in social dialogue, and promote decent work. They are essential to achieving sustainable development. Trade unions negotiate collective bargaining agreements and advocate social policies that result in working people having a part in the economic growth and prosperity of their nation. For this to happen, **social dialogue and good labour relations** between employers and trade unions, with or without governments, is essential to obtain and maintain decent work and guarantees the involvement and democratic participation of the people concerned. Respect for trade union rights is the basis for initiating any social dialogue. Prerequisites for a well-functioning social dialogue are a sufficient level of trust between social partners (employers, trade unions,

⁴ ILO's Fundamental Rights at Work

government), and governmental support for the process. This process requires **legal and institutional frameworks**, that enable the partners to engage effectively.

Democratic trade unions as member-driven organisations are uniquely positioned as agents of change and form an essential part of a **free civil society** in all corners of the world. Despite **shrinking civic space** in many countries, the trade union movement gives power to the voices of workers and people oppressed. There are many countries where violations of human rights are common and living wages are still the exception rather than the rule.

A key goal of the trade union movement is to **ensure fundamental rights at work to all as part of universal human rights**. As a social movement that demands change, trade union movements that operate effectively and can carry out their work freely, are indispensable in promoting an equitable distribution of income and wealth. When working in this way, the movement increases the **stability** and **safety** of societies.

The foundation of this programme and SASK's strategy is the *Agenda 2030 framework* and the programme has been designed in line with the development policy of Finland, utilising *Human Rights Based Approach* framework (see more in detail chapter 4.4.) that include efforts to engage and empower persons of concern in decisions that affect their lives. SASK considers important to apply a comprehensive approach to Agenda 2030 and to ensure that *Leave No One Behind* -principle is implemented accordingly as described later. These factors have been considered in this programme and this is the result of an open and transparent design process together with partners.

In addition, the Agenda 2030 and the SDGs are intrinsically linked with universally recognized human rights. Linking Agenda 2030 and human rights-based approach will allow **empowerment of people**, namely those that are at risk of being left behind, to know and claim their rights and to increase the ability and accountability of individuals and institutions who are responsible for respecting, protecting and fulfilling rights.

Equally important is SASK's commitment to the principles of "*Do No Harm*" and "*Leave No One Behind*" that have been complied with programme. "*Do No Harm*" obliges SASK to prevent and mitigate any negative impact of its actions on affected populations. *Leave No One Behind* -principle is the central, **transformative** promise of Agenda 2030. It represents the unequivocal commitment of all to eradicate poverty in all its forms, end discrimination and exclusion, and reduce the inequalities and vulnerabilities that leave people behind and undermine the potential of individuals and of humanity.

SASK's **special expertise** relates to the increasing positive interaction between civil societies in the Global South and Finland, particularly the trade union movement. SASK's work strengthens trade unions as vital and vocal parties of the **civil societies** in the Global South and makes use of the **in-depth competencies of the Finnish trade unions**, and thereby supports the **empowerment of workers in the Global South**.

In Finland, SASK **builds awareness and commitment to decent work and human rights in the world of work in the Global South**. SASK reaches trade union rank-and-file members very effectively as SASK's member organisations have nearly **1.6 million** members throughout Finland. SASK's direct communication and communication through member organisation network can reach the majority of the employed adult population in Finland. In addition, SASK's volunteers, the *SASK Ambassadors*, take SASK's message forward in an effective way in their networks in different parts of Finland, including the provincial and rural areas outside the large cities as well as amongst people with different academic backgrounds.

2. Lessons learned

2.1. Results 2018–2020

SASK's Development Cooperation Programme has produced good results during Phase I, and the work has progressed well in 2018–2020. The average implementation rate is **83 %** (2018: 84 %, 2019: 90 %, 2020: 74 %).

SASK's international operations is reaching its targets, despite the COVID-19 pandemic slowing down some operations and necessitating revision of implementation modalities. As can be seen from Table 1, outcomes achieved so far, have a direct impact on the beneficiaries of the programme. SASK has succeeded for example in strengthening the unions, enhancing collective bargaining agreements, and fostering gender equality. A comparison (with the targets and results achieved by the end of 2020) indicates good progress as progress rates vary between **62–107 %**.

The basis for all trade union work are the **active members**, which is why SASK sees the **growth in membership** as an important indicator. The number of new members in the partner organisations **grew to 3 483 567** (2 207 137 men, 1 276 430 women), the target being a bit more than 4 million. That gives a progress rate of **86 %**. Also, the proportion of young workers among the new members increased by **14 %** (progress rate 92 %).

The number of activities and participants exceeded expectations. In total **391 767 people** (56 % women) attended the **6 999 activities** supported by SASK. The skills and competencies, as well as awareness of workers' rights increased, as **76 554 workers** (58 % women) participated in trainings and information campaigns (altogether 1 722 activities) organised by SASK's partners. Also, more unions have training plans in place, and many have improved the systematic implementation of them.

In terms of social security, number of workers accessing **social security schemes** has increased by **54 % to more than three million**. As examples of successes in individual countries, worth mentioning are the **39 % increase in minimum wages** in Nepal, covering **millions of workers**, as well as the **5 % to 8.5 %** minimum wage increase for **two million Indonesian commerce workers** (percentage depending on the region). Both took place in 2019.

SASK's partners negotiated new **collective bargaining agreements (CBAs)** in 346 workplaces. The target was 475, which means 95 % overall progress rate. The changes in CBAs will bring concrete improvements to the lives of more than 170 500 workers in the form of for example better wages, overtime pay, medical services and maternity leaves. As many as 2 317 union activists (28 % women) have participated in **collective bargaining trainings**. Out of the trained activists, 558 (22 % women) have participated in actual CBA negotiations.

Furthermore, in Africa, SASK's partners in the **construction sector managed to negotiate new collective bargaining agreements** with the counterparties that are considered perhaps the most difficult of all: the **multinational Chinese companies**. These agreements improved safety at work and guaranteed the workers the right to organise, the right to collective agreements, and social security.

Table 1. Progress of SASK international operations by the end of the year 2020 on quantitative outcome indicators (OI)

Indicator	Baseline	Target 2025	Results by 2020	Progress rate (%)
OI 1.1. The number of partner unions participating in national wage negotiations.	10	12	11	92
OI 1.2. The number of partner unions participating in sectoral wage negotiations.	12	19	17	89
OI 1.3. The number of partner unions participating in local plant level negotiations.	47	92	59	64
OI 4.1 Number of female and male workers being trade union members in the supported sector.	3 369 757	4 041 118	3 483 567	86
OI 5.1. The number of female and male members paying dues in the partner unions.	130 287	214 628	186 771	87
OI 6.1. The number of workplaces covered by CBAs by the partner unions in the supported sectors.	2021	2 496	2 367	95
OI 7.1. The number of female and male workers covered by CBAs in the target work places in the supported sector.	205 031	275 693	170 510	62
OI 9.1. The number of OHS committees at workplaces where the partner unions are represented.	6	109	69	63
OI 9.3 Number of company level and sectoral OHS policy development processes in which the partner unions are involved.	4	50	33	66
OI 10.1 Number of processes, in which unions are involved, which aim to improve pro-worker policies.	48	87	93	107
OI 11.1. The number of young (35 or younger) female and male workers being trade union members in the supported sector.	292 939	361 901	333 390	92

In the Philippines, SASK’s partners are organising some of the biggest food and beverage companies in the world that operate in **special economic zones** where forming a trade union is extremely dangerous and difficult.

Processes, in which SASK’s partner unions are involved, aiming to **improve pro-worker policies**, have nearly doubled. Perceived by 59 partner unions, the level of involvement and contribution in law or policy processes has improved in nine (9) partner unions. For example, in Colombia, SASK’s partner UTRASD, the domestic workers’ union, has become nationally and internationally visible with **capacity to influence** public policies, dialogue and initiatives at national level.

One of the important topics for unions and all workers is **Occupational Health and Safety (OHS)**. Due to SASK’s programme, 916 trade union officials and activists (*nearly 30 % women*) have completed OHS training. As a result of that, **63 OHS committees** have been formed at workplaces (*target 109, progress rate 63 %*). They have been an instrument to ameliorate the lives of thousands of workers. For example, in several South African wine farms, workers face discriminatory behaviour and poor working conditions. Improvements in health and safety have been implemented in terms of employers providing protective work clothing to the workers handling harmful pesticides.

As to training capacity, the number of trainers in the organisations supported by SASK has doubled **from 756 to 1476** (55 % women) during 2018-2020. The proportion of women is especially important in leadership trainings. Around **68 %** of the **3 020 activists trained on leadership skills** were women. Out of the **2 062 female activists** trained in leadership skills, **452** (22 %) have attained a leadership position.

Also, **gender trainings** have been conducted in many projects with great success. A total of **4 127** officials and activists in partner unions (16 % men) have participated in them. In Latin America, the **participation of women** in union activities has been increasing in 2019. For example, in Guatemala the increment was **41 %** and in El Salvador **32 %**. Also, the percentage of **representation of women in positions** of national leadership is **30 %**. In the Colombian transport sector, promoting **inclusion and participation of youth** is thriving. Dozens of young leaders have been elected to official seats, of which several being women.

SASK's domestic operations include several developed initiatives and positive results in communications, global education, and advocacy work during 2018–2020. **SASK's visibility** in different media channels **has increased steadily**. SASK themes are promoted with articles, podcasts, and shared among member organisations and supporters. Visitors in SASK webpages has **increased on average 13 %**. Also, social media hits and engagements have **increased on average 13 %**. Based on a study conducted recently, *awareness of SASK and the themes of SASK work is higher than expected*.

SASK's network of volunteers, SASK Ambassadors, has **doubled close to 450 trained** and active advocates of SASK work and themes during 2018 and early 2021. New opportunities and activity **models have been developed** to support the needs of SASK Ambassadors, as well as the needs of SASK member organisations and supporters. SASK was invited as an **expert speaker to 85 events** and occasions where **over 6 500 people were reached**.

Overall, the alignment of SASK international and domestic operations has strengthened in the past year and therefore the content of communication is more consistent and focused. Campaigns are arising directly from the ILO fundamental rights at work and how SASK's programme improves implementation of these rights in practice making the results of the work more visible and concrete to the public.

2.2. Lessons learned 2018–2020

When preparing this document, SASK and its partners and stakeholders have carefully analysed the current operating environment and critically assessed SASK's role in creating positive interaction for the trade union movement in the Global South. On the other hand, SASK is also making sure that the learnings from previous programme periods and individual projects are integrated into the programme through its Planning, Monitoring, Evaluation and Learning (PMEL) system (Annex 1).

The lessons learned during 2018–2020 have been incorporated into this document and will be implemented in the Phase II in 2022–2025. SASK has recognised the gaps and identified the investments needed to ensure that it will be capable of responding to the needs of its partners in the Global South and delivering its mandate. The following is a presentation of key lessons from the current funding period.

2.2.1. Results-Based Management

Intensive and inclusive planning work with partners and stakeholders has further strengthened the focus of SASK’s programme. It is reflected in the declining number of projects in the programme. Also, processes are facilitated, and administrative work is being digitized, which significantly reduces the amount of manual work and thus frees up more time for expert work to support partners.

At the results level, it was identified that **target setting** of social processes and measurable change is somewhat challenging for many partners. Presumably, partners are aware of the difficult operating environments in their countries and have been cautious in setting the target levels. It has also clearly been complicated for them to define long-term numeric targets and to outline how outputs and results will ultimately contribute to the effectiveness of the project. The feedback and experiences of partners have been taken into consideration, and more streamlined project management is developed. Partners’ competences in planning, monitoring, and reporting is enhanced with continuous support and guidance.

2.2.2. Gender equality

SASK is diversifying approaches to promote gender equality and enhance women’s equal opportunities in partner trade unions. Applying a gender lens is crucial for inclusive sustainable development. **A twin-track approach** will be applied: gender mainstreaming in both international and domestic operations on one hand, and some targeted actions specifically focusing on gender equality on the other.

Based on lessons learned and a changing context, SASK has updated its strategy to become more effective in this area. The increased willingness and new sense of urgency of many key partners of SASK to address gender equality and the increased numbers of women in trade unions offer an unprecedented opportunity to further promote gender equality and contribute to the SDG 5. SASK will also include a **more defined, progressive perspective on gender equality**.

2.2.3. Synergies of the work in Global South and Finland

For SASK to be able to work efficiently in the Global South, it is crucial that SASK has the support and the understanding for the importance of its *focus areas* amongst the general public, decision makers and the trade union movement in Finland. Therefore, during 2018–2021, SASK domestic operations were reformed into a comprehensive entity within the SASK organisation. It was seen important also to meet the objectives of the strategy and the changing operating environment.

Domestic operations are an important part of SASK’s work and programme, and the alignment and synergies between the international operations and domestic operations are not only beneficial but essential for SASK to achieve its objectives. The new structure enables a more systematic, logical, and efficient way to work towards the set objectives. The resources and structures were put in place during 2018–2021 and the development of the domestic operations will continue in the next four years.

The focus on the work in Finland has become more important, and there is more emphasis and resources on building commitment and awareness of workers’ rights globally in Finland, especially at all levels of the Finnish trade union movement. In the unions, the support for SASK’s work will be built from bottom up, so it is the rank and file, the **membership** that SASK

needs to make aware of, to commit and to advocate for the SASK relevant themes in the decision making of the Finnish unions. SASK needs to further build and demonstrate its expertise in matters related to workers' rights and show the links to wider societal stability and well-being of people.

2.2.4. Global education and volunteers

A special focus was put on developing the SASK **global education** and **the volunteer network**. This will continue to be **one of SASK main focuses** in the Phase II. By the end of 2020, the SASK volunteer network included close to **450 trained SASK volunteers** from all over Finland, **representing different profession and academic backgrounds** with the ability to talk about human rights in the world of work, about SASK and development cooperation in their networks, unions and workplaces.

2.2.5. Partnerships and new sectors

SASK's work continues to focus on promoting and defending human rights in the world of work. Therefore, successful ongoing partnerships will be strengthened, and some **new partnerships** have been created. To mention some, SASK will start cooperation with new international partners such as *ILO Bureau for Workers' Activities (ACTRAV) and Education International (EI)*. Cooperation with ILO ACTRAV strengthens SASK's position as a human rights organisation at work and creates new avenues for supporting trade union movement in the Global South.

Relatively new partnerships will be further developed especially in Africa regarding thematic cooperation on topics that have sub-regional, regional, or continental scope and importance, such as the trade, investments, and **African Continental Free Trade Area ACFTA**, the **ILO Convention 190 on Violence and Harassment** as well as **Just Transition** in the world of work. The importance of Africa is growing in SASK's operations, therefore new African countries will be included to the programme in thematic multi-country projects, but attention is paid to avoid fragmentation. In Asia and Latin America, operations are increasingly geographically focused (see Chapter 6)

The number of SASK's member organisations continued **to grow** during the Phase II. The latest member organisation to join SASK was *The Trade Union of Education in Finland, (Opetusalan Ammattijärjestö OAJ)*. As a result, SASK's work is expanding to the **education sector**. With the entry of a new sector in the programme, SASK has been able to create connections with the education unions in the Global South, and the cooperation will further increase in the future. Globally, the workers of education sector are most organised, and teachers are strong agents of change and active citizens in many societies. The SASK programme **improves teachers' human rights**, which is a key factor in **attaining quality education**.

2.3. Mid-Term Evaluation of SASK’s programme 2018–2025

SASK regularly evaluates its operations, and the current programme 2018–2025 was externally evaluated in spring 2021. The main objective of **the Mid-Term Evaluation (MTE)** was to document the results and experiences and give recommendations for further development of the Phase II (2022–2025) of the programme. The proposed application 2022–2025 builds on the results achieved and lessons learnt during the Phase I as well as on the recommendations of the MTE. A summary of the MTE’s findings and recommendations of the MTE Team is given below, and a more detailed overview of the MTE is given in Annex 2.

2.3.1. Key findings of the Mid-Term Evaluation

The **relevance** of the programme was found to be high for the beneficiaries, partners, Finnish development policy as well as for SASK’s strategy. Also, the **effectiveness** has been good despite the COVID-19 pandemic which has slowed down some operations. The progress rate of the project outcomes and outputs are good, and the programme is well on track to achieve the planned results by 2025.

Altogether, SASK and its partners have succeeded to adjust to the impacts of the pandemic through modifying implementation approaches. As the evaluation covers only the first three years of the eight-year programme, it was not yet expected that any major **impacts** would have emerged. Still, some indication of emerging impacts was found out, especially regarding legislative developments. However, negative trends in human rights and the state of the civil society threaten the achievement of impacts. But at the same time, they also stress the importance of the programme support to unions in the South even more.

Regarding **efficiency**, SASK has an efficient delivery system, both for projects in the South and operations in Finland. Especially the cooperation with GUFs and Finnish member unions is resource efficient.

Sustainability challenges are well considered in the programme. Main foci are on strengthening partner’s skills; therefore, it is important to strengthen both the institutional capacity and financial resources of the unions. The latter is done by improved membership recruitment. Also, the concept of Just Transition will be introduced in the programme, which will contribute towards climate sustainability.

SASK has been *rather proactive in partnerships*; cooperation is conducted with several Finnish CSOs on for example *corporate responsibility*, and a partnership on Just Transition is now under preparation. Still, several opportunities were identified in the evaluation for even stronger **coherence**.

The programme addresses rather well the **cross-cutting objectives** of Finland’s development policy. Especially *gender equity* has been part of several projects. Regarding non-discrimination, beneficiary groups include several vulnerable groups such as youth, migrant workers and precarious workers. Disability issues have however been less addressed because most partner unions lack members with disabilities. Therefore, the approach has been mainly preventive, several projects addressing occupational health and safety.

The **programme management** is based on SASK’s extensive adaptation of results-based management (RBM), concretised in the programme’s Results Framework. Its present usability is somewhat hampered by the huge number of indicators, which in practice become

unmanageable. However, as the basic logic is good, the system may be further developed into a more practical one. Programme activities in Finland (global education, communication, and advocacy) have not been properly included in SAKS’s RBM system whereby clear setting of targets and indicators has been missing. Therefore, there is a need to incorporate also domestic operations into the results-based management.

2.3.2 Key recommendations and SASK’s response

The evaluation provided altogether **18 recommendations for SASK**. The high number of recommendations does not reflect the number of weaknesses as most recommendations are based on opportunities found out by the evaluation. The key recommendations and SASK’s responses are highlighted below:

Table 2. Mid-Term Evaluation recommendations

International Operations	
Key recommendations	SASK’s response
<p>Strengthening twinning-type co-operation: SASK could actively facilitate long-term twinning between the Finnish and partner unions.</p>	<p>A pilot to develop twinning-type peer-to-peer co-operation between the local level of trade unions in Finland and in the Global South is underway (started 2020) and experiences are collected, analysed, and further developed in the funding period of 2022–2025.</p>
<p>Quick Action support: A small part (e.g. 5 %) of funding could be reserved for Quick Action support for acute support needs in partner unions (e.g. acute campaign, acquisition of a lawyer, support for participation in an important international event).</p>	<p>SASK has designed and developed a Quick Action support model for rapid actions as the terms and conditions of funding instrument now allows to set aside max. 10 % of the state grant applied for from the MFA. Quick Action support is vital to many partners in rapidly changing situations such as the cases in Myanmar and Colombia.</p>
<p>Non-discrimination: SASK’s programme covers a wide range of vulnerable stakeholders. However, people with disabilities have been practically out of the focus of SASK’s activities. To also address their inclusion, co-operation with disability organisations should be stimulated, SASK providing expertise on workers’ rights and cooperating disability organisations on disability issues.</p>	<p>SASK and The Finnish Association of People with Physical Disabilities have agreed on cooperation where SASK provides small-scale training for members of ZNAPD Zambia National Association of Persons with Physical Disabilities on workers’ rights and builds linkages and cooperation between ZNAPD and Zambian trade union movement highlighting the human rights perspective. The cooperation is a pilot phase and lessons will be used for further development of SASK’s approach in disability issues. In SASK domestic operations people with disabilities will be included in the thematic focus points in SASK website as well as in forms of studies and campaigning during 2022–2025.</p>
<p>Just Transition is becoming a priority theme also within the trade union movement, providing opportunities for cooperation between projects, either at the country level or also regionally. It could be useful to exchange experiences between different sectors and to join forces in advocacy work.</p>	<p>Cooperation will be established with the Just Transition project in Asia and with public sector trade unions in Africa (Nigeria, Tanzania, and Morocco) on climate justice. In SASK domestic operations, Just Transition will be included in the thematic focus points in SASK website and addressed in studies and campaigning during 2022–2025.</p>

<p>There are also opportunities for co-operation with Finnish organisations that strive to create jobs for citizens of developing countries: SASK could bring a perspective on workers' rights to this; either as joint pilot projects or as training provided by SASK.</p>	<p>Cooperation have been agreed and developed with The Finnish Association of People with Physical Disabilities and Fairtrade Finland on this topic in 2022–2025 period.</p>
Domestic Operations	
Key recommendations	SASK's response
<p>Domestic work has been rather weakly visible in both planning and reporting. This needs to be strengthened in both performance management and communication. Synergies between domestic work and the global agenda can also be further strengthened.</p>	<p>Synergies and in-depth cooperation between domestic and international operations units of SASK have been extensively developed since creation of domestic operations unit in February 2020. The development can be seen in this funding application where the various forms and methods of collaboration are described in detail.</p>
<p>Advocacy work in Finland should be made more goal-oriented: what and who SASK is trying to influence? In addition, SASK together with its European sister organisations (including GUFs) could strengthen EU advocacy Just Transition.</p>	<p>In terms of domestic operations, advocacy work will be more targeted in 2022–2025 as highlighted in this application. Relevant networks and working groups are identified, SASK objectives and main messages clarified and the efficiency of SASK advocacy work evaluated by surveys conducted to the general public. A baseline study for this was conducted in early 2021. Regarding EU- and OECD-level advocacy, SASK will participate in the advocacy of ITUC's Trade Union Development Cooperation Network (TUDCN).</p>
<p>Global education with Ambassadors / Volunteers: A good approach, the continuity of which should be strengthened by supporting even more volunteer networking.</p>	<p>Resources and structures have been put in place in 2018–2021 and SASK will in expand and strengthen the network even further in 2022–2025.</p>
Programme management, tools, and processes	
Key recommendations	SASK's response
<p>RBM: The Result Framework of the Programme should be simplified to improve its usability. To enable aggregation of results, all projects should have the same indicators.</p>	<p>The Results Framework (RF) has been updated for Phase II (Document 3) and the functionality of the programme indicators has been analysed and revised to measure the progress of SASK's work. Domestic operations have now been included in the RF and indicators have been developed.</p>
<p>Within GUFs and SSOs, it may be possible to initiate concrete RBM harmonization. SASK could be proactive, for example with Union to Union.</p>	<p>Common programme indicators are being created by SASK and its sister organisations Mondiaal FNV (of Netherlands) and Union to Union (of Sweden).</p>

As can be seen from the table 2, majority of the recommendations have been taken into account and incorporated into this document. The recommendations are valuable from programme development perspective.

2.4. Planning of the 2022–2025 (Phase II)

SASK's key partners have been involved in the updating of the programme 2018–2025. Also, the new partners who will join SASK's programme for Phase II (2022–2025 period) have given their inputs. This contributes to the renewal and relevance of SASK's programme.

The preparation process for the funding application 2022–2025 has been **transparent and participatory**. SASK's new strategy was introduced to partners during 2020, and after that a call for concept notes was launched. Partners submitted concept notes using a digital template where they presented ideas for cooperation. After receiving the concept notes (total 65), the staff of SASK internally appraised all of them and arranged sectoral planning meetings with SASK's member organisations. Also, during March and April 2021, virtual meetings were held with international partners. According to a feedback survey, the partners appreciated SASK's approach, which was listening to partners' strategic priorities and views as an equal actor. When preparing the funding application, solutions have been sought based on compromises, the individual situations and working cultures of each partner. This increases partners' ownership of SASK's programme goals.

SASK domestic operations have been involved in the planning process in all the stages. The concept notes have been appraised also from the point of view of their relevance to domestic operations, and the views were highlighted in the meetings with the international partners and the member organisations. Also, the role, focus and plans of the domestic operations as part of the programme have been introduced and the feedback from the partners and member organisations has been integrated when finalizing the plans.

It is expected that certain priorities of SASK as set in the programme, may not be prioritized by the partners, or the topics can also be regarded as highly sensitive, such as rights of LGBTIQ. Although SASK might introduce certain political topics like Just Transition, SASK does not aim to lead or dictate the discussions but to create opportunities for joint learning and possibilities for creating positions.

3. Global trends in the operating environment

SASK together with its partners have identified key global trends critical for the operating environment of SASK programme presented in the next chapters and to be addressed in this programme document.

3.1. Demographic change

The world’s population continues to increase, but the growth rates vary greatly across regions. The world’s population is projected to grow from 7.7 billion in 2019 to 8.5 billion in 2030 (10 % increase), and further to 9.7 billion in 2050 (26 % increase). The population of sub-Saharan Africa is projected to double by 2050 (99 % increase). Other regions will see varying rates of increase between 2019 and 2050: Northern Africa and Western Asia 46 %, Central and Southern Asia 25 %, Latin America, and the Caribbean 18 %, Eastern and South-Eastern Asia 3 %, and Europe and Northern America 2 %.

Rapid population growth presents real challenges for sustainable development and achieving the SDGs. Many of the fastest growing populations are in the least developed countries in the world, where population growth brings additional challenges in the effort to eradicate poverty (SDG 1), achieve greater equality (SDGs 5 and 10), combat hunger and malnutrition (SDG 2), and strengthen the coverage and quality of health and education systems (SDGs 3 and 4). Least developed countries often cannot convert the burgeoning population into skilled and capable workforce, leading to various social and economic inequities.

On the other hand, in some countries, **growth of the working-age population** is creating opportunities for economic growth in most of sub-Saharan Africa, and in parts of Asia, Latin America and the Caribbean. Recent reductions in fertility have caused the population at working ages (25–64 years) to grow faster than at other ages, meaning that young people comprise the highest proportion of the population and therefore creating an opportunity for accelerated economic growth. Many nations undergoing this population transition can capitalise on the **demographic dividend** if the governments invest in education and health, especially for young people, and create conditions conducive to sustained economic growth.

The role of education in maximizing the benefits of the demographic dividend in two of the world’s youngest regions — sub-Saharan Africa and the Middle East and North Africa — is particularly pressing. Particularly North Africa and sub-Saharan Africa, are at risk of losing the demographic dividend. These result in an undereducated and unskilled segment of the population. The prohibitive costs of education lead to rapidly rising youth unemployment when preventing young people from finishing school, thereby entering the labour market unprepared earning extremely low wages and often work in the informal sector — probably not maximizing their potential productivity had they completed school.

Despite challenges education can optimize the demographic dividend. Specifically, education can bring more workers into formal employment. This can increase productivity as well as the nation’s tax base, which may help increase overall employment and growth.

3.2. Climate crisis

As **climate crisis** is disrupting the world of work and entire livelihoods, it's an existential threat for mankind. The Paris Agreement (UNFCCC 2015), was a historical milestone, where nations committed themselves to transforming their development trajectories to limit global warming to 2°C above pre-industrial levels by 2100.

The climate crisis is affecting trade unions and industries in different ways. Global warming is leading to instances of extreme heat, which reduces available work hours and directly diminishes incomes for workers, and it **makes work more precarious**, which is the case in various sectors. Key sectors affected by the transition towards a zero-carbon economy include energy, mining, industry including the manufacturing industry, transport, construction, and agriculture where job losses can be expected. New jobs will arise in sectors including installation, offshore wind and construction.

The climate crisis is the challenge for world of work and is also a challenge for international the trade union movement. The response of trade union movement to climate crisis is **Just Transition** which is one of the key strategic themes of SASK's current strategy. The concept was born out of the trade union movement, and after several years of advocacy work, it was included in the Paris Agreement within the United Nations Framework Agreement on Climate change (UNFCCC). It was further developed as guidelines adopted by the International Labour Organisation (ILO) and it is discussed within the international community.

Working under a Just Transition Framework allows for improvements to the environment to be combined with addressing development challenges, poverty, and inequalities – Leaving No One Behind. It has several dimensions, and its context and practical implications differ from country to country, so a one-size-fits-all approach will not work. In addition, climate crisis and the energy transition provide opportunities for workers and trade unions to demand climate adaptation policies and plans, such as the Nationally Determined Contributions (NDCs), which currently lack social partner involvement.

3.3. Shrinking civic space and violations of human rights

The 2020 ITUC Global Rights Index shows that the number of countries that impeded the registration of unions, increased from 86 in 2019 to 89 countries in 2020. It also shows that 80 % of the countries have violated the right to collective bargaining. The number of countries where freedom of speech and assembly was denied or constrained, increased from **54 in 2019 to 56 in 2020**. As many as **74 %** of the countries excluded workers from the **right to establish or join a trade union**, and **72 % of the countries restricted access to justice**.

According to ITUC index, the number of countries that impede the registration of unions, denying workers both representation and rights, has increased in 2020. Especially in difficult environments like **Myanmar, Colombia, India and Eswatini**, workers' and their trade unions' activities have been constantly repressed. Strikes and demonstrations have been violently stopped in the **Philippines, Indonesia and Brazil**.

In many parts of the world, the increasing **pressure on freedom of association** as well as **violence to human rights defenders and trade union leaders** weakens the position of trade unions. However, free civic space is vital for trade unions in order to have industrial relations and policy dialogues to defend the human rights of workers, and to advocate issues and

sustainable development goals such as decent work (SDG 8), gender equality (SDG 5) and reduced inequalities (SDG 10). **The respect for human rights in the world of work is the basis for initiating social dialogue.** Prerequisites for a well-functioning social dialogue are **sufficient level of trust between social partners** (employers, trade unions, government), and governmental support for the process. The process also requires **legal and institutional frameworks**, that enable the partners to engage freely and effectively.

Social dialogue is essential to obtain and maintain decent work and guarantee the involvement and democratic participation of the people concerned. According to the ITUC, the foundations of workplace democracy have **come under sustained attack and conflict** as authoritarian governments **destroy democratic space and attack rights and freedoms, including freedom of association, collective bargaining, and the right to strike.** The COVID-19 pandemic made it harder to scrutinise decision-makers and hold them accountable due to mandatory lockdowns. The pandemic has also been used by employers to target union members and leaders, by firing them and replacing them with newer non-unionised workforce.

The shrinking of civic space also affects sustainable development and poverty eradication, since it enhances the **exploitation of workers**, in particular migrant and women workers. They face exploitative conditions of employment, social exclusion, and political disenfranchisement. Women human rights defenders face additional barriers of economic and structural discrimination and unique challenges driven by deep-rooted discrimination against women and stereotypes entrenched in patriarchal societies related to gender and sexuality.

3.4. Rising inequality

Inequality is seen in significant income gaps in terms of gender, age, and place of residence. Income inequality, as measured by the Gini index, remains extremely high in large parts of the Global South, and continues to hamper efforts towards poverty eradication in Africa and many parts of Asia. In many countries **the living wage gap**, the difference between the actual wage workers receive and the living wage in a respective country, is enormous.

In 2016, the World Bank concluded that economic inequality between countries had decreased, but **inequality within countries is growing** almost everywhere. New World Bank estimates show that almost half of the world's population live on less than \$5.50 a day, and the rate of poverty reduction has halved since 2013. Other research by the World Bank has shown that reducing inequality has a bigger effect on reducing extreme poverty than increasing economic growth: If countries reduced income inequality by 1 % each year, 100 million fewer people would be living in extreme poverty by 2030. It is thus imperative for trade unions to contribute to SDG 10, specifically target 10.4 that focuses on the adoption of fiscal, wage and social protection **policies to redistribute wealth** and achieve greater equality.

At the macro level, higher levels of economic democracy are associated with reduced inequality and higher productivity. In their index of OECD countries, the two most common features of strong performing countries were high levels of individual employment rights and strong social partnerships and collective governance institutions. The role of trade unions is largely indisputable here. Inequality is ultimately about the operation of power and trade unions and workers' representatives all over the world help to tilt the imbalance of power in the workplace back towards employees. Unions play crucial role when contributing to the realisation of SDG 10 as the work of trade union movement improves wage equality and

Decent Work counters social and health inequities. Tackling inequality means strengthening trade unions and increasing collective bargaining.

3.5. Empowerment of democratic trade unions

Democratic trade unions as member driven organisations, are **uniquely positioned as agents of change**. Unions give **power to the voices of workers** in countries and regions where the human rights of workers are not fully respected, decent work is not a given and living wages are still the exception rather than the rule. Despite the falls in membership, trade unions remain the **largest membership-based organisations worldwide** and continue to be the most important voice for workers worldwide for social justice.

A 2019 OECD study shows that coordinated collective bargaining is associated with higher employment and lower unemployment (and thus **contributing to the realisation of SDG 8**) for all workers, compared to fully decentralised systems. This is because coordination helps the social partners to account for the business-cycle situation and the macroeconomic effects of wage agreements on competitiveness. **Trade unions that operate effectively and can carry out their work freely are indispensable in achieving an equitable distribution of income and wealth.** Recent IMF research “*confirms that the decline in unionisation is strongly associated with the rise of income shares at the top*” and goes on to say that this “*explains about half of the 5 percentage point rise in the top 10 percent income share. Similarly, about half of the increase in the Gini of net income is driven by de-unionisation.*”

Unionisation of workers has been severely affected by lockdowns and restrictive measures due to COVID-19. As a result, while some trade unions decided to discontinue the collection of membership dues, others saw the crisis as an opportunity to raise awareness and reach out to informal economy workers and launched successful membership campaigns. Still others developed innovative ways to organise and reach out to members, or organised humanitarian actions to remain relevant.

3.6. Gender inequality

In 2020, more men (74 %) than women (47 %) participated in the labour force worldwide. The **global gender gap in labour force participation**, which has narrowed only marginally over the past 25 years,⁵ is reported at 27 percentage points as of 2020. So, it’s clear that high commitments are needed to reach the SDG 8 — specifically target 8.5.⁶ Similarly, such commitments are imperative to achieving SDG 5, since equal pay is necessary to empower women and to achieve gender equality.⁷

Women are under-represented in trade unions and employers’ organisations. Furthermore, despite evidence suggesting that the presence of women in the social dialogue and collective bargaining process is important to achieving outcomes that benefit women, **under-representation of women** is a reality in national social dialogue institutions, such as economic and social councils, tripartite commissions and labour advisory boards.

⁵ UN DESA Statistics: World’s Women 2020

⁶ SDG 8: Decent Work and Inclusive Economic Growth

⁷ Time to Act for SDG8: Integrating Decent Work, Sustained Growth and Environmental Integrity

The low membership of women in trade unions is due, in part, to the fact that women are frequently employed in sectors of the economy, occupations or in work arrangements with lower rates of union membership and are also less likely to participate in the formal labour market. Workers in casual and informal work might be legally prevented from joining trade unions or unions of their choice. Nonetheless, for women, rates of trade union membership are on the rise.

In 2019 the ILO adopted the **Violence and Harassment Convention 190 (C190)** and its accompanying Recommendation R206 (R206), which provides an opportunity to **contribute to the achievement of SDG 5**, and specifically to target 5.2.⁸ In January 2020, in less than only some six months since after the adoption of the instruments, Uruguay became a champion by being the first country to ratify C190. Trade unions all over the world continue to campaign for ratification of C190.

3.7. Technological disruption and Future of Work

Digitisation is the key technological change affecting and disrupting many sectors in global economy. The gig and platform economy allow for the breakdown of traditional employment relationships where increasing numbers of *workers are labelled as partners* and switched on or off by algorithms, rather than being managed by human employers. In January 2019 the ILO Global Commission on the Future of Work presented their report called “Work for a brighter future”. According to it, a substantial change in the world of work, driven by technological innovations, demographic shifts, climate change and globalisation will have profound impacts on the nature and future of work, and the place and dignity of people in it.⁹

Due to technological disruption, low, and medium skilled jobs tend to become obsolete and new jobs require different skills. This has an **impact on polarisation of the work force**. Wages and other conditions of work may stagnate or fall in declining occupations as the labour demand declines. Job insecurity due to outsourcing, loss of control over working hours and invisibility of the employer in the labour relations are the new reality for an increasing number of workers. In addition, the level of expertise and education is insufficient in many countries of the Global South, which can challenge even the whole concept of development.

The technological developments also provide opportunities for trade unions to influence global value chains, including for instance the ease of information sharing through electronic means, that can be used for preparing complaints. Or informing workers of their rights, informing buyers in the global chain about abuses, and sharing information on successful strategies by trade unions or other interest groups or civil society organisations.

3.8. International responsible business conduct

ILO Conventions are the only binding international instruments developed through the unique ILO process of tripartite social dialogue, in which governments, employer and worker representatives participate as equal partners. In Finland and elsewhere in Europe a discussion is ongoing about more binding regulations for multinational companies for the coming years,

⁸ SDG 5: Gender Equality

⁹ ILO (2019): *Work for a brighter future – Global Commission on the Future of Work*

including a focus on better access to mitigation mechanisms for affected workers to complement ILO Conventions.

There are now more opportunities that allow to foster a more enabling environment for workers and their trade unions to breach the power imbalances among social partners and build a powerful position in industrial relations. The inclusion of the **UN Guiding Principles on Business and Human Rights (UNGPs)** into OECD guidelines, business willingness to agree on IRBC trajectories and increasing pressure in the direction of legally binding measures, all create leverage for better implementation of the rights of workers to **Freedom of Association (ILO C87) and Collective Bargaining (ILO C98)** and access to remedy in cases of abuses or non-compliance.

Furthermore, recent discussions on international trade and investment agreements such as, **African Continental Free Trade Area (ACFTA)**, have shown to be an opportunity for workers and their trade unions influencing the content of the implementation through national legislation highlighting the respect of human rights. Also aligning campaigns of trade unions and developmental CSOs to create opportunities to include favorable conditions for workers and challenge pro-business provisions. This alignment and shared interests with other civil society organisations on various labour-related topics provide opportunities for trade unions to build power, alliances and to create space to use that power.

3.9. COVID-19 and the need for social protection

The world of work is being profoundly affected by the global COVID-19 pandemic. The crisis brought to the surface an immense **lack of social protection mechanisms**, mainly in the Global South. **Social security as one of the most important elements of human rights** in the world of work plays a very important role when mankind is recovering from the COVID-19 crisis. For these reasons, SASK considers it necessary to support partners on social security issues when the situation so requires.

Effective **social dialogue** and cooperation between governments, employers' and workers' organisations have proven indispensable to designing and implementing appropriate strategies and policies to address the negative impact of the COVID-19 crisis and to building **inclusive societies**. Unfortunately, there are many countries especially in the Global South where the COVID-19 crisis has led to unilaterally cancelling of protection rights and regulations for workers and where vast numbers of workers are left without work and income.

The COVID-19 crisis shows that integral and coherent approaches are necessary, and that the trade union movement, in collaboration with governments and the business sector, can contribute to this approach. SDG 8, Decent Work and Inclusive Economic Growth has a key role within the 2030 Agenda and in the response to the COVID-19 pandemic.

4. Programme implementation

4.1. Problem analysis

As described in the previous context analysis chapter, workers and their unions struggle with a wide variety of problems and challenges. Many global megatrends are difficult to influence locally and since the beginning of the Programme period in January 2018 the operations of trade unions have become very difficult in many programme countries of SASK.

As an example of this is the **breakdown of the social contract** exposed in the 2020 ITUC Global Rights Index with violations of workers' rights at a seven-year high. The trends by governments and employers to restrict the rights of workers through violations of collective bargaining and the right to strike, and excluding workers from unions, have been made worse in 2020 by an increase in the number of countries which impede the registration of unions – denying workers both representation and rights. An increase in the number of countries that deny or constrain freedom of speech shows the **fragility of democracies** while the number of countries restricting access to justice has remained unacceptably high.

These **negative developments make SASK's operations even more relevant** as threats to workers, economies and democracy were endemic in workplaces and many programme countries before the COVID-19 pandemic disrupted lives and livelihoods. SASK recognises that the recovery of economies and employment in the countries of the Global South will be slower and more difficult than in the Global North. Therefore, in this context the role of workers and their organisations will be vital, through social dialogue and agreements, with employers and governments, that allow the **reconstruction of a new social agenda** that benefits societies as a whole leaving no one behind. The next chapters describe SASK's approach and theory of change to solve challenges highlighted above and in operating environment analysis.

4.2. Approach, Means and Theory of Change

The **approach** adopted in the SASK programme for 2018–2025 is an **Actor-Based Theory of Change**, which is particularly well suited to SASK who operates through an extensive network of partners. The results achieved emerge because of long and demanding processes of social change influenced by positive and many negative factors (as analysed in Chapter 3) in the operating environment which neither SASK nor its partners are able to influence.

SASK's **programme improves workers and their organisations' ability to act as a social partner** who negotiates with employers and governments to achieve living wages and decent working conditions. A free trade union movement is an integral part of civil society throughout the world. Social dialogue, systematic collective bargaining and agreements **contribute to peace, stability, and rule of law**. The strong involvement of the trade union movement in the public debate and decision-making increases the **diversity of the civil society debate** and highlights the views and concerns of the working population. For SASK's partners and workers in general compliance with the rule of law and the democratic process to influence it, are vital.

During the current funding period, SASK has updated the programme **Theory of Change (ToC)** which is anchored on three mutually reinforcing elements: (1) *creating impact through enforcing of international labour rights, promoting decent work and living wages;* (2) *influencing global challenges together with the partners;* and (3) *creating results by*

empowering trade unions and building up their capacities. The change towards the programme impact is emergent and continuously evolving. The identified, highly interconnected, pathways to change through SASK's operations are *capacity strengthening, advocacy, promotion of equity and inclusion and awareness raising, and commitment building are non-linear and interlinked with other actors and factors.*

A detailed ToC of SASK with narrative is provided in Document 2 (SASK Theory of Change). The figure 1 is a simplified and visual reflection of the detailed ToC.

4.2.1. Mission and themes

SASK's mission is at the heart of ToC because as a value-based organisation, values, and strategic mission of SASK form the basis for all operations in the organisation. The SASK's programme then builds on the ToC, operationalises the strategic goals and focus areas of SASK, and makes it possible, for purposes of development cooperation, to comprehensively utilise the organisations' profound expertise in global issues related to the world of work.

As can be seen in figure 1, **Global trends** affecting labour rights and decent work that **pose societal challenges to sustainable development** have significant impact on civil society and trade unions who are instrumental actors of civil society in the Global South. **Themes** in which SASK has profound expertise and extensive international networks, provide tools to SASK to meet the challenges posed by global trends and a rapidly changing operating environment.

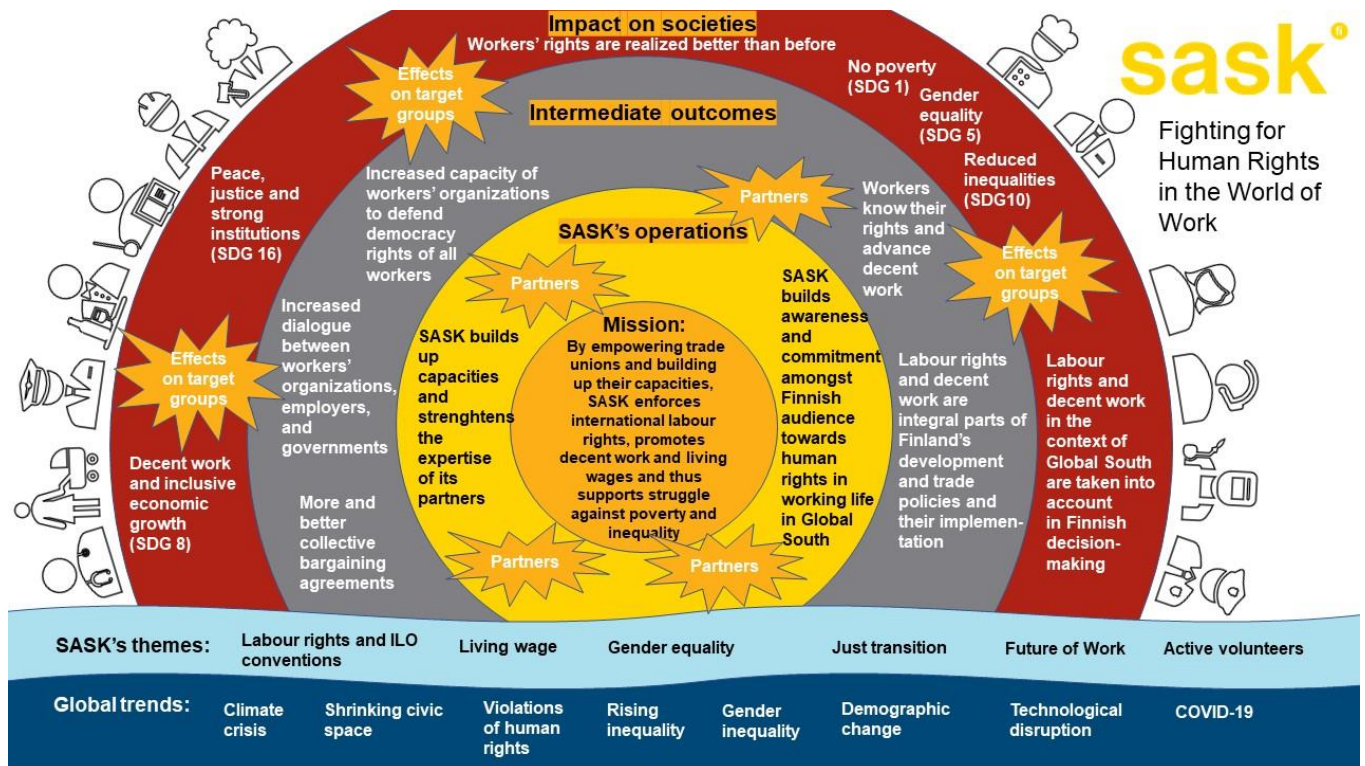


Figure 1. A simplified image of the general theory of change of SASK Programme.

4.2.2. Operations

The yellow circle on the figure presents two intervention strategies of SASK. The first largest stream of interventions is the provision of finance, knowledge, and experience to partners to strengthen their **expertise and capacities** — this is what SASK does with bilateral and multilateral partners.

The second stream of interventions is to build **awareness and commitment** amongst Finnish audience towards human rights in the world of work in Global South by providing advocacy and knowledge — communication and global education — to stakeholders and the general public in Finland to be aware of Decent Work Agenda.

4.2.3. Intermediate outcomes

The intermediate outcomes, presented on grey surface, state the intermediate outcomes of the SASK's international and domestic operations in the programme period 2018–2026.

For international operations, major outcomes are **increased capacity** of workers and their organisations for example in defending rights of all workers or establishing dialogue with employers. Partners of SASK try to influence national legislation in programme countries as well as the enforcement of such legislation at workplaces. Also, as result of SASK's support, workers know better their rights in the world of work and take action which leads to better collective bargaining agreements, policy proposals and campaigns for social justice, for example. The outcomes of SASK's work and their sustainability are **closely bound to the political space** allowed for trade unions in each programme country by legislation and social situation. The importance of trade unions varies in accordance with a country's social policies, national economy, and the economic trends in international trade.

Partners in the SASK's programme countries are in different stages of development regarding positive changes in the application of workers' rights and social dialogue. Therefore, various strategies will be elaborated in order to achieve outcomes and impacts. In practise it means different kinds of attempts to influence national legislation as well as the enforcement of such legislation at workplaces.

In Finland, due to SASK's domestic operations, the general public is aware of the decent work agenda and people understand the importance of SDG 8 for the well-being of workers. Also, efficient and successful advocacy of SASK's staff, member organisation representatives and ambassadors lead to **increased knowledge on decent work agenda** of Finnish decision-makers.

4.2.4. Impact on societies

As highlighted in figure 1 the overall impact is to improve **realisation of rights of workers** of all genders by capacitating workers and their trade unions in becoming stronger social actors in society. This capacity is strengthened in multiple ways through SASK's operations.

Respect for human rights in the world of work is the basis for initiating **social dialogue** in any society. The success of social dialogue stands or falls with the capacity, the representativeness, legitimacy, and willingness to negotiate on the part of the social partners.

A well-functioning social dialogue, whether bipartite or tripartite, at national and regional level, creates impacts on societies. It is the basis for the formulation of a broad and inclusive pro-poor development agenda which contributes to many sustainable development goals *like SDG 8 — Decent Work and Inclusive Economic Growth for all — with the focus on improved labour rights as defined by ILO (freedom of association and right to collective bargaining), working conditions (living wages and occupational health and safety, no discrimination and child labour) and social protection for workers. Other SDGs include SDG 1 (No poverty), SDG 5 (Gender Equality), SDG 10 (Reduced inequalities), SDG 16 (Peace, Justice, Strong Institutions).*

The foundation of which SASK objective is built – and a cornerstone of SASK's operations – on The UN Universal Declaration of Human Rights (1948) Article 23 states that "*Everyone has the right to form and to join trade unions for the protection of his interests.*"¹⁰ Democracy and its associated rights, freedom of association and freedom of expression, go hand in hand with the right to organise in trade unions. The trade unions, on their part, should have the power and freedom to negotiate freely with employers on better working conditions and a living wage, as well as the creation of a social safety net offering social security.

4.2.5. Assumptions

SASK's ToC is based on several assumptions which must be realized in order for workers and their trade unions to create impact in societies. The first and most important being the respect for human rights in the world of work and the **recognition of trade unions as legal actors by states**, enabling their right and having the ability to promote and to operate on worker rights freely. Without the respect of fundamental rights of workers, there is no possibilities to inclusive sustainable development. The recognition should be assured by the power of law along with the supportive government and employer in a harmonious industrial relation. Democracy and its associated rights of freedom of association and expression go hand in hand with the right to organise in trade unions which, supported by their members, have the power and freedom to negotiate freely with employers on better working conditions and a living wage, thereby creating a social safety net offering social security.

To complement this in the global context, it is essential that Decent Work and inclusive economic growth (**SDG 8**), and human rights in the world of work remain on the agenda of decision-makers, but also of businesses. ILO and the OECD should continue to **develop and to implement the international set of standards concerning workers' rights**. States and enterprises need to ensure the **adoption and implementation of ILO Conventions**. In addition to that, states and enterprises should ensure the adoption of the **United Nations Guiding Principles on Business and Human Rights (UNGPs)** and adhere to the roles mentioned therein (i.e. states duty to protect and corporate responsibility to respect human rights and allow access to remedy for victims of business-related abuses) to operate accordingly. As **social partners**, trade unions, employers and governments should form **tripartite structures** in accordance with Convention concerning Tripartite Consultations to Promote the Implementation of International Labour Standards (ILO Convention 144) to consequently promote for worker friendly domestic legal frameworks.

¹⁰ [Universal Declaration of Human Rights](#)

4.2.6. Sustainability of results

With respect to sustainability, social dialogue will only be effective if **political, social, financial, and institutional sustainability** of trade unions at country level have been considered. These forms of sustainability can be reached by contributing to different aspects of the trade union organisations, such as: solid legal position of trade unions in the country, recognition of trade unions by the workers in general as representing their voice and interest, strong track record in collective bargaining and advocacy, respect by other institutional actors such as employers' organisations, government authorities, political parties and media, financial independence of trade unions, representation of vulnerable groups in membership as much as possible and gender sensitivity of trade unions.

The best means of achieving sustainability for the programme outcomes is to focus on the long-lasting partnerships which makes it possible to increase diverse skills. If SASK's partners manage to make use of their increased competences and to benefit from the wider social acceptance they gain through their activities on social justice, the programme outcomes have a better chance of lasting, even in times of shrinking political space. Also, **creation of strong coalitions of various actors** in the civil society increases the sustainability of the outcomes.

The sustainability of the programme's domestic operations is based on building **long-term awareness and commitment** to SASK's work. In SASK global education activities target groups are trained and educated on the themes related to human rights in the world of work. This kind of awareness and understanding does not vanish once the thought process and reflection has occurred in an individual. In addition to this, the effectiveness of SASK communications is multi-layered due to the mode of operandum where the SASK volunteers advocate for SASK and for the human rights in the world of work in their own networks. Through these **networks**, as well as through the solidarity networks built into the SASK member organisations and the local chapters of the Finnish unions participating in the **peer-to-peer activities**, the impact of SASK spreads to structures independent of SASK and the effectiveness of the message of SASK will multiply.

4.3. Intervention Logic and Results-Based Management

According to common practice, objectives of the programme are set at three levels (Impact, Outcome and Outputs) in domestic and international operations, and a very comprehensive set of indicators has been defined for each objective. SASK has a comprehensive system for results-based management (RBM) of its programme to track progress and the needed adjustments towards the outcomes and the impact. It is also complementary and compatible with SASK's Human Rights Based Approach (see Chapter 4.4).

SASK has a comprehensive and holistic **Results Framework** (Document 3) supported with a Planning, Monitoring, Evaluation and Learning (PMEL) plan (see Annex 1). These will allow to monitor progress towards results targets and on the impacts and adapt SASK operations when necessary. The Results Framework concretises the Theory of Change with indicators, their baselines and target values. Also, assumptions (positive conditions) and risks (Documents 4. SASK Risk Matrix) have been identified.

4.3.1. Impact

SASK promotes the **eradication of poverty** in the Global South. The work of SASK strengthens human rights in the world of work and contributes to the eradication of poverty and inequality by strengthening the position of workers and trade union movement in Africa, Asia, and Latin America. When the work succeeds, millions of people in SASK's programme countries will benefit from the efforts of the trade union movement supported by SASK.

Therefore, the long-term objective (impact) of SASK's development cooperation programme is as follows:

By 2030, the rights of workers of all genders in SASK's programme countries are realised clearly better than before and the countries are fulfilling the objectives of ILO Conventions and Finland's development policy is promoting the Conventions.

The foundation on which this objective is built — and a cornerstone of SASK's operations — is The UN Universal Declaration of Human Rights (1948) states that "Everyone has the right to form and to join trade unions for the protection of his interests." Other rights under this declaration include ILO Declaration on Fundamental Principles and Rights at Work:

- the right to just and favourable conditions of work and to protection against unemployment.
- the right to rest and leisure.
- the right to reasonable limitation of working hours and periodic holidays with pay.
- without any discrimination, the right to equal pay for equal work.
- the right to just and favourable remuneration ensuring for themselves and his family an existence worthy of human dignity, and supplemented, if necessary, by other means of social protection.

The attainment of the impact objective is measured with indicators listed in SASK Results Framework in Document 3.

4.3.2. Outcomes

In cooperation with its partners, SASK contribute to the **realisation of human rights** and promotes social change in (one of) the following forms in the Global South:

- the actions have contributed to compliance with core labour rights and enhanced working possibilities of trade union movement.
- trade unions supported by SASK have managed to improve the working conditions and income of the groups they represent.
- trade union movement supported by SASK has managed to push through a major social reform improving the quality of life and enhancing the rights of people.

Therefore, the intermediate objective (Outcome) of international operations is as follows:

By 2026, the unions supported by SASK effectively protect the rights of workers of all genders in the changing environment of the world of work.

The outcomes and impacts of the international operations of the programme work come about slowly, because many SASK partners operate in extremely difficult operational environments (e.g. Myanmar, Colombia, and the Philippines). The space of civil societies is shrinking rapidly and the political space available for them constricted. This may lead to the situation in which societal change processes, such as those targeting reduction of inequality and realisation of human rights, cannot be affected. Even increased strength and expertise of SASK's partner organisations, improved through the programme's operations, may not be sufficient in the most oppressive environments.

Causes for such conditions may include an authoritarian government or extensive harassment or violence towards trade union activists. The ensuring of the sustainability of the outcomes and impacts of the programme lies mainly outside the sphere of influence of the programme, because SASK cannot influence the political situations and constitutive legislation in the programme countries.

The intermediate objective (Outcome) of domestic operations is as follows:

By 2026, the importance of human rights in the world of work in the Global South is acknowledged in the Finnish society in general and in the development policy discussion.

The attainment of the outcome objectives is measured with indicators listed in Document 3. SASK Results Framework

The main target group of SASK domestic operations, the active members of the Finnish trade unions, are also the most likely future influencers and leaders of the trade union movement. With its global education and volunteer activities SASK makes sure that the SASK work is recognised and has a long-term impact in the decision-making on different levels of the Finnish trade union movement.

4.3.3. Outputs

The outputs of international operations are:

1. By 2026, supported trade unions have sustained institutional capacity to actively promote the rights of their members.
2. By 2026, members of the supported trade unions are aware of their rights and act for them.
3. By 2026, supported trade unions actively conduct campaigns and advocacy work on the rights of workers.
4. By 2026, supported trade unions have strategies or policy proposals on Just Transition.
5. By 2026, supported trade unions have systems for addressing gender equity and non-discrimination of vulnerable groups (e.g. persons with disabilities).

The outputs of domestic operations are:

1. By 2025, the role of SASK as an expert organisation on human rights in the world of work is strengthened.
2. By 2026, human rights in the world of work is a topic actively addressed in the Finnish media and in public discussion.
3. By 2026, SASK conducts effective global education operations through its networks and the SASK volunteers (Ambassadors).
4. By 2026, SASK supporters are participative and committed to SASK work.
5. By 2026, long-term solidarity networks / twinning partnerships established between unions and union members in Finland and their partners in the Global South.

The attainment of the output objectives is measured with indicators listed in Document 3 SASK Results Framework.

4.3.4. Communicating the results

SASK programme, its objectives and results are **communicated to the partners, stakeholders, and general public in Finland**. These operations include in addition to communications, global education, advocacy work and fundraising. SASK makes use of several channels and means available to bring forth the content and results of the programme. Much attention has been paid to aligning the objectives and messages of SASK domestic operations with SASK international operations. The same themes are present in both and the campaigns, studies conducted, and activities in SASK domestic operations will be built on the content rising directly from the SASK programme. SASK domestic operations are presented more in detail later in this document (Chapter 7).

SASK communicates the impacts and general results of the programme without forgetting interesting details and the need to give a face to the outcomes. SASK presents individual beneficiaries and tell their stories. In addition, SASK will continue to enhance the infographic website *sasktulokset* (impacts of SASK's work), updating it actively throughout the programme period. Details from that site will be regularly introduced in social media and in the articles prepared by SASK to different publications.

To increase the awareness of the impact and the results of SASK programme, the SASK annual report is published and printed each year and sent to the different stakeholder groups of SASK. In the articles, blogs, and social media the programme, its' objectives and results are in the core of SASK communications.

4.4. Human-rights-based approach

4.4.1. Guiding values and articles

According to the mission statement of the **2020–2030 Strategy**, SASK is the **workers' rights organisation** of the trade unions of Finland. The basic values of SASK are **social justice, democracy, equality, non-discrimination, and inclusiveness**. The work is based on international solidarity of the trade union movement, the universal declaration of human rights, and the UN and the ILO Conventions on international labour rights, including the right to living wage or income.

Hence, SASK's programme content and approach are based on human rights. The programme can be regarded as **human-rights-progressive**, but it also contains areas that are **decidedly human-rights-transformative**.

SASK's work is founded on the articles of the **universal declaration of human rights concerning work, sustenance and the right to take part in trade union activities**: article 4: prohibition of slavery; article 20: right to assembly and association; article 23: right to work and remuneration; article 24: right to rest and leisure: article 25: right to a standard of living adequate for health and well-being.

The cornerstones of SASK's work are the **international fundamental rights at work specified in the ILO Conventions**: C87 on freedom of association and the right to organise; C98 on right to collective bargaining; C29 and C105 on prohibition of forced labour; C138 and C182 on prohibition of child labour and C100 and C111 on equal remuneration and prohibition of discrimination at work.

Other fundamental documents are the **global and regional human rights instruments and guidelines** defining and supporting the rights defined by the ILO, such as *The Convention on the Rights of the Child*, *The Convention on the Elimination of All Forms of Discrimination against Women*, and *The United Nations Guiding Principles on Business and Human Rights*.

The objective of SASK is to promote the application of the rights mentioned above. By empowering trade unions and building up their capacities, SASK aims at enforcing of international labour rights, promoting decent work and living wages and thus supporting struggle against poverty and social inequality. The programme strengthens the partners' competence and functional capability for **promoting and defending workers' rights**.

In SASK's programme work, the rights guide the **situation analysis, goal setting, implementation and follow-up**. If the framework of a certain society doesn't allow these rights or doesn't advance them or the equal operation of the parties involved, SASK supports the partners' efforts to influence legislation and its enforcement. SASK's partner organisations represent the priorities of their members, and the contents of SASK's programme arise from the goals set by them.

4.4.2. Rights holders and duty bearers

The key **rights holders** of the programme are the workers of all genders in different sectors. The programme improves trade unions' capability to increase workers' understanding of their rights and empowers workers to promote and defend them. At the same time, the programme strengthens unions' ability to exert strategic influence and ensure that **states' decision makers and public officials, in their roles as duty bearers**, observe workers' rights in national legislation and policies as well as in the enforcement of them.

At the workplace level, SASK's programme supports the work of trade unions in representing workers' interests. Thereby the programme also supports unions in monitoring and encouraging enterprises to respect workers' rights in accordance with the UN principles concerning enterprises and human rights.

At both workplace and national levels, it's essential to **influence primary and secondary duty bearers** to implement workers' rights. In addition, SASK continues to **support the international networking** of its partners and member unions, particularly in the ILO and in the Trade Union Advisory Committee to the OECD. Working this way SASK increases its partners' international interest-supervision competence and the visibility of the trade unions of the programme countries in the global arena and enables its Finnish member organisations to learn from their partners in the Global South.

4.4.3. The role of states and corporations

Multinational corporations play a key role in the actualisation of workers' rights in the Global South. In many countries, these corporations have managed to negotiate exemptions from workers' fundamental rights. Although governments are **responsible for protecting workers' rights** even in these cases, in practice, **safeguarding of workers' rights is often outsourced** to the multinational corporations. From the perspective of international Conventions and human rights states can't do so, but they still do. So, it's not possible to ignore the role of companies in the protection of workers' rights, as they wield decision-making powers with a direct influence on human rights.

It's also possible that the principles and guidelines of multinational companies regarding the position of their workers may offer the workers a more secure and favourable footing for obtaining fundamental rights than does the local legislation. There is a continuous international debate ongoing about the **principles** to be applied to human rights in the world of work. The trade union movement is of the opinion that workers benefit the most from the *ILO Conventions* and *United Nations Guiding Principles on Business and Human Rights (UNGPs)*. Therefore, when looking into rights at work, it's important to pay special attention to the operations, principles, and guidelines of multinational companies.

4.4.4. Accountability and transparency

The **principles of the human-rights-based approach** are noted in the contents and processes of the programme. The key principles comprise **participation and accountability**. The programme promotes workers' participation in trade union activities at their workplaces and in a wider societal context. In addition, the programme strengthens the capability of both

trade unions and workers to demand that national decision makers and public officials adopt workers' rights, and that employers respect these rights.

Interest representation by trade unions adds to **transparency** in decision making at the national and workplace levels while the programme supports the development of transparency in the work of unions themselves. In addition, communication activities in Finland, concerning the rights and circumstances of the workers in the programme areas as well as the outcomes and challenges of the program, are considered an important means of promoting transparency.

The programme continues and intensifies the vigorous work of **advancing gender equality** in the work of trade unions. The gender equality work is increasingly systematic and resourced. **Twin-track approach** will be applied: gender mainstreaming in all SASK work and some targeted actions specifically focusing on gender equality.

During the funding period 2022–2025, more attention than before will be paid to the **principle of non-discrimination** in order to identify various vulnerable groups and to note them in the work of trade unions. Also, **Guidelines and progress indicators** will be in use. The results framework of the programme (see Document 3) has specific indicators for non-discrimination. The projects' follow-up activities will include the collection and analysis of gender-based data and, if possible, data grouped otherwise as well (e.g. age and vulnerability).

5. Beneficiaries, Partners and Modes of Operation

5.1. Beneficiaries

The **direct beneficiaries** of the programme and its key rights-holders are **the working people of all genders** employed in the sectors and countries covered by SASK's programme. The beneficiaries consist of workers in formal and informal economy who employ themselves in the production chain of the formal economy. They benefit directly from the outcomes of the programme SASK's partners can improve decent working conditions and defend human rights in the world of work more effectively.

During the period 2022–2025, the estimated number of **direct beneficiaries** of the programme is **8 million people** (see Table 3). The estimation is based on SASK's sphere of activity from years 2018–2020. That consists of participation to all project activities (e.g. training, organising and interest representation), number of trade union members, number of workers covered by collective bargaining agreements, as well as number of workers accessing social security schemes in the supported sectors. These people become aware of their rights in the world of work and learn to understand the role of the union movement as a vital actor in civil society.

The direct beneficiaries of the programme include SASK's partner organisations and around **200 local implementing unions**, as well as their activists — even though both also occupy the parallel position of being SASK partners who implement the programme. In SASK's programme, partners organise several thousand activities each year. In total **350 000 to 375 000** people are estimated to take part in them. Based on the results of 2018–2020, some **25 % to 30 %** of these people (*90 000 to 120 000 individuals*), will join trade unions, and about **5 %** (*4 000 to 5 500 individuals*) will become trade union activists who continue to promote the work of stronger labour movement.

Table 3. Beneficiaries of SASK programme 2022–2025

Direct beneficiaries	Estimation on their number
Participants to all project activities	350 000
Number of trade union members	4 200 000
Number of workers covered by CBAs	400 000
Number of workers accessing social security schemes	3 000 000
TOTAL	7 950 000
Indirect beneficiaries	Estimation on their number
Family members of workers (average 4,4)	34 980 000
Total employment	660 842 000

The **indirect beneficiaries** (and also the rights-holders) of the programme are **the families of the workers**, who in parallel benefit from the stronger role and sphere of influence of the trade unions. Average household size in SASK's programme countries is **4,4 members**. During the funding period 2022–2025, the estimated number of **indirect beneficiaries** of the programme is **35 million people**. So, it can be stated that improved livelihoods, safer working conditions, and social reforms affect the welfare of wider society.

Indirectly, all the working people in the programme countries benefit from the changes made in the income distribution and improvement in human rights in their societies. According

to ILO statistics, that makes **nearly 661 million people** (Table 7, page 45). When estimating the final number of beneficiaries, it is important to note that trade unions in the Global South are campaigning at the national level for the ratification and application of the ILO Conventions, for labour law amendments and for the enhancement of social security and pensions systems. Should the trade unions succeed, the work would benefit millions of people as can be seen from figure 2.

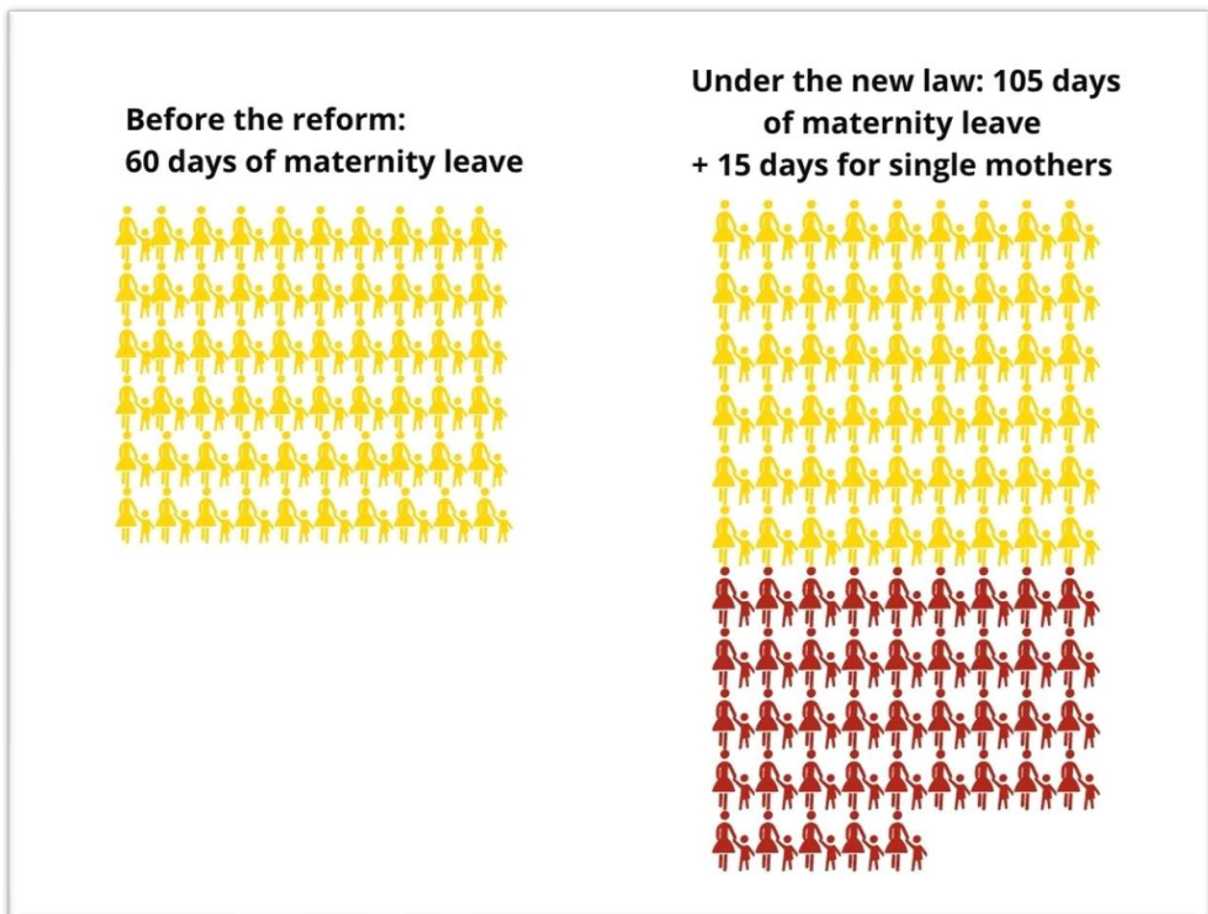


Figure 2. Example of effectiveness as of 2019: Before, the Philippines had a very short maternity leave even by Southeast Asian standards. The unions supported by SASK played a key role in the campaign to extend maternity leave. The law was passed in February 2019. Since then, unions have sought to implement it as widely as possible. According to the ILOSTATS, the number of female labour force in Philippines is 17 759 000 (2019).

5.2. International partners and stakeholders

Trade unions form global structures through sector-based Global Union Federations (GUFs) and global trade union networks such as the International Trade Union Confederation (ITUC). SASK has two types of project partnerships: **multilateral (GUFs) and bilateral (national trade unions)**. Both multilateral and bilateral partners operate and execute projects either at local, national, regional, or continental level. SASK's sector-specific cooperation is supported and supplemented by work with **labour research and education institutions** linked to trade union movement. A more detailed description of partnerships and approaches are presented in Table 4.

Table 4. Comparison of bilateral and GUF approaches

Approach	Key strengths and opportunities of the partnership	Key weaknesses and threats of the partnership
Bilateral partnership	<p>Strengths</p> <ul style="list-style-type: none"> • A very strong local ownership as the results and impact are based on partner(s) capacity and abilities. • SASK is very close to grassroots-level work and can provide support that is closely tailored to the partner needs (e.g. new / emerging trade unions require different type of support than stronger / well established affiliates or central unions). <p>Opportunities</p> <ul style="list-style-type: none"> • Dialogue on SASK strategic objectives between SASK and the partner union is direct; good scope to implement objectives of SASK strategy explicitly. • Piloting and testing approaches may be quicker. 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Higher management cost per project because the size of projects is smaller compared to GUF-projects. • Partners have less capacities and are less experienced in project planning and management, incl. financial management. • Large number of small projects adds also to the monitoring cost at SASK level. <p>Threats</p> <ul style="list-style-type: none"> • Identification of new projects and themes may depend more on SASK.
GUF partnership	<p>Strengths</p> <ul style="list-style-type: none"> • SASK and GUFs can easily find common strategic themes for cooperation. • Partnerships with GUFs provide possibilities for better impact if GUFs in question can motivate their local affiliates to work together (e.g. campaigns to ratify ILO Convention(s) or strategic organizing in order to achieve 50 %+1 target). • GUFs are professionals in project management. • Larger project size. <p>Opportunities</p> <ul style="list-style-type: none"> • GUFs have established tools and guidelines for addressing cross-cutting issues that SASK projects can build on. • Potential for replication within the GUF affiliates within the region / globally is good. • GUFs have working collaboration with several SSOs whereby synergies and coordination between projects and SSOs can be improved. 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Possibly weak commitment and lack of ownership by local unions if the approach is very top down. <p>Threats</p> <ul style="list-style-type: none"> • Competition between different GUFs which makes holistic approach at country or thematic-level challenging.

Partners (both multilateral GUFs and bilateral) operate and execute projects at local, national, regional, or international level. SASK's sector-specific cooperation is supported and supplemented by work with labour research and education institutions linked to trade union movement.

GUFs are chosen as **partners** using the following criteria:

- representativeness and the match of sector(s) to SASK's programme.
- a trusted operating collaborative relationship with one or more SASK member organisations.
- a proven and proficient project management competence.
- ability to add expertise to the cooperation in a country/countries selected.

The following **Global Union Federations** that work with their national affiliates are SASK's partners in the funding period 2022–2025:

- Building and Wood Worker's International (BWI) represents the workers construction, building materials, wood, forestry and allied sectors.
- Education International (EI) represents teachers' and other education personnel from pre-school through university.
- International Domestic Workers' Federation (IDWF) represents domestic and household workers.
- IndustriALL Global Union represents workers in the metal, mining, manufacturing, and energy sectors.
- UNI Global Union represents workers in private services such as cleaning and security, commerce, finance, gaming, graphical and packaging, hair and beauty, information, communication, technology and services industry (ICTS), media, entertainment and arts, post and logistics, private care, sport, platform and agency workers, tourism.
- Public Services International (PSI) represents workers in various public services e.g. health and social care services, local and regional public utilities.
- International Transport Workers' Federation (ITF) represents workers in the transport industry e.g. road and urban transport, railways, civil aviation, inland navigation, dockers and seafarers.

Bilateral partner organisations must have potential to grow stronger and to use resources effectively. Partners for bilateral cooperation are chosen using the following criteria:

- genuinely represent its members or the workers in the sector.
- genuinely established in civil society of its country and working to strengthen that civil society.
- willing and capable of cooperation with the international trade union network.
- willing to use its developing competences for improving human rights in the world of work and the strengthening of national networks.
- be within or close to the trade union movement.

Majority of SASK’s bilateral partners are national trade unions or federations/confederations of trade unions. Also, the **International Trade Union Confederation (ITUC)** is a SASK partner as well as different research and education organisations.

SASK cooperates closely and participates in the coordination with the relevant **sister organisations** (e.g. *FES Friedrich-Ebert-Stiftung of Germany, Union Aid Abroad APHEDA of Australia, Mondiaal FNV of the Netherlands, Union to Union of Sweden, Danish Trade Union Development Agency DTDA of Denmark and LO-Norway*) and participates in the work of ITUC and its various networks like **Trade Union Development Cooperation Network (TUDCN¹¹)**. The TUDCN’s objective is to bring the trade union perspective into international development policy debates and improve the global coordination and effectiveness of trade union development cooperation activities.

SASK international programme covers **nine sectors**: 1) construction and wood, 2) domestic work, 3) education, 4) food and agriculture, 5) industry, 6) public services, 7) private services and 8) transport. In addition, classified as 9) cross-sectoral totality, there is a cluster of projects that are either multisectoral or are addressing a specific theme important for SASK.

5.3. Finnish partners and stakeholders

5.3.1. Member organisations

SASK’s main partners in Finland are its **member organisations**. The networked members and experts in Finnish trade unions together with their communication channels form an essential additional resource for SASK in its campaigning and advocacy work.

Among member organisations of SASK, the confederations SAK and STTK take part in the work carried out in the **ILO and OECD**. This gives SASK the opportunity to influence the policies of international organisations and promote human rights in working life at the international level.

5.3.2. Finnish civil society organisations

SASK has a culture and history of working together with different actors in Finland both in civil society and in private sector. SASK cooperates with other **Finnish civil society organisations** if the cooperation is meaningful and productive for both. In domestic operations, SASK continues cooperation with Fairtrade Finland, Eettisen kaupan puolesta Eetti ry, Finnwatch, Finnfund and other CSOs. SASK continues cooperation with the **networks and campaigns** in Finland that have a clear affinity with the development-political objectives of the trade union movement. These include e.g. the Fashion Revolution and the international Clean Clothes campaign activities in Finland (Clean Clothes network). This cooperation with different organisations and networks brings new types of audiences for SASK’s message and SASK can obtain valuable information and campaign materials.

In SASK’s international operations **cooperation** has already been planned for the 2022–2025 funding period with *The Finnish Association of People with Physical Disabilities (Invalidiliitto)*,

¹¹ TUDCN

Labour Institute for Economic Research (Palkansaajien tutkimuslaitos), Physicians' Social Responsibility (Lääkärien Sosiaalinen Vastuu) and WWF Finland.

SASK and **The Finnish Association of People with Physical Disabilities (Invalidiliitto)** have started cooperation with the objective to gain experience in access to the labor market for people with disabilities and to develop and expand forms of cooperation between the trade union movement and disability organisations in Zambia. The Finnish Association of People with Physical Disabilities facilitates cooperation with its Zambian counterpart organisation for a SASK pilot the aim of which is awareness raising on disability inclusion issues among trade unionists and on workers' rights issues among people with disabilities. Additionally, staffs of SASK and the Finnish Association of People with Physical Disabilities organise mutual learning events to exchange on each organisation's area of expertise.

During the upcoming funding period, SASK cooperates in research with the **Labour Institute for Economic Research** to finalise the Impact Study which focus the effectiveness of SASK's programme in Mozambique. SASK also continues its cooperation with its Finnish programme support organisations to develop the quality and effectiveness of its programme work and to share experiences to mutually improve the understanding of specific local issues.

Cooperation with **Physicians' Social Responsibility** is related to the SASK's work on improving Nepalese migrant workers' rights and conditions in the construction sector. Migrant workers returning home for example from Qatar World Cup construction sites are often stressed and mentally exhausted. PSR supports a Nepalese organisation working on trauma therapies, and SASK with its local partners acts as a liaison between the returnee migrants and the health care service providers.

The cooperation between **WWF Finland** and SASK will continue under the 2022–2025 funding period based on the good cooperation in earlier years. The cooperation adds value to both and helps the organisations reach their goals. WWF Finland is providing its environmental and climate expertise to SASK and its partners' Just Transition work. Whereas SASK provides its expertise on trade unions' policy framework, Just Transition to WWF Finland. The opportunities for cooperation will be explored in African countries, Myanmar, and Indonesia. In addition to the partner country level cooperation in Finland, representatives of WWF Finland and SASK will continue discussion and support to the joint partners especially focusing on civic space. Cooperation will also continue advocacy work promoting Finnish development funding to support global green and just transition.

5.3.3. Private sector cooperation

SASK has a long history of cooperating with **private sector actors and private enterprises** like *Nokia, Metso, Wärtsilä, UPM, StoraEnso, Kesko, SOK and Stockmann*. The cooperation has taken place both in the Global South and in Finland. The objective of cooperation with private sector actors is in the improved acknowledgement and implementation of the international labour rights. The cooperation has consisted of joint investigations and research of the implementation of the rights at the workplace level, trainings organised together with private companies, and influencing the company policies both in Finland and in the countries where they operate.

SASK will continue to work with **Finnish enterprises** and their **value chains in the Global South** when it is seen needed and beneficial in workers' and their human rights' point of view.

When working with companies, SASK's ability to react to cooperation offers must be fast. Therefore, SASK has been prepared for cooperation opportunities by reserving non-allocated funds to the budget (see Table 7) as recommended by the mid-term evaluation. In the 2022–2025 period, SASK has plans to continue these activities with private enterprises and their organisations in Africa, Latin America, and Asia. Main focus will be in the companies that operate also in Finland or have significant value chains to Finnish consumers.

In addition, SASK has been an active participant in the **round-table** discussions arranged by the **Ministry for Foreign Affairs and the Ministry of Employment and the Economy**. The objective of these discussions has been to create operative models and tools for Finnish enterprises so that they can carry out their business in accordance with the **United Nations Guiding Principles on Business and Human Rights (UNGPs)**. SASK continues active dialogue on workers' rights with the actors **promoting trade with the ODA countries**, like Finnfund.

5.4. Modes of operation

The objective of SASK is to strengthen human rights in the world of work. The tools for strengthening human rights are democratic trade unions founded by workers themselves. With the help of SASK's programme the partners can increase their competence through **project cooperation, mentoring and exchanges of experts, labour market research and networking** (South-South, and South-North), **communications, global education, and advocacy work**.

The capacity of SASK's partners **varies greatly** and therefore the approach must always be adapted to the capacity of the partner. Priority is given to partners that have the **potential to grow stronger** and to partners that are already incumbent actors of the civil society and can significantly contribute to achievement of social justice and realization of human rights in the world of work.

The guiding principle in the programme is **participatory**, and **transparent approach** towards partners and member organisations. The participatory approach will strengthen the **interconnectedness** of the unions in Finland and those in the Global South as they function in the global trade union movement. This increases partners and **stakeholder's ownership** of programme objectives. Different parties (*SASK, member organisations, bilateral or multilateral project partners*) bring their **competence** and **expertise** to the cooperation and jointly agreed and **clarified roles** makes cooperation effective.

SASK generally commits to **long-term partnerships** which is the prerequisite for obtaining sustainable outcomes in societies. It is based on **mutual respect** and **shared values** of the international trade union movement as well as the tradition of solidarity. In international operations, the most important partners of SASK consist of free and independent trade unions and their networks as well as labour research institutions linked to trade union movement. In addition to registered trade unions, SASK may have cooperation with labour organisations which are unable to officially register themselves due to different forms of oppression or limitations by national legislation.

SASK supports partners financially and is aware of the unequal relationship that inevitably results from this role. The support can either be **bilateral** directly to the partner organisation in the Global South or **multilateral** through a Global Union Federation (GUF). Long-term

cooperation enables SASK to build relationships with partners based on trust and respect that make partners feel comfortable to share their priorities and concerns related to the difficult contexts they work in. Another argument for long-term cooperation is the nature of the activities: influencing governments to **change policies** and **legislation** requires **long-term commitment** and **resources**. In addition, long-term cooperation enables SASK to support partners in becoming more sustainable. **Resilient trade unions** that can eventually operate independently despite difficult operating environments.

5.5. Roles and competence

The **roles of different stakeholders** in implementing the programme are clear. In the cooperation partner organisation is a leading actor while SASK at most is a mentor and a supporter. **Partners' role** is to improve workers' human rights through project activities in the programme countries, based on their knowledge of the local contexts. Partners are **responsible** for the planning, implementation, monitoring and reporting of project activities, while staff of SASK monitors the progress of work, supports the partners and acts as a liaison to SASK's member organisations.

SASK provides its **expertise, networks, and financial resources** for partners' use. SASK can utilise the expertise of its 37 member organisations and they are closely involved with the planning and monitoring of SASK's development cooperation programme and specific projects while bringing their special expertise to cooperation. Active development of new forms of cooperation and action is an essential part of the partnerships in rapidly changing contexts in the Global South.

To assess the capacities of new partners, SASK has introduced an **Organisational Capacity Assessment Tool (SOCA)**, which enables SASK and the organisation to chart the baseline through a participatory process and to identify any capacity deficiencies. SOCA also helps in drafting a **capacity development plan** with the partner.

In **bilateral cooperation**, the project ideas are initially based on the needs of the partner and its members in the Global South. Projects can focus on a wide range of issues, such as supporting ratification of an ILO Convention, advocacy and studies supporting improvements in legislative framework, social dialogue and collective bargaining agreements, training provided to staff of affiliated unions, and campaigns and information dissemination at shop floor level to inform the workers about their rights and encourage them to organise and join the unions. SASK support is typically not one-off but builds on long-lasting partnership.

In **multilateral** GUF-cooperation, the project ideas are initially vetted by the respective national or regional offices of the GUF before they are brought forward to international level. Head offices of GUFs have staff with project development and management responsibilities and they then interact with staff of SASK and relevant Finnish trade unions.

In Finland, SASK will closely **coordinate** its activities with **Finnish trade union organisations**. Cooperation will be maintained also with other **CSOs** and **networks** supporting the strategic goals of SASK. Similarly, SASK offers the expertise of its collaborative network for the benefit of its member organisations in questions concerning human rights in the world of work. Through SASK's **communication and global education** the key message of SASK spreads to the Finnish society. An essential part of this work is the SASK volunteer network, the SASK Ambassadors.

6. Countries and sectors

6.1. Selection criteria for countries

SASK's programme targets regions and countries in the Global South where **extreme poverty** and **inequality** are **prevalent**, where **human rights in the world of work** are **severely violated** and where **civic space** is **shrinking**. Violations of human rights can take many forms: activists are subjected for example to intimidation, violence, imprisonment without trial or, in the worst case, murders.

SASK's work focuses on countries with the worst trade union violations and aims to have multiple partnerships per country (to avoid fragmentation of resource) as well as balance between countries and geographical regions. In the selection of the programme countries, the references have *been ITUC Global Rights Index 2020, CIVICUS Monitor 2020 and OECD's DAC List of ODA Recipients*.

SASK's programme countries are selected according to the following **criteria**:

- Countries with the highest priority are rated 5 (*No guarantee of rights*) by the ITUC.
- Countries with the second highest priority are rated 4 (*Systematic violations of rights*) or 3 (*Regular violations of rights*), by the ITUC, the country must be LDC countries to be included.
- Countries with the third highest priority are countries rated 4 to 2 by the ITUC if the cooperation focuses on the following themes which are relevant to SASK and MFA such as:
 - Gender Equality and Rights of women and girls
 - Reinforcing developing countries' economies and Decent Work in Trade and Investments
 - Promotion of ILO Conventions C87, C98, C151, C189 and C190
 - Just Transition and Future of Work including social security.

Geographically projects can be classified into three main categories:

- Projects in a **specific country** (the most common approach)
- Projects covering **few countries** (approach based on synergies, e.g. Nepal–India, Indonesia–Philippines, Colombia–Brazil–Guatemala)
- Thematic **multi-country** projects (focus on specific themes that have sub-regional, regional, or continental scope and importance).

The countries are divided into **two categories** (*main programme country and thematic programme country*) according to the scope of SASK operations. In the **main programme countries**, SASK has **several** different **partners** and human rights the world of work is being improved and strengthened in **several** different **sectors** of the national economy.

The **thematic countries** form a **network** of expertise, advocacy and campaigning around a unifying **theme** that is **sub-regionally**, **regionally**, or **continentally** important. Examples of such themes in SASK's work include **Just Transition**, **ILO conventions** (e.g. *the C189*)

Domestic Workers Convention and the C190 Violence and Harassment Convention), **African Continental Free Trade Area (AfCFTA)** or **multinational corporations** operating in several countries (e.g. *Ethiopian Airlines*). In order to have a sub-regional or regional impact, it's expedient to use extensive, non-national, multi-country projects as the expected outcomes will show their benefits at the national and regional levels. Thematic projects are implemented with Global Union Federations, which means that the project management and administrative work required for them is reasonable and resources for extensive monitoring are in place.

6.2. Countries

There are altogether 26 countries included in the programme for 2022–2025 period out of which nine are the main programme countries (see Table 5). The programme focuses in Africa on eighteen, in Asia on five and in Latin America on three countries (Tables 5 and 6).

SASK has long-term experience in the main program countries where the **human rights** in the world of work are severely violated, **inequality** is staggeringly high, and **poverty** is rampant. As can be seen in Table 5 countries selected are either **LDCs** (*Mozambique, Malawi, Nepal*), **LMICs** (*India, Indonesia, Philippines*), or **UMICs** countries (*Colombia, Brazil*). **Nepal** and **Myanmar** are also bilateral countries of MFA and therefore SASK's programme complements well the work of Government of Finland.

The **importance of Africa** is growing due to growth of the working-age population and demographic dividend. In terms of **volume**, Africa has become SASK's **main geographical area** of operation. As can be seen in the Table 6, there are eighteen African countries included in the programme, and out of them sixteen are **thematic** programme **countries**. Therefore, especially in Africa SASK together with its partners focuses on influencing themes regionally and continentally important to workers.

Table 5. Main programme countries of SASK's programme for 2022–2025

Main programme countries	OECD /DAC ¹²	Human Development Index (HDI) ¹³	GINI index ¹⁴ 0–100	ITUC ¹⁵ (1–5+)	State of civic space ¹⁶ (Closed, Repressed, Obstructed, Narrowed, Open)	MFA's bilateral partner country
Brazil	UMIC	0.765	53.4	5	Obstructed	
Colombia	UMIC	0.767	51.3	5	Repressed	
India	LMIC	0.645	35.7	5	Repressed	
Indonesia	LMIC	0.718	38.2	5	Obstructed	
Malawi	LDC	0.483	44.7	2	Obstructed	
Mozambique	LDC	0.456	54.0	3	Obstructed	
Myanmar	LDC	0.583	30.7	4	Repressed	X
Nepal	LDC	0.602	N/A	3	Obstructed	X
Philippines	LMIC	0.718	42.3	5	Repressed	

¹² DAC-list of ODA recipients

¹³ UNDP statistics on the human development index

¹⁴ World Bank statistics on the GINI coefficient

¹⁵ ITUC Global Rights Index 2020 study into violations of trade union rights

¹⁶ CIVICUS Monitor 2020: State of Civic Space

A good example is the African Continental Free Trade Area (AfCFTA), which is a high priority for SASK and trade union movement in Africa. **AfCFTA** has great potential for inclusive economic growth and employment in the continent but the prerequisite for safeguarding workers' rights in the continent is competent and strong trade union movement in different African countries. AfCFTA- project covers eight countries in different sub-regions of Africa

Another example is, the theme of **trade and investments**, which is emerging and important topic for African trade union movement. Therefore, SASK together with **ILO Bureau for Workers' Activities ACTRAV** will strengthen the expertise of local trade union leaders and activists in five different African countries. The leaders and activists then influence national legislations brought about by the AfCFTA.

Table 6. Thematic programme countries of SASK's programme for 2022–2025

Thematic programme countries	OECD /DAC ¹⁷	Human Development Index (HDI) ¹⁸	GINI index ¹⁹ 0–100	ITUC ²⁰ (1–5+) 5+ No guarantee of rights due to the breakdown of the rule of law 5 No guarantee of rights 4 Systematic violations of rights 3 Regular violations of rights 2 Repeated violations of rights 1 Sporadic violations of rights	State of civic space ²¹ (Closed, Repressed, Obstructed, Narrowed, Open)	MFA's bilateral partner country
Chad	LDC	0.398	43.3	4	Repressed	
Côte-d'Ivoire	LMIC	0.538	41.5	4	Repressed	
Eswatini	LMIC	0.611	54.6	5	Repressed	
Ethiopia	LDC	0.485	35.0	4	Repressed	X
Ghana	LMIC	0.611	43.5	2	Narrowed	
Guatemala	LMIC	0.663	48.3	5	Obstructed	
Kenya	LMIC	0.601	40.8	4	Obstructed	X
Morocco	LMIC	0.686	39.5	3	Obstructed	
Namibia	UMIC	0.646	59.1	2	Narrowed	
Nigeria	LMIC	0.539	35.1	4	Repressed	
Rwanda	LDC	0.543	43.7	3	Repressed	
Senegal	LDC	0.512	40.3	4	Obstructed	
South Africa	UMIC	0.709	63.0	3	Narrowed	
Tanzania	LDC	0.529	40.5	4	Repressed	X
Tunisia	LMIC	0.740	32.8	4	Obstructed	
Uganda	LDC	0.544	42.8	4	Repressed	
Zambia	LDC	0.584	57.1	4	Obstructed	X

As can be seen in the Table 7, the scope of SASK programme is extensive. The end-beneficiaries, according to the ILO statistics, are 660 842 000 people. It's important to note that trade unions in the Global South are campaigning at the national level for the **ratification and application of the ILO Conventions, for labour law amendments** and for the **enhancement of social security and pensions systems**. Even a small improvement on legislation can have a big impact on working population.

In total, 31 projects have been included in the programme. SASK has allocated approximately 47 % of the budget to projects in Africa (12 projects), 40 % for projects to Asia (14 projects)

¹⁷ DAC-list of ODA recipients

¹⁸ UNDP statistics on the human development index

¹⁹ World Bank statistics on the GINI coefficient

²⁰ ITUC Global Rights Index 2020 study into violations of trade union rights

²¹ CIVICUS Monitor 2020: State of Civic Space

and 13 % to Latin America (4 projects). In terms of categories, 62 % of project funding is allocated to main programme countries and 38 % thematic programme countries. In term of geographical classification 15 projects covers few countries, followed by ten single country projects and six thematic multi-country projects. In addition, SASK is prepared for **rapid changes** in the operating environment and therefore **reserved funds** (budgeted as non-allocated reservation of 100 000 euros per year) for **fast responses**. The allocation and use of this amount will be decided only during the implementation phase of the program.

Table 7. Geographical distribution of international project funding in the SASK programme 2022-2025

Main Programme countries	Total employment (excl. agriculture) ²²	Total labour force (excl. agriculture) ²²	Number of projects	Sectors covered	Share of funding	Funding 2022–2025, EUR
Brazil	86 041 000	98 863 000	3	3	5 %	770 333
Colombia	20 031 000	22 662 000	4	4	7 %	1 023 333
India	269 018 000	295 078 000	4	4	5 %	855 500
Indonesia	93 583 000	98 500 000	6	6	11 %	1 696 167
Malawi	1 795 000	2 243 000	3	3	3 %	429 400
Mozambique	3 802 000	4 222 000	8	7	9 %	1 326 858
Myanmar	12 309 000	12 431 000	3	2	2 %	323 125
Nepal	5 751 000	6 224 000	6	5	8 %	1 314 792
Philippines	34 032 000	35 041 000	6	6	12 %	1 872 668
Thematic programme countries	Total employment (excl. agriculture) ²²	Total labour force (excl. agriculture) ²²	Number of projects	Sectors covered	Share of funding	Funding 2022–2025, EUR
Chad	1 464 000	1 578 000	1	1	1 %	240 250
Côte-d'Ivoire	4 664 000	4 919 000	1	1	1 %	74 000
Eswatini	256 000	339 000	1	1	2 %	287 233
Ethiopia	17 334 000	18 417 000	1	1	1 %	74 000
Ghana	8 703 000	9 235 000	1	1	3 %	519 250
Guatemala	4 886 000	5 058 000	2	2	1%	231 958
Kenya	10 555 000	11 171 000	1	1	3 %	519 250
Morocco	7 340 000	8 428 000	1	1	1 %	81 900
Namibia	586 000	771 000	3	2	3 %	521 150
Nigeria	37 604 000	42 998 000	3	3	2 %	396 150
Rwanda	2 373 000	2 435 000	2	1	2 %	323 650
Senegal	2 780 000	3 055 000	3	3	1 %	239 300
South Africa	15 804 000	22 445 000	6	5	9 %	1 380 483
Tanzania	9 299 000	9 831 000	1	1	1 %	81 900
Tunisia	3 010 000	3 633 000	2	1	2 %	323 650
Uganda	4 544 000	4 829 000	2	2	1 %	165 300
Zambia	3 278 000	4 159 000	1	1	1 %	81 900
Non-allocated					3 %	400 000
TOTAL	660 842 000	728 565 000			100 %	15 553 500

²² [ILO ILOSTAT statistics](#) on employment and labour force (statistics from 2019). Persons in employment are defined as all those of working age who were engaged in any activity to produce goods or provide services for pay or profit. The labour force comprises all employed and unemployed persons of working age who furnish the supply of labour to produce goods and services. In the ILOSTAT statistics, the working-age population is commonly defined as persons aged 15 years and older, although the age limits can vary from country to country.

As can be seen in the Table 7 South Africa stands out as the biggest thematic programme country included in many projects. A clear justification is that South Africa is a continental hub and powerhouse for trade union activities in Africa. It is noteworthy, however, that although the activities are carried out in country, the participants are mainly from other African countries and thus strengthen the trade union movement in Africa as a whole. In the programme there is only one project that focuses entirely on South Africa. The objective of the project is to strengthen human rights and improve working conditions of local agricultural workers in viticulture and it is also about the value chain of a Finnish company and the realisation of human rights in it.

A detailed **project specific information** (e.g. sector / country / partner) for the 2022–2025 period, see Document 5a: SASK Programme Budget 2022–2025.

6.3. Sectors

The projects implementing the programme has emerged as a result of joint planning between SASK, its Finnish member unions and project partners (GUFs or bilateral partners). The programme consists of projects which are structured in **nine different sectors**: *Cross-sectoral totality, Construction, wood and forestry, Domestic work, Food and agriculture, Education, Industry, Private services, Public services and Transport*. Forms of partnerships (**multi- or bilateral**) vary in different sectors and they allow learning from what works well and in what type of contexts. Different partnerships also contribute to the achievement of the programme results. SASK will benefit from continuing to cultivate partnerships with both GUFs and bilateral partners in the 2022–2025 period.

6.3.1. Cross-sectoral totality

In addition to sector-specific entities, SASK's programme also focuses on broad, cross-sectoral themes. Themes such as **trade and investment, trade agreements** and **Just Transition** are of great importance to all workers, regardless of industry and country. SASK's cross-sectoral totality consists of three different projects in Africa and Asia.

The objective of the cooperation is to **influence national legislation** in selected countries brought about by the **ACFTA**, trade and investment agreements and climate crisis. The totality represents 24 % of international operations' project funding. Partnerships consist of three international bilateral partners ITUC-Africa, ILO ACTRAV and Union Aid Abroad Apheda.

6.3.2. Construction, Wood and Forestry

The sector's jobs in the Global South are typically precarious, project-based and/or seasonal, also day labour with day-long oral contracts, is commonly leading to informality. Therefore, the sector suffers from the **deterioration of trade union rights and occupational health and safety** as the incidence of occupational hazards is high. Workers are in many places very low paid and have limited or no social protection due to the temporary and precarious nature of their work. The possibilities to ensure an adequate and firm representation of the largely mobile workers in the sector is challenging. In construction, migration is among the highest of all sectors, and migrant workers generally have worse conditions than locals everywhere in the world, and in of economy.

The sector has traditionally been and still is largely seen as men's job, and very few women work in the sector mainly in administration. Unions are very aware of the **gender-specific issues** in its sectors and systematically promote gender equality in all its work, whatever the composition of the work force. The sectors have relatively young labour force and therefore promotion of **young workers' participation** is high on the agenda of the unions. Especially the forestry sector and building material production are closely linked to climate change issues, hence topics of **Just Transition** come up.

The objective of cooperation in the sector is to promote **realisation of trade union rights and workers' organising**. The sectors represent 8 % of international operations' project funding. The partner is Building and Wood Workers' International and its local affiliates. The interventions will take place in selected countries in Asia (Nepal, India, Indonesia, and Myanmar) and in Africa (Mozambique and Namibia). The Global Women Leadership Programme will cover countries from Africa, Asia and Latin America.

6.3.3. Domestic work

Domestic workers are **one of the most vulnerable groups of workers**. Basic rights of domestic workers, more than 90 % of whom are women, are challenging to promote and protect, as the work takes place in private households, and abuse and harassment are common. Domestic workers are also difficult to organise due to the isolation and fear of reprisal. Their income level is very low, and in most countries, they have limited or no access to social security.

Adoption of C189 by ILO in 2011 and the formation of International Domestic Workers Federation gave an important boost for domestic workers around the world. The domestic workers' unions aim at improvements in the lives of millions of workers caring for the welfare and comfort of their employers while living in poor conditions themselves.

The objective of cooperation in the sector is to mobilise very vulnerable group of domestic workers to defend their human rights and to be **recognised as workers**. Campaigning for ratifications of **C189, changes in national legislation and law enforcement** are goals of the unions. The project interventions will take place in selected countries in Asia (Philippines and Indonesia), in Africa (Mozambique), and in Latin America (Colombia). The sector represents 7 % of international operations' project funding. Partnerships consist of Global Union Federation IDWF and two bilateral partners.

6.3.4. Food and Agriculture

Agriculture is one of the most hazardous sectors in terms of work-related fatalities, non-fatal accidents, and occupational diseases. Workers face risks that include operating heavy machinery and equipment and working with pesticides, chemicals, and animals on a daily basis. Occupational health and safety hazards are at high levels, and unionised workers are widely intimidated by anti-union employers. **The food industry** in many programme countries of SASK is **dominated by large multinational companies**, some of which have their production units in Special Economic Zones with limited trade union rights. The workforce is predominantly **young and poorly paid**, and **segregation** between genders is visible: generally, it can be said that mostly men operate the machines and women pack the products.

The objective of cooperation in the sector is to ensure **decent working conditions** and realization of workers' rights and **create union power** to end violence and sexual harassment and represent workers in negotiations. The project interventions will take place in selected countries in Asia (Philippines) and in Africa (Malawi and South Africa). The sector will represent 6 % of international operations' project funding and partnerships consist of four bilateral partners.

6.3.5. Education

Public sector **teachers lack the fundamental right to organise**, just like other public sector workers. Especially in the Asian countries teachers and especially trade union members and leaders in the sector continue to remain subjected to extreme violence, intimidation and anti-union discrimination from both governments and employers. With continued and escalated violation of education trade union rights and a growing precarity in the conditions of employment of education workers are hindering the progress towards achieving Agenda 2030.

The objective of cooperation is to promote and defend trade union rights and build the capacity and **add knowledge of unions in addressing violation of trade union and human rights** using pertinent and available domestic and international instruments. The project interventions will take place in selected countries in Asia (Nepal and Philippines), in Africa (Mozambique, Eswatini and South Africa) and partner is Education International and its local affiliates.

Education is a new sector in the SASK and will comprise 11 % of international operations' project funding. SASK's work complements Government of Finland's input in the development cooperation in the education sector, especially in Mozambique and Nepal.

6.3.6. Industry

Due to **complex supply chains**, work contracts become **less regulated** and outsourcing as well as occupational health and safety incidents increase, while job security decreases. In some instances, the production happens in Special Economic Zones, where labour laws do not apply. Thus, the realization of rights and representation of industrial workers is extremely difficult and often dangerous.

Technological disruption and tackling climate change transform the world of work also in the Global South. In these processes, industry sectors are among the most affected. The workers need to gain new and updated skills to fulfil the requirements of the modernised production. Especially in mining sector, attention will be paid to **Just Transition** issues. Industry sector unions are among the strongest trade union actors in their countries and hence capable of influencing national processes on sustainable energy solutions and industrial policies.

The objective of cooperation in the sector is to promote **realisation of trade union rights and workers' organising in trade unions**. The project interventions will take place in selected countries in Asia (Philippines, Indonesia, and Myanmar), in Africa (Mozambique and Malawi), and in Latin America (Colombia and Brazil).

The industry sector represents 13 % of international operations' project funding. The partners are Global Union Federation IndustriALL together with its local affiliated unions and bilateral partner the Philippine Metal Workers' Alliance.

6.3.7. Private services

In service sector, **part-time jobs** (many held by women) and **non-permanent contracts** are rather rule than an exception leading to **low income**. Also **threats to personal security** as well as occupational health and safety challenges, worsened by the COVID-19 outbreak are common.

Many subsectors of private services are female dominated, but special attention is paid to gender issues irrespective of the subsector. The objective of cooperation is to promote and defend trade union rights and build the capacity and **add knowledge of unions in addressing violation of trade union rights**. In Colombia and Brazil, a Campaign for ratification of ILO Convention 190 against violence and harassment in the world of work will be launched.

The project interventions will take place in selected countries in Asia (India and Nepal), in Africa (Mozambique, Kenya and Ghana), and in Latin America (Brazil and Colombia). Private services cover 10 % of international operations' project funding. The partner is Global Union Federation UNI Global Union and its local affiliates.

6.3.8. Public services

Public sector workers are **generally low-paid** and most importantly, in many countries they **lack the basic rights of freedom of association and the right to negotiate**. In that sense, defending the rights of public sector workers is in the very essence of SASK's mission.

The workers in the sector can be roughly divided into four categories: (1) *health workers*, (2) *civil servants*, (3) *workers involved in utilities like energy and water* and (4) *community health workers*. In addition to the lack of trade union rights, some workers face specific challenges, especially the community health workers who in many countries form the basis of basic health services but are seen as volunteers instead of workers. Thus, they do not earn wages, nor are entitled to benefits or have access to social security. SASK programme will be addressing that injustice in South Asia and in some Sub-Saharan African countries.

For above-mentioned reasons, **advocacy work** is a crucial part of SASK's work in the sector, at many levels of society and about many issues, including **Just Transition** and **gender**, for example promoting the ratification of **ILO Convention 190** against violence and harassment. Workers are also sensitized about their rights and supported to organise in order to defend them. Public services will cover 14 % of international operations' project funding. The partner is Global Union Federation PSI and its local affiliates.

6.3.9. Transport

The fierce competition among the transport service providers and the mobile nature of the trade have **fragmented the global logistical chains**, which has led to **deterioration of trade**

union rights, service terms and payments, and occupational health and safety. The possibilities to ensure an adequate representation of workers in the sector has weakened. Generally, transport is among **the most male-dominated** and segregated sectors in the Global South. Hardly any women work as drivers or pilots as the tasks where women form a significant part of the work force are in airlines cabin crew, sea traffic passenger services, and ticket sales and administration.

Transport is among the sectors widely affected by **technological transformation related to climate change.** Issues related to **just transition and future of work** are therefore likely to get increasing emphasis in the coming years in ITF's work. In addition to ensuring **basic conditions** of minimum wage and social protection, unions also play a role in promoting and defending their members' **upgraded skills development and job security** in the changing world of work.

The objective of cooperation is to promote realisation of trade union rights and workers' organising in trade unions in aviation, road, and rail transport, and platform workers. The project interventions will take place in selected countries in Asia (Indonesia and India) and in Africa. Transport sector covers 7 % of international operations' project funding. The partner is Global Union Federation ITF together with its local affiliates.

7. Domestic Operations

7.1. SASK operations in Finland

The overall goal of SASK's operations is to improve realisation of workers' rights by capacitating workers and their trade unions in becoming stronger social actors in society. This capacity is strengthened in multiple ways in SASK's operations.

The objective of SASK domestic operations is to build awareness in Finland about workers' rights as human rights, to engage the members of the Finnish trade unions in the themes of SASK's work, build commitment, to make the general public aware of the conditions of workers globally and of the role of the trade union movement in improving them. In addition, domestic operations aim to influence public debate and development policies so that themes associated with SASK's work are brought forth. SASK domestic operations consist of **communications, global education, fundraising and advocacy work.**

When communicating about human rights in the world of work in the Global South, SASK bases its messages on the fundamental rights at work as specified by the International Labour Organisation ILO, on United Nations sustainable development goals relevant for human rights in working life, and on United Nations Guiding Principles on Business and Human Rights, which are binding for all UN member countries. In SASK's view, decent work includes the fundamental rights at work as specified by the ILO and many other issues that are generally associated with human rights in working life including safety at work, decent working hours with holiday and times off, decent treatment, and a living wage for the work done.

Domestic operations provide **background about SASK's programme**, its goals, its work and its outcomes and link these to the daily lives of the Finnish people. The same cross-cutting themes as in SASK international operations are also highlighted in the SASK domestic operations across the board. Just transition, Future of Work and Gender Equality come forth in the form of campaigns, studies conducted, SASK trainings and seminars and other content produced during the programme period.

7.2. Target groups and means of communications

SASK has **three main target groups in Finland**: The trade union members, people in position of influence and the general public.

The most important target group for SASK domestic operations consists of **Finnish trade union members**, including trade union activists who value solidarity and human rights issues, consumers interested in the concept of social responsibility and the SASK's volunteers. SASK reaches trade union rank and file members very effectively and communicates its work to a large audience. SASK's member organisations have nearly 1.6 million members throughout Finland, and SASK is able to make use of its extensive member organisation network (37 organisations) to reach these people. SASK's direct communication and the communication through member organisation network can reach most of the employed adult population in Finland. Within the Finnish trade union movement, the people who have a special interest

towards human rights in working life will play an especially important role for SASK. As from that group of people the future leaders of trade union movement will most probably arise.

The **general public** is an important target group for SASK to reach a wider audience outside the trade union movement. SASK reaches members of the general public who are not trade union members through the media (traditional and social media) and through campaigns and public events.

A key target group in passing on SASK's key message are **the people in the position of influence**. They have a special interest in SASK's themes and have significant roles in their networks, such as social media influencers, politicians, and journalists. Also, social media influencers have high potential in reaching audience that does not consume traditional media. SASK reaches out to them by inviting them to SASK events, one-to-one meetings, by communicating with them personally, and by making SASK publications and information available to them. Social media has become the most influential and most essential channel for SASK to get its message through and to reach the wider audience. SASK followers in different social media platforms have greatly increased during the last four years and the social media hits are followed and analysed on a monthly basis.

SASK Ambassadors are also an important target group due to their very significant role and commitment to advancing SASK's objectives and messages in their own professional, social, and union networks. SASK Ambassadors can be easily reached through special groups in social media platforms. The role of these platforms and the activity on these platforms will be enhanced during the 2022–2025 period.

SASK communicates through many channels to reach these target groups as effectively as possible and uses e.g. the following means of communications:

- SASK's own website
- social media channels
- printed publications
- member organisations' electronic and printed communication channels
- press releases and press conferences
- articles by experts, blogs, and columns
- seminars and other events held live and online
- SASK Ambassadors and their networks.

7.3. Communication about the programme and its outcomes

SASK programme, its objectives and results are communicated to the SASK **target groups** (specified in the SASK communications plan 2022-2025) in all SASK domestic operations. These operations include in addition to communications, global education, advocacy work and fundraising. SASK makes use of all the channels and means available to bring forth the content and results of the programme. Much attention has been paid to aligning the objectives and messages of SASK domestic operations with SASK international operations. The same themes are present in both and the campaigns, studies conducted and activities in SASK domestic operations will be built on the content rising directly from the SASK programme.

SASK wants to communicate the overall developmental impacts of the programme without forgetting interesting details and the need to give a face to the outcomes. SASK will present people who have benefited from SASK's work and tell their stories. In addition, SASK will continue to enhance the **infographic website** *sasktulokset* (impacts of SASK's work), updating it actively throughout the programme period. Details from that site will be regularly introduced in social media and in the articles prepared by SASK to different publications.

To increase the awareness of the impact and the results of SASK programme, the SASK annual report is published and printed each year and sent to the different stakeholder groups of SASK. In the articles, blogs, and social media the programme, its' objectives and results are in the core of SASK communications.

A special key area during the upcoming programme period will be strengthening SASK's expertise in human rights in working life in the Global South. This expertise is built by gaining more knowledge about themes important to SASK, for example, by commissioning studies that can be used to build up internal expertise but also be used in SASK's communications.

SASK's international partners bring up **themes** in their work and communication, and SASK will bring up the same themes in Finland. Such themes include the **future of work** (e.g. platform economy and its implications to human rights in working life), **importance of social security** (especially after COVID-19 pandemic), **living wages**, **just transition** and **gender equality**. SASK obtains contents for such communication from global trade union federations and other members of its international network. These themes will be linked to the context of Finnish society as well and common development trends will be identified to attract as much interest as possible among the Finnish audience.

7.4. Development communication and development education (global education)

SASK's global education aims to **promote workers' rights** and **critical thinking of consumers and citizens**. This is done by educating trade union members but also members of public about the issues related to SASK's work.

In addition, SASK works to awaken Finns to consider **the causes and effects** in global production chains; SASK also wants to bring awareness about the costs producing certain things in the Global South has. One of the objectives of global education is to increase the capabilities of Finns to influence such matters.

In global education, the most important form of activity is the **education and work of SASK Ambassadors**. These ambassadors are the volunteers of SASK, and they take the SASK message forward in their own networks in all parts of Finland.

SASK Ambassadors are a **diverse group of people** who represent different professions and sectors in working life, as well as different age groups, genders, educational and academic backgrounds, and geographical locations. The importance of diversity within the ambassador network is highlighted and it brings out SASK's ability to address **versatile audiences** within and outside the trade union activists and member groups. SASK is also appreciated because it succeeds to bring together such versatile groups of people to discuss on global development themes all around Finland. It also gives SASK a great opportunity to address people who would not typically find global themes as their own.

SASK has created an ambassador path that enables willing ambassadors to increase their expertise on human rights in the world of work and participate in SASK's international activities.

Annually SASK's new ambassadors are offered basic training to get acquainted with SASK's work as well as the **global development themes in general**. They are usually organised twice a year, one in spring and one in autumn. Virtual means of participation have been developed and it has increased the capacity of educating volunteers. SASK's member organisations in Finland are also offered to provide their members with custom-made ambassador trainings annually, resources allowing.

The objective of the Ambassador training sessions is to discuss **multiple ways to influence** workers' conditions in the value chains of the goods we consume as well as SASK's work in Finland and elsewhere in the world. The sessions encourage participants to become active in ways personally suitable to them so that they may help advance important matters and topics relevant for SASK and Finnish development policy. According to the **feedback** received, this education has been interesting and of high-quality. Many training events feature representatives from partner organisations and global environments. The visits of international guests also benefit the activities of SASK's member organisations and help awaken media interest.

The objective during the upcoming programme period is to **train dozens of new ambassadors** every year, because only an extensive network can ensure the continuance for this type of operation when people's circumstances change.

In addition to training new Ambassadors, it is crucial to **maintain the existing volunteer network** and to further serve their needs and interests and offer them suitable activities and training to deepen their knowledge. Therefore, thematic trainings, seminars and webinars are offered for **active Ambassadors** to widen their knowledge and capacity to work on development themes within their own networks.

The **continued education** offers the ambassadors more means to ensure the best possible effectiveness. The volunteers can work based on their own strengths and interests and they are offered to extend their knowledge to the point that serves their interests. SASK organises various **capacity building trainings** that address themes such as campaigning, social media, advocacy, and efficient opinion writing.

SASK is supporting its member organisations to form their own ambassador networks within the unions to ensure **active conversation on sectoral development themes** within local and national union activities. The objective is to form a model for building a union specific Ambassador network for SASK member organisations. This model will be piloted in 2022 and the objective is to have three member organisations with this kind of union specific Ambassador networks by 2026.

Ambassadors have their own local networks in different parts of Finland, some that are outside larger cities. These local networks help them organise events and converse amongst people in their area. This way Ambassadors can **plan their campaigns and activities independently** based on their interests and organise many types of public events and campaigns in the various bodies of their trade unions, union chapters and local associations. When there is an event planned by SASK Ambassadors SASK provides necessary assistance and support to the organisers.

Ambassadors also speak out about the benefits of being a supporter of SASK and the importance of the work that is done by SASK and its partner organisations in the Global South. Due to growing demand the local and regional structures will be strengthened during the next programme period to enable more active participation of the SASK Ambassadors.

Different kinds of **data are collected** from the Ambassadors, such as feedback from trainings and events, annual survey of overall activities and a survey about personal interests and competences they wish to make use of in SASK activities.

SASK will also arrange **study tours** to the programme countries, to be funded by the participants themselves, so that the participants may deepen their understanding on the context of Global South, meet SASK's partners and create new networks together. Participant selection will favour those active in the ambassador network and path, again stressing diversity. SASK will arrange other types of **international participation possibilities** for the advanced ambassadors in addition to the field trips, such as the possibility to participate in different kind of global trainings and education sessions organised by SASK's partners and other organisations.

As stated previously, global education is not only about training SASK Ambassadors. SASK also addresses the general public. Campaigns and petitions will be used for highlighting the problems of workers in Global South, and SASK will also venture some solutions.

Global education uses the materials produced by communications based on SASK's international operations and projects. As an example, the **SASK podcasts series** on human rights in working life in Africa are used as material in ambassador trainings. SASK's theme campaigns on labour rights also play a key role in Ambassador activities and communications.

Global education will make use of different types of events, theme days and theme weeks to **make the voice of workers in Global South heard in Finland**. Such events include Fashion Revolution, World Day for Decent Work, and International Women's Day. Open events such as seminars, discussion events and theme webinars are organised to anyone interested and are a way to get acquainted with SASK's work, development themes and global workers' rights on a low threshold.

Other global education events during the funding period will include the **Solidarity Days**, organised every three years, where 250 to 300 participants will gather to discuss and hear about SASK's work and themes; in addition, **theme seminars** will be offered annually.

Resources allowing, SASK will appear at **fairs and events** as well as in events organised by member unions. Close cooperation will be continued with other civil society organisations such as Fairtrade Finland, Eettisen kaupan puolesta Eetti ry and Finnwatch in order to add to the value and content of SASK activities and enhance the learning of those participating in SASK global education activities.

SASK has compiled a catalogue of **thematic trainings** it offers to other organisations. The descriptions of these trainings can be found on the SASK website. The themes of the trainings arise from the SASK programme and in the next programme period at least trainings on just transition, social security systems, gig work and equality will be added to the themes already available.

7.5. Advocacy

The objective of SASK advocacy work in Finland is to make sure that **the importance of human rights in working life to general development and stability of societies in the Global South** is understood and taken into account in the decision making of the civil society, the political system, the trade union movement and business. SASK bases its messages on the fundamental rights at work as specified by the ILO, on United Nations sustainable development goals relevant for SASK's work and on United Nations Guiding Principles on Business and Human Rights. The aim is to keep these themes active in the development-political debate in Finland and to improve the understanding of consumers and enterprises as regards to this issue, encouraging them to take human rights and living wages into account in their operations.

SASK builds its capacity in human rights in the world of work as well as in the cross-cutting themes of the SASK programme. **Special focus** in building expertise is given to the themes of **Just Transition, Future of Work and Gender Equality**. SASK is participating in several working groups around these topics, including the Finnish civil society organisations working groups on climate justice and gender equality. Future of work is a topic the Finnish trade unions widely discuss, and SASK is taking part in this discussion. Overall, a mapping will be conducted to know in which networks people linked to SASK are having an impact and to draft a SASK agenda for each of the relevant networks for advancing SASK objectives in the Finnish development policy discussion. These people linked to SASK can be for example SASK staff, members of SASK board and SASK Ambassadors.

SASK actively participates in the **development discussion** to promote the importance of human rights in working life amongst the Finnish civil society as a member of organisations such as Fingo, Fairtrade Finland and Finnwatch. With other Finnish civil society organisations SASK cooperates to make human rights in the world of work more prominent in the discussion. SASK is also an active participant in working groups formed by the Ministry of Foreign Affairs and as a specialist member of the Finnish Development Policy Committee.

SASK also addresses the theme of **corporate social responsibility**. SASK's role in the respective debate is to bring forth the perspectives of the freedom of association and fair terms and conditions of employment. SASK will be raising these issues by e.g. studying the value chains of many different products and challenging the companies to be transparent and responsible in their operations. SASK urges **Finnish companies** to abide by the **United Nations Guiding Principles on Business and Human Rights**, which also deal with companies' value chains. SASK influences Finnish companies through, for example, studies that it commissions (from e.g. Finnwatch) to support its arguments, and the results of which it makes public. In addition, SASK exerts influence through its corporate collaboration partners as well as through the materials it publishes. SASK is keen to join working groups that are relevant for human rights in working life in the Global South, working either directly or through a member organisation.

In order to make its contribution, SASK works together with its member organisations and their international networks in many ways particularly if the matter at stake concerns the global labour markets and SASK's operational areas in the Global South. For example, employee confederations, of whom SAK and STTK are among SASK's members, are represented in many influential national and international forums (e.g. the ILO, OECD, and the advisory body of the trade union movement to OECD, TUAC). SASK actively participates in the global development policy making by being an active member of TUDCN, which is part of ITUC as

well as together with other Trade Union Solidarity Support organisations (TUSSOs) both on the global and country level.

7.6. Other domestic activities

SASK takes part in the **Red Nose Day fundraising campaign** organised annually together with YLE, Finland's national public service broadcasting company, and civil society organisations. The campaign and SASK's role in the campaign is part of SASK's annual communication. SASK Ambassadors are also actively participating in the Red Nose Day campaign and as such it is also part of SASK global education activities. SASK also has fundraising activities of its own which are implemented in close cooperation with other SASK domestic operations using the same themes and content in different activities.

8. Alignment to global and national policies

8.1. Sustainable development goals (Agenda 2030)

Agenda 2030 framework and **Leave No One Behind** (LNOB) principle are the foundations of SASK's programme. SASK applies a comprehensive approach to Agenda 2030 and LNOB to ensure that they are implemented accordingly. SASK has also selected the relevant indicators which are listed in the Basic Data and Statistics (Perustiedot ja Tilastolliset) form.

SASK's programme contributes directly to several specific SDGs as analysed below and highlighted in the SASK Theory of Change (Document 2).

8.1.1. SDG 1: No poverty

Eradication of extreme poverty is a premise and a goal driving all SASK's work particularly in **demanding living wage**. In addition to what is measured in terms of income, poverty also consists of unrealised human rights and social inequality. Therefore, SASK's programme deals with poverty in a wider sense as a lack of participation in society: the lack of fundamental societal rights and influence.

SASK's work (outcomes 1 and 2, outputs 1.1–1.5; 2.1 and 2.2) contributes to the implementation of **SDG 1** by strengthening workers and their organisations to demand decent work and respect of human rights in the world of work, which bring living wage to the workers inseparably bound to SDG 1 and contribute especially to SDG target *1.1. Eradicate extreme poverty*.²³

8.1.2. SDG 5: Gender Equality

Achieving gender equality in heavily gendered labour force in the Global South is extremely important and therefore emphasized strongly in the SASK's programme. A **twin-track approach** will be applied: gender **mainstreaming** in international and domestic operations on one hand, and some **targeted actions** specifically focusing on gender equality on the other. The programme promotes **women's participation** and empowers them to be active within the trade union movement. In addition, SASK's partners campaign in their own countries to achieve the **ratification and domestication of ILO Conventions** for all workers in the formal and informal economy (e.g. *C100 concerning Equal Remuneration for Men and Women Workers*, *C111 concerning Discrimination in Respect of Employment and Occupation*).

SASK work (outcomes 1 and 2; outputs 1.5, 2.1 and 2.2) contributes to the implementation of **SDG 5**, especially to three targets:

- 5.4: Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate
- 5.5: Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life

²³ SDG 1: No poverty

- 5.C: Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels²⁴, by incorporating cross-cutting gender mainstreaming and targeted actions in the programme.

More about the gender equality work in the SASK Programme in the Chapter 8.2.2.

8.1.3. **SDG 8: Decent Work and Inclusive economic growth**

Decent work is based on a human rights-driven development vision in which workers of all genders can obtain **decent and productive employment in conditions of freedom, equality, security, and human dignity**. It aims at covering all workers without distinction. To achieve the decent work objectives, social dialogue is vital. Decent work means improved human rights (freedom of association and right to collective bargaining) in the world of work, working conditions (living wages and occupational health and safety, no discrimination, and no child labour), and social protection for workers.

SASK promotes Decent Work by strengthening the capacity of workers and their organisations to defend **fundamental rights at work**, specified by the ILO, and by strengthening people's right to **living wages**.

SASK's work (outcome 1, outputs 1.1–1.5) contributes the implementation of **SDG 8** particularly to the following targets:

- 8.5: By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.
- 8.7: Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms.
- 8.8: Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.²⁵

8.1.4. **SDG 10: Reduced inequalities**

High and growing inequality within and among countries works counter to SDGs. A society marked by poverty and inequality does not promote economic growth, and economic growth without equitable income distribution mechanisms does not lead to the decreasing of poverty. Inequality is ultimately about the operation of power and trade unions worker representatives help to tilt the imbalance of power in the workplace back towards employees. Unions play crucial role when contributing to the realisation of SDG 10 as the work of trade union movement improves wage equality and Decent Work counters social and health inequities, but this requires that trade unions, as part of civil society, are able to operate freely without fear and intimidation.

²⁴ [SDG 5: Gender Equality](#)

²⁵ [SDG 8: Decent work and inclusive economic growth](#)

The work of SASK contributes to the implementation of SDG 10 by adhering workers' right to living wages and to the fundamental rights at work specified by the ILO. When implemented, these decrease inequality within societies as well as poverty due to inequality. Therefore, trade unions (as key actors in free civil society) are needed in the Global South to supervise decent work, to defend rights of workers of all genders — and in general to influence workers' conditions.

SASK's programme is built entirely around **SDG 10 to address inequalities in a systemic and human rights-based approach**. SASK has a strong emphasis on promoting equality and human rights in the world of work. SASK programme (outcome 1, outputs 1.1 to 1.5, excluding 1.4) contributes specifically to the following four targets:

- 10.3: Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies, and action in this regard
- 10.4: Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality
- 10.6: Ensure enhanced representation and voice for developing countries in decision-making in global international economic and financial institutions in order to deliver more effective, credible, accountable, and legitimate institutions
- 10.7: Facilitate orderly, safe, regular, and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies²⁶.

8.1.5. SDG 13: Climate Action

The climate crisis is affecting trade unions and societies in different ways and is one of the most pressing factors exacerbating global inequality. Global warming is leading to instances of extreme heat, which reduces available work hours and directly diminishes incomes for workers, and it makes work more precarious, which is the case in various sectors. Trade union movement's response to climate crisis is **Just Transition**, a policy framework for securing workers' rights and livelihoods when economies are shifting to sustainable production.

SASK programme contributes to **SDG 13** through demanding Just Transition in the Global South. The specific SDG 13 target that the programme (outcome 1, outputs 1.4, 2.1 and 2.2) strives to contribute to is: *13.2. Integrate climate change measures into national policies, strategies and planning* through climate justice advocacy work, implemented in operations in Finland and in Global South. SASK's current strategy stresses Just Transition as one of its core themes.²⁷

8.1.6. SDG 16: Peace, Justice and Strong Institutions

Only peaceful and democratic societies with **strong institutions and rule of law** can create circumstances favorable to Decent Work. Prerequisites for a well-functioning social dialogue are a sufficient level of trust between social partners (employers, trade unions, government), and governmental support for the process.

²⁶ SDG 10: Reduced inequalities
²⁷ SDG 13: Climate Action

The shrinking of civic space affects sustainable development and poverty eradication, since it enhances the exploitation of workers, in particular migrant and women workers. The increasing pressure on freedom of association, violence to human rights defenders and trade unions leader weakens the position civic society and trade union movement in it. Free civic space is vital for trade unions to have industrial relations and sound social dialogue to advocate issues such as decent work, inequality and living wage.

SDG 16 together with SDG 8 form the core of SASK programme, as meaningful participation in decision making processes is fundamentally important (outcome 1, outputs 1.1. to 1.3.). Within SASK sphere of influence and operational domain, the programme contributes to the following targets:

- 16.10: Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements
- 16.B: Promote and enforce non-discriminatory laws and policies for sustainable development²⁸.

8.1.7. Other relevant SDGs

The SDGs that SASK programme **indirectly** contributes to are **Good health and well-being (SDG 3)**, **Quality education (SDG 4)**, **Clean water (SDG 6)** through advancing decent work in public administration and improving the conditions of the public sector workers (e.g. nurses, and teachers), **Clean energy (SDG 7)** through demanding Just Transition, and **Partnerships for the goals (SDG 17)** through enhancing North–South and international cooperation.

8.2. Goals of Finland's development policy

In addition to Agenda 2030 as well as the Paris Agreement on Climate Change, SASK's programme complements and is well aligned with **Development Policy** of the MFA.

SASK also shares a common goal with MFA regarding the **important role of civil society** as key actor in advancing sustainable development. For SASK this means fostering the diversity of trade unions and their networks that work to realise human rights in the world of work. Democratic trade unions as member-driven organisations are uniquely positioned as agents of change and form an essential part of a free civil society in all corners of the world. Despite shrinking civic space in many countries, the trade union movement gives power to the voice of workers and oppressed people. SASK follows closely the **MFA Guidelines for Civil Society in Development Policy**.

Both organisations have the same goal: **the eradication of poverty and inequality**. SASK's approach enables to integrate **all the key priorities of Finland's development policy** to this programme, among them particularly these two: *democratic and effective societies* and *reinforcing developing countries' economies*. In addition, themes of SASK Gender Equality and Just Transition contribute to MFA's cross-cutting objectives of rights of women and girls, climate resilience and low emission development.

²⁸ [SDG 16: Peace, Justice and Strong Institutions](#)

8.2.1. Eradicate poverty and reduce inequalities

Reducing poverty and inequality is at the core of SASK’s programme. In SASK’s view, **the most sustainable way to reduce poverty and inequality is decent work and respect of human rights in the world work, which brings living wage to the workers.** A society marked by poverty and inequality does not promote economic growth, and economic growth without equitable income distribution mechanisms does not lead to the decreasing of poverty. To prevent poverty due to inequality from growing within societies, it is important to adhere the fundamental rights at work specified by the ILO and to people’s right to living wages. When implemented, they decrease inequality within societies as well as poverty due to inequality.

Therefore, trade unions, as key actors in free civic society, are needed to supervise decent work, defend rights of male and female workers, and in general influence workers’ conditions in the Global South. Better knowledge of human rights in the world of work and more profound participation by the trade union movement in debate and decision-making concerning the world of work will lead to the **inclusion of workers’ views and experiences into legislation and decision-making processes.** As these become manifest, they will bring about the creation of fairer working conditions and better terms of employment, while they reduce income poverty and violations of rights.

Democratic trade unions as member driven organisations, are uniquely positioned as agents of change and form an essential part of a free civil society in all corners of the world. Experiences from many countries in Global North and South, have shown that trade unions may play a significant role in the **promotion of socially sustainable development and fair income distribution.** Despite shrinking civic space in many countries, trade union movement gives power to the voices of workers and people oppressed in countries where the violations of human rights are common and living wages are still the exception rather than the rule.

A key goal of the trade union movement is to ensure the fundamental rights at work as a part of universal human rights applicable to all. As a social movement that demands change, trade unions that operate effectively and can carry out their work freely, are indispensable in promoting an equitable distribution of income and wealth. When working in this way, the trade union movement increases the stability and safety of societies.

8.2.2. Rights of women and girls

Trade unions have a history in the struggle for social and economic rights, equal opportunities, and human dignity. In addition to the fact that **aspirations for equality are based on internationally agreed human rights,** the equal participation of women and men strengthens democracy within the trade union movement and enriches and diversifies the political agendas of unions.

SASK’s programme is geared towards building inclusive economies, societal systems and decision-making processes that guarantee the autonomy and self-determination of all people. That contributes to realization women’s and girl’s human rights. The programme promotes rights of women and girls through capacity building and focusing on training and empowerment of women in trade unions and workplaces. The work will be focused on **equal participation and leadership, occupational health & safety and maternity protection** as well as **safe workplaces free from violence and harassment.**

The programme includes **gender-related objectives** and produces **gender-disaggregated data** in monitoring and reporting. SASK also has a gender working group to support partners and provide training opportunities (if resources permitting) to learn how to take into account gender and human rights perspective (outcomes 1 and 2). SASK has its own **safe environment guideline & sexual harassment policy** in use, with the aim to create and maintain safe and comfortable environments in all SASK events both in international and domestic operations.

8.2.3. Reinforcing developing countries' economies

Economic equality that fosters human development and human rights in the world of work is at the core of the operations during this programme period (outcomes 1 and 2, outputs 1.1. to 1.3; 2.1 and 2.2). Poverty and inequality will not decrease only through private-sector investments unless it's ensured that the jobs thus created offer **decent work and living wages, enabling the development of the tax base in societies**. Also, various free trade agreements and international policies on trade and investments create opportunities for economic growth.

SASK's programme contributes to reinforcing the economies, as it aims to foster the decent work with living wages and to improve workers' rights. Strengthened unions contribute to growth of corporate responsibility, and thereby, to more sustainable private sector. In Finland, SASK advocates and tries to ensure that policymakers regulate private sector to ensure human rights due diligence and that relevant authorities create processes to support local economic development, thus creating decent jobs with living wage — not just jobs.

As an example, **African Continent Free Trade Area (AfCFTA)** is a high priority for SASK. It creates great potential for inclusive economic growth, employment, and livelihoods in Africa. SASK programme, together with ILO ACTRAV, supports African trade union leaders and activists to learn about trade and investment processes and influence national legislations brought about by the AfCFTA to safeguard human rights in the world of work. Safeguarding workers' rights in free trade agreements requires social dialogue and skilled trade union leaders and activists to guarantee that principles of decent work are respected in cross-border production chains and the entire free trade area.

8.2.4. Democratic and effective societies

Trade unions increase the democracy of societies, as they are an integral part of civil society. Increased organising of the labour force and capacity building of trade unions directly contribute to more democratic and better-functioning societies. As member-driven organisations, unions show an example democratic decision-making, and at society level they are parties in trilateral work between unions, employers and state. It is often the trade unions that monitor the duty-bearers' adherence to the rule of law or their compliance with international and national legal frameworks. They act as a counterweight to structures and practices that create inequalities in society.

SASK's programme contributes to democratic and effective societies by strengthening trade unions. Stronger unions are able to **maintain social dialogue** on national level with duty-bearers, enabling **changes in legislation** and **strengthening the rule of law** (outcome 1).

The activities and campaigning of the workers and their unions also offer opportunities for other civil society actors to come along. Together they can have a wider impact and form a democratic counterweight to authoritarian power structures.

8.2.5. Food Security and natural resources, including access to water and energy

Support to decent work contributes to trade unions' role in **sustainable management of natural resources and transition towards low-carbon economy**. Climate change adaptation and mitigation require that the current climate crisis is addressed as a political issue and a matter of justice. Climate change is not only an environmental issue but entails political decisions and choices by a diversity of actors. Those decisions have far-reaching consequences on social and economic domains across the world.

Therefore, trade union movement needs to be at the forefront to make green transition a success by demanding **Just Transition**. Increasing attention from governments, enterprises and international financial institutions to climate change opens up opportunities for trade unions to become involved in the development of climate mitigation as well as climate adaptation policies (using just transition as a policy framework) and plans, such as the Nationally Determined Contributions, which currently lack social partner involvement.²⁹

SASK programme supports trade unions in creating strategies on Just Transition (output 1.4), so that they will have the necessary skills and knowledge to **demand and advocate for Just Transition** and demand for keeping the promises on increased financing that benefits countries in the Global South and poorest of the poor workers.

8.3. Cross-Cutting Objectives in the Finnish Development Policy and Cooperation

8.3.1. Gender equality

SASK applies a **twin-track approach** to MFA's cross-cutting themes in the programme. That means having **targeted actions** and **mainstreaming gender equality** throughout the programme. In 2018–2020, SASK has taken targeted measures internally and externally to ensure that inequality in its various forms is addressed. SASK has zero tolerance for discrimination and harassment, which is actively promoted through discussions, meetings, and events and by actively sharing related information. SASK has a **Safe Environment Guideline & Sexual Harassment Policy** in use, with the aim to create and maintain safe and comfortable environments in all SASK events in Finland and in the Global South.

SASK places strategic attention to gender equality within the programme through human rights framework, putting strong emphasis on revealing gendered impacts in the trade union movement in the Global South and supporting them using twin-track approach (output 1.5.). Throughout SASK's programme work, **gender equality is integrated either as a cross-cutting theme or a specific focus area**, for example in international projects and domestic activities like campaigns and studies. Resources have already been allocated to more

²⁹ ILO ACTRAV Policy Brief: Just Transition Towards Environmentally Sustainable Economies and Societies for All

systematic and holistic gender equality approach by appointing one of the international operations specialists to work almost full time on gender equality.

8.3.2. Non-discrimination and the position of people with disabilities

SASK applies the principle of non-discrimination through application of the human rights-based approach and recognises that **non-discrimination is strongly linked to the root causes of non-realization of human rights**. Therefore, removal of structural barriers like harmful legislation, policies and cultural practises is required. Among SASK's partners, especially Global Union Federations (GUFs) are committed to preventing discrimination against people in vulnerable positions such as people with disabilities, LGTBIQ, indigenous and tribal people and the Dalit. The project partners promote equality of all people without distinction of sex, marital status, ethnic origin, national identity, disability, sexual orientation, age or religion. That applies to workplaces and in trade unions as well as in wider political, social, economic and cultural contexts.

SASK programme (output 1.5.) applies the **twin-track approach** also to prevent discrimination. It introduces **pilot projects** that focus on people with disabilities and **education on non-discrimination issues**, utilizing the existing resources developed by the Global Union Federations and the ILO. Many concept notes submitted to SASK for 2022–2025 contain innovative elements of non-discrimination issues. The work will begin with enhanced awareness-raising and understanding the **intersectional** nature of the various factors leading to discriminatory situations. People with disabilities will be in the core of one of the main campaigns and study themes during 2022–2025 in SASK domestic operations.

SASK and The Finnish Association of People with Physical Disabilities have agreed on cooperation which focuses on Zambia. The outcomes of a pilot cooperation with *ZNAPD Zambia (National Association of Persons with Physical Disabilities)* will be documented while further developing SASK's approach in disability issues.

8.3.3. Climate resilience and low emission development

SASK's response to **climate resilience** and **low-emission development** is **Just Transition**, which is one of the key themes in SASK's current strategy. Working under a just transition framework allows for improvements to the environment to be combined with addressing development challenges, poverty, and inequalities — leaving no one behind. Just Transition is a concept that was born out of the trade union movement, and after several years of advocacy work, it was included in the *United Nations Framework Agreement on Climate change (UNFCCC)*. It was further developed to guidelines adopted by the International Labour Organisation (ILO), and today it's a theme that is discussed within the international community.

Again, a **twin-track approach** to climate issues is applied in SASK's international and domestic operations. In international operations (output 1.4), SASK accelerates the just transition process by providing resources for partners to make strategic inputs to national and global policy dialogues and planning on just transition. Trade unions and their allies are empowered by sharing examples of just transition processes and plans in Finland and Europe, by facilitating peer-to-peer skill and experience sharing and capacity building on just transition. Also, social dialogue processes that involve unions, communities, government and business, are supported. **Just transition** (output 2.2.) will be one of the main campaign themes during

2022–2025 in Finland and remain an important topic in communication and global education. As an organisation, SASK continues to monitor the carbon footprint of its own operations and strive to reduce it, for example with web-based activities, when applicable.

8.3.4. Linkage to country strategies

SASK's programme is aligned with Ministry's **Country strategies for development** for Mozambique, Nepal, Kenya, Tanzania and MENA. Country strategy of Myanmar was not available in spring 2021.

In the country strategies, the importance of strengthening civil society, gender equality, quality education and low-emission development is clearly stated. The **programme aligns directly** with these approaches by providing opportunities and increasing capacities of SASK's partners to contribute to country strategies and national development programmes. Local trade union movement is always an important actor in civil society, promoting social justice, equality, democracy and transparency with its actions.

8.4. SASK's value added, new initiatives and innovative elements

8.4.1. SASK's value added

SASK is the **only development cooperation organisation in Finland focusing on human rights in world of work** and promoting decent work. SASK's special expertise and its added value relate to the positive interaction between the Global South and the Finnish civil society, particularly between the trade union movements in different countries. SASK's regional representatives are important for partners in building **South-North connections** as they understand both trade union cultures and contexts: the local one and Finnish one. Therefore, they can act as creators of partnerships and networks.

SASK makes use of the **in-depth competences of the Finnish trade unions** in supporting the empowerment of workers in Global South based on their needs. Smooth cooperation is founded on a basis of mutual respect and transparency. SASK's human rights policy complements MFA's official export promotion policy related to SDGs.

The strengthened interaction benefits all parties. Through cooperation networks, the programme partners' experiences of the global challenges in the trade union movement become concrete for people in SASK's member organisations and for SASK's volunteers. Many **labour market challenges and global trends such as** digital disruption, new informality of work and international responsible business conduct mentioned in the programme's *Context Analysis* are global, and therefore **it is important to learn together** and try to find solutions and trade union responses for the challenges.

Through the networking and close project cooperation, SASK's partners in the Global South obtain **information and experiences of the Finnish trade union movement** that helps to build the societies and operate as active parties in civil society. Workers and their organisations in the Global South receive an important point of reference in seeing the mutually agreed rules of the Finnish and Nordic world of work. Here the **right to organise, negotiate and elect employees' representatives** is seen as essential and respected by

employers and companies. That forms the basis of our culture of social dialogue and agreements, and the way we resolve our working life conflicts — a culture that promotes a peaceful and sustainable societal development.

Although SASK is not actually exporting the Nordic/Finnish model to the Global South, there is great interest towards the Finnish model. Finnish trade unions have ample experience of **cooperation across organisation boundaries and in different circumstances**; and it is due to this cooperation that the union movement has been able to participate in building our society, strengthening civil society and preparation of significant social changes.

8.4.2. New initiatives and innovative elements

The programme contains various **innovative elements**. New partnerships include the **cooperation with the International Labour Organisation’s Bureau for Workers Activities (ILO ACTRAV)**. SASK and ILO ACTRAV set the tone for exploring new and fresh perspectives and considering lessons from the ongoing COVID-19 pandemic. Together the organisations are seeking to establish and implement a systematic project for awareness-raising, education and training, as well as policy analysis on workers’ issues and perspectives in economic integration and international trade and investments, with a special focus on Africa and African Continental Free Trade Area (ACFTA).

The new project will seek to support the efforts of trade unions in six selected African countries to promote workers’ rights and the application of International Labour Standards in economic integration mechanisms, with particular attention to international trade and investment policies and programmes. In practice, this includes strengthening the institutional capacities of trade unions to effectively participate in the inception, implementation, monitoring and evaluation of policies, programmes and outcomes; ensuring that trade unions are able to identify, analyse, and report noticeable decent work deficits and offer appropriate solutions for redress.

SASK, in cooperation the ITUC Africa and the Labour Research Service (LRS), is working to **strengthen the capacity of the trade union movement in Africa to engage in matters related to the free trade area**. While the initial focus of the work is on Chad, Ghana, Namibia, Rwanda and Tunisia, this work is firmly rooted in an Africa-wide development perspective under the title: *Social Justice and Decent Jobs in One Africa market*. Trade unions are ideally placed to advocate not only for their constituencies and workers but also for the broader communities in which they are located. Trade unions’ engagement in ACFTA today will shape the Africa inherited by future generations.

To truly learn about the programme's effectiveness and impact, SASK continues the **cooperation with the Labour Institute for Economic Research** (Palkansaajien tutkimuslaitos). Financial resources permitting, the study on SASK’s Programme impact in Mozambique will be completed.

Another innovative practice in programme work is the nurturing of partners’ competence through SASK’s member unions’ **mentoring** and **exchanges of experts**. In the beginning of the cooperation, the partners specify the types of trade union activities for which they hope to receive Finnish perspectives or practices from SASK’s member organisations. This kind of cooperation has already been piloted, as mentoring on gender equality in trade union work was carried out in Mozambique, Ghana and Malawi. Also, training on organising in the industry sectors was implemented in Malawi, Indonesia, Colombia and the Philippines, as well as youth

activism training with partners in Ghana and Mozambique. Feedback and experiences of mentoring have been very positive, and SASK will try to increase it, resources permitting.

The target group of SASK global education and communication gives a unique opportunity for **discussion on development cooperation amongst groups of people in Finland who most likely wouldn't normally take part in discussions** around this topic. SASK audience amongst the trade union members in Finland consists of people coming from different geographical areas, varying academic and professional backgrounds and different age groups. They can come together to discuss the importance of human rights in the world of work and to learn from each other and of their different perspectives to the matter.

This same unique advantage is also present, even more strongly, in the **SASK volunteer network**. During this programme period the volunteer network will be strengthened with regional structures and more systematic approach to the path and learning curve of the SASK Ambassadors. More opportunities to participate and to deepen their knowledge on the SASK themes will be added to the activities.

A new initiative to be piloted in 2022 is **building a solidarity network of union members within a SASK member organisation**. The pilot will be conducted with the Trade Union of Education in Finland, OAJ, and the objective is to have three member organisations with this kind of solidarity network by 2026.

To make up for the inability to travel for project monitoring during the COVID-19 pandemic SASK implemented regular **regional updates** for project partners and member organisations in 2020–2021. These have proven to be an excellent way to share knowledge on current matters in the project countries and also people who normally wouldn't be travelling and getting this information are now participating and the understanding of SASK work is increasing to a wider audience. These online regional updates will be regularly held also in the future.

9. Risk Management

9.1. Risk Management at organisation and programme level

SASK's **risk management system** consists of two processes that support one another: the periodic and the dynamic.

Under **the periodic process**, SASK's units identify and assess all the risks in their respective areas of responsibility as part of the annual planning and determine measures for them. After that, SASK's risk management team meets to evaluate the totality from the point of view of the programme and the entire organisation and decides on risk management measures and the persons responsible of them. The previous year's risk management actions and process are assessed in connection with the annual process.

Under the **dynamic process**, every employee of SASK keeps the eyes open for risks that might concern SASK, avoids taking unnecessary risks in his or her work, and reports all detected risks. Detected risk factors are documented and treated as explained in the risk management process chart (See Annex 3).

The risk management process is also initiated: 1) if an anticipated or unforeseen risk materialises, in which case the purpose of risk management is to mitigate the negative consequences; or 2) when SASK incorporates new functions or 3) if SASK's operating environment changes essentially.

The most significant risks for the programme implementation and their management measures can be found in Document 4. SASK Risk Matrix.

SASK also has a functioning **internal audit** in place. The Board nominates a steering group for internal audits for the duration of its tenure, and this group carries out audits in accordance with the plan approved by the Board. These continuous assessment systems raise operational issues that require development, and such issues are integrated into the annual planning.

9.2. Risk management at project level

Risk management is a key element in project cycle management, as SASK and its partners work in very unstable operating environments. When discussing possible cooperation with a partner, one of the areas addressed is SASK's **zero tolerance for financial misconduct and corruption** in any of its forms, as well as for sexual harassment, exploitation, violence, and abuse of power. In addition, the discussions will highlight the Ministry for Foreign Affairs' anti-corruption and ethical guidelines.

As the cooperation progresses to the planning and implementation phases, SASK partners together with SASK staff analyse the risks associated with the project, draw up a risk management plan and review it annually. **Risk mitigation activities** are reported as part of the annual reporting. Monitoring conducted by SASK's staff is an essential part of risk management at project level. Also, the project level risks are analysed in the periodic, and if necessary, in the dynamic process of SASK Risk Management system.

10. Resources and Management

10.1. Management and decision-making system

SASK is a **registered association** established in 1986 by Finnish trade unions. The highest decision-making body is the **Annual Meeting** to which all member organisations are invited. The Annual Meeting elects the **Board**, which is responsible for implementing the decisions of the Annual meeting, recruiting, and other matters which the board of an association must statutorily handle.

The Annual Meeting convenes twice a year. **The autumn assembly** decides on the membership fee, approves the action plan and budget for the following year and, every second year, elects the Board for a term of two years. **The spring assembly** approves the annual report and financial statement for the previous year and decides on the release of the Board from liability. The Board prepares the agenda for the Annual Meeting and is responsible for **approving Development Cooperation Programme of SASK**.

More detailed information about organisational management of SASK can be found in the Annex 1.

10.2. Personnel and Responsibilities

In SASK's strategy, the appropriate competences, size and motivation of the personnel are key success factors for the organisation. In accordance with the **Personnel and competence plan 2020–2021**, SASK employs 15 persons, one of them part-time (See Document 5b: List of SASK Staff). Programme work is carried out by the international operations and domestic operations units as well as by most of the staff in the administration unit. In the beginning of the year 2022 after receiving the funding decision, SASK will estimate the need for additional human resources to programme work.

Strategy-based job-specific competence profiles form the basis for the individual competence development plans for everyone in the staff. This way SASK aims to ensure the appropriate size and allocation of its human resources as well as the sufficiency of their expertise in all areas of their work.

SASK's organisation consists of **three units**: the international operations unit, the domestic operations unit and the administration unit, and is led by the Executive Director (See figure 3). **SASK head office** is in Helsinki and the **four regional offices** in Jakarta, Indonesia (South East Asia); in Maputo, Mozambique (Southern Africa); in New Delhi, India (South Asia) and in Quito, Ecuador (Latin America).

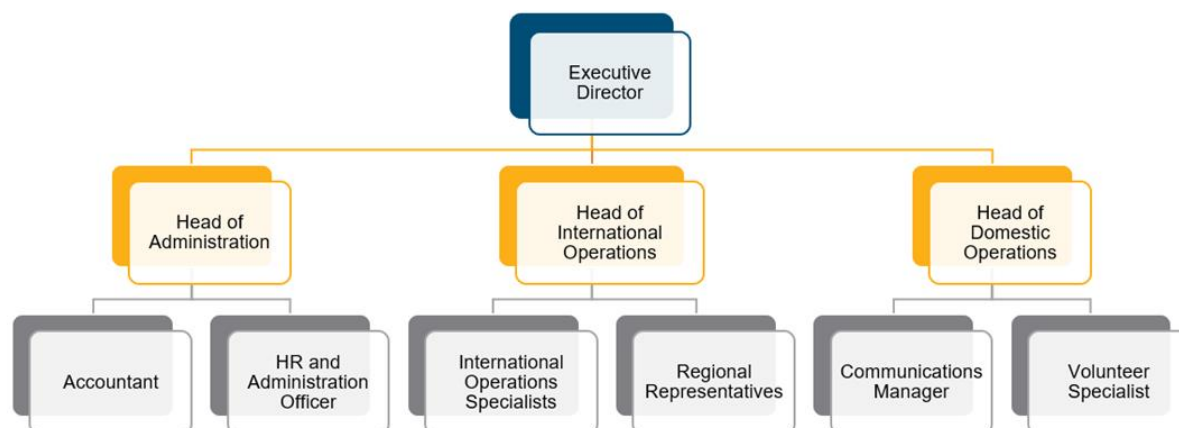


Figure 3. Organisation chart 2021

The Executive Director oversees the daily management of the organisation and the implementation of the Board's decisions. He/she also supervises the Heads of Administration, International Operations and Domestic Operations. Furthermore, the Executive Director oversees external relations and liaising with member organisations, the Ministry for Foreign Affairs and other stakeholders and interest groups. He/she manages SASK's human resources.

10.2.1. International Operations Unit

The Head of International Operations oversees the implementation and development of SASK's development cooperation programme and is responsible for the international operations and activities of it. The Head of International Operations is responsible for ensuring that all programme operations take place according to SASK's strategy and in accordance with its rules, Board decisions and guidelines by the Ministry for Foreign Affairs. And he/she liaises with member organisations for issues related to the financing of the programme.

The Head of International Operations also liaises with the Ministry for Foreign Affairs regarding the development cooperation programme and carries the responsibility for the programme documentation and other documentation required to be submitted to the Ministry. He/she monitors the public debate concerning the labour markets, both global and domestic, as well as the labour market trends and the situation of the trade union movement and makes use of this information in the development and implementation of SASK's international operations. He/she oversees the development of the quality and effectiveness of SASK's international operations as well as the tools related to them. Furthermore, he/she supervises the International Operations Specialists and Regional Representatives.

International Operations Specialists plan implement and report on the development cooperation programme concerning their own areas of responsibility, which are established per sector. In addition to sectoral responsibilities, each specialist is responsible for one of the following themes: Gender Equality, Just Transition and Future of Work. They monitor the public debate concerning their sectors and themes, both globally and in Finland, as well as the labour market trends and the situation of the trade union movement and make use of this information in the development and implementation of sector-specific work. They also take part in the development of the quality, effectiveness and tools of SASK's international

operations. International Operations Specialists liaise with member organisations for planning, following up and reporting on projects.

The locally recruited **Regional Representatives** are in charge of the implementation of the international operations in the regions and countries they are responsible for. This includes planning, monitoring, evaluation and reporting of the projects in accordance with decisions and guidelines from SASK bodies, their supervisors, and the Ministry for Foreign Affairs. They also support partners in projects implementation (if needed) and report on progress of projects to the Head of International Operations. Regional Representatives also monitor the operational environments in their programme countries and analyse them to support programme and project planning and risk management.

10.2.2. Domestic Operations Unit

The Head of Domestic Operations is responsible for the implementation, development, and quality of SASK's development cooperation programme with regard to activities in Finland. She/he is also in charge of planning, implementing and developing SASK's fundraising activities and of the advocacy work together with the Executive Director.

The Communications Manager is responsible of SASK's communications as a whole: communicating about the programme, the content of communication projects and campaigns and ensuring that SASK's external communication takes place in accordance with the strategy, board decisions and the conditions of funding by the Ministry for Foreign Affairs.

The Volunteer Specialist is in charge of the planning, implementing and development of the SASK's global education and development awareness, SASK ambassador activities, study tours and other volunteer activities.

10.2.3. Administration Unit

The Administration Unit ensures that SASK's administrative and financial systems and the related processes are organised in accordance with legislation, SASK's statutes and guidelines by the Ministry for Foreign Affairs. The unit is responsible for supplying SASK's management and units with current key financial information and for developing the organisation's financial monitoring and reporting systems, integral to SASK's operations. The unit is also in charge of some of the organisation's human resources functions, for example payroll and competence development.

10.3. Financial administration systems

Financial administration abides by the Associations Act, the Accounting Act and Decree, SASK statutes, SASK's internal guidelines and instructions, and guidelines by the Ministry for Foreign Affairs. The responsibilities and decision making relating to programme and project operations are specified in the programme operation instructions.

Project budgeting and reporting are guided by SASK's internal instructions and forms, which comply with the guidelines by the Ministry for Foreign Affairs. Project partners submit

updated project plans and budgets at least annually, activity and financial reports quarterly, and audited annual reports annually. The programme and project finances are followed-up on project monitoring missions as well, so that SASK can have as up-to-date information as possible about the financial performance throughout the project and programme cycle.

SASK's financial follow-up procedures are integrated into the **quarterly monitoring process**, which will make it possible to optimise resource allocation within the programme when changes for example in the operating environment so require.

Projects funded by SASK are **audited** according to the instructions by Ministry for Foreign Affairs as a regular part of the monitoring of the use of appropriations. Financial administration and project management processes are inspected in connection with financial audits.

Fund transactions between SASK and its partners are handled by the Helsinki office in accordance with the relevant guidelines and instructions. Harmonised guidelines ensure the equal treatment of partners and decrease the chance of financial misuses.

10.4. Finances

SASK's **financial resources** are comprised of membership fees, member organisations' own contributions to programme operations, programme-based support applied from the Ministry for Foreign Affairs, and funds obtained through fundraising activities. Required own contribution for SASK development cooperation programme consists mainly of **own contributions** and **membership fees** from member organisations. SASK is also ensuring some of its own contribution with funding from **non-members** and **international sister organisations** like *Union Aid Abroad Apheda* of Australia.

SASK's fundraising income includes, in addition to membership fees, supporting members fees and for example monthly donations and Christmas fundraising, and SASK's share of the Red Nose Day campaign proceeds, channelled through Nose Day Foundation.

11. Budget

The 2022-2025 **programme budget** is divided to 1) international operations, 2) domestic operations and 3) administration as specified in table 7. International operations’ project budget follows the sectoral structure, which is further divided by regions and countries.

The international operations’ budget is based on concept notes and joint discussions with international partners, sector-specific discussions with member organisations, programme meeting and internal planning.

In domestic operations the budget is based on the plans of global education, communications, and advocacy. The plans for both international and domestic operations are guided by the focus areas and goals defined in SASK’s strategy for the years 2020–2030.

Table 7. Programme expenditure budget 2022–2025 by function

Expenditure	2022	2023	2024	2025	TOTAL	Share
International operations	4 500 000	4 542 500	4 541 500	4 769 500	18 353 500	84 %
Domestic operations	345 000	345 000	345 000	345 000	1 380 000	6 %
Administration	527 000	531 000	531 000	557 000	2 146 000	10 %
Total Expenditure	5 372 000	5 418 500	5 417 500	5 671 500	21 879 500	100 %

The international operations’ budget includes programme level development, planning and evaluation (including staff costs) as well as studies and research costs. **Project budgets** include their implementation, monitoring and evaluation (e.g. facilitated self-assessments or external evaluations) expenses. **Domestic operations budget** (including staff costs) is divided in three: *1) communications on the programme, 2) advocacy work, and 3) development communications and global education*. SASK allocates 10 % of programme’s total costs (not including non-allocated reservation) as administration costs.

Plan for 2022–2025 includes **funding** from SASK’s **sister organisation Union Aid Abroad APHEDA**, Australia. SASK and APHEDA will start project cooperation in South and Southeast Asia on Just Transition. APHEDA’s contribution for the project is planned to be totally 253 000 euros (ca. 25 % of the project’s expenditure).

Non-financial/in-kind own contribution is not included in current programme budget, but SASK will be considering the possibilities to enter for example member organisations’ consultative work in the programme implementation as own contribution. These will be separately decided and specified in annual plans.

The budget per sector, country and project for the funding period is given in Document 5a: SASK Programme Budget 2022–2025. Total programme budget for the four-year period is **21 879 500 euros**, of which **state support** covers **77 %** and **own contribution** covers **23 %** (Table 8).

SASK member organisations funding for the development cooperation programme, representing 16 % of total funding plan, consists of membership fees and earmarked contributions to programme operations, mainly to project implementation in the Global South.

Table 8. Funding plan for SASK programme 2022-2025

Funding	2022	2023	2024	2025	TOTAL	Share
Programme support	4 200 000	4 200 000	4 200 000	4 200 000	16 800 000	77 %
Funding from membership organisations	850 000	850 000	880 000	1 000 000	3 580 000	16 %
Own contributions outside Finland	62 000	63 000	63 000	65 000	253 000	1 %
Donations	230 000	260 000	260 000	300 000	1 050 000	5 %
Other income	30 000	45 500	14 500	106 500	196 500	1 %
Total Funding	5 372 000	5 418 500	5 417 500	5 671 500	21 879 500	100 %

SASK is applying a sum of **16 800 000 euros** for programme support from the Ministry for Foreign Affairs for this funding period (2022–2025), to be subdivided per annum as shown in table 8. Increase compared to 2018–2021 programme support is 27 %. Justification for the extension of the programme is inclusion of totally new sector (education) and several new thematic cross-sectoral projects in Africa.

12. Annexes

- Annex 1: Plan for planning, monitoring, evaluation, and learning
- Annex 2: Report on Mid-term Evaluation of SASK’s Development Cooperation Programme 2018–2025: Conclusions and recommendations
- Annex 3: Risk management process chart

Plan for planning, monitoring, evaluation, and learning (PMEL)

SASK programme's planning, monitoring, evaluation, and learning (PMEL) system is built on the result chain approach and guided by the results-based management. The PMEL system (see page 5) is a continuous cycle of planning, monitoring, evaluation and learning and a key component contributing to the performance and in reaching results of SASK's programme and strategy.

SASK's PMEL system is a participatory learning and decision-making process enabling effective and accountable results-based management of the programme. It involves all SASK's staff and stakeholders who have an important role to play in providing information to monitoring, evaluation and learning. All phases are equipped with tools and open dialogue among SASK staff and key stakeholders about the achievements and results with agile adaptation to the changes of SASK's operational environment.

The PMEL system of 2022–2025 consists of four parts:

- 1) Planning
- 2) Monitoring
- 3) Evaluation
- 4) Learning

1. Planning

The highest **decision-making** body in SASK is the *Annual General Meeting* governed by the statutes. The strategic decision-making mandate within the limits given by the statutes and SASK Decision Making Guideline is exercised by the Board and the Executive Director. The operative decision-making power lies with the Executive Director and the Heads of Units. Unit staff members are responsible for the execution of planning, implementing, and monitoring of SASK operations within the programme cycle. The guidelines for planning and reporting of SASK programme are described in SASK Implementation Manual and SASK Programme Operation Instructions.

Programme planning is based on several assessments and consultations by SASK staff where global labour market trends, regional analyses on operating environments and risks, partners' and member organisations' priorities, effectiveness and relevance of SASK's work, as well as the experiences from the previous programme, form the core content of the new programme. Main tools administering the programme planning are operations' result monitoring and implementation reports, partners' self-assessments or external evaluations, impact studies, surveys, and media monitoring.

Sectoral meetings with SASK staff, member organisations and partners prepare the priorities and plans for the sector's domestic and international activities. Operational portfolios are designed to support units' targets and result expectations based on the thematic entities, content-related, geographical, and operational quality criteria specified for the programme. In practise, this includes modes of operation, choice of partnerships, obtaining sufficient self-contribution, and a focus on advocacy work and global education.

Programme meeting for SASK member organisations is a part of the preparatory process as an annual discussion forum where the conclusions and results are analysed, discussed and

evaluated. The formulated programme policy options influenced by member organisations guide the operational selections under the new programme, and they are also noted in the contents of programme communications.

The **programme document and the results framework** guide the planning, implementation, and monitoring of all the different parts of the programme. All operations are aligned and contribute to the achievement of SASK’s objectives, driven by the results framework. The outcomes and impacts of the programme are described through the outcomes and impacts of the different operations regionally, sectorally and globally. The linkages between the programme and operations levels are facilitated by the operation-level administration tools and processes such as the instructions, forms and participatory practices used in planning, monitoring, reporting, and evaluating operations. These methods are thoroughly used in the various programme areas, and they strengthen the result-focused nature of operation administration.

2. Monitoring

Monitoring and reporting on programme and operations implementation and performance are key elements of SASK’s PMEL system. The outcomes are assessed annually on three levels of the result chain: output, outcome and impact. During the entire programme period, the implementation of the programme is **systematically monitored** with programme and operation level indicators (see Document 2: Results Framework), and result data is maintained in the SASK programme management database (IRMA) for aggregation and analysis.

To measure the results on the outcome and impact levels, the **baselines** have been determined at beginning of the programme in 2018–2021 period. These baselines provide valuable and reliable information concerning general trends, current situations in the labour market and trade unions globally and in Finland. Monitoring and assessing the achievement of programme results using programme level indicators is driven by SASK’s international and domestic operations units’ staff with various tools.

The **implementation** of the **international operations** and the realisation of its objectives are **monitored** through quarterly and annual reports, monitoring missions, regular liaison, and sectoral meetings. SASK’s regional representatives are responsible for operations and activities in the operational region, and international operations specialists are responsible for designated sectors of international operations at the global level. The **implementation** of **domestic operations** and the realisation of its objectives are monitored through monthly media **monitoring** and efficiency of communications, annual surveys and opinion polls, frequent reports e.g., statistics on event attendance and feedback, speaker requests and volunteering. SASK’s communications manager is responsible for SASK’s internal and external communications. Volunteer specialist is responsible for SASK’s global education, development awareness and volunteer activities. The heads of international and domestic operations units are responsible for the monitoring and assessment of the entire programme.

3. Evaluation

Annual assessments of results on operational level are enabled by the continuous monitoring tools. The dimensions of these assessments include the reaching of objectives and outcomes; the relevance and quality of the operation in relation to the needs and priorities of SASK, its

partners and stakeholders; the actual progress during the year in comparison to the annual plan and budget; the effectiveness of operation management; the collaboration between SASK and its partners and stakeholders, and risk analysis. The collection and analysis of the programme performance data is generated into an annual programme report.

The entire SASK staff **assesses** the functioning and the effectiveness of the organisation, and the progress of the different programme areas toward their objectives annually. The key successes and challenges are analysed, and their causes and effects in programme implementation are studied and discussed enabling learning. Ensuring systematic understanding and analysis of the implementation of the operations, SASK can react to changes with agile mechanisms and thereby ensure as effective a use of resources as possible. Possible corrective measures within programme are carried out with needed interventions aligned with policies and guidelines.

Evaluations are a key tool to deepen SASK understanding of the merit, worth and significance of its work and its results. SASK uses developmental and summative evaluations to support learning and accountability. External **programme evaluation** will be carried out by external consultants at the end of the funding period in 2025, focusing especially on the effectiveness and impacts of the programme. Partners **facilitated self-assessments** enable shared learning and produce material for programme evaluation. Recommendations presented in the external evaluation are also highly beneficial and valuable in preparation of the new programme 2026 onwards.

Evaluation **findings** also provide information for SASK to **improve** its work, processes, and organisation. In addition, all international operations, for example projects with SASK partners, are evaluated using either external evaluation or facilitated self-assessment as a method at the end of each respective project. The evaluative process is conducted at the field level by the partners to provide inclusive review, such as identify accomplishments, success and challenges, process functionality and development needs. Self-assessment conclusions and recommendations increase performance and sustainability of results for SASK's partners and future operations but are also used as material for SASK programme evaluations. Respectively, domestic operations are evaluated based on the continuous monitoring instruments and results at the end of the funding period. Long-term study on how well SASK and the themes SASK works with are known among the public in Finland is conducted once in four years.

4. Learning

SASK aims on continuous evidence-based learning to improve its operations effectiveness and impact. The mechanisms described in the SASK's PMEL system generate experiences, practices, and knowledge, that are utilised in a continuous cycle to promote learning and guide action for the development of SASK's programme and SASK as an organisation.

Improving organisational culture that values and supports learning is key objective for SASK's organisational development. Therefore, SASK has a continuous **competence development process**, which has resulted in a **competence map**. It is the result of the constant analysis of SASK's work and the constant need to increase and renew competence. Based on the competence map, individual learning plans are prepared, on the basis of which e.g. training resources in the organisation. Also, joint analysis of monitoring and evaluation results is core material for learning.

In a rapidly changing world, SASK's PMEL system accommodates change and flexibility. Results-based data and more real-time information are dynamically used for learning and decision making, supported by adaptation and innovation. Corrective measures, approach adjustments and related decisions within the programme operations are reflected and recorded accordingly.

Monitoring, assessment and evaluation tools and materials are the key instruments to collect the lessons learned. SASK processes, methodologies and guidelines are incorporated with mindset of fostering learning. Important means of sharing the lessons learned are timely and interactive two-way feedback channels and equal dialogue with staff, members, partners, and other stakeholders. SASK is responsive and accessible organisation with accountable programme and partnerships. SASK is progressively building capacity and space to learn from the results and impact of the programme by finding interlinkages and synergies. As a collaborative organisation, SASK reinforces the ownership of learning to sustain long term change.

The elements currently in place in SASK to support learning are e.g. employees' regular discussions with supervisors, task-specific training plans based on a comprehensive competence development plan, reflection on progress and learnings made across units and annual organisation-wide self-evaluation based on the annual reporting.

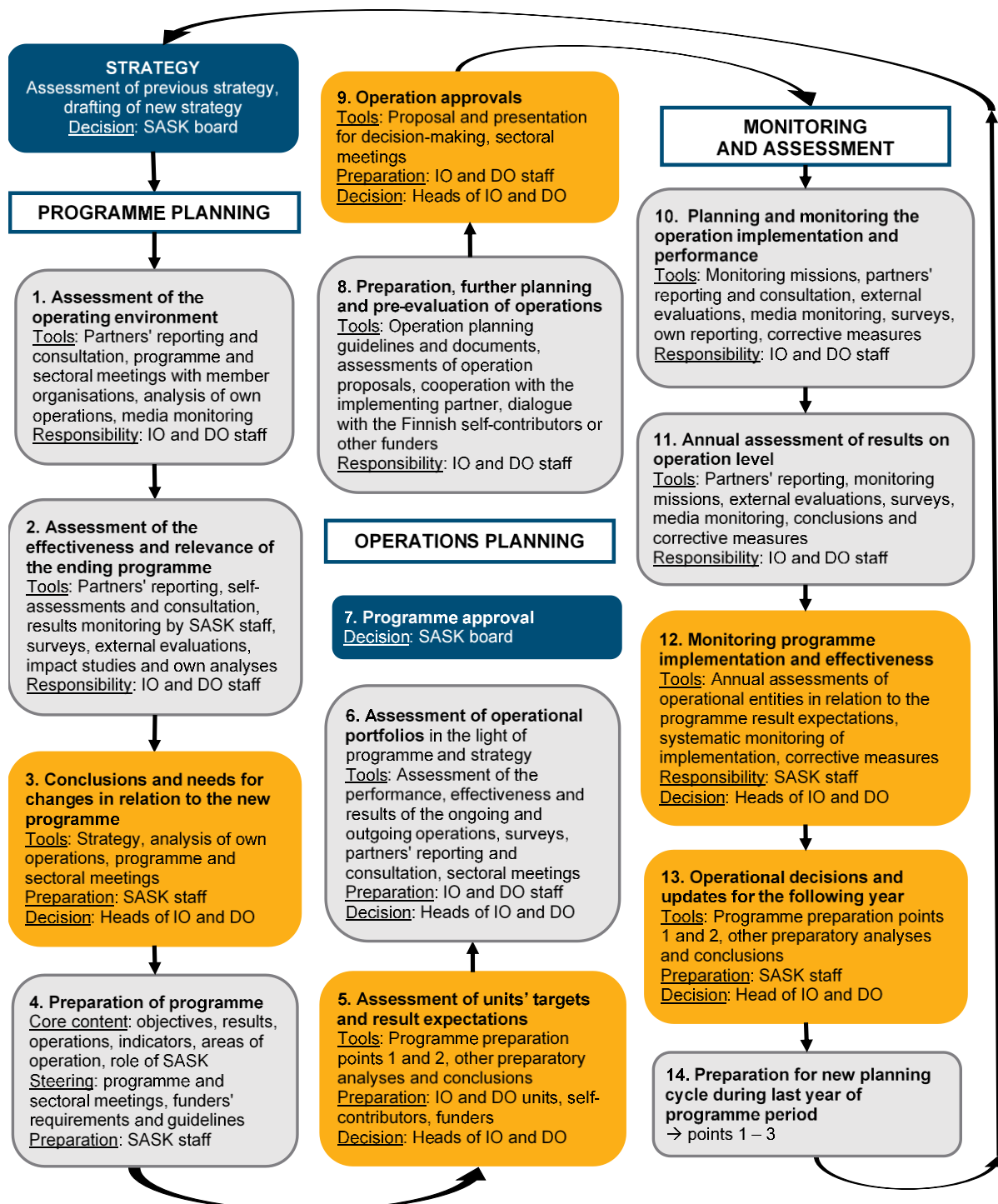
There are already many elements in place to support learning but there are some areas in which SASK can develop its results-based learning and adaptive management that is based on continuous learning. Some of the areas for development in 2022–2025 period are:

- Creation of cross unit sharing and learning structures
- Improved data gathering methods

Dark blue boxes: Decisions by SASK Board

Orange boxes: Decisions by SASK Heads of International (IO) and Domestic (DO) Operations

Grey boxes: Continuous learning, reporting and communications



Report on Mid-term Evaluation of SASK's Development Cooperation Programme 2018–2025

Conducted by Konsulttitoimisto Planpoint Oy (Paul Silfverberg, Kristiina Mikkola and Veera Pensala) in March-April 2021.

7. Conclusions and recommendations

7.1 General conclusions

With SASK's new strategy (2020), the programme has now got a solid strategic base, as compared to the previous strategy which hardly was used as a base for planning and management. The new strategy links now better the operations in the South and in Finland under a common umbrella.

Regarding SASK's project approaches, the division into "bilateral" and "GUF-managed" projects is justified and provides value added in both modalities. With bilateral projects SASK obtains some grass-root level experiences while the GUF-managed projects enable participation in wider processes. The present balance with the two modalities is relevant.

The role and value-added of SASK's member unions was rated highly by the Southern partners. In addition to providing co-funding, the contacts between personnel and activists of the peer unions provides possibilities to even more systematically planned and implemented twinning between the unions.

The key development needs related to the programme strategy include the following:

- Further strengthening of the planning and monitoring of SASK's domestic operations (global education, communication, advocacy)
- More active use of South-to-South experience sharing on specific topics
- More systematic cooperation between SASK's member unions and their partners in the South

7.2 Conclusions by evaluation criteria

Based on the applied evaluation criteria, the following general conclusions may be made:

Relevance

As an overall statement, SASK programme (2018–2021) may be regarded as highly relevant to its direct and final beneficiaries, as well as to various stakeholders including Finnish development policy, global union movement. The programme is well based on ILO Conventions whereby it's overall relevance to the labour union movement, both in the South and North, is high.

Relevance to SASK's and member unions' own strategies is also high and SASK clearly provides value-added to the member unions. With the new strategy (2020), the internal

relevance of the programme has been improved, especially regarding the relevance of the work in the Global South to operations in Finland.

The only minor issue is related to acute needs of the Southern partners: How to provide support to acute needs (e.g. campaigns on suddenly arising pressures, support to arrested activists, etc.) that is not included in the programme plans?

Effectiveness

Also, in terms of general effectiveness, the programme is well on track towards its planned outcome and outputs. Even if some of the outcome/outputs targets are on the safe side, the achievements are good, especially taken into account the impact of the COVID-19 pandemic which obviously has slowed down many activities, or forced to change the implementation modalities from face-to-face processes into web-based meetings, consultations and trainings.

The monitoring of effectiveness (and impact) is somewhat hampered by the programme's too complicated Results Framework. Even if rather sound in terms of internal logic between different objectives layers and between objectives and indicators, the all too high number of indicators leads to a situation where results from different actions may not be aggregated to show the full picture of achievements. Consequently, this hides also the identification of where implementation falls behind the targets.

As it was not possible (due to COVID-19) to consult final beneficiaries, the quality of the results from their point of view could not be verified. It's obvious (like in any development project) that the quality in some activities is lower than expected, but no major weaknesses came out from the analysis of documentation and interviews with direct beneficiaries and implementation partners. On the contrary: all interviewed stakeholders confirmed the high relevance of SASK's support and the overall good quality of the outputs.

Regarding SASK's domestic work, the weak planning and monitoring (due to weak setting of objectives and lack of indicators) makes the assessment of effectiveness hard, practically impossible. Still, the interviews revealed high relevance and rather good and usable results also from the domestic global education (especially SASK volunteers) and communications work.

Impact

As impacts take time to emerge, it was not foreseen that any major impacts could have been verified at this point of the programme cycle. Still, some important impacts with SASK contribution have already emerged, especially the improved maternity leaves in Philippines and Nepal. Otherwise, the analyses indicate that the programme is on track to contribute towards the targeted impacts. However, it must be noted that the pressures on civil society in most partner countries may inhibit the achievement of impacts, which may even lead into a situation where some indicators face a negative trend, even if the programme implementation would be relevant and of high quality. As an impact, the situation may worsen, but less than with programme support.

Efficiency and management

In general, SASK works in an efficient way, both in terms of funding and use of resources. Even with COVID-19, the implementation rate has been rather good, as reflected also in

disbursements which totaled into disbursement rates of 85 % (2018), 96 % (2019) and 77 % (2020).

In general, the basic working modalities (trainings, surveys and consultations) are rather resource-efficient. In the domestic work, the possibility to channel global education and communication work through SASK's member unions is a very cost-efficient modality.

Regarding programme management, major improvements in terms of working modalities have emerged lately, launched as part of operationalisation of the new strategy. SASK has no shortage of management tools, the problem being the too high number of tools whose status is not commonly known. Of the key tools, the Results Framework is extensive but in practice too complicated, decreasing its value as a planning, monitoring and management tool. However, as its internal logic is rather good, it provides a good base for its further development into a more operational and practical toolset.

SASK has a rather good and comprehensive risk management system. Its major development is related to more systematic planning of actions in case a risk is emerging.

Sustainability

As the programme does not include any major investments, the level of sustainability risks is rather low from the outset. Major project-specific risks are related to funding and staffing in the partner unions: Will the unions be able to continue for example trainings after closure of the projects? The programme addresses this challenge rather well, as capacity development (increasing the number of paying members, leadership skills, data management, etc.) is at the core of programme activities. Thereby, remaining institutional and financial risks sustainability risks are manageable, if carefully monitored.

Coherence

Regarding the internal strategy of the programme, SASK's new strategy provides a coherent base for the programme by linking different actions together, and clearly defines the values and principles behind the programme, especially the role of ILO Conventions. In practice, the internal coherence between the projects in the South and domestic operations still requires strengthening, but the need is now identified and a better base for coherence laid down.

Regarding external coherence, SASK's programme is strongly based on ILO Conventions and global union federations' work.

SASK has also been proactive in cooperation with relevant Finnish CSOs. This provides good basis for further cooperation as well.

7.3 Cross-cutting objectives

Regarding MFA's cross-cutting objectives, SASK's programme contributes to all of them. Advancement of gender equity is well embedded in the programme with gender-disaggregated target setting and indicators. The programme addresses also well non-discrimination and includes several groups threatened by non-discrimination: youth, immigrant workers, domestic workers, etc. Persons with disabilities have had less focus in the programme, as disabled persons' number and role in the organised work has been low. However, several possibilities to address also their needs were identified in the evaluation.

Regarding climate resilience and low-emission economy, the programme has yet to start practical operations. However, the concept of Just Transition is now adapted also be SASK, whereby the next funding period (2022–2025) will include also more focus on climate change -related issues with the ultimate target of integrating Just Transition into all of SASK’s cooperation.

7.4 Global education, communications and advocacy

As noted above, the synergies between SASK’s domestic operations and projects in the Global South have traditionally been weakish and based on rather ad hoc actions. With the new strategy, the linkages have become stronger, but still the domestic operations have suffered from weak planning (lack of objectives and indicators). Consequently, the results of the domestic operations have remained almost hidden and are lacking in programme reporting.

Based mainly on interviews, the evaluation found indication (if not proof) of rather good results also in SASK’s domestic work. Especially volunteer work was highlighted as an innovative modality. As SASK’s communication work is channeled to a great extent through member unions, the reach of communication work is extensive.

In terms of advocacy work SASK has a mandate to conduct advocacy on development policy issues. Otherwise, the member unions are responsible for union-based advocacy. Regarding development policies, SASK has a specific niche in decent work, whereby it is regularly consulted in policy processes. However, like global education, also advocacy work calls for more focused planning and monitoring of results and impacts.

7.5 Recommendations

Recommendations

Based on the findings and conclusions, the recommendations of the evaluation are presented in the following. It must be noted that most of the recommendations emerge from new possibilities, not from weaknesses.

Strategies and Results-based Management

- 1) The Theory of Change (ToC) behind the programme needs to be further developed into a comprehensive ToC, including a linkage to wider society-level impacts and inclusion of key assumptions behind the ToC.
- 2) The methods for Results-based management need to be streamlined with a sharper focus on key results. In practice, the Results Framework should be sharpened to include only indicators which are important, measurable, and usable for planning and decision-making. The revised indicator set should then be reported by all projects to ensure aggregation of results data. Regarding impact indicators, a possibility to collect data in a centralised way through GUFs and global ILO and ITUC indicators should be studied, instead of each project reporting separately on impact indicators.
- 3) A simple set of indicators for cross-cutting objectives should be developed to guide implementation and ensure capturing of the programme’s results on CCOs. Also, the

possibilities of further disaggregation of monitoring data by vulnerable groups (gender already well captured) should be studied.

- 4) Results-based management should be further developed to include all domestic operations (global education, SASK ambassadors, communication work and advocacy). Domestic operations could be part of the streamlined Results Framework (or a separate RF could be prepared for domestic operations) whereby the objectives and indicators would be clearly defined, allowing for solid indicator-based monitoring and reporting and improved visibility of the results of the domestic operations.
- 5) There is a clear need for harmonisation of RBM approaches between SSOs and GUFs. SASK could, together with “likeminded” SSOs initiate a harmonisation process aiming at commonly used approach, terminology and methodology (Results Framework).

Support modalities

- 6) The contribution of Finnish unions has been a highly valued input in the programme. However, it has been rather ad hoc, whereby there is a high potential to strengthen the cooperation into more systematically planned twinning with Southern partners. The programme could develop the twinning modality, and provide support in establishment and planning of the twinning partnerships. The aim of twinning is to create long-term partnerships which may continue after project support is ended.
- 7) In addition to long-term capacity development, the unions in the South face also acute support needs, e.g. for acute campaigns, participation in international events, or legal support. SASK should study a possibility to reserve a small portion of the programme budget for flexible quick action support for such acute needs. If the development of such modality is found out to be relevant, a very simple application mechanism (e.g. one-page application form) should be prepared. The support could be reserved for SASK’s key partners.
- 8) Cooperation with sister SSOs and with selected Finnish CSOs could be further developed into joint projects. Relevant themes include Just Transition, corporate responsibility and non-discrimination.
- 9) South-South cooperation has also strong potential in SASK’s programme. The possibility to strengthen South-South cooperation should be further studied both within a given country (experience-sharing between sectors) and within a sector (experience sharing between projects in different countries). As working with web-based tools is now common due to COVID-19, the modalities for South-South cooperation could be based on web tools. Relevant themes for South-to-South cooperation include also cross-cutting objectives.
- 10) Training has been a key modality in SASK’s work. Due to COVID-19, face-to-face trainings were cancelled and replaced by web-based trainings. The experiences gained in 2020–2021 provide now a good opportunity to re-consider training modalities and develop for the future training approaches combining on-site and web-based training. Therefore, an in-depth review of the experiences of web-based

training should now be conducted, and training approaches developed to benefit from best practices of both on-site and web-based trainings.

Resources

- 11) The inputs of SASK's Regional Representatives are essential to the Southern partners, both in terms of support to project planning and management as well as through their role as advisers in substance matters. If their role in project management is increased (as tentatively planned), it's important to ensure that their capacity as substance experts is not decreased.
- 12) SASK is vulnerable to changes in MFA's CSO funding. To widen the funding base, SASK could study the possibility to participate in EU-funded projects as well. If considered as relevant, the first step could be a joint project with a sister SSO (or a Finnish CSO focusing e.g. on corporate responsibility) already experienced in EU funding.

Cross-cutting objectives

- 13) A systematic approach for gender work in projects should be developed. For example, gender audits could be conducted in those projects where gender work has already progressed. A gender audit could be an effective tool to give guidance for the way forward in gender equality work.
- 14) Non-discrimination guidelines and policies should be promoted systematically in all projects. A special case is persons with disabilities: SASK should develop its approach on disability issues and start to concretely address them in projects, first through piloting. Partnerships with organisations of persons with disabilities could be established both in Finland and in partner countries. The long-term objective is to ensure that persons with disabilities have the same rights as others in the workplace and equal opportunities for career advancement. SASK could also offer training on worker rights to disability CSOs.
- 15) SASK should develop a strategic approach and action plan on advancing Just Transition. Piloting of approaches could be conducted in cooperation with a more experienced SSO. The already discussed cooperation with APHEDA could be a good starting point. Gradually, the JT concept should be integrated to all project work.

Global education, communication and advocacy

- 16) Cooperation and experience sharing of SASK Ambassadors (volunteers) should be supported more systematically by providing platforms for experience sharing as well as organizing joint events, further trainings (e.g. on-line), etc. Ambassadors expressed their need for peer support, joint planning and collaboration. Ambassadors could be provided with ready concepts for awareness raising and advocacy work at workplaces and trade unions.
- 17) While part of SASK's advocacy work will always remain ad hoc, reacting on possibilities of emerging situations, advocacy work would benefit of a more

systematic approach with clear objectives and indicators (see recommendation 3). In addition to advocacy work for the Finnish development policy, the advocacy plan should also include SASK's participation in EU- and GUF-level advocacy.

- 18) A more focused approach should be developed for communication work, taking properly into account not only SASK's own communication, but also the role of member organisations. There clearly is still space for more focused communication which would better serve the usability of developed materials for member organisations' own communication work.

SASK Risk management processes

