
APPLICATION FORM

Project name: Joint South East Europe Project
Project No. (if any): CH003611

Implementing organisation: ICEM & IUF
Approving (National Req. Org.): FNV Bondgenoten & FES

Project period (years): July 2008 - June 2010
Application period: 2 years

1. Executive summary
2. General information
3. Project Proposal
 - 3.A Project Identification
 - 3.B Strategy for Project Intervention
 - 3.C Institutional Framework (preconditions)
 - 3.D Input, Budget, Work plan and Timetable (implementation planning)
 - 3.E Reporting, Monitoring and Evaluation (guidelines)

Annexes:

- Project Planning Matrix
- Work Plan July 2008 – June 2009
Work Plan July 2009 – June 2010
- Project budget
- 2005 Evaluation report by David Sogge

1. EXECUTIVE SUMMARY

Background and previous experiences:

The joint ICEM/IUF project for South East Europe started in 1998, passing through a series of three consecutive four-year cycles since. The project is currently coming to the end of the first two years of its third and final cycle. The whole project is due to end in June 2010. Throughout the project, financial support and expertise has been provided by FNV Mondiaal, FNV Bondgenoten, FES, NGG, IGBCE, ICEM, IUF and ILO.

Evaluations of the project have been taking place at various stages, with an emphasis towards the end of the four-year cycles. In 2005, an external evaluator, David Sogge, was identified to carry out a formal evaluation of the project. The main conclusions and recommendations of this report, which were consistent with a parallel internal evaluation, singled out a number of necessary priorities for the last four-year project cycle.

A number of important changes to the project approach were made at the start of the 2006-2008 project period. When, in October 2007, the Project Advisory Team met to evaluate the development of the project and to discuss its future, it was decided that there was no need for any new major changes to the Work Plan for the 2008-2010 cycle. The project therefore intends to continue with its existing objectives, adopting largely the same approach as it did during the 2006-2008 cycle.

Problem analysis:

The problems faced by the unions, and by the project itself, have changed somewhat during the course of the project periods. This has influenced the project's priorities for action, as well as the way it has been working. On the other hand, a large number of issues have remained problematic throughout the project. In his evaluation report, David Sogge summed up the main important issues, all of which still are valid concerns:

Most unions, to varying degrees, suffer from the same organisational weaknesses which can be summarized as:

- *Company unionism at enterprise level*
- *Union rivalries at enterprise and national levels*
- *Fragmented national union structures*
- *Weak financial structures and restructuring proposals*
- *Absence of organisational learning and development*

Strategy analysis:

Get to the workplace: project activities will continue to focus on key workplace representatives and workplace action. Particular emphasis will continue to be placed on those activities that support dialogue with employers and government during industrial restructuring and privatisation.

Union ownership: Particularly in relation to company or sectoral level work, it is important that the unions move away from a servicing/seminar model, and start to use more their own project resources to carry out strategic meetings, research and dialogue with employers where there is potential to do so.

Less but better: in terms of working practice, the strategy is to continue with the reduced volume of seminar based work, and increase the level of research, information, communication and use of working groups.

Development objective:

- Improved labour conditions for workers in South-East Europe in the Energy, Food & Agriculture, Tourism, and Chemicals sectors.

Project Objectives:

- To better position target unions in negotiating the industrial and workplace changes with employers and governments.
- To enhance leadership skills and commitment to strategic processes and organisational development in the field of sector dialogue, union modernisation and education provision.
- To support the reform process and to stabilise unions in transition and in a political and social environment with a high unemployment rate
- To develop an accessible information database on key sectors, companies, unions and negotiations.

Expected results

- Establishment and functioning of 4 Working Groups in the Energy, Food & Agriculture, Tourism and Chemicals sectors which are coordinated by the Zagreb office and, later, by the affiliates themselves.
- Production of sector base line studies and projection of future trends for the Energy, Chemicals, Tourism and Food & Agriculture sectors.
- Unions in Serbia, Croatia and Macedonia are implementing organisational modernisation changes promoting democracy, organising, and increased dues payments.
- Sustainable national education teams in Croatia, Macedonia and Serbia, which carry out union specific education support.
- Dialogue with employers on CLAs and other workplace related issues.
- Dialogue with governments and participation in (present and newly established) governmental commissions on workers' related issues.
- Unions are prepared and equipped to continue the projects activities beyond the end of the last cycle

Indicators

- Working Groups meet once a year, represent participating unions, and work together in identifying sector issues and strategies.
- Broad use and exchange of information about sectors, companies and union education through the project webpage
- At least 3 research reports are prepared, and updated in year 2.
- Up-to-date database on key sectors & companies are accessible for unions and unionists.
- Up to 20 % increased contribution payments and dues payment to national structures in at least 30 % of the participating unions.

- The Richard Croucher "Modernisation Manual" has been produced and is used in Serbia, Croatia, Macedonia, Bulgaria and Romania.
- 20 leaders and unionists participated in the modernisation seminars.
- Examples of best practice and case studies of organisational change are developed and promoted in the region through union publications and other information channels.
- Selected unions are capable of preparing and implementing education programme.
- Two trainers per selected union, in Croatia, Macedonia and Serbia, are trained, of which at least 30% are women.
- 80% of the participating unions have collective labour agreements (CLAs).
- Up-to-date information on union structures, negotiations, key sectors and companies are accessible for unions.
- All unions participate in governmental commissions.
- Up-to-date information on negotiations, commissions, relevant government developments are accessible for unions.
- Support the unions on negotiation capacity
- Structures are set up within the affiliates to guarantee an adequate "transfer" of the project beyond June 2010
- Project materials continue to be easily accessible after the end of the project
- Easy contact is assured to the international trade union world, as well as to other participants of the project, when the project ends.

Activities

During the 2 remaining years of the project, it is anticipated that the following lines of activity will take place. A timetable of activities is attached, which is drawn up in cooperation with project team.

- Annual planning meetings
- Study visits
- Consultations and evaluation workshops
- Modernisation, regionalisation and planning
- Modernisation activities
- Activities on outsourcing, time management, privatisation, contract/agency labour
- Sectoral working group meetings
- Sectoral research
- Curriculum development seminar
- Train the trainer seminar
- Information, materials and communication
- Project final evaluation workshops and conferences

Evaluation activities

As the project is foreseen to end in 2010, a number of evaluation activities are planned. These will start with national evaluation and strategy workshops in the 8 countries of the project. In November 2009, an internal evaluation will take place, followed by the final, and largest, evaluation conference, which is likely to take place in April 2010.

A second element of the evaluation exercise will be an external research effort, carried out in 2009. Past and present participants in the project's workshops and seminars will be

interviewed, and the final research report will be presented to the final evaluation conference. Through contacts inside the NGG, it was agreed that this research will be done by Johan Tholen, Professor at the University of Bremen, and working for the Hans Böckler Stiftung. All costs involved will also be taken on by the Hans Böckler Stiftung.

Total Estimated cost

EUR 635.700, including ICEM, IUF, FES, IGCBE, NGG, and ILO ACTRAV contributions.
Cost to FNV Mondiaal/Bondgenoten: Year 1 EUR 149.280, Year 2 EUR 126.220
Total Cost to FNV Mondiaal/Bondgenoten: EUR 275.500.

2. GENERAL INFORMATION

NATIONAL REQUESTING ORGANISATION

Name: FNV Bondgenoten
Address: Varrolaan 100
Tel. No.: +31-30-27.38.222
Fax No.: +31-30-27.38.915
E-mail: info@bg.fnv.nl
Website: <http://www.bondgenoten.nl>

INTERNATIONAL ORGANISATION (GUF)

Name: ICEM
Address: 54bis Route des Acacias, Geneva, Switzerland
Tel No.: (41).22.304.1840
Fax No.: (41) 22.304.1841
E-mail: info@icem.org; fons@icem.org;
Contact person: Fons Vannieuwenhuysse, ICEM Project Officer
(Mobile phone number: +32-473-18.67.70, also past April 1, 2008)
Website: www.icem.org
Name of Bank: Banque Coop
Address of Bank: Place Longemalle 6-8, CH-1204 Geneva, Switzerland
Account No.: 145252.31.13.90-0
IBAN: CH7008440145252311390

Name: IUF / UITA / IUL
Address: Rampe du Pont Rouge 8, 1213 Petit Lancy, Switzerland
Tel No.: ++41-22-793.22.33
Fax No.: ++41-22-793.22.38
E-mail: iuf@iuf.org, susan.sprague.parachini@iuf.org
Contact person: Susan Sprague Parachini, IUF Project Finance Officer
Website: www.iuf.org
Name of Bank: Banque Coop
Address of Bank: Place Longemalle 6-8, CH-1204 Geneva, Switzerland
Account No.: 246.75.029.03.90-2
IBAN: CH51 0844 0246 7502 9039 0
SWIFT/BIC: COOPCHBB

FIELD ORGANISATION – FOR EACH PARTICIPATING ORG

The list of the 47 participants of the project, which can be found on the project's web site (http://icemiufsee.org/index.php?option=com_content&task=view&id=17&Itemid=48) is also provided below. Basically, the participants of the project are all ICEM and IUF affiliates in the 8 countries that the project works with from the food and agriculture sector, the chemical sector, the energy sector and the tourism sector.

3. PROJECT PROPOSAL

3A. PROJECT IDENTIFICATION (REF. HANDBOOK 4.2 TILL 4.5)

Background and previous experiences

The joint ICEM/IUF project for South East Europe started in 1998, passing through a series of three consecutive four-year cycles since. The project is currently coming to the end of the first two years of its third and last cycle. The whole project is due to end in June 2010. Throughout the project, financial support and expertise has been provided by FNV Mondiaal, FNV Bondgenoten, FES, NGG, IGBCE, ICEM, IUF and ILO.

Evaluations of the project have been taking place at various stages, with an emphasis towards the end of the four-year cycles. In 2005, an external evaluator, David Sogge, was identified to carry out a formal evaluation of the project. The main conclusions and recommendations of this report, which were consistent with a parallel internal evaluation, singled out a number of necessary priorities for the last four-year project cycle. The full report is attached as a separate document to this application.

A number of important changes to the project approach were made at the start of the 2006-2008 project period. When, in October 2007, the Project Advisory Team met to evaluate the development of the project and to discuss its future, it was decided that there was no need for any new major changes to the Work Plan for the 2008-2010 cycle. The project therefore intends to continue with its existing objectives, adopting largely the same approach as it did during the 2006-2008 cycle.

Among the most important recommendations in the David Sogge report were the following:

"It is recommended that IUF and ICEM consolidate and build on their achievements by pursuing a revised project that would:

.1 Work with affiliates on a differentiated basis.

... ICEM and IUF should abandon the principle of affiliate inclusion regardless of demonstrated capacities and circumstances. It can work better on a differentiated basis. Given the balance of risks and opportunities presented by those in the second category (showing both challenges but potential), those in it may merit intensified attention in the future. Attention to those in the third (severely challenged) category cannot be justified by potential future results, as those are likely to be difficult to realise; but attention to them may be justified by ICEM and IUF needs to "keep a finger on the pulse" of these severely challenged cases.

ICEM and IUF should therefore:

- a.) Define degrees of intensity of cooperation with affiliates, differentiated on the basis of existing strategic possibilities in their sector or industry, and of demonstrated capacities and interest in making use of external support in pursuit of trade union development.*
- b.) For a number of affiliates in strategic sectors, which need to expand memberships and gain other basic strengths, tailored programming involving seminars and other learning instrument may be considered.*
- c.) For affiliates with demonstrated capacities, effort may be better concentrated at enterprise and branch levels.*

d.) *For remaining affiliates, criteria for continuing engagement in future programming should be developed around demonstrated interest and measurable progress toward modernising internal structures and practices.*

.2 Enhance learning and monitoring dimensions.

.3 Enhance the role of knowledge and policy activism.

.4 Sustain and improve educational efforts.

.5 Promote affiliate interchange for learning and solidarity.

The activities during the first part of this current four-year cycle were closely tied to the recommendations of the external evaluation. As they were considered by the Project team as important considerations for future activity, the following points were implemented by the project over the last two years, and will continue to be central guidelines for the next two years:

Getting to the Workplace

Probably the most important evaluative comment in the report is that the original project design centred on the 'seminar room', but rarely on the 'workplace canteen' or the 'factory gate'. Given the organisational dynamics and economic reform in the region, it was crucial for the new project to provide a more targeted and flexible design to allow project partners to target key workplaces. This meant providing much greater attention to workplace needs, moving away from a seminar focus and devoting more expertise and staff time to responding to urgent and practical needs of key workplaces.

In the first instance, the project assessed which key companies should/could be targeted. The criteria included companies with proactive shop stewards, economic sustainability of the workplace, immanent restructuring/privatisation, MNC investment, and/or a strategic importance to affiliated federations.

Differentiation

It was accepted that there is a difference between the unions, as well as a need to start focusing on their needs. An internal evaluation of participating unions was undertaken by the project management team. Unions were assessed on the basis of:

- Participation in the project
- Organisational capacity and reforms (membership fee structure/allocation, education programmes, qualification of personnel)
- Bargaining Power
- Potential for future activity and action

Targeting Education

From this and other evaluations in the region, it was clear that education activities, although necessary, were not sufficient to bring about organisational development. In some cases, the use of seminars and basic education has had limited effect, while, in others, it has stimulated an organisational shift.

On the basis of the internal evaluation of how unions had been able to develop people and systems of education during the previous 8 years of the project, it was proposed that development of educational teams, as well as of curriculum development, was to be targeted at only those unions and countries where there was still a need, and also demonstrable potential, for sustainable education provision. The focus of training changed, so as to develop educational teams, curricula and dynamic exchange, moving away from merely providing basic trade union education.

Organisational Development/Modernisation

In a small number of cases, unions in the region were noted to be taking steps towards internal reform. Where unions had a clear will and interest in modernisation, the project started to provide technical assistance and personnel to develop a greater understanding of union modernisation for unions in the

region. An internal evaluation took place to identify those unions that were both willing and demonstrably committed to organisational change.

Industrial and Sectoral Focus

The project needed to explicitly address the issue of economic development and industrial restructuring, as the primary interest of workers in IUF and ICEM sectors in the region is about protecting and developing jobs. Economies in the region were – and are - undergoing profound and complex changes which the unions are well positioned to address. However, what was clearly noticed at the time, was a profound weakness of unions to initiate and use dialogue and negotiations with management.

Change in working practices

Although the use of seminars continued to be an accepted and useful way to deliver education and promote cooperation, the project started to focus more heavily on expertise and coordination. In the case of organisational development, activities were primarily not seminar-based. In the case of industrial/sectoral/policy level activities, the proposal was to encourage unions to establish working groups and cross border collaboration – rather than attending seminars.

Information & Communication

Greater use of research, bulletins and e-mail communication was made. Research, particularly in relation to industrial developments was carried out, with the cooperation of FES, by the project partners for specific sectors. This research was used to support working groups and cross border sector activities.

Education materials, particularly on modernisation and future curriculum development were circulated and translations supported.

In terms of the webpage, a quarterly E-bulletin was produced by the project team. In addition, the project office maintained a database of union information, collected through a questionnaire that was sent to the project participants.

Project Coordination, Expertise & Management

This way of working implied a lower level of activities. It did, however, have a greater emphasis on research, information and preparation of events. This required the following project inputs:

- Higher level of project staff at the level of education, coordination and information
- Clear criteria for external experts from the region and Western Europe
- Higher level of project management, monitoring and evaluation.

Sustainability

During the 2008-2010 project cycle, the project will work with the affiliates to assist them in setting up structures that would allow them to continue some, or all of the above activities on their own, in order to guarantee the sustainability of this project.

Through the work of the project, a number of sustainable activities are already taking place. Various unions already are, for example, organising education activities within their own structures - without outside help - whereas they did not do this before. In Macedonia, for example, education activities are organised jointly by two unions. One of the partners is an ICEM affiliate, the other one is affiliated to the IUF. Serbia is another example of a country where educational activities are already high on the agenda.

In a similar way, modernisation and trade union restructuring exercises will also continue within a variety of unions participating in the project, as the project successfully trained them in this area. Some of these activities have already started.

However, more will need to be done during this last phase of the project. Participants should not only be made fully aware of the fact that the project is reaching its final stages, they also need to, together with the project coordinators, continue – and expand – the work to assure the continuation of the projects' ideas beyond June 2010.

-
-
-
-
-
- Isolation and poor collaboration

Most unions, again to varying degrees, suffer from the same organisational weaknesses which can be summarized as:

- Company unionism at enterprise level
- Union rivalries at enterprise and national levels
- Fragmented national union structures
- Weak financial structures and restructuring proposals
- Absence of organisational learning and development

Gender analysis

The numbers of women participating in project activities have been recorded from the outset and a 30% quota was set for project activities. Women's participation in the project has increased steadily with the 30% target being exceeded, particularly in relation to education and developing educators, 40% of them have been women.

Leaders of trade unions in the region, not unlike in many other parts of the world, continue to be mainly men, which explains, to some extent at least, why it is sometimes difficult to get more women involved in the project's activities.

It does, on the other hand, also need to be acknowledged that, where women do take part in activities, they take an active part, including in discussions. It is therefore hoped that, through their active involvement in the project's processes – in part the result of the quota set, in part due to the insistence of the programme coordinators to get more women involved - more women will get the needed training and qualifications to become union leaders. The project does assist in this, including through the provision of training, opportunities to speak in meetings or chances to debate the issues.

It is proposed that the 30% quota be continued during the new project cycle, with 40% being the aim. Figures do vary between meetings as some unions, for instance the Croatian tourism union, have a much larger number of women members than on average.

It is important to discuss "gender topics" during activities where men and women are present. Men need to know - and be made aware - about gender issues.

Particularly useful for the gender discussion will be the introduction of the recently published IUF manual on gender.

In Macedonia, women's groups have been formed, as a result of the project, inside two trade unions. A women's group was established inside Agro-Sindikata and another one inside the Civil Engineering, Industry for Construction Materials and Projection of Republic of Macedonia.

3A. PROJECT IDENTIFICATION **(CONTINUATION - REF. HANDBOOK 4.2 TILL 4.5)**

Objectives analysis

The overall objective of the project is to better position target unions in negotiating the industrial and workplace changes that are underway. The project aims to support this objective by improving knowledge and skills in the three broad areas of sectoral and company dialogue, union modernisation and education provision.

Target Groups

The target groups for each line of activity are as follows:

a) Modernisation:

Participating unions continue to be those that are willing to maintain the ongoing process, with a view to making concrete structural changes at the union's congress level. Participating unions have been chosen on the basis of the following criteria:

- Willingness of union leadership to dedicate time and resources to organisational change
- Capacity of union decision makers to organize meetings and ongoing work at executive level to develop and implement strategies
- Willingness of union leadership to allow full participation of union decision makers in the process of developing those strategies
- Willingness of union leadership to participate in multi-union and multi-GUF training and activities throughout the project

It is proposed that activities continue to target the following unions:

- Croatia: PPDIV, STUH, EKN
- Macedonia: Agrosindikat, Civil Engineering, SIER
- Serbia: GS PUT Nezavisnost, GS HNER Nezavisnost, EPS Power Union
- Bulgaria: KNSB - NLF Chemistry and Industry, KNSB - Miners (FISM) and KNSB - NFE (National Federation of Energetic)
- Romania: Petrom and two or three other, yet to be selected, Romanian affiliates

Further training will be targeted at key decision makers within each union, plus education staff who would be able to facilitate future Strategic Management events. It is a criterion of the project that where leadership is asked to participate in activities, no substitutes will be accepted. It is crucial to the project process that decision makers attend activities, mandated to make decisions where appropriate.

b) Sectoral/Industrial Activities

Although sectoral activities are open to all relevant unions, priority is given to those unions who are able to carry out collective bargaining and negotiations. Participants will continue to include:

- Union negotiators
- Key branch leaders
- National Coordinators

On the basis of the internal evaluation it is proposed that sectoral activities continue to prioritise on the following unions:

- Electric Power/Energy Sector: EPS, GS HNER Nezavisnost (Serbia), SIER (Macedonia), EKN (Croatia), Energy RS (Bosnia and Herzegovina), NFE (Bulgaria)
- Food & Agriculture: Independent TU of Agriculture, Food, Tobacco of Montenegro, GS PUT Nezavisnost (Serbia), Agrosindikat (Macedonia), PPDIV (Croatia)
- Chemicals: EKN (Croatia), GSNIK (Croatia), GS HNER Nezavisnost (Serbia), Chemistry & Non-Metals FBIH, Podkrepa Chemicals, NLF Chemistry & Industry (Bulgaria)
- Tourism: GS PUT Nezavisnost (Serbia), STUH (Croatia)

Particular issues that will form the topics of discussion during some, or more, of these sectoral activities include Outsourcing, Contract & Agency Labour: Croatia, Serbia and Macedonia.

c) Educational Development

Participating unions have been selected on the basis of capacity to build national teams of educators who are able to further develop union curricula and education provision within their own unions.

The unions selected are:

- Train The Trainer: Croatia, Serbia, Macedonia, Bosnia and Herzegovina and Montenegro
- Curriculum Development: Bulgaria (KNSB - NLF Chemistry and Industry, KNSB - Miners (FISM) and KNSB – NFE, FITUA/FNSZ and FITU Food) and Romania (FSLI Petrom, Sindalimenta, Agrostar and Agrofratia)

Criteria for training participants are as follows:

- Ability and willingness of educators to carry out union education at local level in the future
- 30% quota set for women
- Ability and willingness of union leadership to support the work of these educators in terms of time, funding and reallocation of work

Strategy analysis:

Get to the workplace: project activities will continue to focus on key workplace representatives and workplace action. Particular emphasis will continue to be placed on those activities that support dialogue with employers and government during industrial restructuring and privatisation.

Union ownership: Particularly in relation to company or sectoral level work, it is important that the unions move away from a servicing/seminar model, and start to use more their own project resources to carry out strategic meetings, research and dialogue with employers where there is potential to do so.

Less but better: in terms of working practice, the strategy is to continue with the reduced volume of seminar based work, and increase the level of research, information, communication and use of working groups.

Continuation beyond 2010: Throughout this final cycle of the project, there will be an emphasis, at all levels of the project, on making sure that all participants are fully aware of the fact that the current phase is the final one. As part of that exercise, the project will work with the affiliates to make sure that all activities include discussions on that fact, and that, throughout the last two-year phase, measures are implemented, and decisions taken, that can assure a smooth "transfer" of the project from the funded phase to the period beyond, where affiliates will have to continue the work of the project on their own, albeit with international institutional assistance.

Given the activities that are already ongoing to ensure the future of the project, which will primarily need to be organised through independent, and non-project-funded work, by the project's participants after the end of the project, combined with the upcoming emphasis on sustainability during the last phase of the project, it is anticipated that the outlook for this project to continue on its own is good. That said, it was already acknowledged in the evaluation by David Sogge that not all project participants are as much involved as others. It is therefore also anticipated that the end result will vary significantly between participants.

3B. STRATEGY FOR PROJECT INTERVENTION *(REF. HANDBOOK § 5.1)*

Development objective:

- Improved labour conditions for workers in South-East Europe in the Energy, Food & Agriculture, Tourism, and Chemicals sectors.

Project Objectives:

- To better position target unions in negotiating the industrial and workplace changes with employers and governments.
- To enhance leadership skills and commitment to strategic processes and organisational development in the field of sector dialogue, union modernisation and education provision.
- To support the reform process and to stabilise unions in transition and in a political and social environment with a high unemployment rate
- To develop an accessible information database on key sectors, companies, unions and negotiations.

Expected results

- Establishment and functioning of 4 Working Groups in the Energy, Food & Agriculture, Tourism and Chemicals sectors which are coordinated by the Zagreb office and, later, by the affiliates themselves.
- Production of sector base line studies and projection of future trends for the Energy, Chemicals, Tourism and Food & Agriculture sectors.
- Unions in Serbia, Croatia and Macedonia are implementing organisational modernisation changes promoting democracy, organising, and increased dues payments.
- Sustainable national education teams in Croatia, Macedonia and Serbia, which carry out union specific education support.
- Dialogue with employers on CLAs and other workplace related issues.
- Dialogue with governments and participation in (present and newly established) governmental commissions on workers' related issues.
- Unions are prepared and equipped to continue the projects activities beyond the end of the last cycle

Indicators

- Working Groups meet once a year, represent participating unions, and work together in identifying sector issues and strategies.
- Broad use and exchange of information about sectors, companies and union education through the project webpage
- At least 3 research reports are prepared, and updated in year 2.
- Up-to-date database on key sectors & companies are accessible for unions and unionists.
- Up to 20 % increased contribution payments and dues payment to national structures in at least 30 % of the participating unions.
- The Richard Croucher "Modernisation Manual" has been produced and is used in Serbia, Croatia, Macedonia, Bulgaria and Romania.
- 20 leaders and unionists participated in the modernisation seminars.
- Examples of best practice and case studies of organisational change are developed and promoted in the region through union publications and other information channels.
- Selected unions are capable of preparing and implementing education programme.
- Two trainers per selected union, in Croatia, Macedonia and Serbia, are trained, of which at least 30% are women.
- 80% of the participating unions have collective labour agreements (CLAs).
- Up-to-date information on union structures, negotiations, key sectors and companies are accessible for unions.
- All unions participate in governmental commissions.
- Up-to-date information on negotiations, commissions, relevant government developments are accessible for unions.

- Support the unions on negotiation capacity
- Structures are set up within the affiliates to guarantee an adequate "transfer" of the project beyond June 2010
- Project materials continue to be easily accessible after the end of the project
- Easy contact is assured to the international trade union world, as well as to other participants of the project, when the project ends.

Sources of Verification

- Affiliates database developed through the project
- Union own publications
- Evaluation reports for each activity prepared by the project coordinator/tutors
- Project review and evaluation meetings
- Correspondence between affiliates and IUF/ICEM industrial staff

Assumptions

The implementation of the project continues to rest on a number of key assumptions. These are:

- Establishment of sufficient levels of expertise in the region and Western Europe
- Maintenance of existing federation structures during the project period
- Sufficient interest and intent of affiliates to set up and maintain working groups
- Timely communication from affiliates in relation to restructuring and privatisation which allows the project office/ICEM/IUF to respond effectively

Activities

During the 2 remaining years of the project, the following lines of activity will take place. Subsequent to this list is an overview of forthcoming activities, grouped by the different targets; education, industrial activities, modernisation, information, materials & communication, and evaluation and sustainability. Each year, a timetable of activities will be produced and agreed by the project team for approval and funding commitments of FNV and FES.

- Annual planning meetings
- Study visits
- Consultations and evaluation workshops
- Modernisation, regionalisation and planning
- Modernisation activities
- Activities on outsourcing, time management, privatisation, contract/agency labour
- Sectoral working group meetings
- Sectoral research
- Curriculum development seminar
- Train the trainer seminar
- Information, materials and communication
- Project final evaluation workshops and conferences

1. Education Activities

Croatia, Serbia and Macedonia will work with training of at least 2 new tutors per selected union, using existing trained tutors. The focus of the project activities will continue to be to:

- Finalise and further develop skilled educators in selected countries – with estimated 2 new tutors per selected union.

-
-
-
-
-
- Carry out curriculum development activities at national level, providing selected unions with the skills to continuously develop union curricula (Bulgaria & Romania).
 - Develop a dynamic exchange between educators, using e-mail, as well as the project's website. This also includes exchanging materials, advice and support to new tutors.

The following activities will take place:

- Training Trainers Seminar: 1 joint workshop for selected countries
- Curriculum Development Seminar: 1 joint workshop for selected unions (Bulgaria and Romania)

Training and coordination will be carried out by the Education Coordinator.

As this is the final stage of the project, measures need to be taken to guarantee that these activities are not discontinued at the end of the last project stage. Organised activities during the last cycle therefore all would need to reflect on how to carry the project into the future, and consider how to ensure that:

- unions continue to devote resources to making sure that educators can continue to do their job
- internal education continues
- education continues to be seen as an ongoing process, and unions set up permanent structures for this to be assured.
- national teams continue to operate

The sharing of "best practice examples" is also important in this area of work, including the continuation of that beyond June 2010.

As part of the sustainability exercise, independent education activities, especially in Croatia, Macedonia and Serbia, have already started, using the project's materials and the trainers trained within the project. In other countries (i.e. Bulgaria, Rumania, Albania, BIH and Montenegro), independent education activities are also taking place, albeit at a "less intense" level.

The project team is developing concrete programmes for education within unions. When finished, these will be provided to all unions for their own use, making it easier for them to plan their educational activities.

2. Industrial Activities

There are primarily 3 lines of action under this heading:

a) Research

Initial baseline research for the energy sector in Serbia, and for the food & beverages (multinationals in Serbia, Montenegro and Croatia) and tourism (Croatia) sectors was produced, with the assistance of external experts. The studies mainly were a combination of existing research, outlining the current status, ownership structure, privatisation/restructuring process and trends in relation to future jobs and investment.

The project office will continue to produce research reports. Upcoming examples are the energy sector in Bosnia and the food and agriculture sectors in Macedonia and Croatia.

The office also continues to compile detailed information on union membership, structures, contact details and activities.

b) Sector Work Groups

4 sectoral Work Groups will be organised each year. The total during the two-year project cycle will therefore be 8.

Objectives:

- Accurate research
- Union responses
- Initiation of dialogue and negotiations with employers/government
- Exchange of expertise particularly in relation to EU and Western Europe

The capacity for the project to support the logistical costs and information needs of affiliates that are willing to work collaboratively and to target particular sectors/employers is important.

- c) Privatisation, Restructuring, Time Management, Outsourcing & Contract and Agency Labour Activities

3 seminars during the first year of the project will be organised and 1 seminar during the 2nd year of the project, totalling 4.

Objectives

- Accurate research
- Union responses
- Initiation of dialogue and negotiations with employers/government
- Exchange of expertise particularly in relation to EU and Western Europe

Cooperation among countries, for example between Bosnia and Herzegovina, Croatia, Macedonia, Montenegro, Slovenia and Serbia, already functions well at the national level. However, in order to make the project's ideas more sustainable, current efforts will be strengthened during the last project cycle to further similar international cooperation also at the interregional level (between particular regions of countries). Such inter-regional cooperation is one of the better guarantees towards the future.

Beyond the above-mentioned countries, there are also other countries active in the interregional cooperation. Language difficulties (Bulgarian, Romanian, Albanian), as well as the high interpretation costs, however, are a barrier to this work.

Given that the sustainability of all angles is important, including at the regional-international level, it needs to make sure that the above-mentioned activities continue also beyond the end of the last project cycle.

- Unions, and their leaderships, need to continue their efforts to keep this process alive
- Workshops, seminars and meetings need to continue to be organised beyond June 2010.
- Best practice example would need to be shared, also beyond the end of the last project cycle.
- The possibilities towards useful research need to be looked at, equally beyond 2010.

3. Modernisation

Sixteen unions have been selected from Serbia, Croatia, Macedonia, Bulgaria and Romania to continue the pilot work on modernisation within the project. These unions are:

- Croatia: PPDIV, STUH, EKN
- Macedonia: Agrosindikat, Civil Engineering, SIER
- Serbia: GS PUT Nezavisnost, GS HNER Nezavisnost, EPS Power Union
- Bulgaria: KNSB - NLF Chemistry and Industry, KNSB - Miners (FISM) and KNSB - NFE (National Federation of Energetic)
- Romania: Petrom, and two or three other, yet to be selected Romanian affiliates

The issue of modernisation and restructuring of unions will be a key priority for the two final years of the project. Through a process of regionalisation of unions, the project hopes to establish a better relationship between union leadership structures and its membership. The ultimate aim is to have more participation by members in the day-to-day work of the trade unions, as well as in the decision making processes. Another priority is the continued work on financial restructuring. Unions are expected to achieve some noticeable changes within their structures during the final 2 years of the project.

Using the Modernisation Manual written by Richard Croucher, the unions will be asked to participate and develop the following lines of activity:

Awareness Raising Seminars: during the 2 last years of the project, a national awareness raising seminar will take place in Albania. This seminar will aim to introduce the concept of union modernisation and to promote development processes within each union. The seminar will be carried out by Mato Lalic.

Union Specific Activities: Unions will be asked to continue to debate the issue of modernisation within their own structures and, where possible, set up leadership level working groups to develop organisational development strategies within their formal structures. Unions are expected to carry out their own activities from their own funds – requesting, where necessary, technical input and facilitation from Mato Lalic, the project’s coordinator.

In Bulgaria and Romania, after the initial awareness raising seminars that were held during the two previous years of the project, seminars will be held for the selected unions that will aspire further organisational restructuring, with special emphasis on improvement of leadership skills (including rhetorical skills, time management skills, knowledge of economy, etc).

For the selected unions in Croatia, Macedonia and Serbia which already went through their first seminars on regionalisation and rhetorical skills, work will continue on the development of time management skills, knowledge of economy and improvement and restructuring of work at company and regional level.

A budget line has been reserved for local travel and coordination time, as well as translation of the Modernisation Manual into local languages. This was done already in Serbian, Croatian, Macedonian and Bulgarian. Romanian and Albanian is coming soon.

Looking towards the future, participating unions need to assure that

- Union leaderships continue to prioritise modernisation efforts, also beyond the end of the project
- Workshops, seminars and meetings, both educational as evaluative, need to continue to be organised beyond June 2010. Evaluations of said exercises need to continue to assess the progress made, and be able to change tactics or strategy where needed.
- Particular emphasis will go to sharing ‘best practice examples’, allowing unions to follow previous exercises by other unions, of which it is known that they were successful. A structure should also be in place to guarantee the continuation of this "sharing exercise" beyond the end of the last project cycle.
- It needs to be looked at how multi-GUF and multi-union activities, including training and education, can be continued beyond 2010.

4. Information, Materials & Communication

Union Database

Basic union and education information to be put into, and maintained in the existing database. This work is done by the project Information Assistant.

Website

The project’s web-site will be further developed, in support of the work of the education teams and working groups. Research and materials will continue to be posted on the website, which operates in different languages.

learn? What were the strong points and which expectations have not been met? What needs to be done, and what conditions need to be met, to assure the continuation beyond 2010?

6. Sustainability

An important topic for evaluation exercises is obviously that of sustainability. During the final stage of the project, all involved need to think about – and implement – ways to ensure that the project has a future beyond the funded stage.

A whole range of possibilities will be looked at here. Material has been developed throughout the project, and it is important for it to be used, also after the project ends. Material therefore needs to continue to be easily available and accessible beyond the end of June 2010. All participants therefore need to know, not only what exists, but also where to find it. And it must be ensured that this material will still be available for quite some time to come.

Structures need to be set up for all participants to continue the education and modernisation exercises internally. Project participants will need to continue to have seminars, as well as education and training sessions, beyond 2010, where they can, for example, at times invite foreign lecturers. It is anticipated that the ICEM and the IUF will continue to play a large role in this, as they will be the first port of call for international assistance.

At the different activities during the final phase of the project, possibilities will also be looked at to continue to organise, beyond the end of the last project phase, ad hoc seminars, workshops and meetings with the participation of several of the current project's participants.

Similarly, as various groups, for example at sectoral level, have already been formed throughout the project, both at national and international level, project participants need to take measures to guarantee that these fora will continue to exist, and continue to meet.

Also along the same lines, participants of the project need to be able to keep contact with each other past the final stage of this project. Contact details need to be readily available beyond the last day and the possibility to update this list could be looked at.

The institutional link to the Global Union Federations is an important one, and the fact that the affiliates will be able to continue to draw on the GUF's and their affiliates' expertise needs to be made abundantly clear to the project's participants. Both bilateral, as well as multilateral assistance can, and should, play an important role in the years after the project ends. Continued easy access to the international world is also a guarantee for access to expertise from other regions or other sectors. International contacts need to be well-known and easily accessible.

GUFs can assist – once the project ends – through, among a number of other things, providing experts, brochures, or research. Another angle of the GUF work could be to apply some pressure on unions in the region to continue working on the project's activities.

During the activities of the last two years will also be debated the need for any other extra measures to be taken, further conditions to be fulfilled, or additional programmes to be considered past June 2010, so as to make sure that the project is able to continue on its own. This topic should also be a matter of reflection during the evaluation exercise. Language difficulties, given the specific situation of the region, are an issue to be considered in all this.

As said before, the end result is expected to be quite different from union to union, with some unions belonging to the "best of class", and others to the category of less-cooperative unions. However, even where the latter are concerned: unions do change their approaches and attitudes at times – often through a change in leadership. As a result of this project, material will be available for those unions that do decide it is time to change.

3C. INSTITUTIONAL FRAMEWORK

REF. HANDBOOK § 5.1 (END)

Institutional Framework

Project Coordination

The overall project will continue to require a higher degree of coordination and administration than the previous project cycles. It is proposed that the three full time positions are maintained throughout the project.

a) Senior Coordinator

The senior coordinator will be responsible for the following:

- Overall management and coordination of the project office, education coordinator and information assistant
- Developing and carrying out modernisation activities and support to target unions, with the support of Richard Croucher
- Developing and coordinating sectoral activities and providing direct support to any working groups established through the project, with the support of the project management team and identified experts
- Analysing, on a 6 monthly basis, the project reports and union database and making proposals for upcoming project action
- Maintaining monthly contact with the Project Management Team and alerting members to any immediate action/problems that the project is encountering
- Overseeing annual budgeting for project activities

b) Education Coordinator

The education coordinator will be responsible for the following:

- Identifying and training national education teams
- Carrying out tutor training and curriculum development courses
- Providing information and support to educators
- Developing project educational materials and information for the project Website
- Logistics for educational activities carried out within the project
- Maintaining daily contact with tutors developed through this project and responding to requests for educational support
- Alerting the Senior Coordinator and Project Management Team to any difficulties in implementing the project
- Providing written monthly reports to the Senior Coordinator of all activities and actions undertaken within the project
- Ensuring that educational activities are organized according to the budget

c) Information Assistant

The information assistant will be responsible for the following:

- Maintaining regular updates of the union database and carrying out interviews with unions on request
- Maintaining regular updates of the project website
- Coordinating production of the E-bulletin and maintaining mailing lists
- Coordinating translation and production of any project materials and research throughout the project

-
-
-
-
-
-
- Logistical and administrative support for project activities under the direction of the Senior Coordinator
 - Providing financial reports and coordinating 6 monthly activities reports to the Project Management Team

Project Management Team

In order to implement the project, the Project Management Team will remain in place, responsible for the day to day coordination of the project. This group is responsible for alerting the project advisory team to any foreseen difficulties or changes to the project. The group also continues to be responsible for ensuring that all necessary arrangements and support to technical resource people is given. They will also ensure participation and support of their affiliates throughout the project.

This team will communicate mainly through email, using German and English as the working languages. The Project Management Team will be made up of the Project Coordinators and Information Assistant, Fons Vannieuwenhuysse, ICEM, and Susan Sprague Parachini, IUF.

Project Advisory Team

The Project Advisory team will continue to be responsible for monitoring project activities and to ensure participation and support of their organisations throughout the project.

This team will carry out at least one annual review and monitoring visit to the region. This project advisory team will be made up of nominated representatives from:

- ICEM
- IUF
- FNV Mondiaal & FNV Bondgenoten
- FES
- IGBCE
- NGG

EMCEF and EFFAT continue to be invited to the annual meetings of this group.

On an administrative level, the IUF will continue to be the contracting party with FNV Mondiaal, taking the ultimate responsibility for ensuring 6 monthly reporting to all funding organisations, annual auditing of the project finances, as well as ensuring good communication with the funding organisations.

Technical Support

The technical training on strategic management will be provided by Dr Richard Croucher, Cranfield University UK, given his expertise and experience of working with unions in Central and Eastern Europe. Richard Croucher will continue to work closely with Mato Lalic, providing knowledge and materials for the unions to initiate processes of organisational change.

Additional expertise from partner organisations will be identified to continue to support the following levels of activity:

- Sectoral activities
- Privatisation & Restructuring
- Contract & Agency Labour

Research expertise to develop sector analyses will also continue to be requested from the IUF/ICEM sector staff, in cooperation with FES local offices.

3D INPUT, BUDGET, WORK PLAN AND TIMETABLE (REF. HANDBOOK § 5.2)

Inputs: Overview

NGG, FNV Bondgenoten and IGBCE inputs will continue, as discussed at the Project coordinating meeting in November 2007.

Detailed level budget

See attached

Budget summary

See attached

Work plan and timetable

2008							J	A	S	O	N	D
Annual planning meetings												
Study visits												
Modernisation, regionalisation and planning												
Modernisation activities												
Activities on outsourcing, time management, privatisation, contract/agency labour												
Sectoral working group meetings												
Sectoral research												
Train the trainer seminar												
Information, materials and communication												
2009	J	F	M	A	M	J	J	A	S	O	N	D
Annual planning meetings												
Consultations and evaluation workshops												
Modernisation, regionalisation and planning												
Modernisation activities												
Activities on outsourcing, time management,												



privatisation, contract/agency labour																			
Sectoral working group meetings																			
Sectoral research																			
Curriculum development seminar																			
Information, materials and communication																			
Project final evaluation workshops and conferences																			
2010																			
	J	F	M	A	M	J													
Consultations and evaluation workshops																			
Modernisation, regionalisation and planning																			
Sectoral working group meetings																			
Information, materials and communication																			
Project final evaluation workshops and conferences																			

3 E. MONITORING AND EVALUATION

ref. Handbook § 5.3

Monitoring

Every 3 months, the union database will continue to be updated, based on the tutor reports for that period. With the assistance of the Information Assistant, this database will be reviewed every 6 months by the Senior Coordinator, for analysis and presentation to the Project Management Team


Every 6 months, the project coordinators will prepare a summary of activities and impact of the project for discussion within the project management team. A financial summary will also be produced at that time. In the main part, this level of evaluation will take place through email.

Annually, the project teams will aim to meet and review project activities. A key objective of these annual evaluations will be to assess the added value of the project. This will be based on the Project Management Team's own evaluation of the project, based on visits to national and local activities and on discussions with participants and tutors. A key role of the project coordinators is to ensure that the activities themselves can be linked to current developments at local level.

The Project Advisory Team will be asked to carry out annual monitoring of the project, either through monitoring visits, or through meetings with the project management teams.

Evaluation

At the end of the project, a wide range of evaluation activities are planned. These will start with national evaluation and strategy workshops in the 8 countries of the project. In November 2009, an internal evaluation will also take place, followed by the final, and largest, evaluation conference, which is likely to take place in April 2010.



A second element of the evaluation exercise will be an external research effort, carried out in 2009. Past and present participants in the project's workshops and seminars will be interviewed, and the final research report will be presented to the final evaluation conference. Through contacts inside the NGG, it was agreed that this research will be done by Johan Tholen, Professor at the University of Bremen, and working for the Hans Böckler Stiftung.

Project Planning Matrix

	Indicators	Sources of Verification	Assumptions
<p>Development Objective</p> <p>Improved labour conditions for workers in South-East Europe in the Energy, Food & Agriculture, Tourism, and Chemicals sectors.</p>			
<p>Project objective</p> <ul style="list-style-type: none"> To better position target unions in negotiating the industrial and workplace changes with employers and governments. To enhance leadership skills and commitment to strategic processes and organisational development in the field of Sector Dialogue, union modernisation and education provision. To support the reform process and to stabilise unions in transition and in a political and social environment with a high unemployment rate. 	<ul style="list-style-type: none"> Working Groups meet once a year, represent participating unions, and work together in identifying sector issues and strategies. Broad use and exchange of information about sectors, companies and union education through the project webpage At least 3 research reports are prepared, and updated in year 2. Up-to-date database on key sectors & companies are accessible for unions and unionists. 	<ul style="list-style-type: none"> Affiliates database developed through the project Union own publications Evaluation reports for each activity prepared by the project coordinator/tutors Project review and evaluation meetings Correspondence between affiliates and IUF/ICEM industrial staff 	<ul style="list-style-type: none"> Establishment of sufficient levels of expertise in the region and Western Europe Maintenance of existing federation structures during the project period Sufficient interest and intent of affiliates to set up and maintain working groups Timely communication from affiliates in relation to restructuring and privatisation which allows the project office/ICEM/IUF to respond effectively



<ul style="list-style-type: none"> • To develop an accessible information database on key sectors, companies, unions and negotiations. 	<ul style="list-style-type: none"> • Up to 20 % increased contribution payments and dues payment to national structures in at least 30 % of the participating unions. • The Modernisation Manual has been produced and is used in Serbia, Croatia, Macedonia, Bulgaria and Romania. • 20 leaders and unionists participated in the modernisation seminars. • Examples of best practice and case studies of organisational change are developed and promoted in the region through union publications and other information channels. • Selected unions are capable of preparing and implementing education programme. • Two trainers per selected union, in Croatia, Macedonia and Serbia, are trained, of which at least 30% are women. • 80% of the participating unions have CLAs. • Up-to-date information on union structures, negotiations, 		
---	---	--	--



	<p>key sectors and companies are accessible for unions.</p> <ul style="list-style-type: none"> • All unions participate in governmental commissions. • Up-to-date information on negotiations, commissions, relevant government developments are accessible for unions. • Support the unions on negotiation capacity 		
<p>Expected results</p> <ul style="list-style-type: none"> • Establishment and functioning of 4 Working Groups in the Energy, Food & Agriculture, Tourism and Chemicals sectors which are coordinated by the Zagreb office and later the affiliates themselves. 	<ul style="list-style-type: none"> • Working Groups meet once a year, represent participating unions, and work together in identifying sector issues and strategies. • Broad use and exchange of information about sectors, companies and union education through the project webpage 	<ul style="list-style-type: none"> • Affiliates database developed through the project • Union own publications • Evaluation reports for each activity prepared by the project coordinator/tutors • Project review and 	<ul style="list-style-type: none"> • Establishment of sufficient levels of expertise in the region and Western Europe • Maintenance of existing federation structures during the project period • Sufficient interest and intent of affiliates to set up and maintain working groups



<ul style="list-style-type: none"> • Production of sector base line studies and projection of future trends for the Energy, Chemicals, Tourism and Food & Agriculture sectors. 	<ul style="list-style-type: none"> • At least 3 research reports are prepared and updated in year 2. • Up-to-date database on key sectors & companies are accessible for unions and unionists. 	<p>evaluation meetings</p> <ul style="list-style-type: none"> • Correspondence between affiliates and IUF/ICEM industrial staff 	<ul style="list-style-type: none"> • Timely communication from affiliates in relation to restructuring and privatisation which allows the project office/ICEM/IUF to respond effectively
<ul style="list-style-type: none"> • Unions in Serbia, Croatia and Macedonia are implementing organisational modernisation changes promoting democracy, organising, and increased dues payments. 	<ul style="list-style-type: none"> • Up to 20 % increased contribution payments and dues payment to national structures in at least 30 % of the participating unions. • The Joint GUF Modernisation manual has been produced and is used in Serbia, Croatia, Macedonia, Bulgaria and Romania. • 20 leaders and unionists participated in the modernisation seminars. • Examples of best practice and case studies of organisational change are developed and promoted in the region through union publications and other information channels. 		



<ul style="list-style-type: none"> • Sustainable national education teams in Croatia, Macedonia and Serbia carry out union specific education support 	<ul style="list-style-type: none"> • Selected unions are capable of preparing and implementing education programme. • Two new trainers per selected union, in Croatia, Macedonia and Serbia, are trained, of which at least 30% are women. 		
<ul style="list-style-type: none"> • Dialogue with employers on CLAs and other workplace related issues 	<ul style="list-style-type: none"> • 80% of the participating unions have CLAs. • Up-to-date information on union structures, negotiations, key sectors and companies are accessible for unions. 		
<ul style="list-style-type: none"> • Dialogue with governments and participation in (present and newly established) governmental commissions on workers' related issues 	<ul style="list-style-type: none"> • All unions participate in governmental commissions. • Up-to-date information on negotiations, commissions, relevant government developments are accessible for unions. • Support the unions on negotiation capacity 		



<ul style="list-style-type: none">• Unions are prepared and equipped to continue the projects activities beyond the end of the last cycle	<ul style="list-style-type: none">• Structures are set up within the affiliates to guarantee an adequate "transfer" of the project to the beyond June 2010• Project materials continue to be easily accessible after the end of the project• Easy contact is assured to the international trade union world, as well as to other participants of the project, for when the project ends.		
---	--	--	--