

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

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.