

APPLICATION FORM

Country/project name: ICEM Organisational Growth Project Africa
Project No. (if any): 50012

Implementing organisation: ICEM
Approving (National Req. Org.): ICEM affiliates in Sweden and
Netherlands

Project period (years): 1+3
Application period: 2009 and 2010-2012

EXECUTIVE SUMMARY

Background and previous experiences

The overall aim of the ICEM Organisational Growth Project Africa (also known as the SSDP project) since 2001 has been to assist in the development of shop stewards. Our affiliates continue to have a desperate need for developing shop steward skills at both local and branch level, as many unions are facing a reduced capacity to negotiate.

In January/February 2005, an external evaluation of the project took place, which was extremely positive about the work that had been achieved to date, in particular on the bottom up approach and the impact of training on individual shop stewards.

During the current project period, training for shop stewards and women activists, as well as activities on organisational development (OD), are taking place in Botswana, Côte d'Ivoire, the DRC, Mali, Tanzania, Zambia and Zimbabwe. In addition, a regional team of organisers/educators was established for unions from Zimbabwe, Zambia, Botswana, Tanzania and South Africa.

According to the most recent annual project report, progress had been considerable in a number of countries, with quite a bit of the advancements attributed to the success of the project. Recent good outputs have included a growing membership in Tanzania, Mali and Botswana, positive changes in union structures and in strategic planning in Botswana and Zambia, and the merger discussions of ICEM affiliates in the DRC.

Problem analysis

The 2005 evaluation highlighted the inability and also the resistance of leadership to use shop steward development to build their organisations as national federations. But there also are numerous other ongoing difficulties for unions in building their organisations. Unions active in the project face continued financial weakness, non-payment of membership fees, geographical distance between union leadership and members, leadership resistance to membership demands and active shop stewards, political divisions between national and local structures, and a steady decline in negotiating and collective bargaining in some countries and sectors.

A priority for action that has surfaced more recently is the failure to adequately deal with financial organisational development issues – a problem that most unions that participate in the project face.

Gender analysis

The project will continue to focus on women's activities. In relation to this, and after continuous requests from the regional women's committee, attempts have been made to develop women shop steward educators in Botswana, Zimbabwe, Zambia and Tanzania, through a process of mentoring by the current women facilitators' team. Most of the women who received training are participating in collective bargaining activities of the unions.

Target Groups

- Leadership of target unions
- Regional Shop Steward Team, expanded to include 5 women coordinators
- Established shop stewards in target branches
- New shop stewards in target branches
- Women activists and shop stewards in target unions and countries

The financial/accountability activities will specifically target

- Union financial officers of participating unions
- Shop stewards
- National Executive Committee members
- Union educators

Development objective

The organisational growth and development of democratic & membership driven trade unions.

Project Objectives

- Development and monitoring of clear organisational development plans and indicators by union leadership
- Development of leadership skills to implement these organisational development plans through organisation development activities and coordination
- Continue to build teams of skilled shop steward educators, who are carrying out their own workplace training and organising programmes in key branches
- Consolidation of the regional shop steward team, including 5 women's coordinators, in project planning, educational content and OD processes
- Raised participation and representation of women members within union structures and organisational development processes
- The organisational growth and development of democratic & membership driven trade unions.
- Improve the accountability and better allocation of union resources

Expected results

- Production of organisational development plans in all participating unions

- Production of time-bound implementation programmes for the existing organisational development plans in all the participating unions
- Clear monitoring and evaluation structures in the case of Botswana, Zimbabwe, Zambia, Tanzania and DRC
- Expanded regional shop steward team which is active and taking the lead in developing education and organising activities of their unions
- Coordinated national women's' teams in Botswana, Zambia, Zimbabwe and Tanzania which actively participate in the development of women's' programmes and structures in their unions
- Coordinated and focused interest by leadership to implement the agreed programmes.

Specifically for the financial/accountability activities

- Project activities are reported as per financial guidelines
- Improved financial health of the participating unions
- Transparency to members on trade union financial records
- A regional support network for workers working on financial reporting for projects

Institutional Framework

The project management team will be composed of the following:

- The Project Coordinator, Kenny Mogane
- Organisational Development Coordinator - Fabian Nkomo
- DRC Coordinator - Florimond Kalenge
- ICEM Project administrator - Paula Ndessomin
- ICEM Projects Officer – Fons Vannieuwenhuys