

## APPLICATION FORM

Country/project name: **KENYA/STRENGTHENING ORGANISING**

Project No. (if any):

Implementing organisation: **ITUC-AFRICA**

Approving (National Req. Org.):

Project period (years): **2009-2012**

Application period: **December 2008**

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## 1. EXECUTIVE SUMMARY

Africa is currently experiencing in the process of globalisation tremendous changes which are providing some opportunities for development, but at the same time there are many difficulties and obstacles which are a cause of serious concern to workers.

The working and living conditions of the African workers are constantly deteriorating. Their rights are denied around the continent and there are frequent retrenchments which are aggravating poverty and misery.

However, since the workers have various interests, the formal sector workers' interests are obviously different from those of the informal sector workers whose situation is rather precarious. The capacity of workers to achieve unity of representation is also influenced by divergent interests of limited scope. There is a need for representation but its concrete realisation is hampered by traditional trade union methods of action.

The majority of the workers in precarious situation are not members of trade unions and this prompts those who are against trade unions to depict them as groups of privileged salaried workers whose leaders are mostly interested in improving their working conditions which are already comfortable.

Of course, the traditional basis of trade unionism in Africa is deteriorating. As a result, the development process is affected and the trade union movement is moving back.

In such a situation, trade union organisations should prove that they are part of the only major movement which is capable of representing the interests of the entire workforce and is playing a social, economic and development role. In other words, trade unions should show that they are real forces of change.

To play this all-important role today, trade union organisations should be strong, powerful and adequately organised. Therefore, there is need to consolidate and strengthen them. The process of strengthening trade unions can only be effective through a coherent project whose objective is to achieve a development goal.

The development objective of this project is as follows:

To contribute to a fair distribution of income, wealth and resources and to add to a better equality and social justice for all, through strong representative trade union organisations in Africa.

The project objective is as follows:

At the end of the project, the organisational strength and representativeness of African trade unions will have increased.

The expected results are the following:

1. A Memorandum of Understanding (MoU) signed with GUF's and sub-regional trade union groupings within Africa to cooperate and join efforts in organising and recruiting the unorganised.
2. An Action Plan developed to increase membership in the formal and informal economy and to increase the participation of women and young workers in trade unions.
3. Strengthened relationships and cooperation with the subregional trade union structures.
4. Common platforms at national level of ITUC-Africa affiliates established in 12 countries.
5. An approach adopted to recruit membership in unions in post conflict societies.
6. A resolution adopted on organising and protecting migrant workers.
7. Strengthened internal democratic values and procedures in a selected number of trade unions.
8. Minimum standards approved for a trade union constitution and its operating structures.
9. Principle of work security for women and young workers adopted by social partners.
10. Improved services and benefits for trade union members realised.

The direct and indirect project beneficiaries are:

- a) The different categories of workers in the formal, private, public and informal sectors;
- b) The unionised and unorganised workers;
- c) The young workers;
- d) The women workers;
- e) The migrant workers;
- f) The trade union leaders of ITUC's affiliates;
- g) The representatives of the GUFs
- h) The African sub-regional organisations
- i) The representatives of governments
- j) The partner NGOs
- k) The employers' representatives
- l) The cooperating partners
- m) ITUC
- n) ITUC-Africa's General Secretary and staff

The project will last four years. The total project cost is estimated at Euro 860,701

The total amount of external fund requested is Euro 860,701.

## 2. PROJECT PROPOSAL

### 2a. PROJECT IDENTIFICATION

#### 1. Background and previous experiences:

Since its founding Congress held in Accra in November 2007, ITUC-Africa has undertaken actions to translate the Congress orientations into an actionable form. As a matter of fact, it has just formulated a strategic plan which includes, among other priority areas, strengthening organising.

Strengthening organizing is a core task for the trade union movement and a matter of continuous concern. The changes in the economy and in the labour market have to be acknowledged by the trade unions and included in their organizing and recruitment policies and strategies. The negative impact of globalization on the African continent however, creates major obstacles for the trade union movement. An endemic unemployment across the whole continent against an expanding labour force is seen as one of the most important problems for the trade unions. Strengthening organizing and advancing unification is seen by ITUC-Africa as an important answer to these problems.

Some activities have obviously been carried out in this area at the request of the national affiliated organizations, but so far no important coordinated activities have been implemented as part of a programme aiming to consolidate the organizational strength and to act in a way that would improve the living and working conditions.

#### 2. Participation analysis:

The first and final actors concerned with this project are:

- a) The different categories of workers in the formal, private, public and informal sectors;
- b) The unionised and unorganised workers;
- c) The young workers;
- d) The women workers;
- e) The migrant workers;
- f) The trade union leaders of ITUC's affiliates;
- g) The representatives of the GUFs;
- h) The African sub-regional organisations;
- i) The representatives of governments;
- j) The partner NGOs;
- k) The employers' representatives;
- l) The cooperating partners;
- m) ITUC;
- n) ITUC-Africa's General Secretary and staff.

The main actors of this project include the Secretariat of ITUC-Africa, the GUF's, the Cooperating Partners and ITUC-Brussels.

The Cooperating Partners and the ITUC will provide the necessary financial, material and technical assistance required for the implementation of the project activities.

ITUC-Africa and its affiliates in partnership with relevant GUFs will directly undertake the implementation of the approved project activities.

The efforts and activities in the informal economy will be strengthened through the cooperation with the GUF's, NGO's and representatives of governments.

### **3. Problem analysis:**

ITUC-Africa considers the organisational weakness of the African trade unions as one of the major problems in the protection and promotion of the interests of the working population as well as for a human centred economic growth and a sustained development of the societies at large. The main causes for this weakness are:

- A mushrooming process of proliferation of trade unions under the cloak of trade union pluralism;
- A devastating process of flexibilisation of labour relations, which destroys job securities and sidelines the unions;
- Restrictive legislation on recruitment of membership;
- Lack of strategies on organising and recruiting workers under new labour conditions;
- Lack of skills in the unions to approach and recruit workers who are employed under a-typical labour relations;
- Lack of openness and democratic participation within the decision making structures of the trade unions.

The consequences are critical as decreasing memberships are not only affecting the representativeness and the numerical power of the unions, but they are also affecting the financial situation with further consequences of a limited scope of activities and services. Furthermore, weaker unions tend to turn into defensive organisations, where debates are replaced by decrees and where trade union democracy is non-existent.

Finally, weakened capacities in trade unions can also bring cynical attitudes into the organisations as if the power of governments and employers became too overwhelming in this era of neo-liberalism.

To turn the organisational weaknesses into organisational strength, a well thought out and broad campaign for the recruitment and organising of new memberships becomes imperative for the revival of the trade union movement.

### **4. Gender analysis:**

In the past, trade unions were male dominated organisations where female members were accepted as long as they listened to what their brothers were saying. However, the changes in the production processes and the huge influx of women on the labour market have also impacted on the composition of the membership of the trade unions as regards sexes. The proportional increase of female workers in the ranks of the membership has resulted in an increase of women in the leadership of the trade unions, but not yet to the extent that we can speak of an equal representation.

In the strategies for the recruitment of new members, the overwhelming majority of working women in the informal economy are identified as an important target group. Also in the strategies for organising the young workers, the young female workers are identified as a target group for which different recruitment approaches will be elaborated as for young male workers. The ITUC-Africa is very much aware and very determined to develop its recruitment and organising approaches on gender sensitive criteria as this is considered as an important step forward in the equality of the sexes in the African trade union movement.

Today, several international events emphasize the need to pursue and strengthen the process of affirmative action in order to improve women's conditions. The legal instruments which support women are there. The Convention on the Elimination of all forms of Discrimination Against Women (CEDAW), which was adopted by the General Assembly of the United Nations in 1979, clearly states the main principles of equality between men and women.

However, the implementation of these instruments encounters many problems due to the traditions, the customs and the discriminatory laws and prejudices which have firmly taken root in our societies and in the minds of women themselves.

The obstacles to the improvement of the living and working conditions of African women and to their social status are still many. Some of the factors which prevent the economic empowerment of women include the ever-lasting international economic crisis, the unfavourable terms of exchange and the structural adjustment programmes which are causing a lot of sufferings in most African countries.

As a result, women are under represented in movements and associations, especially in the trade union movement though they represent a potential force and participate together with men in the running of trade union organisations.

When it comes to exercising power, they are kept in the background while men fix the rules and impose their choices.

Fortunately, the African women workers from the organisations affiliated to the ITUC-Africa are aware of the situation and are mobilising themselves. That is the reason why the participation of a great number of women will be sought during the implementation of the project activities.

## 2. PROJECT PROPOSAL (CONTINUATION)

### 5. Objectives analysis:

To overcome the organisational weaknesses of the African trade unions, it is crucial to recruit new members from different categories of workers, which will enhance the representativeness of the organisations. With this increased organisational strength and representativeness, ITUC-Africa will be more empowered to make progress with accomplishing its mission. Part of this mission is included in the development objective of this project:

To contribute to a fair distribution of income, wealth and resources and to add to a better equality and social justice for all, through strong representative trade union organisations in Africa.

Subsequently, as a concrete solution to the organisational weaknesses of the trade unions, the project seeks to attain the following project objective:

At the end of the project, the organisational strength and representativeness of African trade unions will have increased.

### 6. Target groups

The following target groups will benefit from this project:

- The unorganised formal sector workers;
- The informal economy workers
- The young workers
- The women workers
- The migrant workers
- The representatives and affiliates of the GUFs
- The workers and trade unions in the societies emerging from conflict.
- The sub-regional trade union organisations

### 7. Strategy analysis

The strategy which will strengthen the organisation and enhance its representativeness will evolve around the four following activities:

- An all-inclusive unionisation drive which will focus on the informal economy workers as well as on the youth and women. Unionisation is a major trade union challenge and all the more so because the world of work is ever changing. To respond to it, the traditional methods of unionisation are still able to contribute to broaden the trade union base but in the face of globalisation, rising unemployment, expanding informal sector, emerging issues in the collective bargaining process, the traditional approaches of unionisation should be renewed by innovative initiatives in the informal and formal sectors in order to meet workers' needs. The strategy that will help

achieve the above-mentioned objectives will start with a memorandum of understanding between the GUFs and the sub-regional organisations, the formulation of a plan of action and a policy document detailing the strategies to adopt to implement the plan, a wide media coverage and ownership of the plan by all the partners.

An emphasis will be put on the participation of the key persons who are involved in developing new strategies of unionisation which are based on the real issues of concern to the youth, women and the workers in the formal and informal economy.

To include the interests of migrant workers in the organising campaign, awareness needs to be developed and an approach should be adopted to protect these workers against immense over-exploitation and human and workers rights abuses. Based on a survey a policy will be proposed to the General Council.

- Organising will be done in post-conflict societies in order to rebuild the base of the trade union movement taking into account the specific needs for peace building. It is important to prioritise the countries emerging from conflicts as the trade union movement can play a key role in the reconstruction of the economies and the rebuilding of these societies.
- The strengthening of trade union unity of action at national level and the synergy of action with the GUFs, the sub-regional organisations and the partner NGOs.
- Strengthening of the internal trade union democracy.

If the project focuses on these four areas, its objective can be met.

## **PROJECT PROPOSAL (CONTINUATION)**

### **2B. STRATEGY FOR PROJECT INTERVENTION**

#### **8. Development objective**

To contribute to a fair distribution of income, wealth and resources and to add to a better equality and social justice for all, through strong representative trade union organisations in Africa.

#### **9. Project objective**

At the end of the project, the organisational strength and representativeness of African trade unions will have increased.

#### **10. Expected results**

The project will produce the following expected results:

1. A Memorandum of Understanding (MoU) signed with GUF's and sub-regional trade union groupings within Africa to cooperate and join efforts in organising and recruiting the unorganised.
2. An Action Plan developed to increase membership in the formal and informal economy and to increase the participation of women and young workers in trade unions.
3. Strengthened relationships and cooperation with the subregional trade union structures.
4. Common platforms at national level of ITUC-Africa affiliates established in 12 countries.
5. An approach adopted to recruit membership in unions in post conflict societies.
6. A resolution adopted on organising and protecting migrant workers.
7. Strengthened internal democratic values and procedures in a selected number of trade unions.
8. Minimum standards approved for a trade union constitution and its operating structures.
9. Principle of work security for women and young workers adopted by social partners.
10. Improved services and benefits for trade union members realised.

#### **11. Activities**

It is important to note that a number of activities at national level in different countries will be organised with the support of solidarity organisations outside the framework of this project. ITUC-Africa ensures that duplication will be avoided, but encourages the use of the results obtained by these activities, e.g. the downloading of popular versions of reports or papers which can be used in local activities.

The following activities are considered necessary to produce the results expected from the project:

- 1.1 To draft a MoU for discussion with GUF's and sub-regional trade union organisations;
- 1.2 To convene a meeting with GUF's to discuss and approve the MoU on organising and recruitment;
- 2.1 To organise a workshop with organisers of affiliated organisations and representatives of the GUF's to draft an Action Plan on organising the formal and informal economy and to increase participation of women and youth in trade union;
- 2.2 To organise a media event to launch the Plan of Action;
- 2.3 To organise 12 planning workshops over three years to implement the Action Plan at national level;
- 3.1 To organise meetings with the executives of the sub regional organisations to discuss policies and cooperation and agree on the modalities of working together;
- 4.1 To organise 3 meetings per annum to establish national platforms of ITUC-Africa affiliates;
- 5.1 To organise a workshop with organisers of affiliates in post-conflict societies to develop a strategy and approach on recruitment and organising new memberships;
- 5.2 To assist in organising campaigns in 13 post-conflict countries;
- 6.1 To conduct a survey to draft a policy proposal on migrant labour for the General Council and draft a resolution to be taken to ITUC-Africa's Congress;
- 7.1 To conduct a survey among trade union representatives of ITUC-Africa's affiliates to find out their opinions and attitudes on the democratic values and procedures within their organisations;
- 7.2 To organise a conference with leadership of affiliates to discuss conclusions and recommendations of survey;
- 7.3 To produce a popular version of the survey which will be distributed among the membership;
- 8.1 To organise a workshop to draft the minimum standards for a trade union constitution and the operational structures;
- 9.1 In consultation with Economic and Social Policy Department, an input will be produced on work security for women & youth for an ITUC-Africa "Decent Work Conference".
- 10.1 To carry out a research that examines the provision of services and benefits of trade unions to their memberships (e.g. SACTWU and other unions). The report with the recommendations will be discussed in the meeting of the General Council;

### **12. Indicators**

For the development objective:

- The income disparities will be reduced; the disparities in the distribution of wealth will be reduced in a number of African countries.

For the project objective:

- The trade union membership in fifteen African countries will achieve an average increase of 5% of the total membership; the percentage of young and female trade union members in these countries will increase with 8% on an average.

For the results:

- 1.1 Copy of the Memorandum of understanding;
- 2.1 The adoption of the Action Plan by the participating GUF's and ITUC-Africa;
- 2.2 An increase of the membership in the formal and informal economy of 5% over 4 years;
- 3.1 Joint statements at the end of meeting of the executives of subregional organisations;

- 4.1 Agenda for meetings of the national platforms;
- 5.1 A campaign to recruit new members in the post-conflict societies;
- 6.1 Copy of the policy paper with the draft resolution
- 7.1 Openness and participation confirmed as important trade union values;
- 8.1 Copy of the drafted minimum standards
- 9.1 Statement signed by social partners;
- 10.1 Records of the different services which are made available to the memberships.
- 10.2 The number of lost members will be reduced.

**13. Sources of verification**

- Statistics of the national bureau of statistics
- Membership records of the affiliates
- Copy of the memorandum of understanding signed
- Copy of the plan of action
- Copy of the policy document
- Records of statements
- Attendance sheet
- Copy of the declaration
- Copy of the minimum standards
- Copy of the surveys
- Copy of the research paper

**14. Assumptions**

For Development objective:

A greater commitment of African governments to pursue a socio-economic development process which has a human dimension.

For Project objective:

Economic policies which will enhance economic growth and employment creation.

## 2. PROJECT PROPOSAL (CONTINUATION)

### 2 C INSTITUTIONAL FRAMEWORK

#### 15. Institutional Framework

The overall responsibility of the project rests with the General Secretary of the ITUC-Africa. The Deputy General Secretary is charged with the supervision of the project and he will be the contact-person for the Cooperating Partners and ITUC on issues concerning the project. A Project Coordinator will be charged with the planning, implementation and reporting on the project activities and designated by the General Secretary of ITUC-Africa.

The Cooperating Partners will provide financial assistance and feedback on the progress reports. Preferably they will also be represented in the final evaluation.

At the institutional level, the following structures are envisaged:

- A Project Team comprising the Deputy General Secretary, Project Coordinator, and Technical Staff of the ITUC-Africa will meet once in a month to assess progress, report to the General Secretary and as far as is required, interact with Cooperating Partners and ITUC. The Accountant will prepare the financial reports.
- A Project Steering Committee (PSC) comprising representatives of the GUF's, the Cooperating Partners, ITUC and ITUC-Africa will meet once in a year to review progress and approve the plan for the coming year. They also have the tasks to provide feedback, assistance and overview the monitoring and mid-term evaluation.

## 2. PROJECT PROPOSAL (CONTINUATION)

### 2.D INPUTS, BUDGET, WORKPLAN AND TIMETABLE

#### 16. Inputs: Overview

Human resources:

Project coordinator

Technical and support staff of ITUC-Africa

Trade union trainers, educators and resource persons

Material resources:

Training and educational facilities and services;

Handbook, manuals, brochures, leaflets, handouts, postal, journals and publications, equipment and other teaching aids and campaign materials.

Finances:

See the budget

#### 17. Detailed level budget

| No | Activity  | Amount<br>Euro |
|----|---|----------------|
| 1  | To draft a MoU for discussion with GUF's and sub-regional trade union groupings   | 400            |
| 2  | To convene a meeting with GUF's to discuss and approve the MoU on organising and recruitment  | 640            |
| 3  | To organise a workshop with GUF's and organisers of affiliated organisations to draft an Action Plan on organising the formal and informal economy and to increase participation of women and youth in trade unions | 27,620         |
| 4  | To organise a media event to launch the Action Plan   | 1,200          |
| 5  | To support 12 planning workshops over three years to implement the Action Plan at national level  | 57,600         |
| 6  | To organise 5 meetings with the executives of the regional organisations  | 75,000         |
| 7  | To organise 12 meetings to establish joint platforms at national level  | 120,000        |
| 8  | To organise a workshop with organisers of affiliates in post-conflict societies to develop a strategy and approach on recruitment and organising new memberships.   | 27,620         |
| 9  | To support recruitment campaigns at local level in 13 post-conflict countries   | 208.000        |

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| 10 | To conduct a survey on migrant labour and drafting a policy for the General Council meeting   | 10,000         |
| 11 | To conduct a survey among trade union representatives of ITUC-Africa's affiliates to find out their opinions and attitudes on the democratic values and procedures within their organisations | 25,200         |
| 9  | To organise a conference with leadership of affiliates to discuss conclusions and recommendations of survey   | 54,596         |
| 10 | To develop a popular version of the survey which will be distributed among the membership   | 30,000         |
| 11 | To organise a workshop to draft minimum standards for a trade union constitution and the operational structures   | 27,620         |
| 13 | To produce an input on work security for women & youth for an ITUC-Africa "Decent Work Conference".   | 2,400          |
| 14 | To carry out a research which examines the provision of services and benefits of trade unions to their memberships  | 2,400          |
|    | Sub-total   | <b>670,296</b> |
| 16 | Human Resources: One organising officer : 4 years @ Euro 44,175 + annual increase of 5% (all included)  | 190,405        |
|    | <b>Total</b>  | <b>860,701</b> |

### . 18. Work plan and timetable

A detailed work plan will be submitted after approval of the project proposal.

## 2. PROJECT PROPOSAL (*CONTINUATION*)

### 2 E. MONITORING AND EVALUATION

#### 19. Monitoring

The Project Team will be responsible for monitoring of the implementation of the approved project activities. The Project Team will set up a system, which will enable the Secretariat of ITUC-Africa to ensure that progress is made and that deviations from the original plan are identified in time. The system includes:

- A format for collecting the relevant information from the implementation of the activities. (Sources of information, methods for collection, minimum amount of info)
- A feedback system
- A format for progress reports to be distributed among major stakeholders;
- Procedures for making decisions.

#### 20. Evaluation

The Project Team will meet once a month to assess progress and it will also interact with the affiliates, the GUF's, the Cooperating Partners and ITUC to provide them with feedback.

A Project Steering Committee (PSC) comprising representatives of Cooperating Partners and ITUC-Africa will meet once in a year to review progress and approve plans for the coming year;

An evaluation team, which brings together all stakeholders that are involved in the project will undertake a mid-term evaluation exercise to assess progress, the impact created and identify strengths and weakness inherent in the project.

At the end of the project there will be a final evaluation that will be carried out by an independent external evaluator mutually agreed upon by the ITUC-Africa and the Cooperating Partners,

### 3. ANNEX: PROJECT PLANNING MATRIX

#### “Strengthening organising”

|                              | <b>Intervention logic</b>  | <b>Indicators</b>  | <b>Sources of verification</b>   | <b>Assumptions</b>   |
|------------------------------|--|--|--|--|
| <b>Development objective</b> | To contribute to a fair distribution of income, wealth and resources and to add to a better equality and social justice for all, through strong representative trade union organisations in Africa   | Decreased disparity in income/wealth distribution in a number of African countries   | Statistics of National Bureaus of Statistics   | A greater commitment of African governments to pursue socio-economic development with a human face |
| <b>Project objective</b>     | At the end of the project the organisational strength and representativeness of African trade unions have increased  | 5% increase of membership of trade unions in 15 African countries;<br>8% increase of active women and youth among the membership of trade unions   | Membership records of affiliates   | Economic policies which will enhance economic growth and employment creation                       |
| <b>Expected results</b>      | <p>1. A MoU signed with GUF's and sub-regional trade union groupings within Africa to cooperate and join efforts on organising and recruitment of the unorganised.</p> <p>2. Action Plan developed to increase membership in the formal and informal economy and participation of women and young workers in trade unions.</p> <p>3, Strengthened relationships and cooperation with the subregional trade union structures</p> <p>4. Common platforms at national level of ITUC-Africa affiliates established in 12 countries.</p> <p>5. An approach adopted to recruit membership in unions in post conflict societies.</p> <p>6. A resolution</p> | <p>Copy of MoU</p> <p>Draft action plan</p> <p>Joint statements at the end of meeting of the executives of subregional organisations</p> <p>Agenda for meetings of the national platforms</p> <p>A policy paper</p> <p>Recommendations</p> | <p>Copy of the signed MoU;</p> <p>Copy of the action plan;</p> <p>Copy of the statements</p> <p>Minutes of the platform meetings</p> <p>Copy of the policy paper;</p> <p>Copy of the</p> |  |

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|                   | <p>adopted on organising and protecting migrant workers.</p> <p>7. Internal democratic values and procedures in a selected number of trade unions strengthened.</p> <p>8. Minimum standards approved for a trade union constitution and its operating structures.</p> <p>9. Principle of work security for women and young workers adopted by social partners;</p> <p>10. Improved services and benefits for trade union members realised.</p>   | <p>from the survey</p> <p>Openness and participation confirmed as important trade union values</p> <p>Copy of the drafted minimum standards</p> <p>Signed declaration by social partners;</p> <p>Decreased turnover in membership.</p> | <p>resolution</p> <p>Records of statements;</p> <p>Minutes of the General Council meeting</p> <p>Copy of the declaration;</p> <p>Records of memberships;</p>   |  |
| <b>Activities</b> | <p>1.1. To draft a MoU for discussion with GUF's and sub-regional trade union groupings;</p> <p>1.2. To convene a meeting with GUF's to approve the MoU on organising and recruitment;</p> <p>2.1. To organise a workshop with organisers of affiliates and representatives of the GUF's to draft an Action Plan</p> <p>2.2. To organise a media event to launch the Action Plan;</p> <p>2.3. To organise 12 planning workshops over three years to implement the Action Plan at national level;</p> <p>3.1. To organise meetings with the executives of the subregional organisations</p> <p>4.1. To organise 3 meetings per annum to establish national platforms of ITUC-Africa affiliates</p> <p>5.1. To organise a workshop with organisers of affiliates in post-conflict societies to develop a</p> |  | <p>Copy of the draft MoU</p> <p>Report of the meeting</p> <p>Report of the workshop; copy of the action plan</p> <p>Registration of the event</p> <p>Report of the workshops</p> <p>Report of the meetings</p> <p>Report of the meetings</p> <p>Report of the workshop and copy of the strategy and approach</p> |  |

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|  | <p>strategy and approach on recruitment and organising new memberships.</p> <p>5.2. To assist organising campaigns in 13 post-conflict countries</p> <p>6.1 To conduct a survey to draft a proposal for a policy on migrant labour for the General Council</p> <p>7.1. To conduct a survey among trade union representatives of ITUC-Africa's affiliates to find out their opinions and attitudes on the democratic values and procedures within their organisations.</p> <p>7.2. To organise a conference with leadership of affiliates to discuss conclusions and recommendations of survey.</p> <p>7.3.To produce a popular version of the survey which will be distributed among the membership</p> <p>8.1 To organise a workshop to draft the minimum standards for a trade union constitution and the operational structures</p> <p>9.1. An input will be produced on work security for women &amp; youth for an ITUC-Africa "Decent Work Conference". .</p> <p>10.1. To carry out a research which examines the provision of services and benefits of trade unions to their memberships;</p> |  | <p>Reports of the campaigns</p> <p>Copy of the policy paper</p> <p>Report of the survey</p> <p>Report of the conference</p> <p>Copy of the brochure</p> <p>Report of the workshop,<br/>Copy of the paper;</p> <p>Report of the conference;</p> <p>Copy of the research;</p> |  |
|--|---|--|---|--|