

A USER-FRIENDLY PROJECTS HANDBOOK FOR TRADE UNIONISTS



ANNEX 1 USING AN APPLICATION FORM

USING AN APPLICATION FORM

The application form needs to be filled in with attachments for each new or consecutive phase of a project; it should not be necessary to supply any further information, unless pre-arranged with the TUSSO.

Each TUSSO has different dates for submitting applications that should be checked and agreed with the relevant organisation.

The accompanying Handbook is a guide to planning, implementation and evaluation; the information gathered during these procedures provides the content of the application form.

The form is divided into 4 sections:

1. Executive Summary
2. General Information
3. The statistics of local partner organisations
4. The project proposal

Each application needs 3 additional attachments:

- The work plan
- The budget
- The project matrix

The following explains the purpose of each section and provides guidelines for finding and organising the information. The examples in the boxes highlight important points and demonstrate the wording that can be used and how each section can link together.

Clear and concise writing ensures that the reader can easily understand the intended meaning and objectives of the project. Each section needs to link to the other sections in a logical sequence, without contradictions.

1. THE EXECUTIVE SUMMARY

The executive summary provides a summary of key parts or an overview of the application. This section can also be used as a concept note to promote a new project.

The information in the executive summary is taken from section 4 of the application form and should not introduce new information.

1.1 The sub-sections

SUB SECTION TITLE	CONTENT
Background	<ul style="list-style-type: none"><input type="checkbox"/> Summary of project history or if a new project, the reason for applying. Section 4 (1)<input type="checkbox"/> Summary of the problem and justification for the application. Section 4 (4) (5)
The Development Objective	Taken from Section 4 (2)
The Project Objectives	Taken from Section 4 (2)
The Expected Results	Taken from Section 4 (7)
The Target Groups	Taken from Section 4 (6)

SUB SECTION TITLE	CONTENT
The Institutional Framework	A summary of Section 4 (12)
Budget in Euro (€)	The total project, TUSSO contribution and union contribution for each year with combined total for all years

2. ADMINISTRATIVE INFORMATION

The contact and banking information of the organisation that signs the contract and is responsible for the legal management and supervision of the project.

3. STAKEHOLDER INFORMATION

Details about those involved directly in the project.

Project stakeholders are groups or organisations that have responsibility for a part of the project; they are involved, for example, in support or management, have responsibilities for planning, implementation and evaluation or provide funding.

3.1 The union

Information about the unions who implement the project.

SUB SECTION TITLE	CONTENT
Union	<ul style="list-style-type: none"> <input type="checkbox"/> Name <input type="checkbox"/> Country and/or location within the country <input type="checkbox"/> Type of coverage of the union or organisation <input type="checkbox"/> Gender breakdown

The two tables in the application can be used to provide a gender breakdown for membership and leadership. The leadership structures may have more than two levels. If so, the table can be extended to include them.

3.2 Other Project Stakeholders

Stakeholders can include:

- The sponsoring organisation (TUSSO)
- The supporting GU affiliate in the TUSSO country
- The Global Union Federation (GU)
- The National or Local level unions
- Another organisation that is directly involved in implementing the project and using project funds

SUB SECTION TITLE	CONTENT
Stakeholders	<ul style="list-style-type: none"> <input type="checkbox"/> Name of the organisation <input type="checkbox"/> Location <input type="checkbox"/> Type of organisation that they represent <input type="checkbox"/> Role and responsibilities within the project

4. PROJECT PROPOSAL

Information about the design of the project. There are several sections each divided into sub sections. The sub sections can be added to, changed or deleted as applicable to the type of application submitted.

4.1 Background

SUB SECTION TITLE	CONTENT
Project history	<p>If the application is a phase of an existing project, provide a summary and any key milestones of the other phases.</p> <p>If it is a new project, provide an explanation of how the idea for the project was developed and which stakeholders were involved</p>
Country situation	Provide a brief summary of the current political, economic and trade union situation in each project country
Project Planning Process	Describe how the project was planned, what methods and tools were used and who was involved
Evaluations	If the application uses information from an evaluation, briefly describe the terms of reference and recommendations

4.2 Problem Analysis

Information about how the objectives were decided in the planning phase and a justification for the project.

It is important for all stakeholders to understand the situation that the project activities will deal with.

SUB SECTION TITLE	CONTENT
The existing internal and external situation that affects the problem	<p>What is happening now in the external environment that the union is working in?</p> <p>What is the existing internal situation within the union, for example, elections, democratic strengths, gender equality?</p>
The direct and indirect causes of the problem	<p>What are the main causes of the problem?</p> <p>Causes can be external or internal to the union and there are usually a number of elements that create a problem</p> <p>Identify the causes that come into the scope of the project</p>
The impact of the situation on the unions, membership, the sector and indirect beneficiaries	<p>What problem the situation created for the union and other beneficiaries?</p> <p>What effect is it having on the ability of the union to represent their members or to carry on daily union work?</p> <p>How is it affecting workers or communities outside the union structures?</p>
Options for resolving the problem	<p>What options are available to the union to resolve this problem?</p> <p>Identifying a full list of options can assist to select the option that is relevant and realistic to the current situation</p>
The options selected for the project objectives	<p>How will these best assist the union to deal with the problem?</p> <p>It is important to select an option that is realistic within the project phase time frame</p>

When the problem analysis is carried out by the unions it can ensure that the project objectives and strategy are relevant to the unions and complement their day to day work without increasing work loads and resource burdens.

4.3 Gender Analysis

Information on the gender equality situation in general. This information is essential for each application.

SUB SECTION TITLE	CONTENT
The gender situation within the problem	What is the impact of the problem on gender equality? How does it increase inequality or prevent equality for women within the areas that the problem covers?
The gender situation within the union / organisation	What are the current gender policies and practices within the union? What existing strategies does the union have for improving gender equality, in the union and workplace?
The gender situation within society and employment	What is the gender equality situation in the country, for example, laws and policy of governments and employers?

4.4 Development and Project Objectives

Act as a guide during implementation and allow other stakeholders to ask questions about the design and implementation of the project.

The Development Objective

SUB SECTION TITLE	CONTENT
Development Objective	A vision statement that describes the situation that unions want to help to create.

For example:

Independent and professional trade unions in sector x effectively represent and support members at the workplace and national level and contribute to an improvement in the standard of living for workers and their families

The Project Objectives

SUB SECTION TITLE	CONTENT
Project Objectives	Each objective: (there can be more than one) Contributes towards the development objective. <ul style="list-style-type: none"> <input type="checkbox"/> Describes one step that needs to be taken in order to achieve the development objective <input type="checkbox"/> Describes the desired outcome of the step to be taken <input type="checkbox"/> Is possible to achieve within the project phase that is being applied for <input type="checkbox"/> The outcomes and results can be measured

For the example above, one project objective might be:

To improve union financial management in order to have sufficient funds to effectively represent the membership at the national and workplace levels

4.5 Expected Results

SUB SECTION TITLE	CONTENT
Expected Results	<p>Each expected result: write expected results for each objective Describes what is happening as the project objective is reached</p> <ul style="list-style-type: none">▣ Is a positive statement describing future actions▣ Is realistic in terms of the size and scope of the project▣ Can be used to develop outputs and outcome indicators▣ Has a nominated target group

For the example above, the following expected results could be developed:

- ▣ **Union leaders approve and implement a new financial management system**
- ▣ **Relevant union administration staff uses the new system**
- ▣ **Union branch structures collect regular membership information and forward to the union office**

4.6 Target Groups

Information on the people who will be directly involved in the project and those that are likely to benefit from the outcomes.

SUB SECTION TITLE	CONTENT
Direct beneficiaries	<p>A description of those groups or individuals who will receive training or education during the project phase or who will direct or lead actions</p> <p>An explanation of why these groups or individuals have been selected and how they can influence the problem</p>
Indirect beneficiaries	<p>A description of the groups that will benefit from the outcomes of the project and the actions taken by the direct beneficiaries</p> <p>An explanation of how these groups will benefit and their relation to the problem</p>

For example, if a cause of the problem is poor financial management, then the direct beneficiaries are those people within the union who are responsible for the union finances

They will receive the training and education required to manage the financial situation. The indirect beneficiaries will be the union members who will in the long term receive better services and representation from the union

4.7 Implementation Strategy

Information on what will be implemented or developed in order to reach the outcomes in order of implementation. Not all the activities or actions may need project funding but all will be essential steps for reaching the project objectives.

**For example,
To improve financial management the first step could be to carry out a small research to understand how the finances are currently managed (union funding)**

The next step would be for the union to discuss and identify the major problems, followed by education for union leadership on what options exist (project funding). Training can then be provided for the union bookkeepers and administration staff (project funding) and finally a new system can be developed and implemented (project and union funding)

Carrying out a resource and capacity analysis can assist the union to clearly identify what is needed and provide a justification for project education activities.

**For example,
To improve financial management the union might identify that information on dues income needs to be collected directly from branch structures**

The union may or may not have functioning structures at this level. If not, then it may be necessary to establish or strengthen branch structures and train administration people at this level before trying to implement a new system

SUB SECTION TITLE	CONTENT
Steps for implementation	What are the different activities or actions that will be implemented? These should be placed in the order that they will be carried and within a time frame
Capacity and resource analysis	Describe: (1) the skills, information and resources needed to implement; (2) the unions existing skills, experience and resources; (3) the skills, information and resource gaps that the project provides

4.8 Outputs and Outcome Indicators

Outputs and outcomes are project evaluation and monitoring tools. They assist the stakeholders to measure and analyse progress and make any necessary amendments to the strategy.

SUB SECTION TITLE	CONTENT
Outputs	List the number of activities, participants, actions, materials and people trained during the project Each output should have a number, gender breakdown and other necessary factual information Provide a short description and objective for each activity that includes target groups

SUB SECTION TITLE	CONTENT
Outcomes	<p>A series of statements providing an estimate of the level of change that the project will influence</p> <p>These can be expressed in figures or quality</p> <p>They should be realistic within the scope of the project and the resources and capacity of the union</p>

For example, financial management

Output Indicators

- ▣ **4 x 2 day financial management practical training workshops conducted at the union office to provide 6 x financial administration staff with the skills to use a new financial system**
- ▣ **A financial management training manual and implementation guidelines (24 copies)**

Outcome Indicators

- ▣ **The union regularly monitors the dues of each member**
- ▣ **The financial position of the union has increased by 10%**
- ▣ **The union has increased the representation budget by 20%**
- ▣ **Members are experiencing a decrease in problems with the way they receive their pay**
- ▣ **3 x new branch structures established**

4.9 Sources of Verification

A list of the information and statistical evidence that can verify the outputs and outcomes recorded in the narrative reports. They explain where information can be found for reporting on the indicators.

These can include for example union reports, training and campaign materials, financial records, membership records, media information and legislation.

4.10 Assumptions

Provides information about the external or internal factors that might intervene to prevent the implementation of the project or achieve the outcomes earlier than anticipated.

These factors are usually outside the influence of the project.

They can be political, civil or environmental events that may occur during the time frame of the project.

For example, general elections that de stabilise the political situation or internal conflict within the country. Internal union elections can bring about changes to union policy and direction. The leaders might not agree with the project objectives.

4.11 Institutional Framework

Information about how the project will be implemented and how the responsibilities are shared between the stakeholders.

SUB SECTION TITLE	CONTENT
Local Project Committees	<p>Who is on the committee and how are they selected or elected?</p> <p>How often does the committee meet?</p> <p>What is the role and responsibilities of the committee?</p>
Project Coordinator/s	<p>In what capacity are they employed?</p> <p>Where will they be located?</p> <p>What are their roles and responsibilities?</p>
Project liaison or contact persons	<p>If the project is implemented in more than one country, it may be necessary to have specifically identified people who the project coordinator can deal with directly. Who are they and where do they come from?</p>
Project Management Committee	<p>If the project is large it may be necessary to have a supervising committee that meets once per year to discuss general project issues or make decisions</p> <p>This committee should have a representative from each local committee</p> <p>How often and where will it meet and how many members are on the committee?</p>

4.12 Project Inputs

Information about the union and global union contributions to the project.

SUB SECTION TITLE	CONTENT
Union contributions	<p>Can include, for example:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Office space <input type="checkbox"/> Administration assistance <input type="checkbox"/> Equipment <input type="checkbox"/> People to conduct campaigns or education programmes <input type="checkbox"/> Financial contributions that cannot be accounted for <input type="checkbox"/> The level of financial contributions that can be accounted for
The Global Union	<p>Can include, for example:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Materials <input type="checkbox"/> Policy and advocacy support <input type="checkbox"/> Project and administration staff <input type="checkbox"/> Campaign and lobbying support <input type="checkbox"/> Funding for specific activities or salaries <input type="checkbox"/> Monitoring and project visits

4.13 Monitoring and evaluation

A description of how monitoring and evaluation will be carried out during the phase of the project and the time and resources needed for activities. These should be included in the work plan and budget

Activities can include research and information gathering, evaluation and planning workshops, monitoring visits, local committee meetings, and external evaluation.

The person or group to be given responsibility for implementing and coordinating the process needs to be identified.

5. ATTACHMENTS

5.1 Plan of Activities for Year One

The following table provides a list of the funded activities for the first year and should be consistent with the activity names in the budget. It shows the stakeholders the order of implementation and an estimated date.

If there is more than one country taking part in the project, there should be a separate table for each country and a sub regional work plan if applicable.

YEAR ONE							
Name of Activity	Target Group	Location	Date	No. of days	F	M	Total

For years two and three there should be a list of anticipated activities. It is difficult to know exactly what will be happening by the end of the first year. Detailed activity plans for the following year can be included with the annual report. If there needs to be any major changes approval is required from the TUSSO.

5.2 Budgets

These are prepared on formats agreed with the stakeholder who is responsible for the project contract. Budgets are an estimate of costs but need to be as realistic as possible, taking into account potential rises in prices and the cost of living.

Year One Detailed Budget

This budget provides a breakdown of costs for each activity with a total in local currency. There should also be totals for each section of the project, for example, for each union, country or sub-region.

The budget needs to indicate the total project costs, the union / global union contribution and the union contributions in Euro.

Summary budgets

This provides summary information in Euro for each year of the project. The first year will be taken from the detailed budget. The second and third years are a list of anticipated activities and actions with estimated totals. After each year when the activities are reviewed and amended a detailed budget is sent with the work plan.

5.3 The Project Matrix

The matrix summarises the project design, to give the reader an overall picture of how and what the project can achieve.

It is also a useful guide for the people planning the project as it is easier to identify design faults or missing pieces in a matrix than it is in a narrative.

The information in both the matrix and the narrative must be the same and come from the planning process.

There is no standard matrix form but the layout of the form should be appropriate for the type and size of the project.

FOR EXAMPLE

Nº	PROJECT OBJECTIVES	EXPECTED RESULTS	ACTIVITIES / OUTPUTS	OUTCOME INDICATORS
1	To improve union financial management in order to have sufficient funds to effectively represent the membership at the national and workplace levels	Union leaders approve and implement a new financial management system Relevant union administration staff uses the new system Union branch structures collect regular membership information and forward to the union office	4 x 2 day financial management practical training workshops conducted at the union office to provide 6 x financial administration staff with the skills to use a new financial system A financial management training manual and implementation guidelines (24 copies) The union establishes new branch structures	The union can track the membership dues of each member The financial position of the union has increased by 10% The union has increased the representation budget by 20% Members are experiencing a decrease in problems with the way they receive their pay 3 x new branches are set up and operating
2				
3				
4				
5				
...				

An additional sheet can provide further information to assist in reading the matrix

FOR EXAMPLE

DEVELOPMENT OBJECTIVE	GENERAL INDICATORS	SOURCES OF VERIFICATION	ASSUMPTIONS
<p>Independent and professional trade unions in sector x effectively represent and support members at the workplace and national level and contribute to an improvement in the standard of living for workers and their families</p>	<p>The employer recognises the union</p> <p>The union is included in negotiations about conditions of employment</p> <p>The employer negotiates in good faith with the union</p>	<p>Union reports</p> <p>Financial records</p> <p>Records of grievance handling</p> <p>The new branch constitutions</p>	<p>The union leadership remains stable</p> <p>Membership does not decrease</p> <p>Trade union rights remain the same</p>