

**Report of the Evaluation on the
2010-2014 Cooperation Program between the Norwegian Confederation of Trade Unions
(LO-Norway) and the
State Enterprises Workers' Relations Confederation (SERC-THAILAND)**

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I Background

The Norwegian Confederation of Trade Unions (LO-Norway) has since 2001 supported the State Enterprises Workers' Relations Confederation (SERC) in its work to strengthen its role as an active trade union organization, defending the interests of its members. Through training and education, SERC and its affiliated unions have improved its ability to develop strategies on how to improve labour rights.

After a series of collaborative programs, SERC and LO-NORWAY agreed to a 4 year Cooperation Program for the period, 2010-2014.

II Objectives of the Evaluation

LO Norway aims to evaluate the current programme of cooperation with SERC-Thailand.

The purpose of the evaluation is to provide LO-Norway with the necessary information to assess the progress, current status and results achieved in the programme. From these findings, it also expects the evaluators to come up with recommendations both for SERC and LO-NORWAY.

III More than An Executive Summary

1. *General standing of SERC*

1.a No doubt, the State Enterprises Workers' Relations Confederation or SERC is one of the more recognized, respected and well-established labor organizations in Thailand. The more than two hundred thousand -strong confederation has been in the forefront in the struggle for labor and trade union rights, upliftment of workers' economic and political conditions, and social democratization. Its 24 year history, although littered with great sacrifices, both from its leaders and members, and failures and limitations, is also colored by its victories not only for the workers in the state enterprises but for the general working population as well, especially in its anti-privatization struggle. SERC has made its mark. But the struggle for workers' emancipation and democratization in all aspects of Thai society has a long way to go.

1.b The decision of LO-NORWAY in supporting SERC's various programs for more than a decade contributed not only to what SERC has achieved so far, but also to the worldwide struggle for workers and trade union rights. This present cycle has enhanced this partnership.

2. *Project Status, Findings, Observations and Recommendations*

2.a The Cooperation Program between these two organizations from 2010-2014 encountered some serious hindrances during the second half of the cycle, due to both internal and external factors. Internally, the problem of managing the program was affected by the absence of the project manager. Externally, a coup d etat that abruptly change the political dynamics in the country slowed down the implementation, understandably due to the wait and see-attitude adopted by the organization with the present junta. But fortunately, SERC has proven resilient. The project as continued with minor deficiencies.

2.b In terms of achieving specific indicators of achievement laid down in the proposed cooperation program, it seems that the specific targets will satisfactorily be achieved, albeit not one hundred percent. To date, 4 out of 8 short term indicators have already been achieved. Two incomplete indicators are expected to be achieved by this year, while two of the project objectives are challenged by the union's organisational structure and the political impact from an external factor.

Specifically, getting an additional staff, additional affiliated trade unions, an increase in women's' roles in the committee, and amendment of the SERC constitution to expand the affiliated unions beyond state enterprises have been achieved. The campaign to restructure union dues to percentage is encountering strong resistance from below while the campaign for the ratification of ILO Conventions 98 and 87, which almost succeeded, is now back to square one.

But the more serious finding is that the indicators, outcomes and activities in the work plan are not well-linked. It results in unclear goals, which will be difficult to evaluate and help them easily identify follow-up activities. There is a vision that is understandable and easy enough to imagine, but there is a lack with regards to strategic goals which will help them come up more easily with activities that will ensure the accomplishment of such goals. This can be gleaned from the activities planned from 2010-2014. This is where LO-NORWAY's intervention is crucial. LO-NORWAY cannot impose goals on SERC, although it can fiercely debate on the whys and provide options and alternatives. To ensure a workable plan, with logical activities and clear specific indicators based on SERC's goals, is an imperative for LO-NORWAY.

2.c Lastly, the issue of project management. With the exit of the project manager (which even the person involved was clueless on the reason of the termination), the deputy secretary general for education, who is also the incumbent president of a local union was requested and appointed to take charge of the project. Understandably, with so many responsibilities, the finer points of project implementation suffered resulting to lack of due diligence in selecting participants to the training activities, the gross insufficiency of the database of those who attended the trainings, and collation of evaluations of participants of the trainings they underwent.

Recommendations:

Aside from the need to appoint a full-time project coordinator (which everybody interviewed agrees with), the following are recommended: a) pre and post diagnostic tests be put in place in each training, b) come up with a better selection process of participants, finish the data base of trainings attended by members, c) complete the collation of evaluations of trainings which is valuable in improving future trainings, and d) development of modules which is key in providing exposures and experiences to newly trained trainers. Assistance from an IT person is needed to accomplish this.

3. Problems on Institutional Capacity and Leadership, Challenges, and Prospects

3.a Whatever form this junta will eventually take, flexibility of SERC to be able to continue its leadership role in protecting what labor has gained in the past, and continually press for wider and deeper labor and human rights will depend on the kind of leadership it will nurture. Leadership is about direction giving. As of now, pressing concerns on the question of leadership must immediately be resolved. Organizationally and from a management perspective, a lot is still to be desired to make SERC a more effective labor organization. Problems such as: a) Fast and untimely exit of leaders has been pestering the organization since the previous cycle; b) Some officers could not give enough time for SERC activities because of their heavy burden in their local unions which was shown in their responses to the management and tasking instrument (See Appendix 8); c) Lack of coherent and unified stand on the emergence of the new federation where some key local members of SERC are instrumental in its establishment; d) Varying and sometimes conflicting, but mostly critical voices from old and past officers on some incumbent SERC officers' anemic interventions on the ground also surfaced from interviews.

Recommendations:

- With the presence of past key persons of SERC, issues on ideological coherence while maintaining its pluralistic perspective must be threshed out by the present leadership with collective, respectful and appreciative reading of its past history but open to changes due to challenges brought about by the new situation. A series of reflection and rethinking of SERC's vision, mission-goals- is an imperative and recommended before the next project cycle begins. This can be done, ideally, with the active participation of past key SERC personages, and numerous consultants and advisers who are all there because of their genuine concern and love for SERC. One of them, now almost totally out of circulation in SERC operations, voiced out that for him, "SERC is my home".
- SERC's history in brochure form, integration of its history in its basic orientation courses, etc. must be done within the next cycle;
- institutionalization of periodic and timely criticism and self-criticism sessions among leaders both at the local union and at SERC levels are also highly recommended.
- A common stand on the new federation of state employees initiated by the union whose company was privatized must also be threshed out by the leadership to guide its member organizations on how to relate to it, first through analyzing its impact on SERC both positive and negative, if there's any.
- New rules and policies with regards to the issue of tenure of SERC officers that can provide a more stable set of officers must immediately be resolved.

3.b Aside from ensuring that the young members are trained for leadership, the more pressing problem, which is strategic to SERC at this juncture of its history is the formation of leaders at the provincial chapters, and the systematization and simplification of its structure. SERC's potential is in its membership scattered all over Thailand because its unions are in the basic social services which are all over the country. SERC is the only labor organization that can easily make its presence felt all over Thailand, only if it will invest more in the strengthening and of course expansion of its provincial chapters. To establish 15 provincial chapters has been a target of SERC, even before this present project cycle. Until now, they only have eight (8) with very uneven growth and capacities.

-Allotting half of LO-NORWAY's support for the next cycle for provincial operations will definitely not be a waste of resources. SERC has a lot of seasoned leaders from the chapters. This could be a wellspring for leaders for the national level if the campaigns and other training and education-related activities will be delegated to them rather than the usual center (Bangkok)-to-periphery (provincial chapters) way of doing things. This will also pave the ground for a real SERC that is national in character and less of a Bangkok based, centralized organization.

3.c It is only after achieving a certain sense of coherence with a more defined vision-mission-goal, ideological integrity and organizational simplicity that SERC can take on the other issues of effective expansion and linking with other political players in Thai politics and the struggle for more substantial political, economic, cultural and social democracy.

3.d Prospects for expansion. The plight of migrant workers, the issue of precarious work, contractualization, and the ASEAN integration which will bring new types of workers in questionable labor-flexible arrangements, will definitely be in the limelight and will definitely worsen in the immediate future in Thai society. These issues can easily get SERC in the media since most of the issues will be controversial. Meanwhile, industry is picking up and therefore unionism in the private sector will expand. Dipping its hands on these other areas will be tempting to SERC. But SERC, due to its standing among public workers, might consider focusing its expansion among government workers. "The vineyard is rich, but the laborers are few". SERC can definitely contribute better for the development of trade unionism in Thailand in widening trade union rights among government workers since they are the only ones with such experience.

3.e Sustainability, financial and otherwise;

SERC can survive without external financial assistance. Its effort to put up its own offices by self-financing is a testament to its capacity to raise funds of its own. It is also able to collect a decent amount of support from its own members for its basic operations and programs. Local union members are also financially capable of providing basic education to its members. But to ensure that it is able to expand its programs and services, and be able to wage campaigns on a national scale which will be a plenty during this onslaught of globalization, it has to undertake the campaign for percentage dues from all its members, in a more systematic way than in the past. It is in this context that LO-NORWAY's support is crucial for the next five years.

A higher investment in this regard should be an important component of the next cycle, like supporting a full-time person just for this campaign. An ultimatum is needed but only after ensuring that every aspect of the campaign is fully understood and everybody reached out. Respondents were very firm and vocal that any leader who will campaign on a platform on "percentage dues" will surely lose in the local union elections. It is a very unpopular issue to majority of SERC individual members. But this problem will be resolved with somebody from the secretariat explaining the pros and cons of this very crucial campaign so that local leaders can distance themselves with the issue- and can participate like any other member in the debates and deliberations.

But sustainability is more than financial soundness. Continuing leadership formation, Training of young leaders, development and publications of manuals and modules, and if possible a regular newsletter on political and organizational updates are sine qua non of a thriving labor organization. These have to complement SERC's continuing programs for internal and external expansion.

3.f Monitoring and Evaluation. This is not special to SERC. But the lack of monitoring in SERC is obvious. Monitoring should not be limited to the implementers doing a monthly update and evaluation of the activities under the project. It requires a full-time person to follow-up on the participants of the activities, not just of the training but of other activities and campaigns as well, and come up with a data base on how the activity has impacted on the participants, on their local union, and to SERC as an organization. This data should be culled periodically- as a help, and be used as reference during the project implementers' quarterly evaluation of the project and of the organization as a whole. Although part of the work is documentation of the activities, much more is entailed in monitoring. It requires

area visits and personal interviews, to be able to have a pulse on the ground. Costly? Yes. It is estimated that a 7% of total project cost for monitoring is reasonable. If we say that the three most important things during implementation of a project is monitoring, monitoring and monitoring, we should put our money where our mouth is!

Evaluation work is tedious. And it should not be done just for the sake of doing it. It also takes much time for evaluation to be an effective tool for learning and sharpening future activities. Realistically, one month of the year must be spent for evaluation- while monitoring is done all year round. This means that activities must be done only for 11 months. The 12th month can be spent for gathering and culling data from monitoring, preparing persons who will be involved in the evaluation, and planning through the furnishing of such data, be given enough time to review and study them, before sitting for an extended annual evaluation and planning. Most planning sessions among labor and other civil society groups do not and cannot match the effectiveness of evaluation and planning sessions done by management and business people primarily because of lack of preparations, and lack of data to work with during the sessions. Data and relevant materials must be read and reviewed by those who will do the evaluation and planning, ahead of the session itself. Of course, a bi-annual evaluation planning with bi-annual culling of data gathered through monitoring will definitely simplify the annual evaluation and planning. This very evaluation we were contracted to do for this end of cycle-project needs a lot of improvement. A big organization as SERC cannot be studied and evaluated, with fairness with such a short time. The timing is also quite late. Final report could have been presented and discussed with both SERC leadership and LO-NORWAY before the discussion on the new cycle. And although doing the evaluation during seminars can save a lot of time, doing even short observation on the ground especially at the local and provincial chapters can help evaluators have a better grasp on what's really happening inside the organization. This very evaluation from us could have been finished before LO-NORWAY and SERC forged a new cooperation cycle. The deadline for the report could have been scheduled earlier so that every meaningful findings and recommendations could have been taken in consideration for the next cycle.

At this juncture of the SERC-LO-NORWAY partnership, LO-NORWAY is recommended to put more support on technical training and skills development on project and organizational management (Refer to the detailed recommendation in Section IV)

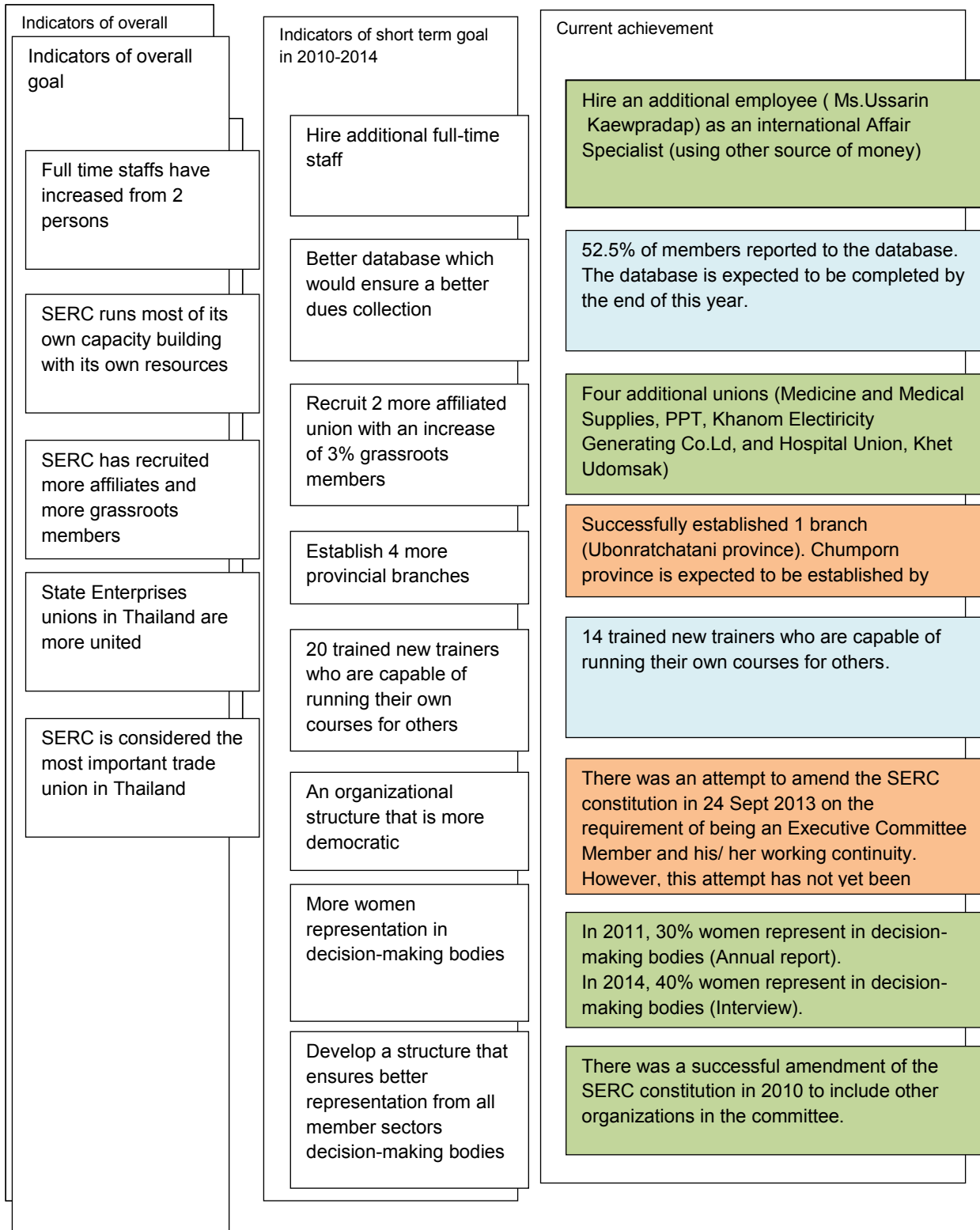
IV Details of the FINDINGS and RECOMMENDATIONS

4.A Over-all findings on the Project

- **To date, 4 out of 8 short term indicators have already achieved. Two incomplete indicators are expected to achieve by this year, while the last two are challenged by the union's organisational structure, political impacts and external factors.**

Up to now 50 per cent of the short term indicators are achieved. Those achievements are an additional staff, additional affiliated trade unions, an increase in women's roles in the committee, and amendment of the SERC constitution to expand the affiliated unions beyond state enterprises. A summary of the achievements is depicted in Figure 1.

Figure 1 Summary of goals and achievement



- **No clear linkage among objectives, indicators, activities and expected outcomes. It is recommended to organize a consultation meeting between SERC and LO-Norway to discuss about the expected outputs and clear methodology toward goal sets, including suggestions on evaluation method.**

It is clear from the work plan that the activities, outcomes and indicators are not well linked, resulting in unclear goal, evaluation and follow up activities. Table 2 shows proposed activities for 2010 – 2014. Nevertheless, these activities are designed without the clear links to outcome goals and indicators (shown in Figure1). In some key areas, the focal point only understands that the events should be organized because the resource is available to do so, without a clear expectation and short-term/ long-term outcome.

At least one consultation meeting between SERC and LO-Norway to discuss about joint-expected outcomes and clear methodology toward goal sets, including suggestions on evaluation method, should be organized for drafting the upcoming budget year. The poor linkage of the activity to the implementation appears at the union members who attended the trainings as well. Tables under Appendix 6 demonstrated the result of two trainings, in Nakorn Pathom province and Chiangmai province respectively. Relevance and effectiveness of the training, trainers and result of the trainings were rated above 80 per cent. Notably, the empowerment impact was only around 50-65 per cent, which implies that the trainings were well-provided but there is a lack of opportunities where they can apply the knowledge they gained.

Table 2: proposed SERC activities for 2010 – 2014

Activities	2010	2011	2012	2013	2014
Privatization	2 seminars	Campaigns	Campaigns	Campaigns	Campaigns
Training/ Education	10 new trainers Old trainers to run own courses	-Advance TOT for new trainers	-10 new trainers	-Advance TOT for new trainers	-30 new trainers - Evaluation workshop
Women and gender	5 Seminars	Seminars	Seminars	Seminars	Seminars
Campaign ILO 87/98	Campaigns and Seminar		Assess situation		
Dues structures	-Discussion increased dues collection - SERC allocations from unions	Dues Development-percentage based, progressive system, increased rates	Dues Development-percentage based, progressive system, increased rates	Dues Development-percentage based, progressive system, increased rates	Dues Development-percentage based, progressive system, increased rates
Democracy	- Discuss structure changes - Decide changes		Revise structure changes needed	Approval by Congress on the changes needed	
	- 2 Branch seminars	Branch seminars	Branch seminars	Branch seminars	Branch seminars
Administration	Data base update	Data base update	Data base update	Data base update	Data base update
Policy documents	Make policy and vote on it		Revise policy	Vote over new policy changes	

- **Lack of Monitoring, evaluation and feedback should be a key component of every activity**

- A half-year progress report is regularly submitted; however, the purpose of the report is to update and provided initial comments from limited group of people without an effective feedback to the Executive committee. As a result, only few people, who contribute to the progress report, understand the report, with no further discussions toward a better and productive approach.
- There is a monthly meeting but not purely for evaluation and discussion. Though, feedbacks are expected, the reporting/ meeting style does not allow so. In addition, each one does not want to comment over line of authorities. Some said they have no jurisdiction to criticize other's works and to avoid possible conflicts.
- The annual executive meeting normally discusses future work plan for the next year with no or limited discussions on lesson learned.

- **No key responsible person (programme officer/ coordinator) for administration, monitoring and evaluations**

Currently, there is no full-time programme officer/ focal point to responsible on administration, follow-up and evaluation. Though education is only a part of the project objectives, the Deputy General Secretary for Education supervised and communicates with LO-Norway. However, he is not a full-time staff for SERC, resulting in work overload. A lot of the administrative tasks are left to one person doing other administrative tasks for the organization.

- **. Lack of long term plan to achieve goals which require continuous activities and work plan. It is highly recommend setting up and implementing a long-term plan for reference.**

The high turn-over rate of Executive committee is resulting in the work continuity. While SERC is trying to tackle this problem, it is the lack of a strategic development plan that is also a problem. To ensure that the strategic/action plans will be successfully implemented toward a long-term goal. It must be noted that this long-term plan should be dependently designed for SERC long-term goals, where a SERC/LO NORWAY project must be integrated.

4.B Analysis and Findings on specific activities

	Result	Efficiency	External impact	Sustainability
Privatization	<p>Widest consensus on this struggle against privatization among SERC officers.</p> <p>Most popular issue since it involves their employment status; and therefore has deep and wide support from members.</p> <p>Well-perceived view of all Executive committee toward possible negative impacts on trade unions by implementing privatization.</p>	<p>The activities set in line with this issue are seminars and campaigns.</p> <p>Campaigns for capacities building s and raising public awareness have been achieved.</p> <p>One of the top three successful activities indicated by all responses was the campaign on privatization. The campaign concurred with the political conflict in Thailand. At that time the government favoured to privatize state-enterprises, thus SERC's involvement in the anti-government group has increased the public awareness and empower SERC's calls again anti-privatization.</p> <p>All respondents suggested that this topic should be continuously followed though since the</p>	<p>An initiative to privatize a state enterprise was published on newspapers and media. SERC then immediately made known its opposition and resistance to the move. Within a week this initiative was withdrawn by the government.</p> <p>Public support and media assistance was felt by SERC for their position.</p>	<p>The Thai government will not stop in its attempts to privatize state enterprises. This is one of the pillars of neo-liberalization which almost all ASEAN countries are pursuing. SERC must expect that its government will always try its best to continue its privatization efforts. Therefore, SERC must always be vigilant.</p> <p>The campaign must be more vigorously waged outside of Bangkok, thru the provincial chapters.</p> <p>Soliciting support from the academe and other social movements must be enhanced</p> <p>Currently, the executive committee have clear understanding on the anti-privatization. However, since SERC executive committee have somewhat a certain turnover rate. Capacity building is considered to be necessary, along with regularly public awareness campaign.</p>

	Result	Efficiency	External impact	Sustainability
		government can change its' policy anytime.		<p>Most of supportive people/ trade union members are located in Bangkok- only limited supports from some provinces.</p> <p>It is also noticed that the effective campaign must be supported by a research/ study. Otherwise, it is difficult to be supported by public movement. Therefore, it is encouraged to expand the network to academia and NGOs/ CBOs to pool possible resources and to ensure an effective outcome.</p>
Campaign ILO 87/98	<p>In 2013, the Thai government agreed to bring the ILO 87/98 issue into the cabinet. But, the government was dissolved before any further action.</p> <p>Comparing to previous governments' responses, that agreement suggested a move. However, the campaign to encourage the government rectification has to start again in the following government.</p> <p>Scant discussions on the contents of both Conventions at the membership level.</p>	<p>The activities set in line with this issue are seminars and campaigns in 2010 and assessment of situation in 2012.</p> <p>The campaign on ILO 87/98 has been conducted over decades. Since the context of ILO87/98 impacts on trade unions in private sectors and migrant workers, a number of labour orgs. Are pushing for its ratification.</p> <p>The campaign has not</p>	<p>The campaign on ILO 87/98 has conducted over decades. However, the national security issue, for the Thai government is central to its reluctance to ratify both conventions.</p> <p>Although there is optimism based in past history that some conventions were ratified during military junta</p>	<p>As in the anti-privatization campaign, this campaign must be pursued more vigorously at the ground level, again, through the provincial branches. It will be ironic if the military junta ratifies the conventions, and SERC will have to explain to its members the content and the relevance of the conventions to their union and human rights work. Public awareness and continuous consciousness raising on the contents and importance of these 2 conventions must continue on a</p>

	Result	Efficiency	External impact	Sustainability
		really reached the public's consciousness. The issue if ILO87/98 is only evident among labour- related organizations.	regimes, this campaign will encounter serious problems due to the nature of the new government.	<p>more systematic and vigorous manner.</p> <p>A documentation/ study on the benefits on ratification of both conventions can complement such campaign.</p> <p>The updated study should include but not limited to (1) a brief history of the campaigns on ILO87/98 in Thailand, (2) existing studies, as well as (3) international experiences (of those countries which have already rectify and positive impacts on their economies/ societies). It should be a long-term project to ensure continuous activities and improve understandings to public awareness, ensuring sustainable effects.</p> <p>If the rectification is approved, the next step is to move it forward to implementation, which requires a period of time to be fully effective and requires public understandings.</p>

	Result	Efficiency	External impact	Sustainability
Training & Education	<p>The objective of the number of trainings can be achieved. However, the database of the trainers should be improved.</p> <p>Based on the questionnaire, all participants rated high satisfaction for the trainings they have attended.</p> <p>Produced a number of trainers, though less than the target.</p> <p>The procedure to select participants is designed. However, practically each union submitted those without strictly selected. It is strongly suggested to develop a database of participants and trainers as well as training modules.</p>	<p>The procedure to select participants is poor. Practically each union sent their representatives without strict selection process.</p> <p>No database of members and trainings attended.</p> <p>Not enough preparations so that in one seminar, the supposed speaker for a certain topic did not show up.</p> <p>Only some training courses were evaluated and only some of them can track the evaluation. No data base of collated evaluations of the trainings conducted, including trainers' contact address and their expertise. Though a number of trainers were produced, only some of them are provided opportunities for practice.</p>	<p>During the political conflicts, in particular in the time when SERC joined the anti-government group, the trainings were rarely conducted.</p>	<p>-It is highly recommended that the course on training for trainers must be organised annually (not only a component of other course – e.g. leadership/ trade union management)</p> <p>-Training modules should be developed for training of trainers for their further use.</p> <p>-It is worth to note that some unions can request for training budget from their affiliated organizations. Therefore, a “training for trainers” course with ready-to-use modules will help trained people disseminate and organize their own trainings, especially in provincial level.</p> <p>-It is suggested that the module should be attached with pre and post-tests to submit to SERC. SERC can play its roles as a certified institution which is better in term of creating multiple effects on capacity building.</p> <p>-Multi-level courses should be designed to encourage participants' interest for further courses.</p>

	Result	Efficiency	External impact	Sustainability
				-unions/ or potential trainees must start subsidizing seminar costs for their participants.
Women and gender	<p>More women are in leadership positions;</p> <p>Women participants in seminars are more active in their local unions.</p> <p>The number of trainings/ seminars conducted was in-line with activities planned except since the last year due to the political conflict.</p> <p>The objective of the gender issue is to empower and promote the female role in trade unions. However, the training designs do not effectively cover that issue</p> <p>More women representation in decision-making bodies from 30% in 2011 to 40% in 2014.</p> <p>Even women leaders seem not conversant with deeper discussions on patriarchy,</p>	<p>The activities set in line with this issue are seminars.</p> <p>However, the interviews and documents show that the trainings provided were largely in the general issues, e.g. HIV, health-related trainings. Only some of them were related to leadership, roots of patriarchy, empowerment and feminism.</p> <p>A walking campaign on the international women's day is also accounted as a key activity. Many feel that this activity should be complemented by other more creative activities.</p> <p>In addition, the seminars were mostly organized in BKK and vicinity area.</p>	<p>Due to the political conflict, the number of gender-related trainings did not meet the target.</p>	<p>-Gender issues may include awareness rising in women union members. Though the number of women representatives in decision-making bodies has met the target, a number of women members do not acknowledge their potentials and still limited by family tasks and traditional perception.</p> <p>-Deeper topics on gender such as feminism, roots of patriarchy, and the likes should be incorporated in the modules.</p> <p>-It should be noted that the gender program should not target only on women, but also their family to ensure the sustainable outcome.</p>

	Result	Efficiency	External impact	Sustainability
	gender dynamics and feminism.			
Dues structures	<p>Many locals were able to increase the amount of union dues. But a number of them miserably failed in the campaign for the unions to adopt to the percentage dues system.</p> <p>Majority of the members in most local unions are still resistant to the idea.</p>	<p>The discussions are occasionally going on in the Executive monthly meeting.</p> <p>Looks that the campaign has not reached the membership level. Scant reports on activities in explaining the pros and cons of the percentage dues system at the ground level.</p>	<p>If successful, SERC will be in a better position to finance most of its programs.</p> <p>But SERC member-unions are in different industries, with different sizes in terms of membership. This must be taken in consideration.</p>	<p>-A more vibrant, aggressive and focus campaign on this issue must be done in the next cycle;</p> <p>-SERC can hire a full-time campaigner for this issue during the next cycle to ensure that the general membership of SERC is reached by the campaign, with new pamphlets showcasing the benefits of the alternative dues structure. Experiences of unions within Thailand and from other countries will definitely be helpful.</p> <p>-Best practices on the issue, in and outside Thai unions must be explained up to the last member of each union.</p> <p>-It is recommended to include a brief discussion on this issue during orientation sessions for new members of organized by local unions;</p>
Democracy	An organizational structure that is more democratic will always be a component of any	The turnover rate of the Executive committee is high and thus impacts on	The turnover of the Executive committee is high and thus	-The turnover of the Executive committee is high and thus impacts on the work continuity. It is

	Result	Efficiency	External impact	Sustainability
	<p>labor organization. There was a successful amendment of the SERC constitution in 2010 to include other organizations in the committee. However, there was also an attempt to amend the SERC constitution in 24 Sept 2013 on the requirement of being an Executive Committee Member and his/ her working continuity. This was still left hanging up to the present and hasn't decided upon. Provincial branches structure is not clearly designed and very much depend upon individuals not structure, resulting the long-term administrative risk.</p>	<p>the work continuity. A number of branch seminar have been organized; however, those are mainly organized by the centre body suggesting a somewhat level of centralization.</p>	<p>impacts on the work continuity.</p>	<p>suggested that SERC should amend the regulation as did in 2013.</p> <p>-Organizing consultations/ meetings to frankly discuss about the effectiveness and lesson learnt of all activities may be a key towards better understanding among leaders.</p>
Admini stration	<p>52.5% of members reported to the database. The database is expected to be completed by the end of this year.</p> <p>-However, the design of the information collection is not that clear and systematized.</p> <p>-lack of appreciation for the linkage of better planning and</p>	<p>-the deputy secretary general for information and communication does not get enough complementary assistance on this work. This is a lot of work and cannot be expected to be done by him alone.</p>	<p>A more precise, up to date count of membership, of target workers for membership, and other relevant information incorporated in the database will tremendously</p>	<p>Only few members realise the importance of data base and it implications. For example, the well-established database can be employed for the CBA, negotiations;</p> <p>-The Executive meeting should also require an update on data base collection to ensure better sharing of information on compulsory basis.</p>

	Result	Efficiency	External impact	Sustainability
	data base gathering;		<p>enhance SERC's relations and dealings with fraternal organizations, with management. It will also assist local union members towards a better understanding of their local unions' strength and weaknesses.</p> <p>- The focal point to collect the database cannot follow up regularly due to many obligations. A programme officer should be recruited to responsible for database and management development.</p>	<p>The continuity and understanding of the usefulness of the database are crucial.</p> <p>- An IT personnel will hasten the job for SERC. He/ She can be employed for a short-term for designing and testing the system. The design process should include the future scenario for data used.</p>

APPENDICES

APPENDIX 1 Methodology Used and Persons Involved

The field survey was conducted using 3 key tools as follows: (1) Interviews with SERC Executive Board members, SERC committee member at provincial level, and other key persons in the past; (2) A focus group with SERC Executive Board members and core group of implementers to validate the interview results; and (3) Questionnaires to evaluate the SERC training courses through participants' opinions on the ILO87/98, privatization and gender issues.

3.1.1 Interview

The interviews were done with SERC Executive Board members, Advisory Board Committee members/local union leaders, previous SERC officers/ committee. The interviews also included branch officers and representative from LO. The following tables show the list of people interviewed.

1) SERC Executive Board members and related positions

	Interviewee	Position	Date	Time	Current Executive Committee member
1	Ms Nanthana Lansaitong	Education Assistant	Aug 24, 2014	19.00-21.00	
2	Mr Pongtithi Pongsilamane	Deputy General Secretary for Education	Aug 24, 2014	21.00-22.30	/
3	Mr Komsan Tongsir	General Secretary	Aug 25, 2014	10.30-12.00	/
4	Mr Phanomtuan Tongnoi	Deputy General Secretary for Public Relation	Aug 25, 2014	15.30-17.30	/
5	Mr Watchara Chongsakool	Media	Aug 25, 2014	19.30-21.30	/
6	Ms Ubol Kampipote	Former Programme Officer	Aug 26, 2014	9.30-10.30	
7	Ms Arunya Inthayoong	Former Education	Aug 26, 2014	13.30-15.00	
8	Mr Suthep Sritraipop	Legal	Aug 26, 2014	16.00 – 18.00	/
9	Ms Nilaimol Montrekanon	Education/ Former Branch Activities	Aug 26, 2014	20.00 – 22.00	/
10	Mr Sawit Keaw-wan	Former General Secretary	Aug 27, 2014	20.00-22.00	
11	Mr Manop Kuerat	Information and Benefit	Aug 28, 2014	10.30 – 12.00	/
12	Mr Jaray Meednu	Deputy General Secretary for Activities	Aug 28, 2014	13.00-14.00	/
13	Mr Somboon Sabsarn	Former General Secretary of SERC	Aug 28, 2014	13.30 – 14.30	
14	Mr Sanan Jarupaiboon	Migrant Workers and Informal Economy	Aug 28, 2014	14.30 – 15.30	/
15	Ms Rungthip Lekvat	Branch Activities	Aug 29, 2014	10.30-	/

			2014	12.00	
16	Mrs. Kaewpradap	Former leader for gender	Sept.1, 2014	6:00-7:00	

2) Committee members at provincial level

There are 8 branches in the northern area (Chiangmai, Uttaradit and Nakornsawan), the eastern area (Ubonratchathani, Nakornratchasima,and Khonkhen), and the southern area (Phuket, and Songkla)

At the time of interviews/ focus group, only 3 branches in the northern area and north eastern areas are appointed.

	Name	Position	Date	Time
1	Mr Damrong Boonyuen	Uttaradit province, SERC	Aug 29, 2014	15.30-18.00
2	Mr Surat Boonkhong	Uttaradit province, SERC	Aug 29, 2014	15.30-18.00
3	Mr Patamest Imtumrun	Ubon Ratchathani province, SERC	Aug 29, 2014	15.30-18.00
4	Mr Noppadol Naprasert	Chiangmai province, SERC	Aug 30, 2014	11.00-12.30
5	Ms Ratmanee Thanomsinsab	Chiangmai province, SERC	Aug 30, 2014	11.00-12.30
6	Mr Supat Tob-ut	Nakornsawan province, SERC	Aug 31, 2014	15.30-17.00
7	Mr Bumrungpong Triwicha	Nakornsawan province, SERC	Aug 31, 2014	15.30-17.00

3.1.2 Focus Group

- Leadership assessment and prioritization setting.

A focus group discussion was facilitated with the core group of implementers of the project designed to gauge their community-life, their general observations on the 7 items within the project, and validate the information collected through the interviews, on 27 August 2014, 5:00-7:00 pm.

3.1.3 Questionnaire

- Training participants in two training courses with the analytical report integrated into the findings and recommendation.

3.2 Tools

The objectives and goals are grouped into 4 key areas in response to the objectives of the LO-Norway, as listed follows:

3.3.1 Overall opinion/ status of the program cooperation/partnership

3.3.2 Institutional development process in SERC as a labour organization, strengths and weaknesses;

3.3.3 Campaigns against privatization toward ratification on ILO Convention 87 and 98

3.3.4 Assessing gender programme

3.2.1 Overall opinion/ status of the program cooperation/partnership

Key issue	Actions taken
1) Technical implementation/ Collaboration/ Overall opinion on the Cooperation Programme (See points of interviews in Appendix 1)	<ul style="list-style-type: none"> - Interviews with SERC officials, committees and members - Review organizational documents and records
2) Education and training activities conducted: * (See questionnaire in Appendix 2)	<ul style="list-style-type: none"> - Written questionnaires for participants - Observations - Organizational records and documents - Evaluation of trainings conducted - interviews

(*) Including privatization and gender issue.

3.2.2 Institutional development process in SERC as a labor organization, its strength and weaknesses

Key issues	Actions taken
1) Organizing and recruitment of new affiliates from other state enterprises unions. Internal recruitment of new individual union members in the existing unions. 2) Development process in the establishment of strategic provincial branches of SERC; 3) Current campaign to transform SERC's existing dues structure to percentage-based. Monitor the development of system of allocation and sharing of financial resources between and among the National confederation, the affiliate unions and newly established provincial branches (See points of interviews in Appendix 3); 4) Leadership and organizational dynamics; linkages and networking;	<ul style="list-style-type: none"> - Interviews with SERC officers & local unions; - Interviews with key persons both past and present; - Organizational records and documents <p>-interview of key informants</p>

3.2.3 Assessing campaigns against privatization toward ratification/ ILO C 87 and 98

Key issue	Actions taken
1) Politico-legal context/labour relations framework. State-labour relations, industrial relations system, extent of	<ul style="list-style-type: none"> - Interviews with key informants - Review of related

unionization.	literature/secondary data - Focus group discussion
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3.2.4 Assessing gender programmes

Key issue	Actions taken
<ol style="list-style-type: none"> 1. Improvements of gender awareness & assertiveness of women members in all levels of decision-making structures in SERC. Number of female share of SERC ,officials, committees; the diversity of their membership with the aim of gender parity 2. Number of trainings participants by gender 3. How well do you think to develop equal employment, recruitment and training guidelines to ensure that women are not inadvertently discriminated? Do you have elaborated equality plans for the unions? 4. How well do you think to undertake gender-impact assessment of all internal policies and programmes in order to ensure gender mainstreaming? How well do you allot gender budget? Do you think it should be improved? 	<ul style="list-style-type: none"> - Interviews with key SERC Executive Board members, Advisory Board Committee members/local union leaders - Written questionnaires to members (refer to Appendix 2) - Observation - Organizational records and documents

Appendix 2: Points of Interviews

Respondents: SERC Committee Members, provincial branch leaders and representatives, Core-group of implementers, and other key figures

1) Overall opinion on the Cooperation Programme

I. Awareness of the Cooperation Programme

1. What is your interest in and/or involvement in the SERC-LO Norway Program of Cooperation?
2. How much do you know about the Cooperation Program?

II. Stakeholders' Needs and Program Planning and Design

3. Was there a needs assessment activity undertaken prior to the identification of the various components and interventions under the Cooperation Program? Were SERC union affiliates involved? Up to what extent?
4. Does the Program as implemented match the needs of the people to be served? Have unmet needs been identified during program planning?
Do target beneficiaries reject the interventions? Are there value conflicts between the participants and goals of the program?
5. Were the stakeholders involved in coming up with statements of outcome objectives?
6. What processes or procedures do SERC follow or conduct in preparing program proposals for submission to LO-Norway?
7. In your program plan, have intermediate steps been identified that are expected to occur between the interventions and the desired outcomes?

III. Program Implementation

8. How would you assess the strengths and weaknesses of the organization vis-à-vis the implementation of the Cooperation Program?
 - 8.1 Particular strong points?
 - 8.2 Particular weak points?
 - 8.3 Suggestions for improving the organizational capacity to implement the Program
 - 8.4 Identify barriers to improving organizational capacity
9. Can you think of any program component that you would consider successful? Which one?
 - 9.1 What are the indicators of success?
 - 9.2 Reasons for success
10. Which component or activity, if any, do you consider to be a failure that is it did not achieve any of its objectives?
 - 11.1 Reasons for failure

IV. Resource Utilization

11. Are the resources devoted to the Program being used appropriately?
Do stakeholders agree that the activities/services to be supported are needed more than any other activities/services?
Are the funds used the way they are supposed to be spent?
12. Have there been some adjustments in any of the projects or activities?
What are the reasons for these changes or adjustments?
13. Do the outcomes (short-term and long-term) justify the resources spent?

V. Program Outcomes

14. In your overall assessment, how effective has the Cooperation Program been in meeting its objectives (refer to the list of objectives if necessary)?

Which part/s of the Cooperation Program has/have been most successful in achieving its objectives?

Which part/s of the Cooperation Program has/have been least successful?

Why?

15. Have there been any unintended impacts from the Program activities? Please specify

16. Have the activities of the Cooperation Program, e.g. training, been equitably accessible to all members? What are the criteria used in the selection of training participants?

17. If you were in a position to offer your advice on re-designing the Program, which aspect would you change to make them more effective (more likely to achieve their objectives?)

What changes would you make?

What particular parts (elements) would you add?

What particular parts (elements) would you delete?

18. Taking union development as a broad issue, are there other types of programs or activities that might be more cost-effective in achieving the objectives of the Cooperation Agreement? Please provide examples.

19. Will SERC continue the activities under the Cooperation program even without support from LO-Norway?

How will SERC sustain the projects in terms of funding?

Have there been activities or programs now being undertaken by SERC to sustain its programs and projects? Has SERC already developed its organizational capacity to continue the various activities, particularly training, in the Program even without LO-Norway's support? In what ways?

20. Local Union updates, other leadership and management issues on SERC operations outside of the project.

Appendix 3: Questionnaires for participants in SERC's trainings

Respondents: Training participants

Impact of training activities of the previous training that you had attended

Name: _____ Sex _____ Age _____

Union: _____ Position in the Union _____

Number of working years: _____ No. of years in union: _____

Date of Interview: _____

1. the last courses/ trainings that you had attended previously

Name of the course _____

Date/ month/year of training _____ the number of training days _____

2. Why were you selected to participate in the training activities? Which criteria were used?

3. Course Assessment.

Please check the column that best represents your views:

1 Strongly disagree < 2 Disagree < 3 Indifference < 4 Agree < Strongly agree

Your specific comments and suggestions for improvement would be most appreciated.

General Course Assessment 1 Strongly disagree < 2 Disagree < 3 Indifference < 4 Agree < Strongly agree	Low		High		
	1	2	3	4	5
Relevant and effectiveness					
a. Were the course objectives clearly evident to you? Comments/Suggestions: _____					
b. Did you learn what you expected to learn? Comments/Suggestions: _____					
c. Was the material presented relevant and valuable to you? Comments/Suggestions: _____					
e. Was there adequate amount of time allotted to topics? Comments/Suggestions: _____					
f. Were the visual aids (powerpoint, transparencies, flipcharts, etc.) helpful to you? Comments/Suggestions: _____					
g. Was the course well organized, allowing a progression from one topic to another? Comments/Suggestions: _____					
h. How do you rate the training you attended overall? Comments/Suggestions: _____					
i. Were the knowledge or information you have acquired in the training beneficial in your work? _____					
j. Were the skills you have acquired in the training beneficial in your work? _____					
Trainer Skills					
k. Was the trainer always well prepared?					
l. Did the trainer have an expert knowledge of the course?					
m. Did the trainer have effective presentation skills?					
n. Did the trainer communicate well with the participants?					
o. Was the trainer able to stimulate group discussion?					
p. How do you rate the trainer's skills overall?					
Impact of the training					
Q. Have you actually use the knowledge after the training					
R. The training allowed you to make some feedbacks					

4. Empowerment impact of training activities in enhancing role in the union.

Please check the appropriate column of your response using the following rating scale of certain areas which saw improvement because of your participation in the SERC training activities:

1 = Not part of my work < 2 = No improvement at all < 3 = Improved < 4 = Highly Improved

Areas	Rate			
	1	2	3	4
a. Take <u>on additional responsible role(s)</u> Please specify these roles:				
b. Initiate or lead group activities or projects Please specify:				
c. Participate in group activities: Please specify activities and your role:				
d. Recruit additional new members Please describe your activities:				
e. Present the program to other potential union affiliates of SERC				
f. Dialogue/communicate with supervisors and managers at the workplace about workers' issues and concerns Please describe these engagements:				
g. Dialogue/communicate with employers' groups, government agencies, and other institutions at the national level Please describe these engagements:				
h. Participate in support groups, e.g. counselling, coaching co-workers Please describe these support groups:				
i. Participate in other activities to build self-esteem and interpersonal skills Please list these activities:				
j. Evidence of improved self-image or improved interpersonal skills, please specify				

6. What are the strong features of SERC's training activities? _____

7. What are the weak features?

8. Additional suggestions for improvement: _____

9. Please recommend your preferable training in the future _____

The following session will not be relevant to training courses. Please specify your general comments

10. Awareness on privatization

10.1 Please explain the issues/ concepts on privatization in your understanding _____

10.2 Have you ever attended in activity regarding privatization?

() Yes, please specify type of activity and date _____

() No (Please skip to 11)

Areas 1 Strongly disagree < 2 Disagree < 3 Indifference < 4 Agree < 5 Strongly agree	Rate				
	1	2	3	4	5
a. Do you think that the activity that you had attended was well-organized and effective?					
b. Do you think that <u>the activity that you had attended</u> had actually impacted on the government decisions regarding privatization?					
c. Do you think that <u>the campaigns run by the SERC</u> had actually impacted on the government decisions regarding privatization?					

11. Empowerment impact of training activities on gender-relevant issues.

Areas 1 Strongly disagree < 2 Disagree < 3 Indifference < 4 Agree < 5 Strongly agree	Rate				
	1	2	3	4	5
a. If you would like to discuss about gender-relevant issues with your work colleagues, please rate the difficulty to open a discussion.					
b. The SERC activities has increasingly involved the gender issue					

11.1 The training that you had participated last time, was there any gender-relevant issues

() Yes

() No

.

11.2 Have gender activities been increasing in number at the local level

11.3 Do you think, there is an increase in awareness on gender issue among the colleagues at the local level? _____

Appendix 4: Points of interviews on institutional development process in SERC

[Key SERC Executive Board members, Advisory Board Committee members/local union leaders]

1): Institutional development process

1. How many unions are now affiliated with SERC? How many were affiliated prior to the SERC-LO Norway Cooperation Program?
2. How is the internal recruitment of new members in your union? What is the average increase overall? Which factors could be attributed to the growth of membership? Which factors could be attributed to the decline of membership?
3. Have the provincial branches contributed to increased organizing and recruitment? Have they been able to increase membership, especially dues-paying membership? Why or why not? Confederation or SERC level in terms of number of union affiliates. Recruitment of new members in the local unions
4. Any suggestions on how provincial branches could better enhance organizing and recruitment?
5. Can you cite some good practices of SERC or its provincial branches that have considerably enhanced organizing and recruitment success and increased membership?
6. Overall, what could be the facilitating factors that could influence union growth?
7. What could be the constraining factors or obstacles?
8. What particular component of the SERC-LO Norway Program should be improved to enhance organizing and recruitment?
9. Other comments/suggestions?
10. General observation on SERC as an organization, priority needs of SERC for the coming years, and recommendations on how LO-NORWAY can continue supporting SERC better
11. Basic information obtaining in their own local union

Appendix 5 Points of Interview on privatization and ILO 87, 98

[Key SERC Executive Board members, Advisory Board Committee members/local union leaders]

Campaign on Privatization/ ILO 87, 98

1. What government entities have been privatised so far? What are the pros and cons of the privatization issue?
2. What are the pros and cons of the ILO 87/ 98?
3. What is the general position of SERC on the privatization issue? Do all affiliates share the same position? If there are diverging views, what could be the reasons?
4. How to you assess SERC's anti-privatization to date? If successful, what are your indicators?
5. How to you assess the reaction of the government on the ILO 87/ 98 to date? If successful, what are your indicators?
6. Which strategies or factors contributed to the success of the campaign?
7. Which factors constrain SERC's campaign?
8. How do you see SERC's anti-privatization campaign overall? Can SERC sustain its campaign in the long-term? How?

Appendix 6 Collation of Responses from seminar participants

Figure 2: Voice of participants in a training in Nakornpathom Province, Thailand

Figure 2A: Relevant and effectiveness (per cent)

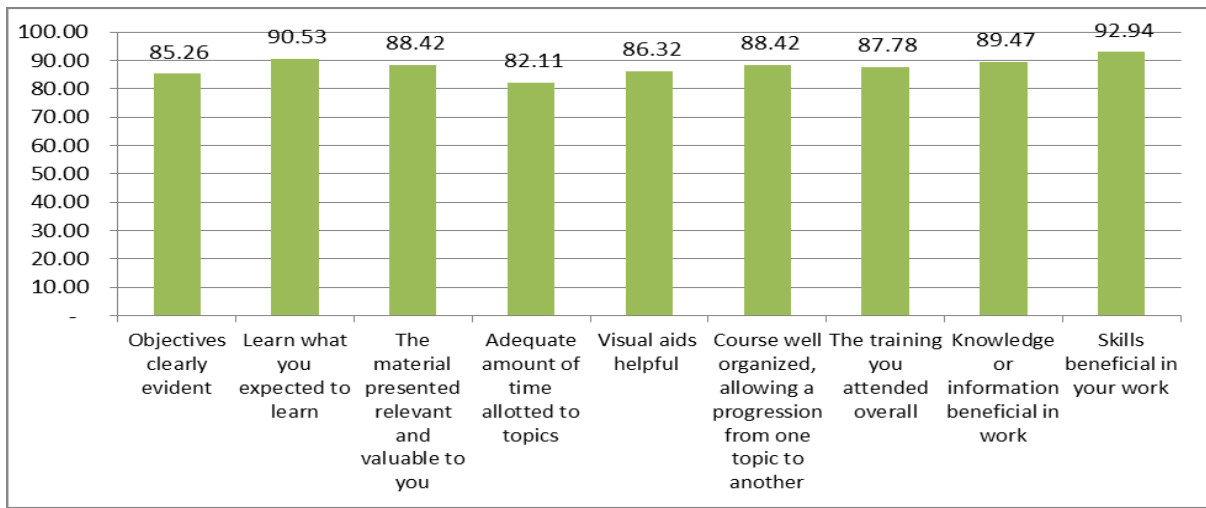


Figure2B: Trainer (per cent)

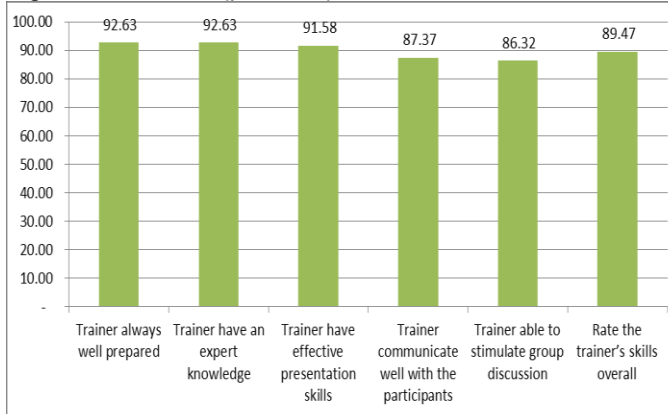


Figure2c: Result of the training (per cent)

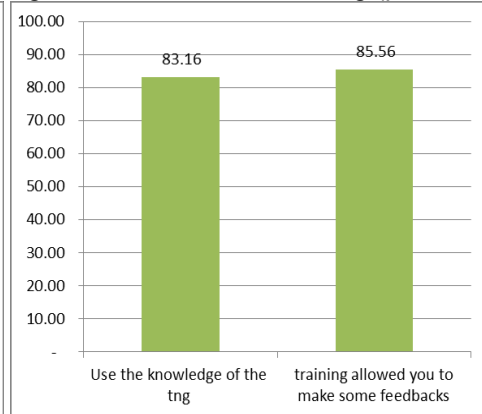
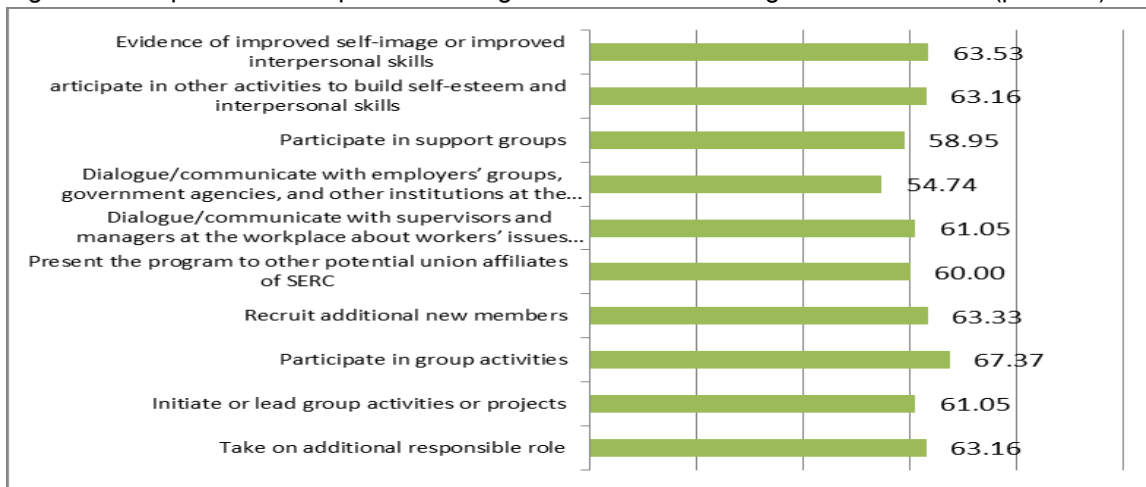


Figure2D: Empowerment impact of training activities in enhancing role in the union. (per cent)



Source Questionnaire collection, Nakornpathom province (F=8, M=11), Thailand and own calculation

Figure 3: Voice of participants in a training in Chiangmai Province, Thailand

Figure 3A: Relevant and effectiveness (per cent)

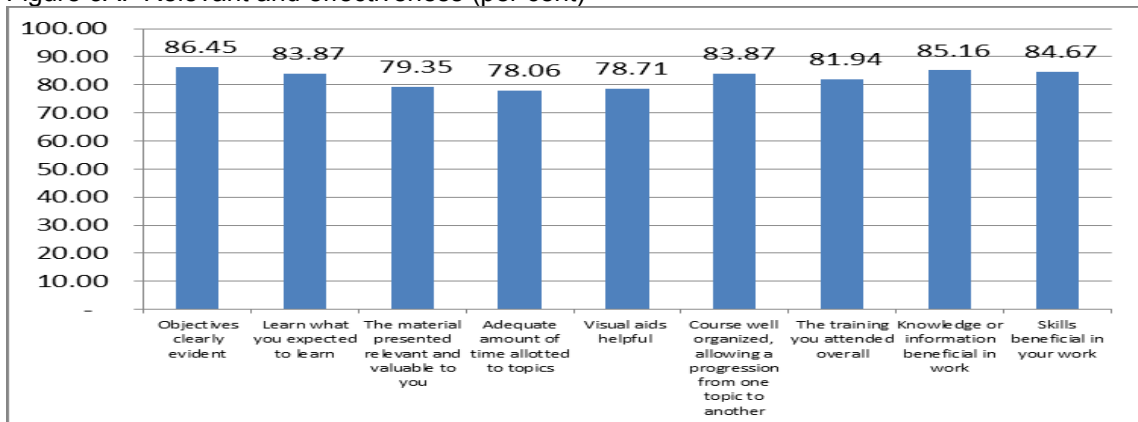


Figure3B: Trainer (per cent)

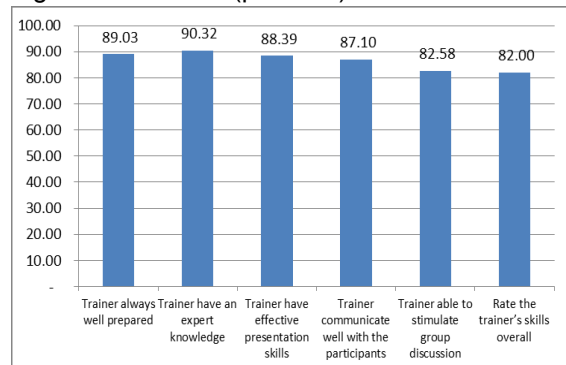


Figure3c Result of the training (per cent)

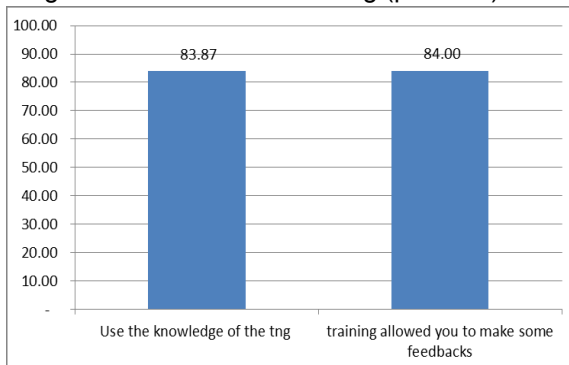
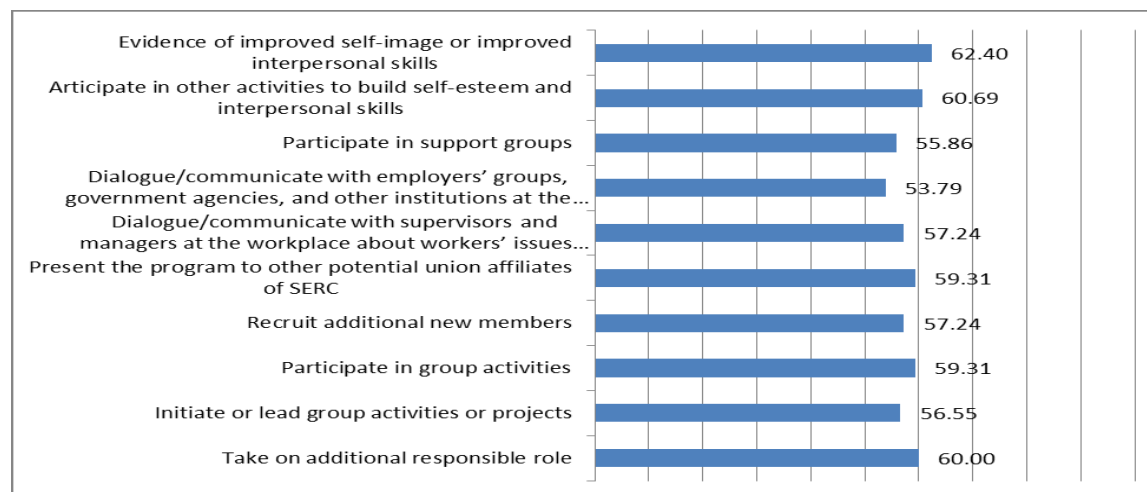


Figure3D: Empowerment impact of training activities in enhancing role in the union (per cent)



Source Questionnaire collection, Chaingmai province (F=2, M=28, N/A=1), Thailand and own calculation

Appendix 7 Instrument on Leadership and Organization/Institutional Concerns

To be filled up by all members of SERC Executive Com including project staff

	1	2	3	4
	Strongly disagree	Somewhat disagree	Somewhat agree	Strongly agree
Your opinion toward the executive board				
There are differences in beliefs in SEC's directions	2	3	4	
They have deep commitment to SERC programs and efforts			6	5
Has Knowledge and expertise on the work/responsibilities assigned to him/her		1	6	4
Humility and openness to learn		1	5	5
Diligence and industriousness in doing the job		1	5	5
Enough time for SERC responsibility and SERC activities	1		5	5

	1 Strongly disagree	2 Somewhat disagree	3 Somewhat agree	4 Strongly agree
Transparency and openness with his co-leaders			6	5
Eagerness to learn more and initiative to study		2	5	4
Team worker and easy to work with		2	7	2
Courteous and respectful of co-workers and co-leaders		1	6	4
Our leaders have Strong commitment to				
-full trade union rights			8	3
-betterment of life of all workers		1	6	4
-democracy and values of people participation and empowerment		3	4	4
-dream of a society where workers' voice are heard first		4	6	1
Many executive board members are so busy with responsibilities to their own local union		2	3	4
Fast replacements of officers is a problem in SERC	1	4	5	
Differences of political beliefs of officers cause problems to SERC directions and problem implementation	2	4	4	1
Many officers have not yet appreciated SERC's direction and accomplishments	1	4	3	2
There is a lack of opportunities among officers to share their own beliefs and attitudes to each other; officers are not yet friends with each other;		1	3	4
It will be great if Tenure of SERC officers will be synchronized with local union elections; or will still continue, even if loses in local elections to ensure continuity;		1		2
Top local union officers must be part of SERC structure in whatever way		2	3	6

*(Total of 11 respondents from SERC Executive Board.
11th question of second part got only 3 responses;*

There are unanswered items)

Item	1 Seldom/ very poor/ needs lot of improve- ment	2 Sometimes /Poor/ Needs Improveme nt	3 Most of the times / good/ satisfa ctory	4 Always/ Done with best results/ Excellent/ Very satisfactory	
	Item				

1. DO I RECEIVE CLEAR instructions and directions from my immediate superior (if you have any); or do you give clear instructions and direction to your subordinate, if any- on each activity I am responsible for?		1	8	3
2. Do I have clear understanding of the expectations of what my work entails?		1	4	7
3. Do we have clear and common understanding of our expectations and roles from each other?			5	7
4. Are budget-related issues on activities commonly decided upon? (accommodations, types of accommodations, transportation, etc.)			5	7
5. Are leaders' participation maximized in each activity?		1	10	1
6. Do we do enough preparations for each activity? (meetings on clarifying the objective of the activity, invitations, handouts and other educational materials, speakers, arrangement for accommodations, etc.)			4	8
7. During the activity (clarity of roles and functions of each, ensuring safety, welfare and wellness of participants, ensuring active participation of participants, following schedules, flexibility according to needs, maximizing time for training, etc.)			5	7
8. Post-activity tasks (collation of evaluations of participants and discussing how valid evaluations can be implemented to the next activity; adding up to the data-based of any relevant information gathered on the participants during the activity, etc., and evaluation of the said activity by the implementers)		1	8	3
9. Feedback-giving both on work-related and interpersonal issues on a regular basis			8	4
10. Do we resolve conflicts both work related and inter-personal on the right time, place and venue? (Is conflict management part of the program and schedule of the EB? And are conflicts brought out to the surface and discussed?) rather than kept aside? Do we have a culture of honesty and sincerity and frankness without being accusatory and aggressive?			7	5
11. Do you want to include other points?				

Total of 12 respondents;

From secretariat and other SERC EB officers and consultants;

Nobody added any item for #11;

Appendix 9 The cooperation agreement in 2004 – 2008 and 2010 - 2014

The cooperation agreement (2004-2008) *	The cooperation agreement (2010-2014)**
<p>1. Trade Union Finance and Administration: The partnership program shall be continued to focus on attaining the transformation of SERC's existing dues structure to a percentage-based dues structure;</p> <p>2. Organizing and Recruitment: SERC will aspire to recruit more affiliate unions. Internal recruitment of new members in the existing unions will be pursued in order to attain at least 60% membership of all rank and file workers in each state enterprise affiliate union. The provincial branches shall also be strengthened and more provincial branches of SERC.</p> <p>3. Education and Trainings on: (1) Skills training for union leaders (2) Privatization (3) Gender awareness (4) Integration of HIV/AIDS awareness (5) ILO 87/98 (6) Trade Union Finance (7) Organizing and recruitment (8) Branch development. SERC shall development appropriate training and education policy.</p> <p>4. Trade Union Democracy: SERC shall develop a mechanism to establish a system of representative democracy through proportional representation at all levels of the union's organisational structure. Likewise, the system of decision-making shall be improved to develop union democracy and transparency.</p>	<p>1. To restructure the current union dues structure from a fixed based system to a percentage based system;</p> <p>2. To recruit more affiliate unions from the state enterprises from the current unions;</p> <p>3. To campaign against privatization of state enterprises especially the utilities companies, transportation, communication, postal service, to get (encourage) the Thai government to ratify ILO 87and 98</p> <p>4. To develop an effective gender program for SERC members</p>

Appendix 10 Funds received

. LO-Norway – SERC Programmes of Cooperation

Fund received (THB)

Year	LO-NORWAY	SERC	Total	Share of LO-Norway	Share of SERC	Total
2007	2,329,347	233,850	2,563,197	91%	9%	100%
2008	3,476,785	356,000	3,832,785	91%	9%	100%
2009	2,561,180	425,400	2,986,580	86%	14%	100%
2010	3,514,258	780,150	4,294,408	82%	18%	100%
2011	2,748,000	366,400	3,114,400	88%	12%	100%
2012	3,007,200	558,001	3,565,201	84%	16%	100%
2013	2,876,030	774,000	3,650,030	79%	21%	100%