



LABOUR RESEARCH SERVICE

ANNUAL REPORT

MARCH 2005 – FEBRUARY 2006.



Labour Research Service
P.O. Box 376, Woodstock, 7915

Tel: +27 21 447 1677
Email: Irs@lrs.org.za

Fax: +27 21 447 9244
Web Page: www.lrs.org.za

Table of Contents:

<i>20yrs of the LRS</i>	<i>3</i>
<i>CHAIRPERSON'S INTRODUCTION</i>	<i>11</i>
<i>BOARD MEMBERS</i>	<i>14</i>
<i>LIST OF MEMBER UNIONS</i>	<i>15</i>
<i>DIRECTOR'S REVIEW.....</i>	<i>16</i>
<i>PROJECT ACTIVITY IN THE YEAR UNDER REVIEW.....</i>	<i>28</i>
<i>THE YEAR AHEAD MARCH 2006 – FEBRUARY 2007.....</i>	<i>41</i>
<i>ACKNOWLEDGEMENTS</i>	<i>42</i>

20yrs of the LRS

TWENTY YEARS OF WORKING FOR WORKERS

Scratch below the surface of the COSATU's 1980s Living Wage Campaign and you will find the Labour Research Services (LRS). Look for the resource base for NACTU's early policy formulation and you will find the LRS. Investigate the records of early negotiations of MAWU – later NUMSA; NUM; MEWUSA; FAWU; SACCWU; SACWU, amongst many, many others, and you will find reports produced for these unions by the LRS.

The LRS provided research and training support to trade union negotiators during the formative years of our labour movement. Its 1987 sixty-two page “Living Wage Reader” not only covered the history of wage campaigns in South Africa, but entrenched the LRS firmly as an integral part of the fabric of the South African labour movement. Its primer “Reading Company Reports” was essential reading to an entire generation of trade union organisers. Its “Model Agreement” guides for various industries armed union negotiators in charting the groundwork for industrial relations today.

Against a backdrop of the dark years of political repression of the 1970s and the emerging labour movements of the 1980s, the LRS emerges as a clear and resonant voice supporting and strengthening workers rights to decent working conditions, and an equitable economic environment. The history of the LRS and its achievements are marked by the political, economic and social landscape of apartheid at its most vicious; apartheid in its death throes, and a post-liberation country in transition.

The Embryonic Years

The LRS now incorporates the Trade Union Library (TUL). The Cape Town Trade Union Library (CTTUL), as it was originally known, later to be called

the Trade Union Library and Education Centre (TULEC), preceded the LRS in its formation (1983), but always shared premises, staff and resources with the LRS. Most striking in this relationship was the shared focus of providing information and education to strengthen the knowledge base of the labour movement. The Trade Union Library was established in 1982 by four small Cape-based trade unions, viz; Bakery Employees Industrial Union, the Brewery Employees Union, the Liquor and Catering Trades Employees Union and the Jewelers' and Goldsmiths' Union. Its formative slogan, *"Knowledge is too important to be left in the hands of the bosses"* has been retained by the LRS.

With foresight, these founder unions, most of whom have long since been absorbed into larger trade unions; saw the coming years of trade union development needing the support of a knowledge-based service organization. In the words of the CTTUL constitution, only with *"the full and conscious participation of an educated and enlightened membership"* could trade unions' aims and objectives be achieved. The main thrust of the CTTUL was to provide alternate education and reading resources to complement the growing politicization of the labour movement.

Organically, as the line between worker and social struggles blurred and became more politicised, the Readers' Club of the CTTUL developed into a forum for dialogue and debate on the issues of the day. Films and discussions provided a window on national and international struggles. By the mid-1980s Readers' Club membership had expanded to include employed and unemployed workers, and many leading activists in the province. It was also a space in which skills were developed, resources shared and alliances forged between civil society sectors such as civic organizations, women's organizations, advice offices, youth, and workers.

Establishment of the LRS

Beginning in 1984, the LRS existed as a sub-unit of the Southern African Labour and Development Research Unit (SALDRU). The decision to

establish the LRS was in response to the growing demand from trade unions for research and consulting services. On the 1st May 1986 the LRS was launched as an independent organization raising its own funds, and operating from its own premises, which it shared with the CTTUL. A governing board, drawn from the ranks of progressive black trade unions, ensured that the LRS remained controlled by the trade unions.

The LRS maintained its independence by providing services to all progressive trade unions, across federations, political affiliations, provincial boundaries and artificial racial barriers. In 1987 the LRS moved to Community House, which it was central in establishing in Salt River, Cape Town. At Community House the LRS and TUL shared premises with several trade unions and labour NGOs; the Western Province Council of Churches, and COSATU.

From its inception the LRS focused largely on providing empirical research for trade unions to facilitate their struggle to win concrete achievements. An important resolve in those early days was to never supplant the legitimate responsibilities of the trade union movement, but rather to build a space in which universal struggles and strategies could be identified across social and industrial sectors, and racial barriers. While the political landscape may have changed significantly after 20 years, this remains the core thrust of LRS approach.

A Shared Vision to stand the test of 20 years

The emphasis on creating a space for alternate, transformative knowledge is succinctly encapsulated in the LRS slogan “Knowledge is too important to be left in the hands of the bosses”. Over the years, four themes have ensured the LRS vision. They are: providing accessible and relevant information to the labour movement; developing education interventions; creating a culture of reading and building a dedicated stable of publications to disseminate this information. The LRS approach is to promote the general and specific interests of the labour movement

and to encourage inter-union solidarity and alliances between unions, NGOs, social movements and campaign groups.

LRS – Core Business

The Actual Wage Rates Database

Designed in 1988 the Actual Wage Rates Database (AWARD) provides information for wage negotiators as they prepare for wage bargaining. Through AWARD the LRS is able to advise unions on strategic wage demands. Since its inception AWARD became the basis on which bargaining reports were written for various trade unions entering collective bargaining.

From its initial database of less than 200 agreements, AWARD currently boasts more than 2 000 bargaining units, and can generate wage data covering more than 1 500 000 workers. An important aim of the database is to highlight the gender advances and disparities in collective bargaining agreements. Redesigned in 2002, AWARD is available now on the internet.

Publications

The LRS archive contains every single report produced for trade unions since its formation. By the end of its first year in 1986 the LRS had generated more than 25 wage reports (e.g. *Bargaining Report: Brick Wage negotiations*), and provided supplementary evidence to various wage board hearings (eg. *Minimum wages in the Private Hotel and Boarding House trades*). AWARD data in the early years was published in various report forms such as *Industrial Council Wage Rates*, articles for the *Directory for SA Trade Unions* and an *LRS Quarterly Bulletin*.

In February 1987, the first issue of *Bargaining Monitor* was released. With Barlow Rand as its first company profile, and a clear statement on 1987 inflation figures, the LRS firmly entrenched *Bargaining Monitor* as an essential resource for on-going analyses of wage; inflation; corporate; poverty; economic and social trends.

Through a steady and reputable stable of publications, the LRS made its research available in an accessible form. Over the years the LRS has released publications covering all aspects of the labour market from wages to workplace rights. Under various titles, such as *The Annual Profit Review*, *The Annual Directors' Pay Survey*, customised *Bargaining Reports* for unions; *Bargaining Indicators*; *Model Agreements* and various guides to productivity; labour procedures and laws have all supported trade union struggles in one form or another. The substance of its research has been quoted by many, from farm workers to finance ministers, from corporations to social movement campaigns.

Training and Leadership Development

Since its inception the LRS saw the need to expand research capacity in trade unions. Basic research and economic literacy skills were provided through a six-month trainee programme for trade union officials, which carried on for several years until funding dried up in the mid 1990s. Customised research, economic and financial literacy training for leadership and officials of specific unions continued for several years after this.

The foundations of the current LRS *collective bargaining seminar series* and annual *Negotiators Conference* can be found in the 1987 “*bargaining briefings*”. Over the years LRS researchers have traveled all-around the country to brief union shop stewards and officials on collective bargaining strategy and wage rates. In a 1987 annual report, these briefings were referred to as “our laboratory”, where “many new ideas, arguments and tactics are tested... to improve unions’ resources in collective bargaining”. By 1991 twenty-three annual seminars, including an economic policy seminar series were facilitated for trade unions.

Together with partner organisations an annual *training course* was introduced for union organisers and advice office workers, which brought into being the *Advice Office Manual*, the predecessor of the current

TULEC *Organiser's Manual*. The first *Negotiators skills course* was developed for the National Union of Mineworkers. The pioneering of these courses was to set the trend for trade union education for trade unions for the next decade.

Strengthening the role of women workers

The LRS has strengthened its commitment over the years to ensure women-specific projects promote women's leadership in the labour movement, and that collective bargaining strategies add a gendered dimension to wage demands. Through courses and study programmes the LRS has contributed to improving the participation of women worker leaders.

Over the years the LRS has produced information which sought to strengthen gender in collective bargaining. In the 1989 trade union negotiators were encouraged to purchase copies of *A Guide to Maternity Rights and Benefits*. In later years, the highly successful *SACCAWU Maternity Rights and Benefits* were produced, and still remains a benchmark for workplace gender rights. Special advice and consultations for leaders of the Domestic Workers Association (DWA) and the South African Domestic Workers Union (SADWU) was provided, as well as education for their members.

In recent years the LRS, together with partner organizations, has focused on training and research projects, which highlight the vulnerability of women workers in specific sectors, and on mainstreaming gender considerations and working conditions.

Bridging the information and digital divide

Several key projects have contributed to bridging this activity. The *Workers Communication Centre* provided training and access to the internet as a way of accessing and disseminating information. The *Labour History Archive Project* preserves the historical achievements of the labour movement. The *Labour Corners in Public Libraries* places key

materials and database resources, as well as computer equipment to access these resources, in libraries servicing worker communities in urban and peri-urban localities.

The *International Study Circles* allowed trade unions to share experiences and learnings with trade unions from other countries, using the internet. *Workers World Media Productions*, now an independent organization producing media programmes focusing on labour and community issues, was initially a project of the LRS.

Workers controlling their wealth – Corporate Social Investment

The LRS has ensured that union investments take on corporate social responsibility in investment choices. By the early 1990s, trade unions became aware that despite the wealth of their provident funds, they have little or no say in how that money is invested. In 1992 UNITY, the first ethical investment company in South Africa, owned completely by trade unions, was established with the assistance of the LRS. Together with the 7 founding unions, the LRS developed a distinct investment guideline for UNITY's *Community Growth Fund*, which established the first ethical indicators for corporate investment. The LRS continued servicing UNITY with research for the next decade, and in 2005 finally handed over the research for UNITY to provide in-house.

The LRS now: the more things change, the more they stay the same

Twenty years ago, the LRS was founded with the following aim:

“To develop the bargaining capacity of the progressive trade union movement, by producing reports, publication and training interventions to present accurate, empirical facts necessary for collective bargaining, in the most accessible and understandable way possible”.

The current mission of the LRS is:

“To promote and enhance the full and active participation of working women and men in the political and socio-economic activities of South Africa. We do this through developing the organisational and leadership capacity of trade unions and labour focused social organisations, to enable collective bargaining on incomes and social livelihood”.

The LRS is guided by the following vision:

To work towards an egalitarian society which treats all people with dignity and respect. All shall have equal access to political, legislative and economic resources and activities of society. Such a society shall eradicate poverty and all forms of exploitation and foster:

- *A political environment of participative democracy, which is fully transparent and accountable;*
- *A social environment where labour is valued and rewarded;*
- *A social environment where inter alia the young, old and physically weak are protected;*
- *A social environment where all forms of elitism is discouraged.*

The LRS remains a trade union controlled institution, with a board consisting of the appointed director, Sahra Ryklief and six directors elected from its member trade unions.

CHAIRPERSON'S INTRODUCTION

As Chairperson of the Labour Research Service Board of Directors, I would like to thank all of those who have supported and co-operated with the LRS over the years.

It is with a sense of satisfaction that we look back at the past two decades, and with a feeling of excitement that we face the years to come. While there is still much work to be done as we move forward within our new democracy, we are lucky to have a firm foundation on which to plant our feet.

The LRS has supplied a useful and sustainable service for trade unions and other organs of society for 20 years. In this time it has been a consistent source of support, information, education, training and research. It has remained steadfast in its primary aim – to strengthen the collective bargaining capacity of trade unions through the provision of accessible and relevant economic and financial research and information.

Through its research and educational activities, together with the resources of the Trade Union Library, it has become an essential institution in the labour movement. The LRS is clear in its mission to promote the full and active participation of working men and women in the political and socio-economic activities of South Africa.

When the LRS was formed, it was within a very different socio-political context. It was the middle of the 1980s in South Africa, a time of great upheaval when the might of the apartheid government was used to try and crush its opponents. It was a dangerous time for those who sought to change the system – whether through the medium of organised labour, through the marches of school children, or the meetings of civil society. Union members were frequently detained and tortured, with union leaders banned, jailed, or forced into exile.

Twenty years later the situation has indeed changed, and South Africa is now involved in the constructive process of transformation. The important contribution that organised labour made to the liberation struggle is reflected in

the Tripartite Alliance with the ANC, the SACP and COSATU. Union members continue to exert a powerful presence on the political landscape. At the same time, there is change within the unions themselves, reflected, for example, in terms of achieving greater gender equality, which is an ongoing process.

However, while unionists may not be detained or tortured anymore, there are still major issues that affect the working man and woman today. The problems of the apartheid past have made way for a present where issues such as globalisation and changing labour legislation provide new challenges.

Against this backdrop, the LRS continues to function as a relevant resource by constantly measuring the needs of its members. Every year, the LRS conducts an analysis of the environment within which trade unions find themselves, in order to ensure that its activities meet the demands of its constituency. With this as a reference, the LRS has chosen to focus on two main programmes, namely:

- Building dialogue between trade unions and new forms of organisations in civil society; and
- Building capacity amongst organisations of labour and civil society to understand the movement of capital and the distribution of incomes.

Under this umbrella, research on topics such as multinationals, or foreign direct investments, help raise awareness of the shifts that affect trade unions. Ongoing seminars and workshops continue to work to build capacity around collective bargaining, to ensure workers' working and living conditions are improved. Diverse activities such as the AWARD project, which captures the incomes of workers and company directors; the South African Labour History Project, which focuses on the conservation of our rich heritage; the Wine Farms Directory Project that highlights the plight of farm workers in the Western Cape, and many, many more activities continue to mark the important contribution that the LRS makes to the labour movement in South Africa. These are the reasons why it remains an essential institution for the unions. Likewise, the unions themselves are essential for the functioning of the LRS.

Ultimately, the LRS has been a trade union-controlled institution for all these years. This relationship between unions and the LRS is ongoing. Trade unions

can continue to contribute to the LRS agenda in various ways – for example, by planning well in advance to commission the services of the LRS; by using their bargaining fund to commission research and capacity building services to enhance their collective bargaining capacity; and by feeding wage information into AWARD. In these ways, the LRS and unions will continue to enjoy a successful and fruitful partnership.

The LRS itself has also undergone changes along its 20-year path. The staff complement has been re-shaped, and ways of organising have developed. In 2005 we re-looked at the relevance of the Board of Directors to the organisation, especially the non-executive directors who are elected by the AGM. We decided that members should abide by a code of conduct and values as decided by a board workshop. This has had a significant effect on the institution.

Through research reports, seminars, the building of databases, projects such as the Global Network Project and the Labour History Project, publications including the annual *Bargaining Indicators* and the quarterly *Bargaining Monitor*, the LRS continues to keep a busy profile. For 20 years the institution has worked for an egalitarian society where all people are treated with dignity and respect. It has fought to improve the lives of working men and women across the country. And it will continue to do so.

It has not always been easy – it's been downright tough, sometimes – but the LRS has a reputation it can be proud of. To all our member unions; donors and partners; and most of all, to the workers we thank you for your co-operation and support.

Michael Sinclair

BOARD MEMBERS

Michael Sinclair	Board Chairman; Shop steward, National Union of Metalworkers of SA (NUMSA)
Gary Wilson	Board Treasurer; General Secretary, Transport and Omnibus Workers Union (TOWU)
Sahra Ryklief	Board Secretary; Executive Director of Labour Research Service
Faiza Davids	Board member, Shop steward, South African Commercial and Catering Workers Union (SACCAWU)
Sandra van Niekerk	Board member; Official, South African Municipal Workers Union (SAMWU)
Andre Cleophas	Board member; Shop steward, National Union of Mineworkers (NUM)
Tumediso Modise	Board member; Metal and Engineering Workers Union of South Africa (MEWUSA)

LIST OF MEMBER UNIONS

CEPPWAWU	Chemical Energy Paper Printing Wood and Allied Workers Union
FAWU	Food and Allied Workers Union
HARWUSSA	Hotel and Allied Restaurant Workers Union of South Africa
HOSPERSA	Hospital Personnel Trade Union of South Africa
J&GU	Jewelers and Goldsmiths Union
MEWUSA	Metal and Electrical Workers Union of South Africa
NEHAWU	National Education Health and Allied Workers Union
NUM	National Union of Mineworkers
NUMSA	National Union of Metalworkers of South Africa
SACCAWU	South African Commercial Catering and Allied Workers Union
SADTU	South African Democratic Teachers Union
SAMWU	South African Municipal Workers Union
SAWU	South African Woodworkers Union
SATAWU	South African Transport and Allied Workers Union
TOWU	Transport and Omnibus Workers Union

DIRECTOR'S REVIEW

In recent newspaper articles two different labour market analysts (Jabulani Sikhakhane and Terry Bell) have lamented the reduction of size; scope and regularity of LRS reports; these being our annual Bargaining Indicators, and specifically in the case of Sikhakhane, our Directors' Fees Survey, the report in Bargaining Indicators that received the most media publicity. It is undoubtedly true that we have, with much reluctance, had to significantly reduce the amount of time we spend on these publications, due to reduction of income.

These are not the only reductions we have made. Many of our member trade unions and fraternal NGOs may also be aware that we retrenched four staff members at the start of the new financial year (March 2006 – February 2007); and have closed down or reduced some of our activities. It is not the first time the LRS has had to retrench staff, (the last time was in 1998), but such difficult decisions, especially difficult for us labour organisations, usually mark some milestone in an organisation's lifecycle.

It is indeed a milestone year for us. The LRS is twenty years old this year, the Trade Union Library twenty three. For most of this time the LRS has remained strategically focused on providing and developing resources which facilitate the two core activities of trade unions, viz. collective bargaining and organisational growth and development. There have been a few years, noticeably during the mid 1990's when the LRS began developing financial services, when we may have appeared to have strayed from this course, but the core services of the LRS have remained intact throughout.

We have maintained and continuously developed the Trade Union Library; maintained and updated the Actual Wage Rates Database (AWARD), and produced Bargaining Indicators and Bargaining Monitor consistently, and

provided many, many other services and activities as well. Despite the difficulties we have encountered from time to time, despite having sometimes expanded and sometimes contracted in size and activities, we have retained our key focus and core functions. It is a good time to celebrate, and we certainly will. But it is also time to take stock. Over the next few months we will conduct a strategic and impact assessment of our work over the past twenty years, and this will inform our strategic plans for the future. In preparation for this assessment, I would like to focus on some recent shifts to the environment we operate in, specifically those which have had an impact on the previous and current years' operational decisions.

Changes To Income Generation

The LRS has always maintained what we consider a healthy balance between donor funding and selling our services. We have not, since our formative years, relied solely on donor funding. Self generated income from sale of services in recent years has encompassed the sale of books; photocopies; seminar fees; sale of our own publications and most importantly, research contracts. For over a decade we have tried to keep generating at least 20 – 25% of our total income ourselves.

Donor funding, however, remains important. Except for one or two years in the mid 1990's when the income from the financial services division of the LRS grew exponentially (it was then de-linked from the LRS completely) the bulk of our income has remained donor income. We have also been very careful to ensure that there is no over-reliance on one donor. These precautionary tenets have stood us well over the years, and have also allowed us to emerge intact from the difficulties of the past decade. It is undoubtedly true that the past decade has been difficult for non-profits servicing labour, the past three years in particular. Let me outline some of the shifts that have occurred in the NGO environment recently.

Shrinking donor base

The amount of donors to labour has shrunk, and their available funds seem to be shrinking too. As a labour service organisation, the LRS is only really able to approach donors who have the labour movement, and trade unions in particular, as their targets for strategic support.

This leads to the first problem. Putting aside humanitarian and government aid, as these do not concern our operations, the largest pool of donor funds to NGOs in Africa are dispensed by those who are interested in enabling and improving development and/or democracy. For these donors, South Africa is not always viewed as a priority. Secondly, and more importantly for us, even when South Africa remains a priority, *the trade unions are not viewed as organisational vehicles for advancing either social development or greater democracy.*

Church-based donor agencies have in general withdrawn their support for South African labour NGO's. ICCO, the development foundation for the protestant churches in the Netherlands, informed us that the year under review would be the last year that they are funding us, as they no longer see labour as important for development in South Africa. We are, however, still receiving support from EED, the German protestant church foundation, who support our project to mainstream gender rights into collective bargaining on the workplace. We are thankful that the EED still agrees that trade unions have a role to play in improving gender conditions for women workers at the lower end of the labour market. Hopefully, they will renew their support for this project in 2007 – 2008.

The second problem is that *labour on the whole is getting poorer globally.* What this means is that there is greater competition for the funds of traditional labour donors. Most of the traditional labour donors are either aid agencies of trade unions, or political foundations of labour friendly parties. In this competition, providing grants for an independent labour NGO such as the LRS is very low down on the scale when

measured against grant applications from Global Unions; Regional unions; National unions; or even NGO's with institutional links to National centres.

Also, despite the obvious needs of South African unions for support work such as the LRS provides, our unions in general are viewed as being much more developed and better resourced than other national centres in Africa. Funds for South African projects are therefore not abundant, and regional projects are favoured over national activities, which labour donors feel should be paid for by the union beneficiaries, as they are relatively wealthy compared to the unions in other countries. The fact that unions do not pay for these activities is interpreted to mean that they do not need/want them. South African unions are therefore viewed as *clients* rather than *beneficiaries* for the services we have developed here at the LRS.

One of the purposes of our forthcoming impact assessment will be to try to interrogate this "unions as clients" hypothesis a bit further. Our experience has been that South African trade unions, despite their sizeable resources relative to other African countries, have reduced their expenditure on resources for collective bargaining, which is basically the services that the LRS sells, significantly in comparison to ten years ago, or even five years ago. Union requests for company or sector research has declined significantly over the past five years, as have requests for seminars and workshops; wage information in preparation for collective bargaining, or even purchases of Bargaining Indicators.

We have tried to make sufficient income from the sale of Bargaining Indicators to cover its costs, but have never actually succeeded. We used to maintain on our staff people with financial skills and qualifications, to deal with a steady stream of requests from unions for financial training and company research in support of collective bargaining negotiations. We can no longer do this, as the demand is too small to warrant their employment.

Yet companies still make their decisions based on financial considerations. Collective bargaining still remains the core activity of unions. Wage information is still crucial for any union strategy. What has happened to the demand for these services? It could be that unions are not purchasing these services or publications from us because they do not need them, as they are providing it for themselves internally. Or that they are going to other service providers. Or, as we suspect, that they have just managed to do without them, and forgotten that they ever needed them. These are some of the questions we need to answer, as well as the over-arching question of which services we should continue to sell to unions. We do have to continue the self-generation of income, as the environment is certainly not conducive to greater dependence on donor funding.

However, notwithstanding these challenges, the LRS continues to receive support from several donors who see the importance of labour, such as the FNV-Mondial of the Netherlands; the LO-TCO Sweden; the Solidarity Centre of the AFL-CIO; the Swiss Labour Assistance; the Olof Palme International Centre and the Rosa Luxembourg Foundation. SOLIDAR, the International Transport Federation and War on Want have also raised income for LRS activities. We are thankful for their support.

The Project Trap

LRS donors provide project funding only. There are many donors that actually fund organisations, not just projects, but this does not seem to be the norm in the labour environment. In my view, project funding means that the orientation, maintenance and development of the whole organisation is not of concern to the donor, only the execution of the specific project activity that they are supporting.

Project support is also of a short-term nature, sometimes one year, sometimes two years, occasionally, although this is less common, three years. There is no guarantee that project funding will be renewed if the

time span for the project is up, even though the actual activity might be, by its very nature, a long-term service, and often one of its kind.

A negative example of our experience with project funding is the Department of Labour – they funded the AWARD database for two years, and then, despite receiving proposals from the LRS every year thereafter, have rejected these proposals since. No reason is given for this rejection, nor are we ever informed why they think that the Strengthening Civil Society Fund should not support an ongoing; well utilised and frequently cited wage database for South African trade unions, (when they thought they should previously). Neither is a reason given why they, the only official funding agent of public money for labour support, think *should* support AWARD. Nor are we told what they have chosen to support instead (it was later reported in the media that in the same year they had funded a massively expensive conference for the ANC Youth League).

Another negative example is the (now, thankfully, defunct) National Labour Development Trust, who funded the production of Bargaining Indicators for one year, and whose project officer proclaimed incredulously, when approached with a similar proposal for the next year's omnibus – *“you want us to fund the same thing again??”*

Project funding favours short-term, once off interventions and outputs over the steady building of a long-term, multi-faceted resource base for labour. The rationale for project funding is often cited as necessary to prevent wastage of resources through propping up ailing labour organisations. But the system has led in fact to an unprecedented wastage of resources, through favouring the once-off, often opportunistic production of manuals, websites, workshops, conferences and training courses on whichever issue is currently in vogue over the continued development, accessibility and maintenance of essential key services and resources to labour.

Project funding has also led to a disintegration of strategy and the fragmentation of organisations. The LRS has tried to counter this trend by placing much emphasis on strategic planning; staff and board development; integration of activities through programme development; regular staff meetings and team building. But project funding doesn't support such organisational events, unless they contribute directly to the activity being funded. In some instances they do, but not always. This means that an organisation has to have independent funds to support such activities, which many non-profits don't.

The need for an independent source of income is further informed by the fact that project funding favours activity costs over organisational costs, which are capped at completely arbitrary percentages (5 or 10% for administration; 40 or 50% for salaries, etc.). These percentage limits are insufficient to cover all administrative costs and organisational overheads. Several key items may also be arbitrarily excluded from the list of permissible expenditure items, such as capital equipment; or insurance of equipment; or computers. If a computer is not required for the execution of a particular project's activities, then a computer cannot be bought from project funds (although this bit of news may actually be conveyed to the organisation over the email).

The limits placed on organisational costs and salaries drives organisations, including the LRS, to maintain a very small core of staff and activities and employ consultants instead to execute the project work. Even with this small core, it is no longer possible to guarantee employment to anyone, for it is absolutely impossible to meaningfully predict income for any activity beyond the term of the project. LRS staff is aware that their employment is project based, and therefore contract based, and there are no guarantees.

"Just-In-Time" Is Often Too Late

Another development in recent years has been that no donors are prepared to pay out the entire amount that they are providing for a

project in one advance payment, as used to be the case previously. Only a few years ago, in the last three year operational cycle of the LRS (2001 – 2004), we received the bulk of our funds in the first couple of months of the year. Receiving funds in advance used to allow a non-profit organisation to at least make some small additional income through managing their cash in short term investment accounts, thereby maximising the earning of interest for a few months.

Nowadays each donor (and the LRS had 14 donors in the year under review) has their own reporting and payment schedule, some bi-monthly; others quarterly; others semi-annual. Payment in tranches corresponds to these reporting schedules, and we are allowed to apply for one tranche in advance. If you have under-spent of the project activity in the previous cycle, this is deducted from your next tranche. Unfortunately, if you have no reserve cash on hand in the bank, any delay in transfer of funds, even if only by a week or two, causes a problem. When this occurs in more than one project at the same time, a cash-flow crisis occurs. Project funding therefore causes cash-flow problems in non-profits.

Even though we have improved our fundraising and financial management systems to minimise risk on our side, we cannot always control what happens on the donor side. We experienced severe cash-flow problems at the beginning of 2005 and 2006, when certain projects closed in the previous year and first tranche payments of new projects (in many instances, for the same activity) were delayed due to new agreements not being concluded and signed, even though the actual year of the agreement had already begun. This is not our doing. We would love to have everything signed and sealed in the old year already, including the advanced receipt of the first tranche, but we are subject to the cycles and administrative capacities of our donors.

Last but by no means least, the project funding system drives down administrative income whilst at the same time increasing administrative tasks (administering; projecting and reporting) exponentially! Different

donors place various banking and reporting procedural requirements on organisations. Some require separate bank accounts. Some require dedicated audits. Some require that everything purchased by a project is stamped with a special stamp. Some insist that only original documents are submitted, or registered copies; etc.etc.

Thus whilst project funding system pretends that the organisation does not exist – it actually calls for the most meticulous and detailed organisational functionality. Risk management becomes essential to ensure survival. Financially, the organisation becomes the sum of its disparate parts. The system has migrated to the donor environment from the business and management theories of the corporate world, and has been forcibly imposed on non-profit organisations. The irony is that the vehicles and proponents for this crazy system of non-profit functionality, whether be they governments or foundations, do not exist under similar conditions of income generation themselves, but have regular, stable income sources.

The results, unfortunately, will be that only the strong non-profits with independent means will survive. It is for this reason that DITIKENI is so important to the LRS, as it allows us to build up an endowment for the future.

The Implications For The LRS

The year under review marked the mid-year point of the LRS's three-year strategic cycle of operations. In the first year (2004/5) we were not successful in raising the budget we required in order to provide what we considered to be a rounded and holistic service to the labour movement in our three year strategic plan (March 2004 – February 2007). In the previous year (March 2003 – Feb 2004); we had also incurred losses, but these were due to the increases in the Rand's value against international currencies. To make up these shortfalls in both years we drew substantially on our reserves, as outlined in last year's annual report.

On the expenditure side, we have made considerable improvements to financial controls and reporting, as well as planning and budgeting. This has meant that we have, over the past two years, been reducing core expenditure every year. Not least amongst this reduction of expenditure have been the sacrifices that LRS staff has made. In year 2004/5 staff agreed to the delay in the payment of their thirteenth cheque, which is usually paid out in December, until the new financial year, so as not to place too great pressure on our cash-flow situation. In the year under review staff settled on a wage increase at inflation level only, and sacrificed most of their annual thirteenth cheque, as there were no funds to accommodate this.

We also went on a concerted drive to raise additional funds, and managed to raise an additional R1 million for the year under review. This gave us some space to review our responses to the problematic developments in the environment we operate within.

We began drawing on reserve funds to subsidize key activities, specifically Bargaining Monitor; Bargaining Indicators; the Negotiators' Conference; collecting wage information from trade unions, and the provision of library services, whilst embarking on a concerted drive to raise funds for these activities, which is still continuing.

The consequence of utilising our reserves was firstly, that we reduced our cash on hand, thereby making us more vulnerable to cash-flow problems, and secondly, that we received very little return on our investments, thereby further contributing to a reduction of capital. It thus became essential that we stop this drain on our reserves from progressing any further. In November 2005 we conducted an overall evaluation not only of the year but also the mid term of our three-year cycle. In addition we compiled a detailed analysis of sustainable project activity and detailed the projects which would close in the coming year if no funds could be

sourced. The following changes were affected as of the beginning of 2006:

- Two administration posts were made redundant. These were the posts of general assistant and office assistant.
- The open hours of the library were reduced, from six open days a week to three, and the resource centre assistant post was made redundant.
- Core organisational expenditure was further reduced, including the reduction of office space.
- Staff agreed to do without an inflation increase for 2006/7, and even without a thirteenth cheque if we did not manage to break even for the year.
- The following non- sustainable projects or activities were closed or integrated:
 - The Workers Bookshop was closed down, as it was not generating sufficient revenue on book sales.
 - The Labour History Project was integrated into the TUL. Funds were requested for 2006 to close down the project in its current form; preserve archival material and integrate them into the TUL collection. Some renovation of the TUL was required to do this. Funds are being sought from the National Lotteries Development Trust in order to continue labour history activities as well as to renovate the TUL. The response to this application is still outstanding.
 - The Workers Communication Centre was closed down due to the high costs of upgrading computer hard ware and soft ware on an almost annual basis. The costs are not returned through use of the centre.

The organisation was shrunk to better maintain focus on key activities. A flatter decision making structure has been developed, and a simpler planning, monitoring and evaluation system. With these difficult decisions taken we can say with greater confidence that the LRS is better

placed to maintain, develop and improve its core services in the years ahead. The final step in this three-year cycle of transformation is to conduct the strategic and impact assessment. We hope to complete this at the end of 2006. This assessment will inform our strategic planning for the years ahead, and will ensure that we use our resources for optimum effect to achieve our strategic objectives.

Sahra Ryklief

PROJECT ACTIVITY IN THE YEAR UNDER REVIEW

PROGRAMME ONE: BUILDING DIALOGUE BETWEEN TRADE UNIONS AND OTHER ORGANISATIONS IN CIVIL SOCIETY

DEVELOPING ALTERNATIVES TO NEO-LIBERALISM

The highlight of the year was undoubtedly the three day conference called *Developing Alternatives: lessons from 50 years of the Freedom Charter* from 28–30 October 2005 at the Lagoon Beach Hotel in Milnerton, Cape Town. We convened this conference in collaboration with the Alternative Information and Development Centre (AIDC) and the Trust for Community Outreach and Education (TCOE). Financial support was provided by the Rosa Luxemburg Foundation

Keynote presentations were: *The Freedom Charter and nation building* (Raymond Suttner); *Possibilities for structural change in post-independent Africa* (Yao Graham); and *An analysis of industrial policies and technological choices in relation to Sustainable Development* (Dave Fig). There were also roundtable seminars on developing alternatives viz:

- Job creation strategies;
- Land and agrarian reform;
- Strengthening the power of labour;
- Overcoming the legacy of apartheid cities;
- Limits and possibilities in the transformation of the state.

The conference was well attended, with diverse representation from organisations on a national and international level. Vigorous debate took place in a climate of mutual tolerance and respect. Participants welcomed the topics and discussions and also provided positive feedback when evaluating the conference.

A Global Network for global dialogue.

Global Network partners share perspectives and experiences on the challenges facing the labour movement in the context of globalisation. The network builds regional and global dialogue and alliances between trade unions and civil society organisations. The host organisations of the network in the African; Latin American and Asian regions are members of the International Federation of Workers Education Associations. Global coordination is provided by SOLIDAR in Brussels. The project received funds from multiple donors. The African leg of the Network was supported by DFID UK; Swiss Labour Assistance in Switzerland and TSL and SASK Finland.

The LRS coordinates the Global Network African region which hosted 4 seminars during 2005 in Ghana, Malawi, Namibia and Uganda. Trade unions and civil society organisations discussed organising workers in the informal economy; building collective bargaining capacity of trade unions; raising awareness of the implications of trade agreements and preparing for the WTO in Hong Kong.

The LRS also participated in the Global Network Latin American regional seminar held during the People' Summit of the Americas in November 2005 in Argentina. Here we were able to discuss common effects of globalisation in the two regions and develop projects between organisations participating in the Global Network. Global Network partners also participated in protests action and fringe seminars and workshops around the building of international campaigns in Hong Kong during the World Trade Organisation ministerial meeting in December 2005. These activities were coordinated by the Global Network Asian region.

PROVIDING ACCESS TO SPECIALISED INFORMATION

Bridging the information and digital divide.

Another milestone development for the LRS was the extension and outreach of the resources of the Trade Union Library through the opening of Labour Corners in 9 public libraries in 5 provinces during 2005. These labour corners make labour related information accessible to under-serviced communities. The activity is funded by the National Lotteries Development Trust. Labour Corners were opened at the following public libraries:

1. Buffalo City Library, East London
2. Nelson Mandela Library, Port Elizabeth
3. Polokwane Library, Limpopo
4. Makhado Library, Limpopo
5. Mbombela Library, Nelspruit
6. Witbank Library, Witbank
7. Esselen Library, Worcester
8. Kakamas Library, Northern Cape
9. Moberg Library, Springbok

The project also supported the provision of the same resources for the Trade Union Library.

Book boxes comprising of books about labour history, workers' solidarity, political economy and fiction were also made available to union offices and workplaces on request. In 2005 book boxes were placed in the NUMSA Atlantis office and SATAWU Western Cape regional office to promote the culture of reading among union members.

The Trade Union Library was open six days of every week throughout the year. Due to budget constraints, fewer new books were purchased during 2005, but in general utilisation remained constant in relation to previous years, with approximately 600 people using the reference library, over 9 000 photocopies made, and 40 new readers club members joining the lending section.

The Trade Union Library also highlighted **National Library Week** (14–18 March 2005): This one week programme focused on the freedom charter clause “*the doors of learning and culture shall be open to all*”. It brought together industrial relations students and workers. This interaction gave students an appreciation of the struggles for workers rights in South Africa and a unique insight on the role played by workers in developing the current industrial relations framework. The Trade Union Library stall at the Cape Town May Day Rally also received much attention and raised awareness of contemporary labour related materials and publications among workers attending the rally.

The Labour Corners in public libraries activity was funded by the National Lotteries Development Trust. The Trade Union Library was funded by ICCO, but unfortunately, this was the last year of income from this donor, as ICCO does not support labour organisations in SA anymore, and have phased out all related projects.

LRS publications

Three issues of **Bargaining Monitor** were produced featuring, inter-alia, articles around the following issues:

- an overview of South Africa’s economic performance,
- an analysis of the collective bargaining performance of various trade unions
- monitoring the income gaps between the highest and lowest paid
- an analysis of the ebbs and flows of inflation
- lessons from the strikes in East London in the 1970s
- analysis of strike action in 2005.

Bargaining monitor is self funded by the LRS, and distribution costs are partially redeemed through affiliation fees paid by member unions.

Bargaining Indicators was released in May 2005. The publication highlighted the growing gap between the incomes of workers and

executives and received good media coverage. Articles were featured in the Cape Times, This Day, the Weekly Mail and Guardian as well as in the South African Labour Bulletin. Contributing staff were interviewed or invited to participate on the John Perlman and Vuyo Mbuli talk shows on SAFM, the Tim Modise show on Cape Talk Radio and the radio programmes produced by Workers World Media Productions that has an outreach to forty (40) community radio stations nationwide. Bargaining Indicators is self-funded by the LRS, the intention being that production costs should be redeemed by sales of the publication. Funds are being sought from the Rosa Luxemburg Foundation for future issues.

South African Labour History Project

In the year under review, this project focussed on gender and the ordinary worker. A concerted effort to have the contributions of women in the labour movement documented. Research proceeded towards a second CD-rom on another milestone in South African labour history, the East London strike wave of 1973 – 1976.

Oral history interviews were conducted and participants were a carefully selected collection of the regular workers who played their part in the struggle of building the labour movement in the 1970s but have received little to no recognition for it. It was essential not to focus on specific unions or organisations and a determined effort was made to try and include as wide a range of organisations as possible. Interviewees ranged from ordinary factory workers, union members and a few community leaders.

The SA labour history website was also further updated to include:

- A gallery of women leaders ranging from presidents, vice presidents and even shop stewards;
- Publications and reviews that range from articles written about violence against women to health issues;
- Women, gender and employers;
- Women gender and the unions.

The project also focussed on developing the collection of posters associated with different issues affecting women. Many institutions use these posters for displays because they can't be found anywhere else; some of the posters in the collection go as far back as the early 1900's. The TUL is one of the few places where the public can access the resources. The development and preservation of this poster collection and scanning them for the website was the main focus for the year, along with developing and updating the SALHP website with labour history materials. The Labour history website also has links to various other well known labour history institutions that users can access.

The Labor history project is funded by the Olof Palme International Foundation of Sweden and the Rosa Luxemburg Foundation of Germany. This project will close down in its current form in 2006, when the integration into the TUL is completed. Support has been sought from the National Lotteries Development Trust to continue this activity and link it to the labour corners project.

BUILDING TRADE UNION CAPACITY

Negotiators conference

30 March – 1 April 2005 saw the third convening of the LRS negotiators' conference, at the Elijah Barayi Training Centre, in collaboration with IHRIG and DITSELA. The conference was attended by 40 negotiators. The theme was Challenging Inequality in the Workplace. This critical consultative and educative conference was partially supported by the gender project, and a participation fee was charged to cover the cost of venue and meals.

Trade Union Indicators

In 2005 the LRS launched a new initiative, called Trade Union Indicators. The project allows the LRS to collaborate with trade unions to identify the

strategic objectives for trade union democracy and development and produce agreed ways of measuring them.

In 2005, the consultation with participating trade unions produced agreement on four key characteristics of a successful trade unions, viz:

- That they are effective in representing members and their interests (**Characteristic: Representation**)
- that they function as democratic, worker-controlled organisation (**Characteristic: Internal Democracy**)
- that they work together as unions in solidarity, including with rival unions (**Characteristic: Solidarity**)
- that they are actively engaged with working class issues broader than those of the workplace (**Characteristic: Social Dialogue / Activism**)

A set of suggested indicators were developed to measure these characteristics, which will be applied to participating unions in 2006. The project is funded by the LO-TCO, Sweden.

Improving the working conditions of women working on wine farms

In April 2005 the LRS and the Women on Farms Project launched the second and final edition of the Wine Farms Directory. A list of criteria to improve the conditions of women working on farms, formulated by farm workers in a series of workshops and focus group discussions, was developed and tabled to farm management. The report highlighted the details and results of this dialogue. This LRS's research and facilitation role in this project came to an end in 2005, and Sikhule Sonke, a workers organisation established by the Women on Farms Project, will continue to work on these farms to ensure that the improvement plan is implemented. The project was funded by War on Want, which will continue to support Sikhule Sonke in the year ahead.

Improving the financial literacy of women leaders on farms

To improve the contributions of women farm workers in issues directly affect their working conditions, the LRS arranged a 5 day workshop for

ten (10) women leaders on farms across various trade unions in the sector in December 2005. The specific aim of this activity was to deepen their understanding of where they are located within the agricultural industry and to provide them with financial and economic training.

Topics covered in the five day session included:

- the various components of the South African Economy;
- where agriculture fits into the broader picture of the economy;
- basic financial terms and concepts;
- farm and business management;
- understanding the components of financial statements with a specific focus on farms;
- how to use this information in a collective bargaining scenario.

LRS also produced a course manual in both English and Afrikaans, that could be used to revise the concepts they learned during the workshop and more importantly to be used as an educational tool when these leaders who attended the course report back to their farms. This activity was financed by the American Centre for International Solidarity in the USA. It was hoped that the Solidarity Centre could continue supporting this activity, to allow for an annual course, but the application proved to be unsuccessful. We are therefore not able to continue this critical support activity.

***PROGRAMME TWO: BUILDING CAPACITY AMONGST ORGANISATIONS OF
LABOUR TO UNDERSTAND THE MOVEMENT OF CAPITAL AND THE
DISTRIBUTION OF INCOMES***

COMPANY RESEARCH COMMISSIONS

NALEDI: Corporate Governance in South Africa

An overview of corporate governance in South Africa was produced on commission for the Southern African Social Observatory Project coordinated by NALEDI. It was published in *“Mining Africa: South African MNCs labour and social performance”* published by NALEDI on behalf of the African Labour Research Network.

DITIKENI: ethical investment auditing

Ditikeni Investment Company is a broad based empowerment vehicle owned by NGOs, including LRS, with activities ranging from worker rights, people living with disabilities, rural advancement to gender education and crime prevention. The company acts as an investment instrument towards building an endowment which will improve the financial security for member NGOs. Investments are guided by strict ethical considerations developed by member NGOs.

Ditikeni commissions the LRS to audit its investments by ensuring that companies displays acceptable levels of compliance to issues relating to training of staff, empowerment of staff, employment equity, conditions of employment, health and safety standards, employment/retranchment activities and environmental practice. Using this approach, Ditikeni with the help of LRS is able to ensure that companies maintain acceptable levels of compliance with ethical standards as set out by the broad base of partners involved in this initiative.

Ethical investment auditing: LRS ends twelve year partnership with Unity Incorporated

The LRS was instrumental in setting up Unity Incorporated, a trade union controlled, ethical investment initiative, and specifically instrumental in developing and elaborating on the guidelines applying to its largest fund, which has the distinction of being the first ethical investment fund in South Africa, viz. the Community Growth Fund.

As the company matured and diversified over the years the role of the LRS shrunk to that of a research service provider, surveying all companies according to a set of criteria that assessed company performance in inter alia, labour relations; employment creation; corporate responsibility and environmental standards. Only those companies who scored over 60% in this screening process were recommended to the Unity Board for investment.

UNITY contracted the LRS to assess an average of 45 companies a year. By agreement, the LRS gradually reduced the size and scope of the research since 2003. Unity Inc. has employed LRS social responsibility researcher Manzi Maputuma, to head up this activity within the company.

Improving social awareness of and engagement with Multi National Companies in Africa

The International Transport Federation commissioned the LRS to produce a preliminary review of road freight companies in Africa. The intention is to expand this research to cover more transport corridors in 2006.

A grant was received from the Centre for Civil Society to explore the responses of civil society to South African expansion into three southern African countries. The research began in 2005 but will only be completed in 2006.

A research report on the Coega Industrial Development Zone (IDZ) was produced on commission by the Trust for Community Outreach and Education (TCOE). The Coega IDZ is a lead project in the government's attempts to attract foreign investment and create jobs. This activity brought together community organisations in the vicinity of Coega to understand the impact it is having on them. It also brought these communities together with trade unions that organise in the Coega IDZ to share experiences of organising and to understand the impact that Coega is having on workers.

BUILDING TRADE UNION CAPACITY

The Actual Wage Rates Database (AWARD)

In the past year, the LRS and the Labour Resource and Research Institute (LaRRI) in Namibia collaborated to implement the upgraded AWARD database in Namibia. The database sits at the heart of the collective bargaining support services that the LRS and LaRRI are uniquely positioned to offer trade unions in the two countries. Numerous trade unions, drawn from all three major federations, commissioned the LRS to provide input around collective bargaining trends and strategies. The project showed a total direct reach for the year of almost 700 shop stewards, organizers and negotiators in South Africa alone.

<i>Target groups</i>	<i>Further detail</i>	<i>Numbers reached</i>
MEWUSA Shop Stewards	Plant level	7
SATAWU organizers	SATAWU National Bargaining Conference	80+
SATAWU Shop Stewards	Waterfront Security	7
Heads of Collective Bargaining	NUMSA, NUM, FAWU, SACCAWU, SAMWU, NUFBWSAW, SATAWU	7+
Organisers and Shop Stewards	NACTU, COSATU & FEDUSA	35+

COSATU (W.Cape) affiliates	Shop Stewards	50+
NUM organisers	Platinum sector	50+
NUM and other mining unions	Organizers at AngloPlatinum	30+
Trade Union educators & LSOs	COSATU affiliates & Botswana and Swaziland LSOs	25
COSATU Shop Stewards & Officials (Witbank, Mpumalanga)	NEHAWU & DENOSA	20
COSATU SS & officials (Nelspruit, Mpumalanga)	SACCAWU, SAMWU, NUMSA, FAWU, COSATU, Govt	15
FEDCRAW Shop Stewards		4
Trade union officials	Namibian trade unions	35+
SACCAWU W. Cape	Gender Forum	12+
NUM, SACCAWU, NEHAWU, CEPPWAWU, VSO, UWC, FAWU, HOTELLICA, KHANYA, NUMSA, SATAWU and others.	Inflation info, occupational info, and sector specific info are common requests.	15+
Organizers across unions and federations.	LRS routinely liaises with this network to collect agreements and provide information.	220+
Latin American LSOs		9
Total Direct Reach		621

The project also facilitated valuable exchanges between South African and Namibian unions. Financial support for this activity is provided by the FNV-Mondial, Netherlands.

Raising Gender Standards in the workplace

The year under review also saw the beginning of a new project to mainstream gender standards in collective bargaining processes with a view to improving women workers' experience of the workplace. This two year cycle will establish a baseline analysis of the extent to which collective agreements reflect the needs of women workers. The project was introduced at the Negotiators' Conference in March, and negotiators present were surveyed to establish which workplace gender conditions are desired by workers and also which are prevalent in collective agreements. Later in the year a workshop bringing together gender activists was held to define the criteria for the research and advocacy component of the activity. Financial support for this activity is provided by EED, Germany.

THE YEAR AHEAD MARCH 2006 – FEBRUARY 2007

Activity	Donor/contractor	Duration of project	Project leader
Global Network	Solidar/Sask/SLA	Until March 2008	Saliem Patel
SA Labour History Project	RLF/OPIC	Dec 2006	Beaulla Bethanie – replaced by Busi Vananda
AWARD: Wage and Collective Bargaining research	FNV	Dec 2006	Trenton Elsely
AWARD: Mainstreaming Gender into Collective Bargaining	EED	Dec 2006	Trenton Elsely
TU Indicators	LOTCO	Dec 2006	Sahra Ryklief
Trade Union Library and Labour Corners in public libraries	NLDT	Support not yet confirmed	Busi Vananda
CONTRACT RESEARCH			
Wage Indicators	NALEDI/Wage Indicators project	2007	Trenton Elsely
Decent work: the SA public works programme	SOLIDAR	2006	Saliem Patel
Civil Society responses to the WTO	SOLIDAR	2006	Saliem Patel
Labour organisation and conditions in Transport Corridors in Africa	ITF	2006	Saliem Patel
Review of construction sector in Southern Africa	BWI	2006	Trenton Elsely
Overview of planned construction projects for 2010 world cup	BWI	2006	Trenton Elsely
CB Support seminars/research	Provided on commission by unions/federations	Trenton Elsely Sahra Ryklief	

ACKNOWLEDGEMENTS

The LRS board and staff wish to thank the following partners for their grants or contracts during the period under review.

ACRONYM	NAME	COUNTRY
ACILS	American Centre for International Labour Solidarity	United States of America
CCS	Centre for Civil Society	South Africa
DFID	Department for International Development	United Kingdom
DITSELA		South Africa
EED	Evangelischer Entwicklungs Dienst	Germany
FNV	FNV-Mondial	Netherlands
FEW	Friends of Workers Education	United Kingdom
ICCO	Inter-Church Organisation for Development Co-operation	Netherlands
ITF	International Transport Workers Federation	United Kingdom
LO-TCO	LO-TCO Bistandsnamnd	Sweden
NALEDI	National Labour and Economic Development Institute	South Africa
NLDT	National Lotteries Development Trust	South Africa
OPIC	Olof Palme International Centre	Sweden
RLF	Rosa Luxemburg Foundation	Germany
SASK	Suomen Ammattiliittojen Solidaarisuuskeskus	Finland
SLA	Swiss Labour Assistance	Switzerland
SOLIDAR	SOLIDAR	Belgium
TSL	Työväen Sivisty Liitto	Finland
UNISON	UNISON	United Kingdom
WOW	War on Want	United Kingdom

This report was produced by Board and staff of the LRS. The LRS wishes to thank Helga Jansen for her assistance in compiling the article on 20 yrs of the LRS.

Sahra Ryklief
September 2006

