Memorandum of Understanding

Preamble

In accordance with the UNI Memorandum of Understanding, the four partner ITSs of UNI, namely FIET, CI, IGF and MEI have agreed to merge and establish the new International to be known as Union Network International or UNI (You and I).

It was further agreed that the first World Congress of UNI would take place in Berlin, Germany on 5-9 September 2001. The four partner ITSs also agreed that UNI, including the component regional organisations, should become operational from 1st January 2000.

This UNI-Apro Memorandum of Understanding outlines the basis for the establishment of UNI-Apro and shall serve as a guide for the operation of UNI-Apro with effect from 1st January 2000 up to the first Regional Conference of UNI-Apro scheduled to be held in the year 2002.

This UNI-Apro Memorandum of Understanding, the result of extensive consultations, reflects the consensus of all parties on a range of issues to ensure that UNI-Apro is operational. It includes the following:

1. Mechanism for administration, operation and financing of UNI-Apro
   a) Regional Office
   b) Financial Matters
   c) Programme of Activities
   d) Schedule for implementation
2. Membership
3. Draft UNI-Apro Statutes
4. Draft UNI-Apro Conference Standing Orders
5. Composition of the UNI-Apro Executive Committee, UNI-Apro Management Committee from the year 2000 until the close of the first UNI-Apro Regional Conference scheduled to be held in the year 2002
6. UNI-Apro Representations on the UNI World Executive Board and various Committees of Sectors and Inter-professional groups.
7. Guidelines for establishment and operation of the various Regional Sectors and Inter-professional groups.
This UNI-Apro Memorandum of Understanding shall be read in conjunction with the provisions as outlined in the UNI-Apro Statutes, UNI-Apro Conference Standing Orders and Guidelines for the establishment of Sectors and Inter-professional groups.

**Mechanism for administration, operation and financing of UNI-Apro**

**UNI-Apro Secretariat**

There are now two functional regional secretariats, namely that of Apro-FIET and the CI-Apro, located in Singapore and Colombo respectively. The IGF-Apro Secretariat, located in the office of one of their affiliates in Kuala Lumpur is not fully operational.

There are at present a total of 10 full-time staff and two staff on a project basis employed by the two Regional Secretariats. This includes the Apro-FIET Regional Secretary and the CI-Apro Regional Representative. The IGF-Apro Regional Secretary works on a part-time basis.

They operate from five locations in Singapore, Colombo, Kuala Lumpur, Kota Kinabalu, Auckland and Tokyo. The two Apro-FIET project co-ordinators are operating from Seoul and Jakarta.

For UNI-Apro to be operational, the functions of the two operational Regional Secretariats will be merged and the administration of UNI-Apro centralised into one Regional Secretariat.

In consultation and agreement with the General Secretaries of FIET and CI, the Regional Secretariat for UNI-Apro shall be based in Singapore. The UNI-Apro Regional Secretariat will be headed by Christopher Ng, the Apro-FIET Regional Secretary, who will assume the position of UNI-Apro Regional Secretary. He will be assisted by Basil De Silva, the CI-Apro Regional Representative, who will be designated the Executive Secretary. This arrangement will take effect from 1 January 2000 up to the close of the first UNI-Apro Regional Conference in the year 2002.

The UNI-Apro Regional Secretariat will be responsible for all the functions and activities of UNI-Apro and will be structured, if finances permit, as follows:

- Regional Secretary
- Executive Secretary
- Director for Tokyo Office
- Directors for Sector Activities
- Directors for Inter-professional Activities
- Director for Trade Union Development Activities
- Programme Co-ordinators
- One Finance Officer cum Office Secretary.

All the existing full-time staff will be retained and be allocated functions and responsibilities as directed by the Regional Secretary following consultation with the staff concerned. Their terms and conditions of employment will remain the same and with effect from 1 January 2000 be administrated by the UNI-Apro Regional Secretariat.
The existing arrangement for staff to be based in their home country, as is the case of Alice Chang of Apro-FIET and Leslie Wright of CI-Apro, will continue. This is not only a cost-effective arrangement but more importantly, this work arrangement enables these staff with family commitments to maintain close contact with their family. They will continue to operate from Kota Kinabalu, Sabah, Malaysia and Auckland, New Zealand respectively.

The CI-Apro office in Colombo, headed by Executive Secretary Basil de Silva, and the CI-Apro office in Tokyo, headed by Eichi Ito, will continue to function as UNI-Apro offices under the direct supervision and direction of the Regional Secretary.

All existing country project offices and staff shall come under the direct supervision of the UNI-Apro Secretariat. Where necessary, these offices shall be reconstituted and their functions redefined to reflect the changes in the composition of the membership in the respective country.

All the offices including those of the staff operating from their home and the project offices will be linked electronically to and via the UNI-Apro Secretariat. This will not only improve co-ordination and contact but make it more efficient and cost effective.

There shall be an annual staff meeting each year for evaluation and planning purposes. The Regional Secretary shall determine the date and venue for such meetings. The first meeting of the UNI-Apro staff will be held in Singapore in February 2000.

It is understood that consideration to employ new staff, the number of Directors and Programme Co-ordinators must be subject to availability of funds. For this purpose, the UNI-Apro Regional Secretary shall submit a detailed proposal for the structure of the UNI-Apro Regional Secretariat to the first meeting of the UNI-Apro Executive Committee in March 2000.

**Financing UNI-Apro**

As provided for in the UNI Statutes and UNI-Apro Statutes, UNI-Apro shall be supported financially by UNI. In addition, UNI-Apro may consider raising additional funds by way of regional affiliation fees, affiliates’ donations to the UNI-Apro Activities Fund and grants from "partner (donor) organisations”.

However, we note that the large majority of the UNI-Apro affiliates, being developing unions, will not be able to pay a regional affiliation fee. For this reason, we agree that it is not feasible at this stage to introduce regional affiliation fees. Therefore, it is proposed that affiliates be asked to make annual contributions to the UNI-Apro Activities Fund. In this connection, the affiliates are requested to contribute on an annual basis to the said Fund an amount, equivalent to at least one-third of their annual affiliation fees payable to UNI. This arrangement should only come into effect once the affiliation fees paid by the affiliates to their respective ITSs are harmonised in the year 2004.

Until then, it is understood that former Apro-FIET affiliates should continue to make annual donations to the UNI-Apro Activities Fund. The former CI-Apro affiliates shall continue, in line with the existing structure of CI affiliation fees, to contribute to the Solidarity Fund. Their contributions shall be reflected in the list of annual donations to the UNI-Apro Activities Fund.
However, this arrangement should not prevent other affiliates from donating to the UNI-Apro Activities Fund. In the spirit of solidarity, all affiliates should donate to the UNI-Apro Activities Fund and, in addition, if they so desire, make special contributions earmarked for specific activities or projects.

The UNI's annual contributions to UNI-Apro from the UNI Solidarity Fund shall be allocated to the UNI-Apro Activities Fund. This Fund shall be used only for trade union development activities, inter-professional group and sector related activities, including solidarity assistance. It is agreed that up to the maximum of 25% of the annual General Fund budgeted expenses shall be charged to the UNI-Apro Activities Fund as the UNI-Apro Activities Fund's share of the UNI-Apro Regional Secretariat annual operation expenses.

The UNI's annual grant to UNI-Apro from its General Fund and Regional Fund shall be allocated to the UNI-Apro General Fund. This fund shall be used to finance the basic operation costs of the Regional Secretariat, including the offices in Colombo and Tokyo.

In determining the annual grants from UNI to the UNI-Apro General Fund and UNI-Apro Activities Fund, we urge the UNI World Executive Board to give consideration to ensure that the annual grants are sufficient to finance the core operations of the Regional Secretariat at the most efficient and effective level and adequate to finance the core structures and activities, particularly for the inter-professional groups and sectors. Therefore, we strongly urge UNI to endeavour to ensure that the total grant for the year 2000 is more than the total contributions of the CI to the CI-Apro and FIET to Apro-FIET for the year 1999.

The common affiliation fees payable by affiliates to UNI from the year 2004, or earlier as decided by the first UNI World Congress, shall not exceed the current affiliation fees plus special contributions paid by all affiliates. As FIET currently has the lowest total affiliation fees, this should be the basis of the common UNI affiliation fees. The new UNI affiliation fees structure will include a basic fee, regional fee and solidarity contributions.

**Financial administration**

With effect from 1 January 2000, finance of UNI-Apro will be centrally managed by the UNI-Apro Secretariat, based on an annual budget to be prepared by the Regional Secretary and approved by the UNI-Apro Executive Committee and UNI World Executive Board.

The UNI-Apro Secretariat shall appoint a Finance Officer to administrate the UNI-Apro finance. If need be, UNI-Apro may consider the creation of the position of UNI-Apro Treasurer to be elected from among the UNI-Apro Executive Committee members.

The Executive Secretary and the Director of the Tokyo office will be required to submit an annual budget for expenses related to their offices and activities that they are responsible for as decided by the Regional Secretary. The budget should be submitted to the Regional Secretary in October each year. Based on the approved budget, the Regional Secretariat shall remit funds to the various offices on a quarterly basis. Unused allocated annual budget shall be re-allocated to other activities as decided by the Regional Secretary or transferred back to the UNI-Apro Reserve Fund at the end of each financial year.
In the case of staff operating from their home country, the Regional Secretariat shall remit an advance to them on a quarterly basis for payment of salary and reimbursement of approved expenses based on guidelines to be provided by the Regional Secretary.

The Executive Secretary, the Director of the Tokyo office and staff operating from their home country will have to submit monthly financial statements (supported by invoices or receipts) and reports to the Regional Secretary. The Regional Secretary will prepare guidelines for budgeting, accounting and reporting to be submitted by the staff concerned.

The allocation of financial resources to various types of expenses and activities shall be based on the principle of cost effectiveness and priority needs of the organisation and the various sectors and inter-professional groups.

We note the draft UNI-Apro annual budget for the year 2000 prepared by the UNI-Apro Regional Secretary based on best estimate of income and expenses derived from information supplied by all relevant parties and organisations. We urge UNI to consider allocating the grants requested and direct the Regional Secretary in consultation with the UNI-Apro President and the UNI General Secretary to prepare the final budget for endorsement by the UNI-Apro Executive Committee at the first meeting in Singapore in March 2000.

For accounting purposes, the offices in Singapore, Colombo and Tokyo, including the advances to Leslie Wright and Alice Chang, shall wind up their financial accounts for the year ending 31 December 1999 and transfer their consolidated balances to UNI.

**Internal Audit**

The UNI-Apro financial account shall be audited by a professional audit firm and the four UNI-Apro Internal Auditors. The Regional Secretary shall recommend a suitable Audit firm for consideration by the UNI-Apro Executive Committee at the first meeting in Singapore in March 2000.

The Internal Auditors shall conduct two internal audits, one to be held during the second half of each financial year and the other, after the close of the annual financial account.

In the interim, the Apro-FIET Internal Auditors, namely Willie Tan, General Secretary of SIEU, Singapore and Akihiko Kotani, Vice President of Sompo-oren, Japan shall be two of the four UNI-Apro Internal Auditors. The CI-Apro shall nominate two persons to be the other two UNI-Apro Internal Auditors for endorsement at the first UNI-Apro Executive Committee meeting in Singapore in March 2000. These four UNI-Apro Internal Auditors shall hold office until the close of the first UNI-Apro Regional Conference.

**UNI-Apro Programme of Activities**

All existing programmes and projects of the four UNI partner ITSs in this region shall continue and where possible be merged into single national projects. If necessary, planned activities shall
be adapted to fit into the structure and strategy of UNI-Apro. Existing projects shall be identified or renamed as UNI-Apro projects.

The immediate priority of all programmes up to the first Regional Conference in 2002 should be to consolidate the new organisation and strengthen the structures of the various sectors and inter-professional groups. This will include the following:

- Publish a UNI-Apro newsletter (four issues per year)
- Establish the Secretariat IT network including a UNI-Apro website and an e-mail address.
- Initiate studies and conduct research on issues of interest and concern to UNI-Apro affiliates.
- Undertake missions to meet with UNI-Apro affiliates in the various countries.
- Organise meetings for affiliates grouped in term of sectors and inter-professional groups.
- Organise National Project Planning and Evaluation Workshops for affiliates in countries where there are on-going projects or to start new projects.
- Organise activities to give practical effect to UNI's commitment to gender equality.

**Common Project Proposal**

During the year 1999, the four UNI partner ITSs have conducted four activities on a joint basis in the Asian and Pacific region. These activities, sponsored by FES, Germany were designed to prepare affiliates for the merger. We note that a Working Group, composed of the staff of CI, FIET and IGF in the Asian and Pacific region, met to plan a common programme proposal for the year 2000 and onward for consideration of sponsorship by the various partner organisations, such as the FES Germany, LO/TCO Sweden, LO/FTF Denmark, FNV Netherlands, LO Norway, SASK Finland and ILO, including the various affiliates.

The programme proposal to be finalised by February 2000 will be submitted for consideration to the UNI-Apro Executive Committee in March 2000.

**Tentative Schedule for Implementation of the Programme of Activities**

We note the tentative schedule for the implementation of various activities including statutory meetings of the various committees, sectors and inter-professional groups to establish the various structures and consolidate UNI-Apro for the period up to the first UNI-Apro Regional Conference in the year 2002 as annexed.

**UNI-Apro Membership**

UNI-Apro membership shall be composed of all UNI affiliates from countries in the Asia and Pacific region as listed in the UNI-Apro Statutes. A tentative list of members is annexed.

The UNI-Apro Secretariat shall prepare a common membership list based on the affiliates' replies to a membership survey questionnaire to be circulated by UNI to all UNI affiliates. The final common list of members should be ready for confirmation by the UNI-Apro Executive Committee at their first meeting scheduled to be held in March 2000 in Singapore.
The final membership list will include a breakdown of membership by sectors and the unions’ status of affiliation in terms of their financial obligation to the respective ITSs.

**UNI-Apro Statutes and UNI-Apro Conference Standing Orders**

The UNI-Apro Statutes and the UNI-Apro Conference Standing Orders attached to this memorandum of understanding will be the basis of the structure and operation of UNI-Apro and the UNI-Apro Regional Conference up to the close of the First UNI-Apro Regional Conference in the year 2002.

**Merging the Executive Functions**

The Executive functions of the component ITSs-Apro Executive Committees or the equivalent, where applicable shall be merged and operate as one, in the name of the UNI-Apro Executive Committee and the UNI-Apro Management Committee with effect from January 2000 in accordance with the provision of the UNI-Apro Statutes.

**Composition of the UNI-Apro Executive Committee**

The UNI-Apro Executive Committee shall be composed of all existing titular members of the Executive Committees of Apro-FIET and CI-Apro and one member each to be nominated by the IGF and MEI. Where there are substitute members, they shall continue as substitute members for the respective titular members of the UNI-Apro Executive Committee.

In accordance with the UNI-Apro Statutes, the UNI-Apro Executive Committee shall be composed of the following:

- The UNI-Apro President
- The UNI-Apro Deputy President
- Three UNI-Apro Vice Presidents
- The UNI-Apro Regional Secretary
- Executive Committee members
- The President and Deputy President of the UNI-Apro Women's Committee
- The President of the UNI-Apro Youth Committee
- The President of the UNI-Apro Professional and Managerial Staff Committee
- The UNI Vice President representing UNI-Apro to be elected at the UNI World Congress
- The UNI General Secretary

The UNI-Apro Management Committee shall be composed of the following:

- The UNI-Apro President
- The UNI-Apro Deputy President
- Three UNI-Apro Vice Presidents
- The UNI-Apro Regional Secretary
- The UNI Vice President representing UNI-Apro on the UNI World Executive Board
- The UNI General Secretary
The UNI-Apro Executive Secretary shall participate, without the right to vote, in meetings of the UNI-Apro Executive Committee and the UNI-Apro Management Committee. It is understood that the election of the various officers to the respective positions as listed above is an interim arrangement and subsequent representations on the UNI-Apro Executive Committee and elections for the various positions will be in accordance with the provisions of the UNI-Apro Statutes and UNI Statutes and the guidelines.

It is further understood that representation on the UNI-Apro Executive Committee and the various sector and inter-professional committees are subject to the provisions of UNI-Apro Statutes, Article 9.8 which states: "In order to serve on the Regional Executive Committee, candidates at the time of nomination and throughout their term of office must be members or officers of an affiliate paying the full-rate of affiliation fees and other contributions in accordance with Article 5 of these Statutes and be supported by their respective organisations."

The composition of the UNI-Apro Executive Committee is annexed. They will serve in the respective positions for the period January 2000 up to the close of the first UNI-Apro Regional Conference in the year 2002.

**Election of UNI-Apro Officers**

In line with the agreed procedure and following extensive consultations, we unanimously agreed to elect the following to the respective positions to compose the UNI-Apro Management Committee:

- **UNI-Apro President**
  - Joseph de Bruyn, SDA Australia
- **UNI-Apro Deputy President**
  - Junjiro Tsuda, NWJ Japan
- **UNI-Apro Vice President**
  - Mitsuo Nagumo, JUC Japan
- **UNI-Apro Vice President**
  - Tong Kok Yeo, UTES Singapore
- **UNI-Apro Vice President**
  - Shinya Amishiro, Zensen Japan
- **UNI-Apro Regional Secretary**
  - Christopher Ng
- **UNI Vice President representing UNI-Apro**
  - Susumi Takato, Zentei Japan

In accordance with the UNI-Apro Statutes, the UNI General Secretary, Philip Jennings shall be a member of the UNI-Apro Executive Committee and UNI-Apro Management Committee.

They will serve in the elected positions for the period, January 2000 up to the close of the first UNI-Apro Regional Conference in the year 2002. In the case of the UNI Vice President, up to the close of the first UNI World Congress in the year 2001.

**Guidelines for the Establishment and Operation of the various UNI-Apro Sectors and UNI-Apro Inter-professional Groups**

The guidelines for the establishment and operation of the various UNI-Apro Sectors and Inter-professional Groups are annexed. It will be the basis for follow-up activities to establish the structure and programme of activities for the respective sectors and inter-professional groups.
Structures and Programme of Activities for UNI-Apro Sectors

The planned activities for UNI-Apro Sectors will lay the foundation for the establishment of the structures for the various Sectors. The various UNI-Apro Sector structures that will be established at the respective UNI-Apro Sector Conferences during the years 2000 - 2002 will be the basis for the functioning of the various UNI-Apro Sectors up to the close of the next respective UNI-Apro Sector Conference.

It is understood that all existing sector programmes will continue and structures already in place shall continue until the respective UNI-Apro Sector Conferences have been implemented.

It is further understood that the guidelines, particularly those concerning the structure of the various sectors shall, if necessary, be adapted to suit the circumstances of the respective sector.

To facilitate the establishment and operation of the various UNI-Apro Sectors, we direct the UNI-Apro Regional Secretary, in consultation with affiliates in the respective sector, to nominate the affiliates to chair the respective sector for the period up to the close of the respective UNI-Apro Sector Conference for consideration by the UNI-Apro Executive Committee at the first meeting in March 2000.

Structures and Programme of Activities for UNI-Apro Inter-Professional Groups

Like the Sectors, UNI-Apro will organise activities to prepare for the establishment of structures for the various UNI-Apro Inter-professional Groups. These activities, to be implemented during the period January 2000 - December 2002, will be the basis for the functioning of the various UNI-Apro Inter-professional Groups.

To facilitate the establishment and operation of the various UNI-Apro Inter-professional Groups, we unanimously agree to the appointment of the following officials for the various inter-professional groups:

Appointment of Officers of the Inter-professional Groups

We agree that these positions should be filled during the course of the year 2000 following consultations with the Inter-professional Groups concerned.

UNI-Apro Women’s Committee
President:
Deputy President:

UNI-Apro Youth Committee
President:

UNI-Apro Professional and Managerial Staff Committee
President:
General Provisions

This UNI-Apro Memorandum of Understanding, though comprehensive, is not exhaustive. Thus the need for constant review and, if necessary, adaptation to suit changed circumstances. For this purpose, the UNI-Apro Executive Committee shall be empowered to interpret the provisions; and, when and where necessary, make the necessary and appropriate changes to meet future developments or in areas and practices not provided for in the UNI-Apro Memorandum of Understanding. This is subject to confirmation by the UNI World Executive Board.

This UNI-Apro Memorandum of Understanding will come into effect once approved by all decision-making bodies of the partner ITSs.

With the endorsement of this UNI-Apro Memorandum of Understanding, the various regional organisations: CI-Apro, Apro-FIET and IGF-Apro will cease operation on 31st December 1999 and UNI-Apro will begin operation on 1 January 2000.

Endorsed by the following on behalf of the respective organisations:

CI-Apro President: ______________________________________________
Tong Kok Yeo

Apro-FIET President: ____________________________________________
Joseph de Bruyn

IGF-Apro Regional Secretary: _____________________________________
Ng Beng Teck

MEI General Secretary: __________________________________________
Jim Wilson

Dated: 21st November 1999, Singapore