

BERR

Department for Business
Enterprise & Regulatory Reform

UNION MODERNISATION FUND

Round Three (2009)

APPLICATION PACK

UNION MODERNISATION FUND (UMF) – Round Three (2009)

Application Pack

This pack provides prospective applicants to Round Three of the Union Modernisation Fund (UMF3) with information about the Fund: what it is, how it works, how to apply and where to look for further help and information.

The pack contains:

- information for applicants about the Fund and how it works
- details of further sources of information and advice
- frequently asked questions
- an application form and guidance notes on its completion
- a sample bid scorecard, showing how applicants will be assessed against the Fund's criteria
- sample documents which successful applicants will be asked to complete if their projects are selected.

An electronic version of this pack can be downloaded from the Union Modernisation Fund website at:

<http://www.berr.gov.uk/whatwedo/employment/trade-union-rights/modernisation/page16097.html>

You can also order further hard copies of this pack from the BERR Publications Orderline on 0845 015 0010.

What is the Union Modernisation Fund?

The Union Modernisation Fund is a grant scheme established by the Department of Trade and Industry (DTI) – now the Department for Business Enterprise and Regulatory Reform (BERR) – in 2005 in support of its objective of maximising potential in the workplace. The UMF provides financial assistance to independent trade unions and their federations in support of innovative modernisation projects which contribute to, or explore the potential for, a transformation in the organisational effectiveness and efficiency of a trade union, in the light of the changing needs, aspirations and behaviour of workers and employers and the changing UK labour market. The UMF seeks to enhance the ability of trade unions to make a full and effective contribution to constructive employment relations and to the economy as a whole.

Why is Government providing help?

Strong, modern unions have a vital role to play in meeting the challenges of today's economy. Increasingly, the UK will have to compete more and more on the basis of unique and innovative products and services. This will require greater productivity, more effective workplace practices and a highly trained and motivated workforce. Modern trade unions can make, and are making, a significant contribution toward these goals.

For example, in recent years trade unions have developed a strong role in promoting training in the workplace, through the development of Union Learning Representatives and active involvement in Sector Skills Councils and the development of Sector Skills Agreements. The Government also attaches great importance to the issue of employee engagement - that is, the discretionary effort willingly given by employees at all levels to help achieve collective goals for the benefit of all - and unions can clearly play an important part in this.

However, the pace of change over recent decades has been very rapid. Technological, demographic and social changes have revolutionised the world of work. Unions, like many small businesses, have a limited capacity to invest for the longer term and to take financial risks associated with innovation. They sometimes need assistance in restructuring and modernising services to their members and potential members to ensure they become more responsive, flexible and diverse organisations. For a limited period, we want to help unions to adapt to the challenges of today's economy and help them keep pace with these significant changes. This will help maximise the potential benefits of new ways of working for unions, employers and workers alike.

By itself, of course, the UMF cannot fully modernise trade unions. The scale of the task is too large and will involve a concerted effort over many years. The Government's aim is more modest. It is to act as a catalyst and demonstrate how unions can transform themselves. By funding a variety of projects and publicising the results more widely among unions, the UMF will help unions to test innovative ways of working, learn what works from these projects and apply those initiatives which prove successful to their own organisations.

The majority of Round One projects are now complete and already provide some interesting lessons about the benefits of change and how unions can use the UMF to good effect to help deliver their modernisation strategies. A further series of projects approved under Round Two have also got off to a good start. BERR will work with the TUC as well as individual unions to ensure the key lessons are widely disseminated and help spread the benefits across the union movement.

To underpin this process, BERR is working with Leeds University Business School (LUBS), who are the independent evaluators for the UMF. Their work is focused primarily on the outcomes of Round One, and aims to evaluate the longer term impact of the financial assistance provided to trade unions in relation to both the specified objectives of individual supported projects and the overall objectives of the Fund.

LUBS have produced two progress reports to date. They are available on the BERR website at <http://www.berr.gov.uk/files/file33929.pdf>; and <http://www.berr.gov.uk/files/file45199.pdf>. They describe the wide range of benefits that are starting to emerge and demonstrate the potential impact of

the UMF for the union movement. Their final report is expected to be published in summer 2009.

How will the Fund work?

The call for bids for Round Three was issued in February 2009. The closing date for receipt of applications is 5 June 2009. All bids received will be competitively assessed against the criteria of the UMF, and the best will be selected to receive financial support.

Who can apply?

All trade unions in possession of a valid certificate of independence from the Certification Officer and all registered federations of trade unions are eligible to apply for UMF support. Applicants must operate solely or mainly in Great Britain.

Are joint applications accepted?

Joint applications by two or more unions, or by a partnership between a union or unions and a federation of trade unions, are welcomed. Where a joint application is submitted, one organisation must be designated the lead partner for the bid. The lead partner will have responsibility for liaising with BERR, will receive and manage Fund monies, and will have primary responsibility for the collation and return of progress reports and financial claims.

Applications should also give serious consideration to engagement with other organisations (e.g. voluntary and community bodies, research and academic institutions, or employers) if they would add value to the project, provided, as above, there is clarity on lead responsibility and project benefits clearly accrue to the union or union federation (see below for more information on the importance of the role played by voluntary and community bodies).

What kinds of projects are eligible?

The objective of the UMF is to assist trade unions to address the strategic challenges of adapting to the changing labour market and modern workplaces. To be eligible for UMF support, bids must meet the Fund's definition of a modernisation project:

“The Fund will support those projects which, reflecting the changing nature of the UK labour market and the changing needs, aspirations and behaviour of both workers and employers, contribute to, or explore the potential for, a transformation in the organisational effectiveness or efficiency of a union or unions in relation to:

- *its members, or prospective members;*
- *its employees;*
- *its structure or internal operations; or*
- *its ability to work in partnership with employers.”*

Can projects cover any activity?

The third round of the UMF has been designed to focus on the delivery of new ideas for improving the advice and support those unions and others can provide to vulnerable workers. This is an evolution of the Fund which reflects changing circumstances in the labour market and the importance that Government attaches to supporting vulnerable workers. It is also in line with recommendations in the report of the TUC Commission on Vulnerable Employment. The new focus will allow unions to tackle a range of serious challenges in this area and will enable links to be made between UMF and the broader BERR programme to improve protection for vulnerable workers.

Under the over-arching vulnerable worker banner, a comprehensive set of priority sub-themes have been developed in consultation with the TUC and other stakeholders. These are as follows:

- Sub-theme One. Improving the ability of unions to respond to the needs of vulnerable workers by the development of grassroots networks and outreach models; working with a range of voluntary and community organisations to develop appropriate support and advice mechanisms.
- Sub-theme Two. Development of new services aimed at vulnerable workers (and those likely to enter vulnerable employment), including: the provision of information services and training to raise awareness of employment rights and enforcement mechanisms; and the developments of skills and training packages designed to meet the needs of vulnerable workers.
- Sub-theme Three. Development of the professional competence of union officers and representatives, particularly equality representatives, to meet the specific needs of vulnerable workers and encourage greater participation of members in the union.
- Sub-theme Four. Creation of leadership development and mentoring services for vulnerable workers.
- Sub-theme Five. Development of new models for working with employment agencies, enforcement bodies and other organisations to promote the interests of vulnerable workers.

Bids in other areas not directly specified will be accepted, provided they still retain a clear vulnerable worker focus, but will not receive priority.

However, the following activities are excluded from Fund support:

- direct recruitment activity in respect of particular employers;
- activity which enhances a union's ability to engage in collective bargaining, trade disputes or in representing individuals in disputes with particular employers; or
- expenditure on political objects, as defined in section 72 of the Trade Union and Labour Relations (Consolidation) Act 1992.

The first two exclusions do not apply if the particular employer in question gives consent to the project. Applicants should also note that the UMF will not normally support project activity taking place outside of Great Britain.

How do you define a vulnerable worker for the purposes of UMF3?

BERR defines a vulnerable worker as someone working in an environment where the risk of being denied employment rights is high and who does not have the capacity or means to protect themselves from that abuse. Both factors need to be present. A worker may be susceptible to vulnerability, but that is only significant if an employer exploits that vulnerability. For the purposes of UMF3, the definition extends to individuals not currently in work but likely to be vulnerable when they do enter the labour market.

Why might links need to be developed with voluntary and community organisations?

Many voluntary and community organisations have extensive experience of advising and supporting vulnerable workers. Where appropriate, we are encouraging unions to develop new ways of working with such bodies, as part of their bids, to improve their ability to target these groups, and provide better models of long-term support.

What form does UMF support take?

The UMF will provide up to 50% of the eligible costs of individual projects, with the remaining costs being met by the applicant union. This matched funding contribution can be made in cash, in kind, or a mixture of the two. Applicants may lever-in contributions from external partners. However, matched funding contributions from other central government or EU grant schemes will not be accepted.

What are eligible costs?

With a few exceptions, all reasonable costs directly incurred on the project are eligible for Fund support. However, capital investment (especially on IT) will only be supported where it can be shown that such expenditure will contribute towards transformational change. This is because change arising from technological capacity building is more likely to flow from new processes and software than IT hardware. For a more detailed explanation of eligible costs and how they are calculated, see pages 21 - 24.

Is there a maximum amount you can apply for?

Grants from the UMF will not normally exceed £300,000. This is to ensure as many organisations as possible can benefit from the limited funds available. However, in exceptional circumstances, bids up to £500,000 will be considered. Such bids would need to set out a very clear rationale for seeking funding over and above the usual funding cap.

How long can projects last?

Projects will normally be expected to last no longer than two years. However, where there are good proven reasons, Ministers may decide to support a longer project.

Can I make more than one bid?

Yes. There is no limit on the number of bids by a single union which can be supported in each bidding round.

How will bids be assessed?

All applications for the third bid round must be received by 5 June 2009. After this, BERR officials will conduct a preliminary assessment of all bids received. All bids will be scored against the Fund's criteria using a scorecard. A draft of this scorecard is included for your information at page 25. All applications will then be considered and scored by the independent Supervisory Board, made up of individuals with significant expertise in the field of trade unions and employment relations. The Supervisory Board will make recommendations to Ministers on those projects it considers should be supported. Ministers will then decide on successful bids.

In a very limited number of cases, it may be concluded by the Supervisory Board that a particular bid has intrinsic merit, and would have clear transformational potential, provided certain gaps or deficiencies can be addressed. Provided these gaps are not significant, Ministers may invite such applicants to re-submit their bids for further consideration within a defined timescale.

What are the criteria?

All eligible bid proposals will be assessed, and competitively compared, according to the degree to which they meet the selection criteria for the Fund. These are:

- Transformational change – the extent to which the proposed project demonstrates the potential for transformational change, with regard to the definition of a modernisation project and the applicant's modernisation strategy.
- Priority theme – the extent to which the project addresses one or more of the five sub-themes. Bids on other subjects will be considered, provided they still retain a clear vulnerable worker focus, but must perform particularly strongly against the other criteria in order to be selected.
- Additionality – it must be shown that without UMF support the project would either not go ahead at all, not go ahead on the same timescale, or would be of a significantly different nature.
- Sustainability – it must be shown that proposed project benefits will be sustained and developed after the period of UMF movement.
- Dissemination – the proposed project must be capable of providing a demonstration effect for others within the union movement.
- Monitoring and Evaluation (M&E) – the bid must include a robust M&E strategy explicitly linked to project objectives, milestones and timelines.
- Value for money – the proposed project must offer value for money given our responsibility for taxpayers' funds.
- Project design – the application must show a clear rationale for the project; include, where appropriate, the development of strong links with voluntary and community bodies; have clear and realistic

objectives linked to appropriate performance measures; have clearly identified milestones and outputs; and show an appropriate assessment of the potential risks of the project.

- Project management – the project must be realistically costed, with suitable project management and governance arrangements, realistic timetable and resource planning, and clearly defined roles and responsibilities of key participants.

In all cases, the quality of bid, as measured against selection criteria, will be the overriding consideration.

How do I apply?

Your application should be submitted on the application form enclosed in this application pack. Applications may also be submitted by email on the electronic version of the form, which can also be downloaded from the UMF website at: <http://www.berr.gov.uk/files/file49753.doc>. Please refer to the guidance notes when completing your form. Assessors will only be able to make their decision on the basis of the information provided in your application, so please take time to ensure you have answered fully and provided evidence, where appropriate, in support of your arguments.

Applicant unions are encouraged to submit their application and any accompanying documents by email to the UMF team at Umf.Application@berr.gsi.gov.uk.

Hard copies of the application form and accompanying documentation can also be sent to the following address:

Sarah Elliott
UMF3 Team
Bay 4106
Department for Business Enterprise & Regulatory Reform
1 Victoria Street
London
SW1H 0ET

Your application should be accompanied by:

- a description of the modernisation strategy of each applicant
- the last two year's accounts of each applicant (this can be in the form of your last two annual returns to the Certification Officer)
- the proposed monitoring and evaluation strategy for the project (if a separate document)
- a signed declaration from each applicant (see Section E of the application form)
- evidence of the commitment of partners and collaborators (if appropriate).

You may provide further documentation in support of your application. If you do so, please cross-refer to this information in your completed application

form. However, applicants are asked to bear in mind that bid assessors are likely to have a large amount of applications to read, and reserve the right not to read any additional information where to do so would be unduly time-consuming. Incomplete applications will not be considered. There is a checklist at the end of the form to help you ensure you have supplied all the necessary documents.

What is the deadline for submission of applications?

The deadline for the receipt of applications is 5pm on 5 June 2009. Applications received after this time will not be considered.

When will I hear whether my application has been successful or not?

Acknowledgements of receipt of applications will be sent to all applicants soon after the closing date. It is expected that BERR will write to all applicants informing them whether their project has been successful or not by 30 November 2009.

What happens if I am successful?

Successful applicants will be invited to sign and return a grant offer letter, which will set out the terms on which the Government is willing to provide funds for the union to undertake the project in question, and circumstances in which monies may be withheld or reclaimed. This grant offer letter will constitute the legal agreement between the Department and the successful applicant. A draft letter is included in Annex C at page 30 for your information. You are encouraged to read this letter and consider its implications before making an application. Applicants should note that this is a generic draft which will be subject to change to tailor it to the circumstances of each individual project and any negotiation required on the detail of, for example, final costings or a final monitoring and evaluation strategy.

When can I start?

Successful applicants will be informed as soon as possible, and will then be invited to sign and return the formal grant offer letter. It is intended that this process will be completed in order to allow project start-up in early 2010.

Applicants should note that costs incurred prior to the issue of an offer letter cannot be considered for UMF funding. BERR is not liable to reimburse any project costs incurred before the formal grant offer letter has been signed and returned to the Department.

If I were successful how would project funding be received?

The Fund will periodically reimburse applicants for costs incurred on the project at intervals set out in the grant offer letter. Financial claims to the Fund should be provided on the Fund's pro forma, accompanied by a formal invoice. They must be accompanied by a project progress report which should include relevant information on progress against milestones (including reasons for any slippage); performance data on hard/soft outcomes; any changes to the project specification; and additional narrative, as appropriate, to set the context for that period's activity. Projects may use the Fund's pro forma or their own in-house version if this provides the key information

required by BERR. Draft versions of the pro formas are included in Annex B at pages 28 - 29. At least 15% of any grant provided by the Fund will be withheld until completion of the project.

Where can I get further information and advice on my application to the UMF?

Guidance notes to assist bidders in completing the UMF application form are enclosed on pages 14 - 24 of this pack.

Information about the Fund, can also be found on the UMF website:
<http://www.berr.gov.uk/whatwedo/employment/trade-union-rights/modernisation/page16097.html>

In addition, BERR officials from the UMF team will be able to provide informal advice to applicants on:

- the detail of the application process
- whether their proposed project is likely to fall within the scope of the Fund
- good practice in bid preparation and presentation
- feedback on application forms in draft.

Applicants seeking feedback on their application form in draft must submit their forms by 24 April 2009 at the latest, by email, to Umf.Application@berr.gsi.gov.uk.

If you have any queries about the Fund, please contact the UMF team at: Umf.Application@berr.gsi.gov.uk or on 020 7215 6399.

For more general advice on completing your application to the Fund you may wish to contact:

Tom Wilson
Head of Organisation and Services Division
Trades Union Congress (TUC)
TUC Congress House
Great Russell Street
London
WC1B 3LS
Tel: 020 7467 1290
Email: twilson@tuc.org.uk

Frequently Asked Questions

Does the definition of vulnerable worker only refer to migrant workers?

Definitely not. The definition covers indigenous as well as migrant workers. Many indigenous workers find themselves working in sectors where the incidence of problems at work are higher, such as cleaning, hospitality and construction; or already face greater disadvantage e.g., the low-skilled, women, and black & minority ethnic groups.

We are a community organisation. Can we apply directly for funding under UMF3?

No. UMF grants are only made available to trade unions and federations of unions (under the provisions of the Employment Relations Act 2004). But you will be eligible to receive financial support via the lead union if you are part of a successful union-led bid. We are encouraging the development of appropriate partnerships with unions as part of UMF3.

We are a white collar/professional union. We don't represent low paid vulnerable workers. Does that mean UMF3 is irrelevant for my union?

Not at all. The real issue is the scope for unions across the piece to drive the modernisation agenda and, as appropriate, re-position themselves to tackle current issues in the workplace. The sub-themes have been broadly cast to encompass a range of opportunities related to the challenges faced by vulnerable workers; and there is likely to be scope for a broad range of unions to seek funding for projects that relate to this issue in some form (e.g. some white collar unions have staff who engage directly with vulnerable people on a daily basis).

Isn't the focus on vulnerable workers moving the UMF too far away from what it was set up to achieve?

The UMF was set up to support the key role that modern, efficient unions can play in the workplaces of today and tomorrow. The fund supports transformational projects which help unions modernise their structures and processes, and better represent the needs of their members. The shift to a focus on vulnerable workers links very clearly to BERR's drive to improve awareness and enforcement of employment rights, and will encourage unions to develop better ways of providing advice and support to vulnerable workers.

How do the two vulnerable worker pilots in Birmingham and East London relate to UMF3?

The lessons emerging from the two pilots, which are both nearing completion, are being used to inform the development of UMF3. Some useful material (see the interim evaluation report on the BERR website, available at <http://www.berr.gov.uk/files/file45199.pdf>) is already available on the benefits of different types of advice and support for vulnerable workers.

What is the budget for UMF3?

Ministers have announced that up to £3m will be available for the third round.

Why must applicants provide a description of their modernisation strategy?

The over-arching purpose of the Fund is to help British trade unions address the significant strategic challenges of today's world. In order to ensure that projects supported by the UMF can really make a difference, the Supervisory Board and Ministers will be looking to see whether each proposed project addresses an issue which has been identified as a modernisation priority for the union in question.

What should this description look like?

Applicants do not need to provide large amounts of detail about their modernisation strategies – a brief description will suffice. This can take the form of a pre-existing document or documents. Remember, the Supervisory Board and Ministers will be trying to assess the extent to which your project has the potential to contribute to a transformational change. To do this, they will need an understanding of the union's current position and of where it wants to be in future.

If the project makes the union more efficient or effective won't this inevitably lead to recruitment or improvements in the union's ability to conduct collective bargaining?

The following activities are excluded from support:

- activities for the direct purpose of recruiting into union membership workers employed by a particular employer or employers. In particular, recruitment drives in support of a claim for recognition by a particular employer will not be supported.
- activities for the purpose of directly supporting the union's ability to undertake collective bargaining with a particular employer; to pursue a trade dispute with a particular employer; or to represent individual workers employed by a particular employer in a dispute between that employer and the individual worker.
- expenditure on political objects, as defined in section 72 of the Trade Union and Labour Relations (Consolidation) Act 1992.

The first two exclusions do not apply where the employer concerned has given express consent for the activity in question. These definitions are framed so as not to exclude legitimate projects where, for example, recruitment may be a by-product. It will be for the Supervisory Board to judge whether individual bids meet these definitions on a case-by-case basis. If you are unsure whether an element of your proposed project might constitute an excluded activity, please seek advice from the UMF team.

What if my union is unable to provide 50% of project costs as matched funding?

A requirement for matched funding is a standard element of BERR financial assistance schemes. However, in exceptional circumstances, where a union may struggle to meet the 50% requirement for a very valuable project, there is discretion for Ministers to lower the union's contribution.

Can I use money from the Union Learning Fund (ULF) as part of my matched funding contribution?

No. The Fund will not duplicate other sources of state funding. Applicants may lever-in funds from third parties, including private, public and voluntary sector organisations, but matched funding may not be provided from an existing central Government or EU financial assistance scheme.

Applicants should ensure that bids are clearly within the parameters of the UMF. Where a bid is received on a subject which would be more appropriately directed to another source of Government funding (for example, the ULF, which provides funding to help trade unions to encourage greater take-up of learning at work, and boost their capacity as learning organisations) bid assessors will advise the union or unions in question in redirecting their bid to the most appropriate source of support. However, the Union Modernisation Fund will support projects which form part of a broader cross-cutting programme of activity, other elements of which may be eligible for support from other funds.

What are “exceptional circumstances” in which a grant of more than £300,000 will be made?

It is impossible to state in advance what these circumstances may be. However, in general, bid assessors will only consider supporting a larger project where there is strong evidence that the project in question is particularly innovative, would have especially significant transformational benefits, or would be of especial value to the broader trade union movement. The additionality of proposed projects costing more than £300,000 will be rigorously assessed. Applicants would be advised to consider carefully the benefit of applying for a grant above the £300,000 limit, given the stringent tests applied, and ensure bids are well developed and presented.

Does my proposed project have to be capable of providing a demonstration effect to all other unions?

Not necessarily. Some projects may only be of interest to a particular group of union – perhaps unions of a similar size, or those operating in similar industrial sectors. The demonstration effect of a project is not necessarily tied to its subject matter. There may well be valuable lessons for others from the processes involved in your project. For example, if your project involves developing the professional competence of union officers, it may provide transferable lessons for others in the movement.

What is the monitoring and evaluation strategy?

All applications should include a detailed monitoring and evaluation strategy. This is a vital part of ongoing project management and crucial to the overall success of individual projects, underpinning demonstration of value for money and identification of lessons learned during the project life-cycle. Successful applicants may need to refine these proposals in discussions with BERR officials, who will agree with you a final monitoring and evaluation strategy for your project. The grant offer letter will not be issued until this strategy is agreed. For more detailed guidance on the content of your proposed strategy, please see the guidance note on pages 14 - 24. The costs of

monitoring and evaluation of projects are eligible for support. Successful applicants will also be obliged to cooperate with the monitoring and research activities of BERR officials and any external Fund evaluators appointed by BERR. Further details of what may be involved can be found in the draft grant offer letter at page 30.

Guidance Notes on completing the application form

These notes are designed to assist bidders to complete the application form. If you require further guidance on completing the application form or have any queries about the Fund, please contact the UMF team on 020 7215 6399, or email Umf.Application@berr.gsi.gov.uk. The team are available to provide feedback and advice on draft application forms. If you would like Fund officials to comment on your form in draft, please submit it to the email address above by 24 April 2009. Please note that we cannot guarantee a response to forms received after this date.

Applicants are advised to provide clear and concise information, supporting your arguments with evidence wherever possible.

Section A - Key Information Summary Sheet

Note 1: Joint Applications:

Joint applications by two or more independent unions and/or federations of trade unions or other appropriate organisation, are welcomed. Where a joint application is submitted, one organisation must be designated the lead partner for the bid (and must always be a union). The lead partner will have responsibility for liaising with the BERR if the bid in question is successful – it will receive and manage Fund monies and have primary responsibility for the collation and return of progress reports and financial claims.

The project manager, who will act as primary point of contact with BERR in discussions about an application of project, must be based in the lead partner's organisation.

In cases where a joint bid is being entered, a copy of the declaration at Section E of the application form must be provided for each of the partner unions or other organisation, signed by the General Secretary, Chief Executive or equivalent of the union or other organisation.

Unions entering joint bids should pay particular attention to question C10, explaining what arrangements will be put in place for the governance and management of the project, if successful, and how partners will work together.

It is the responsibility of unions making joint applications to ensure that they have in place clear arrangements for the management and delivery of the proposed project. BERR is able to provide advice on good practice techniques for collaborative working which may assist unions to clearly define the role and responsibilities of all partners.

Section B – Project Overview

Note 2: Priority sub-themes

Bids which address one or more of the sub-themes set out at box B2 will take priority over other applications. However, the Supervisory Board will have

discretion to recommend that a bid falling outside these five sub-themes should receive Fund support, provided it retains a clear vulnerable worker focus, where it performs very strongly against other selection criteria.

If you wish to submit a bid which does not address one or more priority sub-themes, please use the space provided at Box B3 to explain why you believe it should be given special consideration. You may wish to refer to your organisation(s)' strategic priorities, any especially transformational benefits of the proposed project, or any reasons why you believe the results of project in question would be of particular value to others in the union movement.

Section C – Project Description

Note 3: Transformational Potential

The Fund will only support projects which contribute to, or explore the potential for, a transformational change in the organisational efficiency or effectiveness of the union. This is a planned change which involves a lasting alteration to the structure, processes, culture or strategy of a union. Such change usually involves innovative thinking – and should link to the union's modernisation strategy. Please use the space at Box C1 to describe how your proposed project will contribute to such a change.

The Government is aware that available funds are limited and that significant organisational change often requires a very long time to take effect. The Government therefore does not expect that Fund-supported projects alone will be generally capable of effecting a complete transformational change within a union. Bid assessors will be looking for evidence that the project in question can *contribute* to such a change. You may therefore wish to include in this section brief information about other activities the union is undertaking which will complement the aims of the proposed project.

Significant transformational project can be expensive and sometimes risky. That is why the Fund can be used to support projects which explore the implications of a particular course of action – feasibility studies or exploratory research. Applicants bidding for these types of project may wish to refer both to the transformational effects of the project within the initial subject area and to the potential for wider transformational change were the project extended.

Particular attention should be paid to this section where your application involves the purchase of ICT hardware or other capital investment. Expenditure of this nature will rarely be supported under the Fund, and only where it can be shown that the equipment concerned is absolutely necessary for a broader transformational change. Unions bidding for ICT equipment will therefore need to explain clearly why investment in capital equipment is a vital element of the proposed change. Applicants may also wish to explain how other elements of the proposed project (e.g. training, communications, events, etc) complement the contribution which the purchase of capital equipment will make towards transformational change.

Please bear in mind that in order to assess the likely transformational impact of your project, the Supervisory Board and Ministers will need an understanding of your organisation's current position. This will enable bid assessors to compare the union's current situation with the situation which would be likely to result where the project successfully completed.

Note 4: Additionality

Additionality is central to all Government funding streams and a key selection criterion for the Fund. Given limited funds, the UMF cannot support projects involving day to day activity which a union would be likely to undertake in any case. You should use the space at Box C2 to demonstrate why the project would not go ahead in the form or scale proposed; why it would not go ahead to proposed timescales; or why it would be of a significantly different nature if UMF funding were not achieved.

Please support your arguments with evidence wherever possible. This might include reference to development constraints generated by your union's financial position and how UMF funding would be likely to: generate an impetus for change greater than would otherwise be achieved; deliver a level of commitment by key participants significantly higher than would otherwise be possible; or allow development of an externally driven or assisted programme more likely to deliver sustainable benefits.

Note 5: Sustainability

All bids should demonstrate how the activity or benefits of the project concerned would be sustained after the period of Fund assistance ended. You may wish to make reference to how you will be seeking to implement particular project outcomes (e.g. by building on new networks or services) or continue particular activities undertaken during the project (e.g. by ensuring training or other processes are embedded in future business plans).

Note 6: Wider benefits

In order to ensure that unions, their members and the economy at large derive the maximum benefit from the Fund, only projects which are capable of providing a demonstration effect for others within the applicant union and trade unions more generally will be selected for support. It is, of course, unlikely that the benefits of projects supported will be applicable to every other trade union. Some projects' outcomes may be of interest to a narrower constituency – perhaps to unions operating in similar industrial sectors, unions with a similar regional structure, or unions of a similar size.

Applicants should use Box C4 to describe which sections of the trade union movement you feel would benefit from the outcomes of the proposed project, and why.

Note 7: Monitoring and evaluation strategy

All applicants are asked to supply a proposed monitoring and evaluation strategy for your project. This should be built-in to the design of the project from the outset to ensure a coherent link between project objectives and evaluation mechanisms. If your proposal is successful, BERR officials will

agree with all the participating unions a final monitoring and evaluation strategy. A grant offer letter will not be issued until the strategy has been agreed and the letter will commit participating unions to implementing the strategy. This will, amongst other things, set out when progress monitoring reports should be submitted to the BERR and what information and/or performance indicators they should contain.

Your monitoring and evaluation strategy should, as a minimum, describe:

- the success measures of the proposed project, against its objectives;
- details of performance indicators, both “soft’ and “hard’, to be provided to BERR at appropriate milestones;
- the methodology which will be adopted in assessing the success of the project against its objectives. For example, the mix of qualitative (e.g. face-to-face interviews, focus group, case studies, documentary analysis, etc.) and quantitative performance measures (e.g. statistical analysis, surveys, etc.) that will be used;
- the systems which will be used to collect robust and pertinent management information; and
- commitment to continuous documentation of the project.

All projects are required to produce a final evaluation report. This should include:

- an assessment of the impact made, in contrast to the position prior to commencement of the project;
- assessment of the success of the project against its aims and objectives;
- lessons learnt; and
- best practice identified.

The estimated cost of monitoring and evaluation should be included in total project costs. The cost and scale of planned evaluation activity should be proportionate to the main project itself.

You are encouraged to plan for documenting your project as you go along. This will ensure that you have a good record of project activity to draw on for the final evaluation report, and will assist you if there is a change of personnel during the project. You are also encouraged to consider the timing of monitoring and evaluation activities. You may need to conduct an assessment of conditions before the project begins in order to be able to assess your progress at the end of the project. Other activities will need to occur during the project. You may also need to consider whether evaluation activity will need to continue after the end of the project in order to fully capture outcomes and benefits which may only realised some time later.

Note 8: Project Rationale and Modernisation Strategy

Box C6 asks you to provide the rationale for your proposed project. This should describe the opportunities which would be missed, or the inefficiencies, economic losses or inequalities which would be likely to persist

in the absence of your proposed project. The rationale should show how the proposed project would address each of the opportunities or needs identified, and how it will lead to benefits, both in relation to these, and more broadly. You should seek, wherever possible, to support your arguments with evidence.

Please use this space to briefly outline how the project will be situated within the union(s)' broader modernisation strategy. This is so that bid assessors can see how the proposed project contributes to the strategic priorities of the union(s) and how it addressed key challenges which the union(s) faces going forward. You should attach a description of your modernisation strategy to your application. This can take the form of a pre-existing document and need not be very detailed. Your comments in Box C6 should cross-refer to this modernisation strategy. This strategy should, amongst other things, show how the union intends to build constructive relationships with employers in line with progressive workplace practices.

Where a joint bid by one or more unions and/or federations is submitted, a description of the modernisation strategy of each union or federation should be appended. Applicants may wish to draw particular attention to the ways in which their proposed project addresses modernisation objectives shared by all partners.

Note 9: Project Objectives

These are a summary of what you want the project to achieve when it has been completed. Objectives should describe the positive outcomes which the project seeks to achieve. It may therefore help to start this section, "Completion of this project will result in" Objectives should be SMART – ie. specific, measurable, achievable, realistic and timely. Applicants are advised to avoid words like "improve", "optimise", 'clarify', 'help' etc as these are vague terms which do not describe measurable outcomes.

Note 10: Project Methodology, Milestones and Outputs

Applicants should provide sufficient detail in the Box at C8 to ensure all parties to the project understand how and when it will be delivered, and what the outputs will look like. Information should include:

- an explanation of the activities required to deliver the project
- a description of who will deliver these activities (including, for example, a partner organisation, consultant or subcontractor)
- an explanation of the timescales adopted linked to the tasks involved (Gantt charts are a useful mechanism for illustrating project schedules and representing the key phases and activities of a project)
- a detailed description of the outputs (which quantifies them, as appropriate).

Note 11: Risk assessment

Applicants should use the Box at C9 to identify risks which may affect their ability to deliver the proposed project according to the milestones set out in Box C8. Common risks include project management and operational factors

as well as external risks such as supplier or contractor failure. You are encouraged to be as honest and realistic as possible. The Fund exist to support a reasonable degree for risk-taking - assessors will be looking to see that you have considered the risk involved and taken appropriate steps to mitigate them, a hallmark of good project management, not that your project is risk-free. Each identified risk should be assessed against the likelihood of it actually happening and the impact on the project should it do so. Probability and impact can both be scored on a High/Medium/Low scale. Applicants should also briefly describe mitigating actions already taken or proposed. Mitigating actions may involve:

- Prevention - either by putting some counter-measures in place or putting the project in a position where the risk would have no impact
- Reduction - what action is needed to reduce the probability of the risk happening
- Contingency - actions which would be taken should the risk occur
- Tolerance - some risks can simply be borne. In such cases applicants should explain the implications of accepting the risk in question.

Note 12: Project Governance and partner organisations

Please use Box C10 to describe the arrangements for the governance and day-day management of the project.

The arrangements for project governance should describe which senior individuals are formally accountable for delivering the project. This may be a single individual, or it may take the form of a project board or steering group. The role of these individuals is to ensure that an appropriate project management framework is in place, to secure resources for the project, to ensure appropriate project reporting mechanism are in place and to ensure that there is buy-in, both within the organisation and more widely, if appropriate. They are the “owners” of the project, responsible for ensuring that the project has the appropriate support within the organisation and for monitoring its progress.

The arrangements for project management of the project describe how the project will be managed and run on a day-to-day basis, including roles, responsibilities and reporting arrangements.

This section is of particular importance where you are making a joint bid by two or more unions or are involving a non-union organisation. Joint bidders should use the space at C10 to explain how they will work together effectively to ensure the project is delivered. If a joint bid is successful all the participating unions will be asked to sign a grant offer letter accepting the terms of the grant and responsibility for ensuring project activity is appropriately carried out. As described in Note 1 above, there should be a lead partner which takes responsibility for liaison with BERR and for receiving and distributing fund monies. The costs incurred by this partner in managing the project can be included in total project costs.

It may also be appropriate for unions to enter into partnerships with other non-union organisations or to engage contractors to assist with a project. Such partners are not eligible to receive UMF monies directly from BERR, although the union in question may choose to spend part of a UMF grant as payment to partners for their contribution to a project. Unions proposing to carry out a project in collaboration with a non-union third party are wholly liable for ensuring that the terms of the grant offer letter are met, even where the relevant activity has been carried out by a partner organisation. It is for the union(s) concerned to enter into appropriate contractual arrangements with partners. If you are applying for a project that will involve input from partners or contractors you should use this space to explain what oversight and control your organisation will have over their contribution. Contributions to a project in cash or in-kind which are provided by non-union partners may be included in the union's matched funding contribution.

Section D – Financial Details

Note 13: Bids in excess of £300,000

Normally, the UMF will provide grants of up to £300,000. In exceptional cases, larger grants up to £500,000 may be recommended where strong evidence is provided. Unions wishing to bid for more than £300,000 should describe in Box D3 why you believe that your application should be given special consideration. Applicants should demonstrate that the project in question is particularly innovative, would have especially significant transformational benefits, or would be of especial value to the broader trade union movement. You should also provide strong evidence that additionality will not be compromised and funding will bring about beneficial results that would not have happened otherwise.

Note 14: Costs Breakdown

All costs should be directly associated with the project and should represent actual expenditure. For example, actual personnel costs should be provided, rather than a nominal hourly or daily rate. In the case of collaborative bids, costs shown here should represent the total costs to all partners.

Notes 14-16 are intended to help you to fill in boxes D4, D6. For a more detailed explanation of how eligible costs may be calculated, please see the notes on pages 21 - 24.

If you are unclear about how to record your likely costs, please contact the UMF team, who will be happy to assist you at the earliest opportunity.

Note 15: Personnel costs

Please enter in column 1 the job titles of each individual employed on the project.

Please indicate in column 3 whether National Insurance contributions, pension costs, etc are included in the annual salary list in column 2. If these are not included in personnel costs, they may be included in overheads (and vice versa).

For temporary staff, please indicate in column 4 their hourly or daily rate of pay (column 2 should be left blank). Where staff working on the project are paid annual salaries, please complete column 4 by calculating the national hourly daily rate for the individuals concerned. This rate can then be used to calculate the cost of the time spent working on the project by each individual (hourly/daily rate times hours/days worked). The hourly/daily rate for salaried staff should be calculated according to contracted hours, rather than the calendar year (i.e. annual salary should be divided by days actually worked).

Note 16: Items of significant expenditure

In addition to listing total costs for capital equipment and materials consumed in Box D4, please use box D6 to bring to assessors' attention any significant items within this. Any single item costing £5,000 or more should be listed here. You should also list any bulk purchase of items individually worth less than £5,000 where these amount to £5,000 or more in total. E.g. the purchase of 10 items each worth £1,000 should be listed as significant expenditure of £10,000.

Note 17: Matched Funding

Please use Box D8 to explain which of the project costs you intend to meet through matched funding, and how this will be provided (in cash or in kind, by the union, or by a partner organisation). Please identify and give an indication of the commitment of any partner organisation providing funds to the proposed project. Unions may wish to supplement this with a letter or statement from such partners appended to their application.

If you are seeking consideration for the matched funding threshold to be lowered where you have a project proposal for which you are unable to meet the 50% matched funding requirement, please use this Box to explain why your proposal should receive special consideration.

Matched funding can be levered-in from any private, public or voluntary sector partner organisation or sponsor. However, grants from other central Government or EU formal financial assistance schemes cannot be accepted as matched funding. The UMF cannot be used to duplicate these existing sources of funding. The Government recognises, however that unions may wish to maximise support for their strategic modernisation programmes by bidding to different central government funds for separate but complementary projects within that wider programme of work.

Notes on the calculation of eligible costs

Please note that any grant will be paid on the basis of actual eligible costs incurred and defrayed.

Pay of Personnel

You should include the costs of personnel working directly on the project. Actual personnel costs should be provided, rather than a nominal hourly or daily rate. An allowance may be made for first line supervision costs where such supervision is essential. Please support your costing with a breakdown, using table D5. Applicants may include realistic estimates of the likely increase in labour costs when the project spans more than one year of their pay cycle. National Insurance contributions, pension costs, etc may be included in the personnel costs or in overhead but not both. The hourly/daily rate should be calculated on the basis of contracted hours, rather than the calendar year.

Overheads

Overheads should include only those costs directly attributable to the project. If you include direct labour payments such as National Insurance contributions and pension costs in overheads these may not also be included in personnel costs. Bad debts, interest and entertaining costs are not eligible. It would be helpful if applicants could include a summary showing the method calculation of overhead rate. The Department will support all reasonable calculations.

Material consumed

These will be materials used on the project and not included in the overheads, particularly those purchased or leased from third parties, e.g. construction materials, stationery, etc. We will consider foreseen cost increased during the life of the project, but cannot accept nominal charges for inflation.

Capital equipment or tooling

- a) Bought or loaned for the purposes of this project:

BERR will support such reasonable costs where it is shown that this expenditure supports a significant transformational change. Applicants are reminded that bids will be assessed for the extent to which they offer value for money. Unions will usually need to provide comparative quotes for the items in question to facilitate this assessment.

- b) Value of existing items expended in support of this project:

BERR will consider claims against the value of existing equipment consumed in pursuit of this project on a utilisation basis, provided these costs are not previously recovered in overheads.

Sub-contracts and consultancy fees:

BERR will support such costs where they are necessary for the success of the project and the relevant expertise is not available in your union(s). For example, it may not be cost-effective to develop in-house skills which would only apply to this one project. Where you are sub-contracting work, please use the space at Box C10 to show how you propose to manage the relationship with contractors.

Training costs

These are eligible for support where they are specific to the project. We may consider support for specific management training for staff deploying new skills in their work on the project, but will not support ongoing management training and development. Training for staff working on the project during the period of project activity which is not directly related to the project is not eligible for support.

Project management

You should include salaries and related overhead of management with pay personnel and overhead. Include here those costs, such as accommodation and hire of conference or office facilities that cannot be accommodated elsewhere. Additional costs of project management by the lead partner in a joint bid by two or more unions should be shown here.

Travel and subsistence

You should only include reasonable costs which are justified and will be incurred exclusively for progressing the project. In general, BERR will support only standard class travel unless reasonable justification can be provided for the first class travel.

VAT

Where unions are not registered for VAT purposes, you cannot recover VAT for services provided under the project and you should ensure that such costs are included in the eligible costs set out in the application.

Even when registered for VAT purposes, you must find out whether you are able to claim on grant-funded services because it is not a consideration for supply and is often considered outside the scope of VAT. You should clarify the position with your tax office and, in the event that you cannot claim, include it in the eligible costs set out in the application.

Other costs

You should include here items which do not readily fit under the headings provided.

BERR is aware that for certain types of expenditure, the basis for estimated costs may be less certain than for others. BERR will therefore accept bids which set out a range of estimated costs for such items of expenditure. A maximum and minimum estimate should only be shown where there are clear reasons why a cost cannot be more accurately estimated. Maxima and minima should be clearly identified in your breakdown of proposed costs. You may wish to explain the basis for your estimates on a separate sheet.

Please note that the following are excluded from eligible costs:

- interest charges
- entertaining costs
- hire purchase interest and associated service charges
- time spent by employees working on the project on training or development not associated with the project
- employment of temporary staff to cover the work normally done by employees who are working on the project
- inflation and contingency allowances expressed as an arbitrary percentage overall addition to eligible costs
- independent accountant's fees
- charges for personnel time provided on a voluntary basis – in particular where lay representative time is provided as part of facility time granted by employers. However, BERR will consider reasonable honoraria for voluntary time provided by lay reps or others where this is clearly outside of employer-funded facility time.

If you are unclear whether a particular cost is eligible for UMF support, please contact the UMF team for advice.

Annex A - Bid Scorecard

Union Modernisation Fund Third Bid Round (2009): Bid Scorecard				
Application Reference Number:	Applicant Name:	Project Title:	Total Grant sought:	
Assessor initials:		Meets minimum eligibility criteria (Y/N):		
<i>Eligibility Criteria</i>			Yes	No *
Project Scope and Strategic Fit: Does the proposed project meet the definition of a modernisation project? Does the proposed project accord with the applicants' broader modernisation strategy as described in their application?				
Excluded Activities: Is it clear that the proposed project does not cover activities excluded from Fund support? Or, where the proposed project covers direct recruitment or collective bargaining activities in respect of a particular employer is there evidence of express employer consent?				
Applicant Status: Is the applicant either a trade union in possession of a valid certificate of independence from the Certification Officer or a federation of trade unions that operates solely or mainly in Great Britain?				
Top Level Sign-off: Has the bid declaration been signed by the General Secretary or equivalent of all applicants?				
Project Size: Has the applicant sought Fund support of £300,000 or less?				**
Project Duration: Are the funded elements of the project expected to be completed within two years?				**
Project Location: Will the proposed project activity take place mainly in Great Britain?				
Eligible Costs: Are the costs for which Fund assistance is sought reasonable, and only those directly incurred on the project? If Fund support for capital investment has been sought, will this investment have a transformational effect?				
Matched Funding: Will the applicant provide at least 50% of eligible project costs as matched funding? Is all matched funding from eligible sources?				**
Financial Viability: Have the last two years' accounts of all applicants been provided? Have departmental financial assessors confirmed that the applicant(s) is/are financially viable?				

* "No" will usually result in rejection of the application. However the Supervisory Board may recommend a project be supported, subject to the amendment of a particular element (s) of the bid.

** In exceptional circumstances, where strong evidence is supplied in support of a claim, the Supervisory Board may nevertheless recommend to the Minister that the Fund support the proposed project.

	H (3)	M (2)	L (1)	N/A (0)*	Total
(A) Transformational Potential					
How significant is the transformational change which the project contributes to, or explores the potential for, in relation to its members or prospective members, its employees, its structure or internal operations, or its ability to work in partnership with employers?					
(B) Priority Sub-themes					
To what extent does the proposed project address one or more of the priority sub-themes for this bid round?					
(C) Additionality					
To what extent is it clear that the project would not go ahead at all, or would not go ahead on the same timescale or scale, or would be significantly different in nature if UMF funding were not awarded?					
(D) Sustainability					
To what extent has it been demonstrated that project benefits or activity will be sustained and developed after UMF funding has ceased?					
(E) Dissemination					
To what extent is the project capable of providing a demonstration effect to others within the union movement?					
(F) Monitoring & Evaluation					
To what extent does the bid demonstrate a robust M&E strategy integrated with project objectives, milestones and timelines?					
(G) Project Design					
To what extent does the bid demonstrate; a clear rationale; appropriate links with voluntary and community bodies; realistic project objectives; clearly identified project milestones and outputs; and a clear assessment of the potential risks of the proposal?					
(H) Project Management					
To what extent does the application demonstrate that the project has been realistically costed? How clear and achievable is the timetable and resource planning for the project, as described in the application? To what extent does the application describe strong project governance and project management arrangements, appropriate to the scale and nature of project activity? To what extent are the roles and responsibilities of key participants clearly defined and explained?					
(I) Value for Money					
To what extent does the proposed project offer value for money?					

TOTAL SCORE (MAX 27) :
Category **: A B C+ C
Rationale for category:

*Where insufficient evidence is provided, rate "N/A"

** Guideline score distribution: A (18-27) = strong contender for support; B (15-17) = borderline; C+ (12-14) = not recommended for support, but the Supervisory Board may wish to give the application particular attention; and C (1-11) = not recommended for support.

Annex B

Sample Documents

This annex contains documents that successful applicants will be asked to complete once their bid has been approved. They are included here for information only.

DRAFT FINANCIAL CLAIMS PRO FORMA			
Name of Project			
Name of Union (or lead partner in joint projects)			
Name of Project Finance Officer			
Contact tel. number			
Period of project activity for which claim is being made			
Start date		End date	
Budget Heading	UMF grant claimed	Matched Funding contribution made	
Pay of personnel directly engaged on the project			
Overheads			
Materials consumed			
Capital equipment and tooling bought or consumed for the purpose of the project			
Sub-contract charges or consultancy fees			
Training costs			
Monitoring and evaluation			
Project management costs			
Travel and subsistence			
Other (please specify)			
TOTAL			

PROGRESS THIS PERIOD			
Milestones from Project Plan	Achieved?	Explanation for slippage	
PERFORMANCE MANAGEMENT DATA – HARD OUTCOMES			
Measure	Overall Target Level	Previous Level	New level/ progress to date
PERFORMANCE MANAGEMENT DATA – SOFT OUTCOMES			
(Please use the space below to record progress against softer targets identified in your monitoring and evaluation strategy)			
CHANGES TO PROJECT SPECIFICATION			
(Please record below any significant changes to your project – e.g. changes to personnel, timetable, expected costs, participating organisations)			
DECLARATION			
<p>I declare that the information contained in this report is correct to the best of my knowledge. I would also declare that all the expenditure claimed is in respect of costs, which are properly attributable to the project.</p> <p>Name of designated officer.....</p> <p>Role.....</p> <p>Signed.....Date.....</p>			

Annex C

Draft grant offer letter

If your project is selected for assistance, you will be asked to sign a grant offer letter. This sets out the terms on which BERR agrees to provide you with funds, the arrangements for handling any significant changes to the project and the circumstances in which BERR is entitled to withdraw or reclaim funding.

A draft grant offer letter is included here so applicants are aware of the nature of their commitment should their project be selected. Applicants are encouraged to study the terms of this letter before making their application – this will help you to consider what arrangements you may need to put in place to ensure that project expenditure is properly accounted for and suitable mechanisms exist for monitoring and reporting on the progress of your project. Please note this is only a draft for information – the final letter will be tailored to each specific project and details may be subject to change.

Draft letter:

FOR THE ATTENTION OF **[Name of project manager]**

Dear Sir/Madam

[PROJECT TITLE]

1. I am pleased to inform you that, subject to the terms and conditions of this letter, the Secretary of State for Business is prepared to pay **[name of union]** (“the Union”) a grant, not exceeding **[total value of grant]**, under section 116A of the Trade Union and Labour Relations (Consolidation) Act 1992 to **[project title]** (“the Project”) at **[address where main project work is to be undertaken]**, in accordance with the detailed proposal submitted to Department for Business Enterprise and Regulatory Reform on **[date of application]** (a copy of which is attached to this letter), under the Union Modernisation Fund.

Interpretation

2. For the purposes of this letter:

“A Claim” has the meaning given in paragraph 5 of this letter;

“days” means working days which means any day other than a Saturday or Sunday, Christmas Day or Good Friday, or any day which is a Bank Holiday;

“the Department” means the Department for Business Enterprise and Regulatory Reform;

“month” means a calendar month;

“the Secretary of State” means the Secretary of State for the Department for Enterprise and Regulatory Reform and

“the 1992 Act” means the Trade Union and Labour Relations (Consolidation) Act 1992.

Financial

3. Prior to the date of this letter the Secretary of State and the Union have agreed on what terms of expenditure constitute the costs of this Project (“the Project Costs”). For purposes of the calculation of any payment of the grant the Project Costs do not include (i) interest, service charges and interest arising from HP, leasing and credit arrangements, (ii) input Value Added Tax which can be recovered by you, (iii) any other grant from any other public authority (as defined in paragraph 22 of this Offer Letter) received or receivable in respect of the Project, and (iv) any addition for profit by the Union as a result of work relevant to the Project carried on by the Union or sub-contracted to such company.¹ The Union warrants that the Project Costs are costs which are attributable exclusively to the Project. The table below sets out these items and the forecast expenditure for the Project.

(£)	
Pay of personnel directly engaged on the project	
Overheads	
Materials consumed	
Capital equipment and tooling bought or consumed for the project	
Sub-contract charges	
Training costs	
Monitoring and evaluation	
Project management costs	
Travel and subsistence	
Other (please specify)	
TOTAL	

The grant will be payable at **[x]** % of the Project Costs incurred and defrayed on or after **[project start date]**. The remainder of the Project Costs and any other expenses arising in relation to the project will be provided by the Union. The grant will be payable by instalments on submission by the Union of a claim consisting of a statement of monies expended (as set out in the table above) by the Union on the Project (“a Claim”). A claim may only be made in respect of liabilities which have been incurred and discharged in respect of the Project.

4. Payment will be made at intervals of **[insert as appropriate e.g. one, three, six, twelve]** months. Any overpayment of grant, whether disclosed by a report or otherwise, must be refunded to the Secretary of State within 15 days of: -
- (a) Receipt by the Union of a first demand for repayment from the Secretary of State, or

¹ For the purposes of this sub-paragraph, a “company owned by the Union” means any company in respect of which the Union (i) holds the majority of the voting rights, (ii) is a member and has the right to appoint or remove a majority of the board of directors; or (ii) is a member and controls alone, pursuant to an agreement with other shareholders or members, a majority of the voting rights.

(b) The Union becoming aware that the grant has been overpaid,

whichever first occurs.

5. Claims for payment of grant must be submitted on a **[monthly/quarterly/six monthly]** basis (i.e. at intervals of not more than **[one / three / six]** calendar months) commencing from the project start date. Claims must be in a form agreed by the Department and must be accompanied by a report on the Project covering: -
 - (a) progress on the Project against objectives agree with the Department;
 - (b) any change in the nature or scale of the Project including an assessment of any change in the prospects of technical success;
 - (c) any change in the ownership of or beneficial interest in any asset provided for the Project;
 - (d) any significant variations in the amount or timing of payment of the Project costs;
 - (e) confirmation that the Claim relates only to liabilities which have been incurred and discharged in respect of the Project.
6. In addition confirmation is required that the Union has expended the sums in respect of which Claims are made. For this purpose, the final Claim must be accompanied by a statement of expenditure by the Union on the Project which must be set out in the standard terms of engagement for independent accountants set out at Schedule 1, and must be made by an independent accountant eligible under the terms of section 34 4of the 1992 Act for appointment as auditor of the Union.
7. In relation to paragraph 6 above, the Department of Business Enterprise and Regulatory Reform (“BERR”) and the Institute for Chartered Accountants in England and Wales (the “Institute”) have agreed (i) Standardised Terms of Engagement for the appointment of independent accountants to report upon grants and (ii) a standardised form of Accountant’s report (the “accountant’s Report”). BERR and the Institute may agree amendments to the Standardised Terms of Engagement and the Accountant’s Report, and up-to-date versions of these documents can be found on the BERR’s website.
(<http://www.berr.gov.uk/whatwedo/regional/investment/iar/page30585.html>) or obtained from *[insert name of official administering grant scheme]*. The Secretary of State requires the independent accountant to be appointed with the Standardised Terms of Engagement and to report in the form set out in the Accountant’s Report. The agreed form of the Accountant’s Report as at the date of this letter is set out at Schedule 1 to this letter. However, before reporting the accountant should check whether any changes to this form have been made by looking at the version on the BERR’s website or by contacting *[insert officials’ name]*.
8. Notwithstanding the provisions of paragraph 3, the Secretary of State is under no obligation to pay more than 85% of the grant specified in paragraph 1 until the Project has been completed to his satisfaction.
9. All claims must be accompanied by full documentation. The Secretary of State shall be under no obligation to make any payment on Claims received after *[no obligations to pay date]* and there will be a general presumption against paying Claims received after this date, unless he has previously agreed in writing to an extension.

10. Once a fully documented Claim has been received, the grant instalment will normally be paid, or the Claim rejected, within 30 days, unless it is necessary for BERR to seek further information to support the Claim.

Changes affecting the project

11. While the Department in supporting the Project recognises the inherent technical and financial risks, there may be occasions when the Secretary of State considers that the payment of grant should cease or that grants already paid should be reclaimed. The Secretary of State shall be under no obligation to pay the grant, and any grant already paid may become repayable. In whole or in part, at his discretion, if:

- (i) he considers that the future of the Project is in jeopardy
- (ii) in his opinion progress towards the completion of the Project is unsatisfactory;
- (iii) the Project is not completed by **[project completion date]** unless he has previously agreed in writing to an extension;
- (iv) in his opinion, there is no longer any reasonable prospect of the Project being completed by **[project completion date]** unless he has previously agreed in writing to an extension;
- (v) there is a change in the nature or scale of the Project which in his opinion is substantial and to which he has not given his prior written agreement;
- (vi) there is a change in the circumstances or status of the Union likely to impact upon the Project, which is in the Secretary of State's opinion substantial, and which he has not approved in relation to the Project;
- (vii) notwithstanding the provisions of paragraph 3 (and without prejudice to any other power of the Secretary of State to withhold payment or require repayment of grant), an asset, the cost of which has been included in the Project Costs, has, in the opinion of the Secretary of State, not been used for the purpose of the Project, except as previously agreed by him in writing;
- (viii) within the period commencing on **[project start date]** and ending 5 years after the date on which the final payment of grant is made: -
 - (a) the Union does not comply with the conditions set out in paragraphs 15 to 18 below regarding the evaluation of the Union Modernisation Und and the dissemination to other unions of the results of the Project,
 - (b) the Union does not comply with or observe any other condition of this letter.

12. The Union is prohibited from adding to its political fund any proportion of any grant paid to it under the terms of this letter. The Secretary of State will recover from the Union as a debt due to him an amount equal to the amount added by the Union to its political fund in any instance where the Union acts in contravention of this prohibition.

13. If, within the period commencing on **[project start date]** and ending 5 years after the date on which the final payment of grant is made, the Union sells any asset, the cost of which has been met in whole or in part of this grant, the Secretary of State reserves the right to reclaim, at his discretion, a share, proportionate to the rate of the resale.

14. As soon as the Union becomes aware of any cessation of work on the Project or of any event or circumstance likely to affect significantly the satisfactory completion of the Project, it shall inform the Department in writing within 15 days. The Union shall also inform the Department in writing within 15 days if any of the events referred to in paragraph 11(v), (vi) or (vii) takes place.

Fund Evaluation

15. The Union shall comply with the terms of the Monitoring and Evaluation Strategy (“the Strategy”) for **[project title]** agreed with the Department and attached at Schedule 2 of this letter. In particular, the Union shall: -

- (a) provide to the Department such performance monitoring data as is set out in the Strategy alongside each Claim. This data is to be provided in a form agreed by the Department;
- (b) provide to the Department a report on the Project alongside each Claim, as specified in paragraph 5 above;
- (c) provide to the Department a final project evaluation report, as set out in the Strategy;
- (d) continuously document activities and outcomes throughout the duration of the Project.

16. The Secretary of State may appoint an independent evaluator “the Evaluator” to assess the impact of the Union Modernisation Fund over time. The Union shall comply with any reasonable request for information relating to the Project made by the Evaluator. The Union shall also comply with any reasonable request for a meeting and shall co-operate with any activities carried out by the Evaluator in the course of his work. The Evaluator shall give the Union reasonable notice of any such request.

17. The Department may refer to the Union and its Project from time to time in publicity material and/or other public statements. The Department normally publishes the amount of a grant offered with the name of a recipient and a brief description of its project in the first quarter after the payment of the first instalment of grant. Very exceptionally, if there is a strong case on grounds of public accountability, the Department may also publish information on grant payments. The Union shall comply with any reasonable request of the Secretary of State, his representatives and advisers to participate in events or activities for the purpose of disseminating to other trade unions the results of the Project. The consent of the Union will be sought for publication of the evaluation report or of any extract of the report where publication of the report or extract is likely to result in identification of the Union. The Union must not give any publicity for the Project prior to the Department’s normal publicity arrangements.

18. Any information (other than the Accountant’s report, as described in paragraph 6 above) provided to the Department by the Union, including but not exclusively financial information, may be shared by the Department with the Evaluator for the sole purpose of assisting in the performance of his duties in respect of the evaluation of the Union Modernisation Fund. The Evaluator may make reference to such information in his reports to the Department.

19. The provisions of paragraphs 15, 16, 17 and 18 above shall apply within the period commencing on **[project start date]** and ending 3 years after the date on which the final payment of grant is made.

General

20. The day-to-day management of the project shall be the responsibility of the Union, which will appoint a Project Manager to act as a focal point for all contact with the Department. The Union should inform the Department of the name of the Project Manager at the time of acceptance of this offer.
21. The Secretary of State and his representatives and advisors shall have the right to inspect the Project at any time and from time to time to require such further information to be supplied as he or they see fit. Such further information may include but is not limited to information concerning the financial position of the Union. In addition the Secretary of State and his representatives and advisers shall have the right to call and attend meetings with the Union if necessary. The Secretary of State and his representatives and advisers shall give reasonable notice of any request for further information or for a meeting, which shall be held at a reasonable time. The Secretary of State and his representatives and advisers shall seek to limit the number of meetings held and requests for information which are made so as not to unduly impede the Union's activities and the progress of the Project. The Union shall take steps to ensure that individuals with appropriate knowledge of the Project attend such meetings.
22. The Secretary of State shall be entitled to withhold payment and/or claim repayment of grant under this letter to the extent of the amount of any grant or other payment which has been received, or is, in the opinion of the Secretary of State, likely to be received, from any public authority and which the Secretary of State considers is payable towards the Project. For the purposes of this paragraph "public authority" includes any of the European Communities or their institutions, any government department, research council, local authority, or body wholly or partly supported by public funds or charitable contributions. The terms of this paragraph do not apply to grant or other payment whose availability has been disclosed by the Union to the Secretary of State before the date of this letter and which has been taken into account in making this offer.
23. Notwithstanding the provisions of paragraph 22 the Secretary of State may:
- (i) withhold payment of grant and/or reclaim any grant paid to the extent necessary to ensure that any assistance given under this offer letter taken to together with any other assistance which, in the opinion of the Secretary of State, has been or is likely to be received towards the Project is within the aid limits laid down by the European Communities;
 - (ii) withhold or reclaim grant if required to do so by a decision of the Commission of the European Communities.
24. No amendment to the terms of this offer will be effective unless and until agreed in writing in behalf of the Secretary of State.

25. The Secretary of State may provide the Commission of the European Communities with information about assistance under the Union Modernisation Fund in compliance with Treaty obligations.

Acceptance of Offer

26. This offer remains open for acceptance for one month from the date of this letter. Acceptance of this offer constitutes agreement in full to the terms and conditions set out in this letter.

27. The offer should be accepted by an authorised officer of the Union signing the duplicate copy of the offer letter on behalf of the Union. The letter should then be returned to me.

28. This offer letter shall be governed and constructed in accordance with English law in all respects.

29. If this offer is accepted, the Project will be monitored on behalf of the Secretary of State by **[name, address and telephone number of monitoring officer]**.

30. Please acknowledge receipt of this letter.

Yours faithfully

[authorised signatory]

On behalf of the Secretary of State

I accept the offer set out above and in the Schedules

Signed

Schedule 1

BERR requires the independent accountant to report in the form of the Accountant's Report agreed between BERR and the Institute (see paragraph 7 of this grant offer letter). This is the form of the Accountant's Report as agreed at the date of this offer letter. BERR and the Institute may subsequently agree amendments to this form of Report, and the accountant is to the up-to-date version of this document, which can be found at <http://www.berr.gov.uk/whatwedo/regional/investment/iar/page30585.html> or obtained from [].

THE INDEPENDENT ACCOUNTANT'S REPORT **(On headed paper of the accountant)**

1. Addressees:

The report should be addressed to:

- (i) The grant receiving Union (the name of the Union), and also
- (ii) BERR or other agents as appropriate

2. Identification of the agreed engagement letter, the grant offer letter and the specific information on which work has been performed and tests have been applied:

We have examined the enclosed claim from [name of the Union] ("the Union") for the period from [date] to [date] in accordance with the terms and conditions of the engagement letter dated [date] and grant offer letter dated [date]. The claim has been prepared by and is the sole responsibility of the Union.

3. Statement that the tests performed were those agreed in the above mentioned letter.

We have carried out a mixture of high and moderate level of assurance assignment by performing the following tests:

- a) We have selected a random of sample of both capital and revenue items of expenditure as reported on the claim and traced them to invoices and / or other supporting documentation and evidence of payment to check that they have been properly incurred and defrayed in accordance with the terms and conditions of the offer letter;
- b) We have confirmed the arithmetical accuracy of the schedules relating to the claim and agreed them to the appropriate supporting documentation. We have also checked whether the grant claimed by the Union has been calculated in accordance with the terms and conditions of the offer letter.

Our examination was substantially less in scope than an audit and hence provided a lower level of assurance than in an audit.

Statement of errors and reservations / exceptions.
[these, if any, should be clearly stated under this paragraph].

4. Based on examination as above and subject to the financial effect of any reservations or qualifications set out in paragraph 4, we report based on our findings, in our opinion:

- (i) the claim and previously submitted claims for payment are in accordance with the Department of Business and Regulatory Reform's offer letter dated including schedules thereto;
- (ii) the Union has expended as defined in paragraph 3 of the Offer Letter monies to cover those eligible costs incurred and defrayed during the period from to :-

£
Labour
Overheads
Materials
Capital Equipment*
Sub-contracts
Training costs
Monitoring and evaluation
Project management costs
Travel and subsistence
Other (please specify)
TOTAL

* Please differentiate between capital equipment purchased specifically for the Project and capital items that the company has already acquired or constructed.

- (iii) none of the costs were included before [date of project commencement]
- (iv) overheads included in the expenditure are: -
 - (a) in respect of the Union's own labour,
 - (b) not calculated to include any profit;
 - (c) not in excess of overhead rates applicable to similar work carried out by the Union;
- (v) the totals at (ii) above exclude input Value Added Tax (which can be recovered by you) and interest and service charges arising from hire purchase, leasing and credit arrangements; and
- (vi) the Union has maintained adequate records to enable me/us to report on this claim for payment of grant.

In the course of our work nothing came to our attention to suggest that:

- (vii) the amount claimed has not been reduced by the amount of any Regional Development Grant received or receivable in respect of the project;
- (viii) the total at (ii) above include any grant under the Industrial Development Act 1982 received or receivable by the Union in respect of the project;
- (ix) the totals at (ii) above include any addition for profit by the Union and profit earned by any company owned by the Union as defined in the footnote to paragraph 3 of the Offer Letter as a result of work relevant to the project undertaken by the Union;
- (x) the totals above include any other grants from any public authority, as defined in paragraph 22 of the offer letter, that have been received or are receivable by the Union in respect of the Project.

5. Our report is prepared solely for the confidential use of the Union and BERR, and solely for the purpose of [verifying the grant claimed]. It may not be relied upon by the Union or BERR and [named others] for any other purpose whatsoever. Our report must not be recited or referred to in whole or in part in any other published document without our written permission. Our report must not be made available, copied or recited to any other party without our express written permission in every case except for BERR and [named others] may disclose the report where it has a statutory obligation to do so. Other than to the Union, BERR and [named others] we neither owe nor accept any duty to any other party to whom this report may be disclosed.

6. The engagement to report on the grant claim is separate from, and unrelated to, the audit of the annual financial statements of the Union and that the report related only to the matters specified and that it does not extend to the grant recipient's annual financial statements taken as a whole.

7. Name and signature of the reporting accountant

8. Date of the report

9. Name for enquiries

Annex D

Union Modernisation Fund (UMF) Round Three 2009

APPLICATION FORM

Please refer to the Guidance Notes for advice on completing the form.

Section A – Key Information summary Sheet

Project Title	
---------------	--

Applicant union(s)*	
---------------------	--

Total funding requested Please indicate the total amount of funding requested from BERR for your proposed project	
--	--

Project Manager**	
Position	
Address, including postcode	
Work telephone	
Mobile	
Email	

Alternative contact:

Position	
Address, including postcode	
Telephone	
Email	

* If submitting a joint bid, please indicate clearly which union is acting as lead partner. See Note 1 for further details.

** The Project Manager will be the primary day-to-day contact for the proposal and must be an officer of the lead partner where a joint bid is made.

Section B – Project Overview

B1. Project Abstract: Please supply a 100 word abstract of your proposed project, linking the project rationale with your modernisation strategy.

B2. Project Theme: Please indicate which of the priority sub-themes for this bid round your proposed project addresses. See Note 2 for further details.

Priority sub-themes for 2009 bid round	Tick all those which apply
Improving the ability of unions to respond to the needs of vulnerable workers by the development of grassroots networks and outreach models; working with a range of voluntary and community organisations to develop appropriate support and advice mechanisms.	
Development of new services aimed at vulnerable workers (and those likely to enter vulnerable employment), including: the provision of information services and training to raise awareness of employment rights and enforcement mechanisms; and the development of skills and training packages designed to meet the needs of vulnerable workers.	
Development of the professional competence of union officers and representatives, particularly equality representatives, to meet the specific needs of vulnerable workers and encourage greater participation of members in the union.	
Creation of leadership development and mentoring services for vulnerable workers.	
Development of new models for working with employment agencies, enforcement bodies and other organisations to promote the interests of vulnerable workers.	


B3. If your project **does not** address one or more of the above sub-themes, please use this space to explain why you believe it would be especially transformational or significant interest to the wider trade union movement. See Note 2 for further details.

B4. Project Duration: The funded elements of projects supported by the Union Modernisation Fund are expected to be completed within two years. Please outline here the length of your project in months, providing proposed start and end date for UMF funding. If you are seeking special consideration for a longer project, please use this space to explain why.

Project start date		Duration (months)	
Project end date			
Reason for project length (if more than 24 months):			

Section C – Project Description

C1. Transformational Potential: Please indicate how your project will contribute to, or explore the potential for, a transformation in the organisational effectiveness or efficiency of your union(s) with regard to its members, staff, internal operations or its ability to work in partnerships with employers. Please see Note 3 for further details.



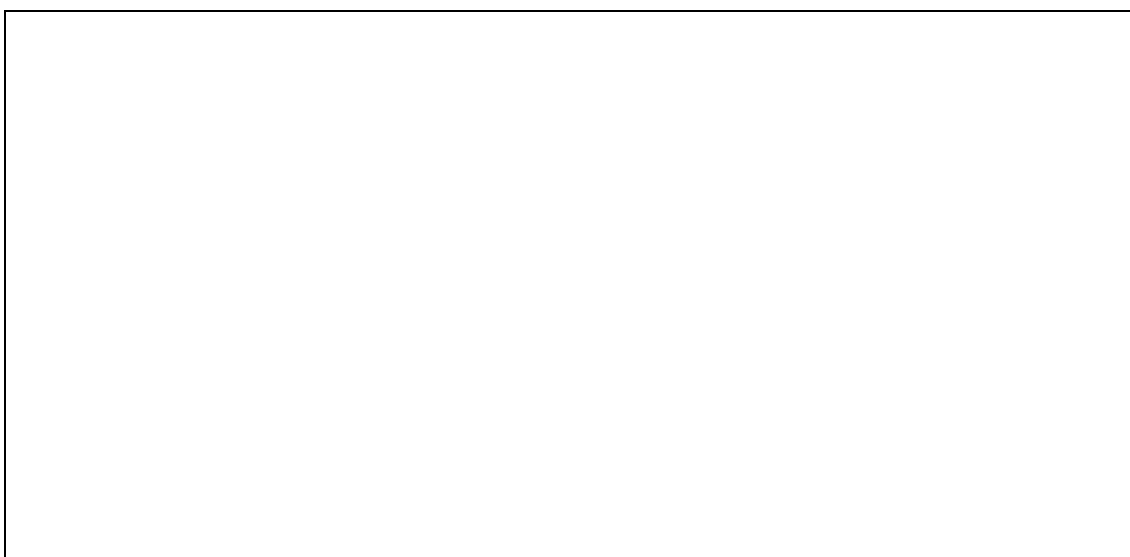
C2. Additionality: Please state why Government funding is required and why you would not otherwise be able to carry out the project as proposed without support from the UMF. See Note 4 for further details.



C3. Sustainability: Please describe how project benefits will be sustained once UMF funding has stopped and how project outcomes are expected to become embedded in the culture of the organisation over the longer term. Please see Note 5 for further details.



C4. Wider benefits: Please explain how the benefits of your proposed project will be of value to others in the trade union movement. See Note 6 for further details.



C5. Monitoring and evaluation: Please detail your monitoring & evaluation strategy, linking it to project objectives, milestones and timelines. Guidance on the content of this strategy can be found in Note 7.



C6. Project Rationale: Please describe the specific need or opportunity that your project proposal seeks to address. You should do so with reference to your organisation(s)' modernisation strategy, a description of which should be appended to this application. Please see Note 8 for further details.



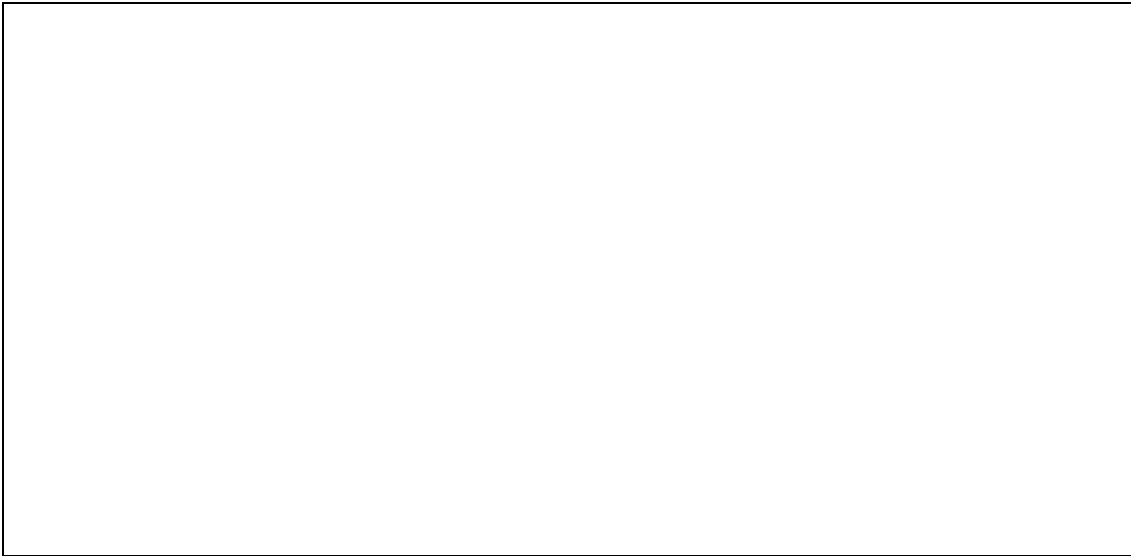
C7. Project Objectives: Please detail the specific objectives of your proposed project. Please see Note 9 for further details.



C8. Project Methodology, Milestones and Outputs: Please identify the key activities, milestones and outputs of your proposed project, and provide an outline of the timings for these. The activities should indicate who will carry them out. This should include sufficient information to help the lead partner, all other partners and BERR to keep track of progress. Please also indicate briefly the main geographical areas where project impacts are likely to occur. Applicants are welcome to append Gantt charts, tables, etc to their applications. Please see Note 10 for further details.



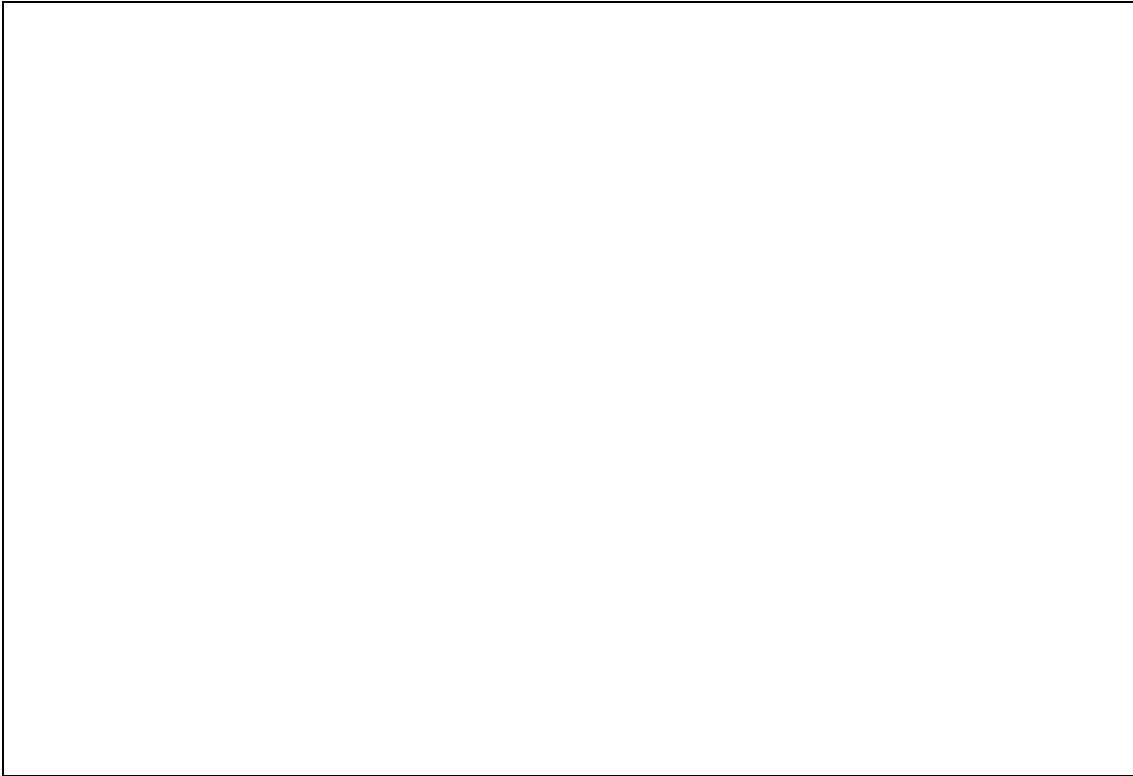
C9. Risk Assessment: Please detail the risk factors affecting your proposed project. You should provide an explanation of the risk, its likelihood and probable impact, as well as detailing the proposed actions to mitigate the project risks. Please see Note 11 for further details.



C10. Project Governance and partner organisations: Please describe proposed arrangements for the governance and management of your project. Where a joint bid is submitted, or where partner organisations or contractors will be involved in project delivery, please provide details of the role each partner will undertake and how the partners will work together to deliver the objectives of the project. See Note 12 for further details.



C11. Further information: Please use this space to bring to assessors' attention any further information you wish to provide in support of your application.

A large, empty rectangular box with a thin black border, intended for the applicant to provide additional information supporting their application.

Section D – Financial Details

Please note: in addition to the information requested below, this application should be accompanied by the last two years' accounts of each applicant union or federation. These can be provided in the form of your last two annual returns to the Certification Officer.

D1. Finance Officer: There should be a designated person responsible for your project's finances, who will ensure that financial claims are submitted on time and that your Union Modernisation Fund Project Officer is consulted in writing about any possible changes to project timings, outcomes, activities or patterns of expenditure. The finance officer must be an employee of the lead applicant. If the project manager is not responsible for the financial arrangements of the project, please give details of the finance officer below.

Name	
Address, including postcode	
Work telephone	
Mobile	
Email	

D2. Project Cost: Please state below the cost of the project:

Total cost of project	
Total UMF Funding sought	
Total Matched Funding contribution	

D3. Where total UMF Funding sought exceeds £300,000, please explain why a higher amount is required. Applicants should note that sums exceeding £300,000 will only be granted in exceptional circumstances. Please see Note 13 for further details.

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D4. Costs Breakdown: Please profile the expected expenditure (including matched funding) by budget heading and financial year below. See Note 14 for further details.

Budget heading	Total	Spend in 2009-10 financial year	Spend in 2010-11 financial year	Spend in 2011-12 financial year	Spend in 2012-13 financial year
Personnel costs (Directly engaged on the project. Please give totals here and a breakdown in box D5)					
Overheads* (Please attach a summary showing your calculations for the overhead rate)					
Materials to be consumed during the project					
Capital equipment a) Specifically bought or to be consumed solely for the purpose of the project b) Depreciation of existing items expended in support of this project and not included in overheads					
Sub-contract charges or consultancy fees					
Monitoring and evaluation					
Project management costs					
Travel and subsistence					
Other (please specify)					
TOTAL					

* Applicants should take care to avoid “double counting” of project costs. For example, if items such as National Insurance contributions are included in overheads, they should not be included in personnel costs. Likewise, if a project manager’s salary is included in personnel costs it should not be included in project managements costs.

D5. Personnel Costs: Please give a breakdown of personnel costs. See Note 15 for further details.

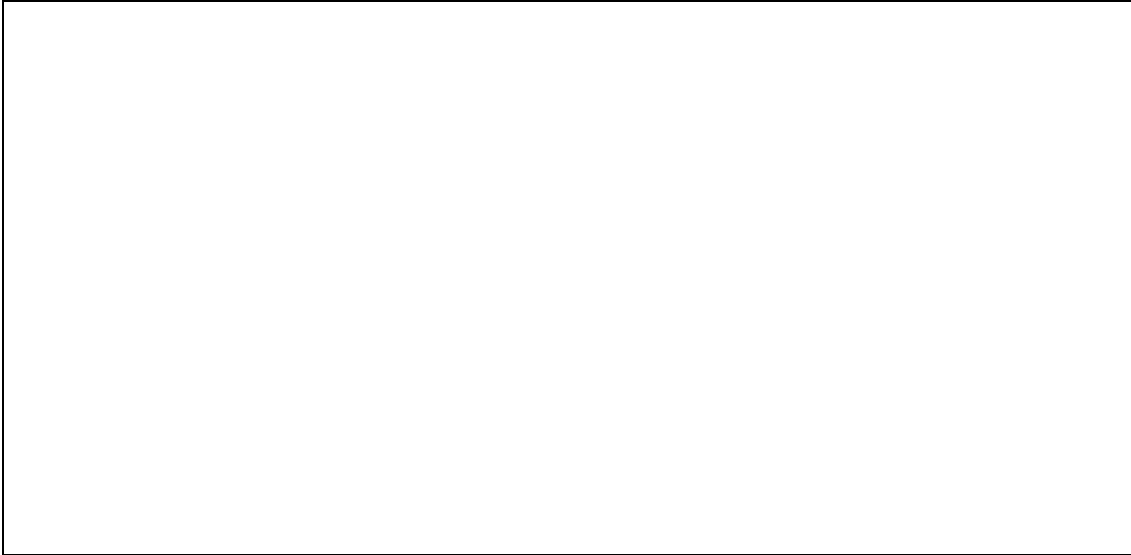
Role	Annual Salary	NI, pension etc included in salary? (YES/NO)	Hourly/daily rate	Hours/days employed on project	Total cost
TOTAL					

D6. Items of Significant Expenditure: Please list any significant items of expenditure (ie. costing £5,000 or more). See Note 16 for further guidance.

Item	Cost

D7. Explanation of Costs: Please use this space for any explanatory remarks you may wish to make regarding your proposed costs.

D8. Matched Funding Contribution: Applicants are expected to provide at least 50% of total costs as matched funding. Exceptionally, this may be lowered where strong reasons exist. Please give brief details of your matched funding contribution (broadly which costs will be met through matched funding and whether this will be provided by the union or a third party). Where funds are levered-in from a third party please identify them and give an indication of that party's commitment to the bid. Please use this space to bring to bid assessors' attention any other information relating to your matched funding contribution which you may wish them to take into account. Please see Note 17 for further details.



Section E - Declaration

Application to the Fund must be signed off at the level of General Secretary or equivalent. Bids from individual branches or regions of a union which do not have the approval of their union leadership will not be accepted.

Where a joint bid by two or more unions is made, signed declarations from all partners must be provided.

I declare that the information contained in this form is correct to the best of my knowledge. I also declare that all expenditure claimed is in respect of costs which are properly attributable to the project. I confirm that this organisation has not applied for or been offered any other financial assistance from another central government or EU grant scheme for this project or part of it.

Name of designated officer	
Role	
Signed	
Date	

Application Checklist

Please ensure your application is accompanied by the following items:

- Description of each applicant union's modernisation strategy
- Last two year's accounts for each applicant (this may be in the form of your last two annual returns to the Certification Officer)
- Proposed monitoring and evaluation strategy (if an attachment)
- Signed declarations from all union partners in joint bids (see Section E)
- Statement(s) of commitment to support the project by partner organisation(s). (If appropriate).
- Any other supporting documents you may wish to provide (e.g. Gantt chart for Section C8)

Please return your application to the address below by 5 June 2009

By mail:

Sarah Elliott
Union Modernisation Fund Round Three
Department for Business Enterprise and Regulatory Reform
Bay 4106
1 Victoria Street
London
SW1H 0ET

By Email

Umf.Application@berr.gsi.gov.uk

Applicants are encouraged to submit electronic applications, followed up by signed hard copies. However, applications in hard copy alone will be accepted. All applications must be received in full with accompanying appendices by 17:00 on 5 June 2009. Incomplete or late applications will not be considered. BERR will confirm receipt of all applications.

All personal data contained in this application will be treated in accordance with the requirements of the Data Protection Act 1998. Data supplied may be disclosed to the members of the Supervisory Board of the Union Modernisation Fund and to independent researchers for the purpose of evaluating the Union Modernisation Fund and disseminating its results. Project managers will be informed in writing of the appointment of an independent evaluator. Personal data will not be disclosed to any other party without the express consent of the individual concerned.

