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PROJECT PAPER

Office of Labor Affairs  
May 1976

Project Title	Government/Labor Organizations Relations
Project Number:	907-11-490-002
Project Officer:	Paul Fera
Project Duration:	FY 1976 through FY 1979
Project Funding:	\$940,000

This project was previously funded under Project Number 907-11-490-001, titled Labor/Manpower Development, which was a project that contained several discrete activities. As a result of a Project Appraisal Report (PAR) completed in FY 76, it was decided to "debasketize" these projects and establish three separate projects within the previously approved funding limits.

Part I. Summary and Recommendations

A. Face Sheet Data

(See above)

B. Recommendations

<u>Year</u>	<u>Type Funding</u>	<u>(\$000) Amount</u>	<u>Accumulative Amount</u>
FY 77	Grant	250	250
FY 78	Grant	330	580
FY 79	Grant	360	940
Life of Project AID Funding for activities			<u>\$940,000</u>

C. Description of Project

This is a human resource development and utilization project designed to strengthen free trade union institutions which can and do reach the poorest segment of the labor forces in selected LDCs. The project is directed towards establishing among trade union leaders in developing countries an understanding of the objectives and processes of socio-economic development, and toward promoting the participation of trade unions in those processes.

Evidence has been produced through economic research that trade unions are institutions that have the capability of reaching subsistence level workers, gaining their confidence, and assisting in the elevation of their standard of living. Although it is true that major trade union support in many countries comes from the industrialized sector, there is an increasing effort on the part of agricultural workers, who constitute the poorest majority, to organize themselves into organizations. In many countries, workers at the lowest level of the economic scale have no concept of the role they can play in the overall economic development of their own country. Trade unions with strong, enlightened, and concerned leadership have proved that they can help workers achieve such awareness and contribute more actively to social and economic development of their nations. For this reason, the participant training program directed towards lifting the sights of LDC trade union leadership will be continued.

This project is aimed at establishing among trade union leaders in developing countries a better understanding of the objectives and processes of national socio-economic development and to enlist the active participation of trade unions in the establishment of those objectives and the implementation of programs and policies aimed at achieving developmental objectives.

These trade union leaders will train segments of their membership to disseminate information among the general trade union membership that will help increase their relative income position and raise the general standard of living and working for the poorest segments of their countries.

The participant training program sponsored by OLAB overlaps the program designed for the integration of women into the labor force. Not only in compliance with the Percy Amendment but in conjunction with that Amendment, OLAB has designed participant training courses that address themselves to women labor leaders who have not heretofore had the opportunity of U. S. exposure and is requesting Posts and Missions to include a higher percentage of women among their nominees for all of the programs. This tactic amounts to a reeducation of men, who, over the years, have dominated participant ranks. Participant training that includes women is a high priority for this project.

This project will give labor leaders from LDCs an exposure to the type of leadership necessary to derive greater benefits for their members and to increase membership so that the newly derived benefits can ultimately reach a majority of their countries' labor forces.

Trade union members and officers are generally accorded a lower rung on the status ladder than government, military or private sector officials with whom they must deal. The participant training program for LDC trade union leaders helps to neutralize this imbalance by bestowing a certain degree of prestige on the less staturesd trade union leaders. Attendance, even for a short period, at an American university helps to boost not only his status but also his self-esteem and to increase his peer image.

Although trade unions have traditionally been urban oriented, there is, especially in developing countries, a growing organizing interest by agricultural workers. While it is by no means anticipated that this project will cure the ills of the working forces of the third world, it is intended that trade unions with better trained leaders will serve as catalysts for improving the living standards of segments of the poor majority in the labor forces who avail themselves of the instructions and information imparted by the labor leaders of their countries.

The Government/Labor Organization Relations Program is unique in that it addresses the trade union constituency of the LDCs on the Foreign Assistance Act's priorities on a worldwide basis and emphasizes certain themes of universal interest to trade unions, allowing for exchange among participants across regional and national boundaries. Other development assistance efforts are being directed at trade unions through the regionally-funded AFL-CIO institutes -- AIFLD, AALC and AAFLI -- but these programs are largely concerned with the operational aspects of trade unionism (labor education, administration, collective bargaining, etc.). This project is more directly focused on the contributions that unions can make to general developmental policy themes.

Further, the OLAB effort is an interregional program which brings together trade unionists from all parts of the world, including countries in which the labor institutes are not operational. Components of this project have been operational for approximately four years under predecessor projects.

This project seeks to make labor leaders in developing countries more aware of AID's development objectives and programs and to enlist such leaders as willing and active participants in the development process of their own nations.

#### D. Summary Finding and Project Issues

This project is consistent with the Congressional Mandate of the Foreign Assistance Act, 1973, and meets the criteria of Sections 102, 105, 113 which call on AID, respectively to: "...give the highest priority to undertakings submitted by host governments which directly improve the lives of the poorest of their people..."; "...to give particular attention to those programs, projects, and activities which tend to integrate women into the national economies of foreign countries..." and "...to encourage and to strengthen free labor unions...".

During FY 75 the Office of Labor Affairs did an extensive analysis of the Foreign Assistance Act and of its own activities in an effort to relate the two more closely. Steps have been introduced to be more selective in choosing participants who are likely to attain a better understanding of the concepts and who can give much more prestige by building their membership and disseminating developmental ideas to stimulate the socio-economic development of their own people.

### Part II. Project Background and Detailed Description

#### A. Background

The Office of Labor Affairs initiated a series of labor study programs for trade union leaders in 1972. This worldwide project was developed to fulfill certain worldwide training needs which were impossible to handle on a regional or national basis. The project also made it possible to assume certain other operational functions which had to be met by some new method because of the termination of all Mission or Bureau level labor-manpower technical functions in AID.

Under this project, OLAB, with the cooperation of the three AFL-CIO labor institutes and AID Missions, will bring a cross-section of trade union leaders to the U. S. as participant trainees to increase their awareness of their socio-economic responsibilities, both to their membership and to their countries.

With the enactment of the Foreign Assistance Act of 1973, the development objectives of the U. S. Government and of free, democratic trade unions throughout the developing world have fallen into very close ideological proximity. It is also true that in most of the developing world the potentially valuable resources of organized labor have not been utilized to the fullest possible degree of effectiveness in the pursuit of development objectives.

This has been so partly because trade union leaders in the developing countries have not been made aware of the new directions of foreign assistance administered by AID. Trade union leaders have in the past regarded AID as the advocate of macroeconomic development -- of the "trickle-down theory" -- while organized labor has been concerned with the microeconomic aspects of development. This attitude is gradually being changed as LDC labor leaders participate in the training programs funded by this project. Studying and observing, firsthand, the way U. S. trade unions help support and participate in community development programs provides an additional motivation for these LDC labor leaders to set up similar programs within their own organizations.

These OLAB funded study programs are designed for high and mid-level labor leaders. They concentrate on central themes such as productivity, income distribution, containerization, family welfare, skills training, and similar topics that are of paramount importance in country development and which involve workers and their organizations. These study programs do not relate to trade union operational techniques and leadership skills, but rather aim at increasing the knowledge, understanding and information that leaders may draw upon when setting union policies and making decisions that directly affect the socio-economic welfare of workers and country development.

The period of study is generally one month. Activities include a brief orientation in the Washington area on socio-economic life in the United States; a one-week seminar on the central theme conducted by an institute of labor relations at a major U. S. university, and field trips to visit representative U. S. unions, industries, public and private institutions for on-site observations and discussion of theme-related on-going programs and activities.

These study programs have built-in features not found in other types of programs for trade union leaders:

- (a) They are multi-regional in team composition which enables participants to exchange ideas on their respective country and regional situations and experiences.
- (b) They serve to overcome "localities" and insularity in viewing workers' problems.
- (c) They provide for direct country-to-country cooperation in strengthening free-world unionism.
- (d) They offer a way to reach some union leaders who might not be able to visit the U. S. on other exchange programs.

Under FY 1972 funding, a total of 43 labor leaders -- 25 from Latin America, 8 from Asian countries and 10 from African countries -- participated in study programs on Research and Education, Electronic and Electrical Equipment, Labor Journalism, National Labor Leadership, Skills Training Techniques, and Community Services.

In FY 1973 there were 18 from Latin America, 8 from Asia, and 42 from Africa for a total of 68 leaders. Two more were Mission-funded. The following topics were treated: Occupational Safety and Health, Labor Cooperatives and Credit Unions: Labor Productivity, Labor Dispute Settlement, Social Security Policy and Administration, Containerization and Transportation. In the last four programs in FY 1973, participation was restricted to high-level labor leaders in policy and decision making positions in their union organizations.

In FY 1974 participants were exposed to study themes on the Role of Free Trade Unions in the Developing World, Labor Productivity, Income Distribution Programs and Policies, Maximizing the Socio-Economic Welfare of the Family, and the Role of Unions in the Communications Sector in Country Development.

Under FY 75 funding 89 leaders were trained -- 26 from Africa, 39 from Latin America, 9 from the Near East and South Asia, 13 from East Asia and 2 were self-sponsored. Of these, approximately 30 percent were women. Subjects included: Income Distribution, Labor Education Programs and Policies, Unions in Communication Sector in Country Development, Maximizing the Socio-Economic Welfare of the Family, Role of Teachers Organizations in Country Development, Unions and the Challenge of Poverty in LDCs, Union Community Services, and Labor Journalism as a Non-Formal Education Medium.

In March 1976 OLAB sponsored a study program on Occupational Health and Safety in the Mining Industry. The program involved 12 union leaders -- four from Latin America, five from Africa, and three from Asia.

In this series of study programs, OLAB departed from the past procedure of announcing these study programs for "labor leaders," which had resulted in approximately 98% participation by men labor leaders. (43:1 in 1973). Further, in accord with the Percy Amendment, which stresses the integration of women in the development process, OLAB designed a special program for women labor leaders. In the search for a topic or theme that offered the highest potential for successful application and usefulness, OLAB decided to sponsor a special program entitled, Maximizing the Socio-Economic Welfare of the Family - A Study Program for Women Labor Leaders. Basically the objective of the program was to strengthen the participation and influence of women labor leaders in union policies and decisions directed toward maximizing the socio-economic welfare of workers' families.

Evaluation reports on the earlier Containerization/Transportation Study Program, the Productivity Study Program and the Income Distribution Study Program corroborate the generally acknowledged usefulness and appropriateness of these study programs.

From the inception of these participant training programs, the major goal has been to increase the involvement of the workers themselves in making a better life in their own environment. Most of the earlier work in this area centered on the urban or industrial worker. Agricultural workers and farm families in some areas were either too scattered or too distant to organize into effective units. In addition, farmers were not particularly targeted and played no real role in organized labor in many LDCs. This was because LDC unions, when they first began to form, closely patterned themselves on the models found in developed countries where the percentage of the labor force engaged in agriculture is very small (in the U. S. for example, it was around seven percent) and farm worker organization up until very recently has been weak and labor relations laws for farm workers have been almost nonexistent. The agricultural section of the labor force in most LDCs, by contrast, may run up 50 percent or more, and therefore has to be given high priority for both organization and legislative attention. As a matter of fact, the plantation workers did play a leading role in the early formation of the labor movements of a few Asian countries such as Sri Lanka (Ceylon) and Malaysia. With AID's new emphasis upon reaching the poor majority, rural as well as urban, this project has adopted themes for training programs that have special significance for rural workers. The field trips have frequently included visits to rural areas in the U. S.

## B. Detailed Description

The use of a sub-goal level of program hierarchy has been initiated in this project to link the purpose of this project to the goal of the predecessor project from which the Government/Labor Organization Relations project was established. In this way it more clearly relates this project to the overall labor sector goals and objectives.

### 1. Project Goal -- Government/Labor Organizations Relations

- (a) Goal statement: To improve the living and working standards of the poorest majority of the labor forces in developing countries.
- (b) Measurement of achievement: Selected countries establish and implement policies relating to generating employment and increasing the relative incomes of the poorest segment of the country.
- (c) Assumptions: The objectives of the Congressional Mandate of the FAA will continue to receive high priority by AID.

### 2. Project Sub-Goal

- (a) Sub-goal statement: To create a participating role for trade unions in the socio-economic developmental processes of their countries.
- (b) Measurement of sub-goal achievement: Number of union leaders exposed to training. Number of countries in which labor is actively participating with the private sector and government agencies in development planning.
- (c) Assumption: Trade unions will participate in the formulation and pursuit of those objectives and processes.

### 3. Project Purpose

- (a) Purpose statement: To provide short-term observational, motivational, and instructional training on various developmental subjects to selected trade union leaders from the LDCs. To provide common exposure in the United States to an informal body of international labor leaders at the union policy and decision making level in order to acquaint them with practical concepts, programs, and policies relevant to their own LDCs.
- (b) End of project status:
  - 1. Trade union leaders in the selected LDCs trained and exhibiting awareness of the methods through which their membership can take an active part in the socio-economic developmental processes.

2. Membership actively participating in socio-economic enrichment programs.
3. Host governments collaborating with labor organizations for mutual benefits of workers, unions and governments.

(c) Assumptions: The U. S. labor movement maintains interest in international union affairs. Trade union leadership will be sufficiently motivated to realize that their participation will be a worthwhile contribution to socio-economic progress in their countries, and that such progress will benefit their members.

#### 4. Project Outputs

(a) Statement of outputs: Trade union leaders in the selected LDCs trained in the various subjects outlined below:

- (i) Union leadership self-help programs
- (ii) Occupational health and safety
- (iii) Community services activities
- (iv) Income distribution programs and policies
- (v) Integration of women in country development

(b) Magnitude of outputs:

<u>FY 77</u>	<u>FY 78</u>	<u>FY 79</u>
84	84	84

(c) Assumptions: Trade union leaders selected for training will be capable of imparting concepts and ideas learned in training courses. Membership recognizes and accepts leadership of persons trained. That a significant number of the members will profit and disseminate information to other workers.

#### 5. Project Inputs:

(a) Statement of inputs:

Participant training

(b) Budget schedule:

<u>FY 77</u>	<u>FY 78</u>	<u>FY 79</u>	<u>Total</u>
	(\$000)		
250	330	360	\$940

- (c) Assumptions: Participants will be available. Continued cooperation of AFL-CIO. Since lack of trade union funds will require continued central allocation of funds to OLAB to cover all expenses, AID regional bureau Assistant Administrators and Mission Directors will authorize waivers to permit the payment of international travel by AID/OLAB.

### Part III. Project Analyses

#### A. Technical Analysis

This project seeks to generate a more effective and responsible trade union leadership in LDCs through exposure in the United States to trade union projects which are advancing the socio-economic benefits of the labor forces. As with the other labor projects, constraints to the achievement of this project are not technological. The significant analytical areas to be addressed are the social and economic functions.

This project does not pretend to achieve the obliteration of poverty as its goal. It is aimed at providing a vehicle through which attitudes of the workers who produce goods and services can be directed towards the realization that they too are important factors in the social and economic development of their environment. In many areas of the world it is the belief of the workers that it is their lot to remain poor. Many of these attitudinal philosophies stemmed from the wealthy, the entrepreneurs, and the political power structure in order to maintain the subservience of the "lower classes." Even in the developmental stages of the U. S. the plight of the poor was a continual one and sweat shops, child labor, tenant farming, and the company store were instruments devised to maintain this economic gap. Only when the workers discovered that there was strength through unity did they organize to achieve better pay and working conditions for themselves and their families.

Trade unions in various parts of the world developed for many different reasons and treatment of each has to vary accordingly. Many are fragmented and politically oriented; some are irresponsible, and most are lacking in understanding of what trade unions are meant to do in their free, democratic manifestation.

The Government/Labor Organizations Relations Program involves the cooperation of three separate private and voluntary organizations created to develop various trade unions into viable, responsible institutions. Although these three organizations were all established through the auspices of the American Federation of Labor and Congress of Industrial Organizations (AFL-CIO) and are all engaged in the process of helping to (in the words of the Foreign Assistance Act) "strengthen free labor movements," they were each established at a different time, to operate in a different part of the world, and to operate in a style distinctly suited to the relationship existing between the United States of America (both the Governmental and nongovernmental sectors) and the geographic regions involved. The three organizations -- The American Institute for Free Labor Development (AIFLD). The African American Labor Center (AALC), and the Asian American Free Labor Institute (AAFLI) -- continue to function in the style and with the programs most appropriate to the relationships which exist between the U. S. and the respective regions of the world.

This project does not duplicate the technical assistance provided by the three institutes, but it does complement them. It introduces an element not focused on by institute programs -- the relationship of overall country socio-economic development with the objectives of trade union development.

#### B. Financial Analysis and Plan

This project cannot be easily analyzed quantitatively due to the almost purely human aspects. Ratios between benefits and costs are intermingled with the impact of effectiveness of the participant trained -- a result which can be evaluated only over time. For example, there is no immediate way of determining that a student who has spent 4 years in medical school will ever be a doctor. However, with more direct involvement of OLAB and the Mission or Embassies in the pre-selection of candidates for project participation and subsequent follow-up of the graduates, the chances of evaluation of cost/benefit ratios will become more feasible as labor leaders who have been trained under this project rise to prominence either in their unions or in the body politic. Labor leaders like M'Boys of Kenya; Babiliko Adulla, and Binteou of Zaire, Modure of Niger, Bahra of Nigeria, Nehru, Nanda, Giri, Shastri of India, and several others have been elevated into positions of national prominence and have, in turn, worked for the elevation of their people. Of these personalities it is agreed that the U. S. investment was sound, but what was the cost/benefit ratio?

The annual program consists of six or more 30 to 35 day technical and leadership training projects in the U. S. for labor leaders from Africa, Asia, Latin America and the Near and Middle East. In FY 1977, the anticipated cost for 84 participants approximates \$3,000 per participant including per diem, training, visits and travel. Other costs such as pay for time lost from work will be borne by interested donors such as employers, the union from which the participant comes, or other sources. In FY 1978, based on the current rate of inflation, greater travel expenses, etc., costs are expected to approximate \$4,000 per participant whereas in FY 1979 costs for 84 participants are expected to rise by about 7.5 percent to \$4,300 per participant.

The specific study program themes and the composition of the participants will be determined in consultations between OLAB and other AID/W offices, USAIDs, AFL-CIO, the three labor institutes, and the Bureau of International Labor Affairs of the U. S. Department of Labor (DOL/ILAB). The Department of Labor's Trade Union Exchange Programs Division (TUEPD) implements the programs which consist of three phases -- orientation (one week in the D. C. area), a seminar (one week), and field trips (approximately three weeks) to labor unions, industries, and other public and private institutions.

#### C. Social Analysis

The raison d'etre for this project is the development of experienced leadership and creative direction among labor leaders in LDCs by promoting labor training programs in the U. S. focusing on the role of workers in achieving social and economic progress. The purpose of design is to promote social and attitudinal change which can foster economic change. The determination to pursue such change has been ascribed by Congress in the Foreign Assistance Act. There may well be social conflict as the results of the efforts of trade

unions to foster, implant, or implement newer, more modern techniques into traditional farming or urban manual labor. Change has never been easy, but as new information is disseminated and pilot projects are proven assets, attitudes soften.

In many areas, trade unions are the only organizations, other than governments, with the facilities to confer or collaborate with the people. This may well stem from the fact that the trade union leadership, in many instances, live and work within their own villages, towns, or hamlets and have easier access to the people they are trying to educate. Although the focus of this project is on teaching, preparing and exposing trade union leaders to ideas that work, social impact will be slow. However, as these leaders become more motivated and determined to prove by demonstration that greater economic gains are possible, it is anticipated that their acceptance will ultimately initiate significant community attitudinal changes which will permeate the society even to the national level.

### D. Economic Analysis

No significant economic impact on either the society or the trade unions themselves is expected or intended to manifest itself immediately. Rather, it is expected that responsible trade unions can, through effective bargaining, collectively distributing fertilizers and pesticides, lobbying, operating cooperatives, etc., demonstrate the effectiveness of worker unity in organizations that work towards the improvement of economic conditions and by these means motivate individuals to join organizations dedicated to social and economic betterment. As trade unions in LDCs move closer to economic issues and begin to disassociate with political power structures, it is expected that more and more workers will take advantage of organizations to further their cause in the fight against exploitation of employers and the elements. Agricultural workers joining cooperatives or farmers' unions are expected to benefit from new opportunities open to them through organizations. In many areas the small farmer does not, for example, earn enough from his labors to purchase or lease farm machinery; yet through organizations such as trade union co-ops, credit unions, and collective ownership, he can raise cash crops as well as subsistence crops. Before any of these economic phenomena can be expected to take place on a large scale, trade union leaders themselves must be exposed to the actual phenomena. They must be involved in the economic education of the working constituencies. Leaders of one discipline or another must motivate workers to make them want a better way of economic life.

In applying new ideas, new methods, and imparting new concepts to the workers, both industrialized and agricultural, well prepared trade union leaders have had some impact on an element of economic sectors of their countries which have included that segment of the population classified as the poor majority.

The OLAB project offers opportunities for interchange between governmental agencies and foreign labor leaders which often are not included in the programs of the three institutes. The OLAB project also provides flexibility in the event AID desires to initiate a training program it considers of special current interest.

Prior to the introduction of a mandatory project design and evaluation system, no empirical methodology had been established to follow-up on the community impact of labor officials having attended OLAB sponsored training courses. Individual participant trainees were never evaluated on a systematic basis to determine the effectiveness of their input on the socio-economic development of their country through their trade unions. OLAB is establishing a system of periodic evaluation to determine the effectiveness of the Government/Labor Organizations Program.

There are definite limitations to the job that trade unions can do in a society. The personal integrity, the charisma, the know-how, the acceptance, the capacity, and the willingness to educate are all personal characteristics and the best screening will not necessarily detect all of the flaws. These characteristics are cultural and social, not technical. However, under the direction of OLAB, efforts are being made to observe, evaluate, and monitor trade union leader selections during the pre-selection period to determine their effectiveness at their current level of leadership in their present unions and their chances for becoming more effective as their training and background increase.

#### Part IV. Implementation Arrangements

##### A. Administrative Arrangements

Most of the labor leaders participating under this project will be nominated by AID Missions or Embassy labor officers after consultation with the AFL-CIO institutes in the region. The Office of Labor Affairs will determine the qualifications of the candidate and obtain necessary clearances in Washington. OLAB will monitor the program and conduct periodic evaluations of the effectiveness of the project.

##### 1. Recipients

The International Labor Affairs Bureau of the Department of Labor, Trade Union Exchange Programs Division (TUEPD) has been the main artery for transfer of funds to the selected participant training institutions, interpreters (if necessary), and participant escorts within the U. S. Selection of training institutions and field visits to participating trade unions are suggested by OLAB in the planning stage. Funds are also provided to pay for international travel under the exceptions noted in Handbook 10 (17 b).

##### 2. AID

No AID personnel commitments above present levels will be required for implementation of this project. However, it is important that the present staff requirements be maintained during the life of this project. Cooperation of the regional bureaus and other concerned AID offices will continue to be necessary. No problems have been encountered or anticipated in this regard.

## B. Implementation Plan

Implementation of programs initiated under the predecessor project will continue as described in Parts I and II of this project paper. Planning for this project is already prepared, pending approval of this project paper. Having begun in FY 76, a total of eighty-four (84) leaders each year are scheduled for visits to the United States in teams of six, each composed of leaders of unions in selected economic activities, to participate in a thirty to thirty-five day program.

The central theme is "The Role of Unions in the Development Process." Topics for discussion, lectures, and conferences have been designed to develop this theme.

In Fiscal Year 1977, 1978 and 1979 the proposed tentative program schedule under the central theme is as follows:

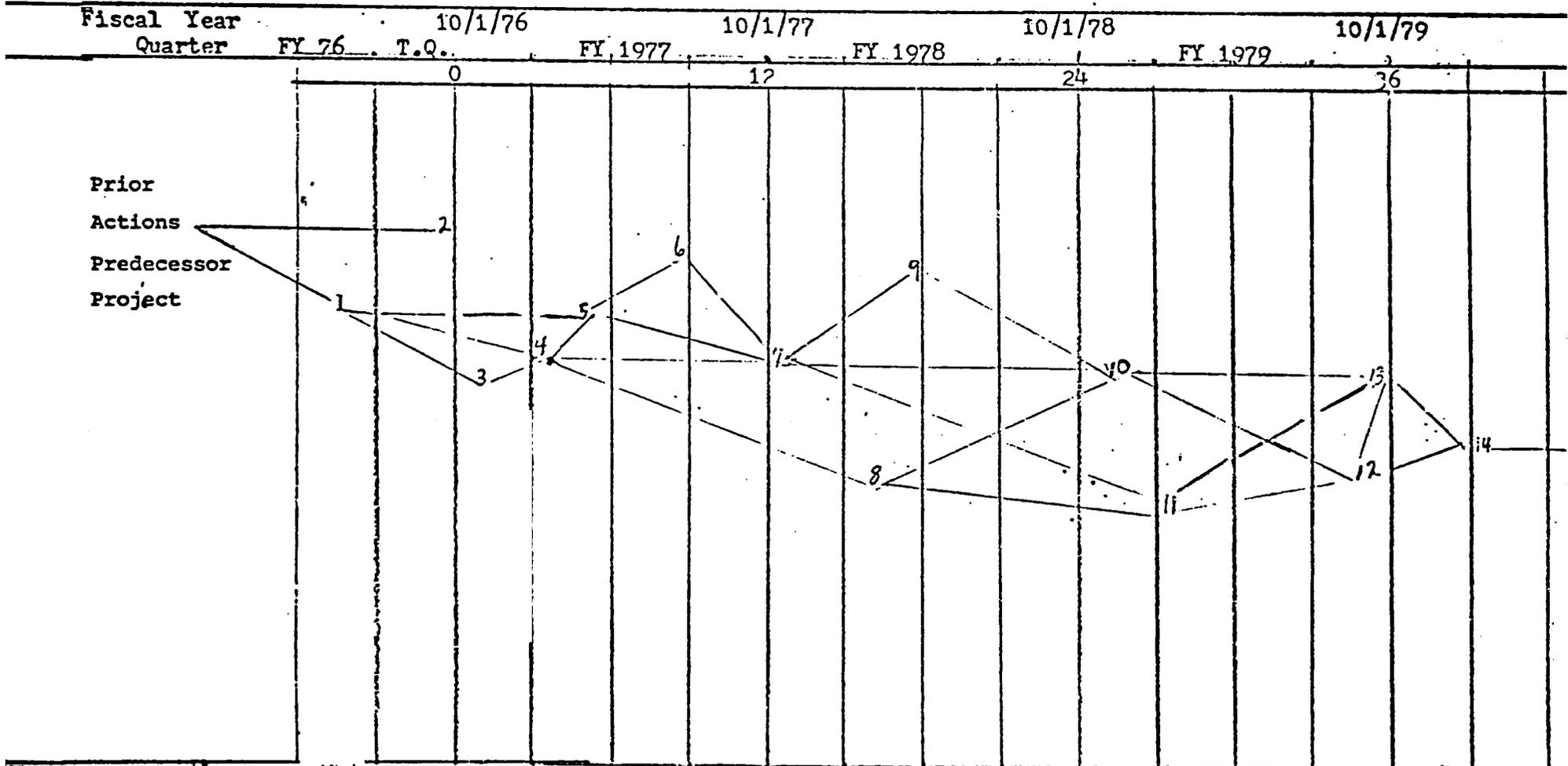
Income Distribution Programs and Policies;  
Integration of Women in Country Development;  
Role of Unions in Development (Rural Labor Leaders);  
Appropriate Technology in Country Development;  
Human Resource Utilization and Development;  
Union Community Services;  
Income Distribution Programs and Policies;  
Rural Self-Help Programs;  
Occupational Health and Safety;  
Skills Training; and  
Women in Economic Activity.

## C. Evaluation Plan

The evaluations of this project will be conducted upon completion of each studies program by OLAB staff members and consultants working for OLAB. Project Appraisal Reports will be prepared as a result of these evaluations. In addition, there will be periodic appraisals by the Mission or Embassy in the host country, both in terms of internal trade union strengthening and trade union activities which carry out the objectives of the project purpose. These will be performed at least once annually for each participating country. The evaluations will also be used to gather data necessary for the preparation of the formal Project Appraisal Report.

CRITICAL PERFORMANCE INDICATOR NETWORK

<b>Country:</b> Interregional	<b>Project No.</b> 907-11-490-002	<b>Project title:</b> Government/Labor Organiza- tions Relations	<b>Date:</b> June 1976
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<b>Financial</b>	<b>Planned</b>	FY 77: \$250,000	FY 78: \$330,000	FY 79: 360,000	Life of Project Total: \$940,000
	<b>Actual</b>				
<b>Evaluation Schedule</b>		At least once annually to each cooperating country throughout life of project			

## CRITICAL PERFORMANCE INDICATOR NETWORK

Country:	Project No.:	Project Title:	Date:
Interregional	907-11-490-002	Government/Labor Organizations Relations	June 1976

Original  
CPI

## PROJECT PURPOSE:

To provide short-term, observational, motivational, and instructional training on various developmental subjects to selected trade union leaders from the LDCs.

To provide common exposure in the United States to an informal body of international labor leaders at the union policy and decision making level in order to acquaint them with practical concepts, programs, and policies relevant to their own LDCs.

## CPI DESCRIPTION:

Prior Actions: Participant training programs already underway will continue under this project following termination of the predecessor project, No. 907-11-490-001, on Sept. 30, 1976 (contingent on approval of this project paper).

1. Approval of Government/Labor Organizations Relations project paper.
2. Termination of predecessor project.
3. Review of worldwide trade union leader needs as they relate to achieving project purpose.
4. Implement agreement with Department of Labor, pending approval of project paper.

5. Scheduling of specific programs with the Department of Labor.
6. Coordinate with integration of women project to determine if any new women labor leaders have been identified, who need special participant training courses.
7. Scheduling specific programs with the Department of Labor.
8. Evaluation of participant training effectiveness scheduled in 5 (above) and completion of PAR.
9. Coordinate participant training courses with Regional Bureaus to determine if new areas have been disclosed which need special unscheduled training courses.
10. Scheduling specific programs with Department of Labor.
11. Evaluation of participant training effectiveness scheduled in 7 (above). Redesign (if necessary).
12. Evaluation of participant training effectiveness scheduled in 10 (above) and preparation of PAR. Redesign (if necessary).
13. Scheduling of specific programs with Department of Labor.
14. Completion of project.
15. Post project evaluation.

Project Number: 907-11-490-002

Project Title: Government/Labor Organizations Relations

## LOGICAL FRAMEWORK MATRIX - PROP WORKSHEET

AID 1025-3 (7-71)

Summary	Objectively Verifiable Indicators	Important Assumptions															
<p><b>A.1. Goal:</b> To improve the living and working standards of the poor majority of the labor forces in developing countries.</p>	<p><b>A.2. Measurement of Goal Achievement:</b> Selected countries establish and implement policies relating to generating employment and increasing the relative incomes of the poorest segment of the country.</p>	<p><b>A.3. (as related to goal)</b> The objectives of the Congressional Mandate of the FAA, 1973 will continue to receive high priority by AID.</p>															
<p><b>Sub goal:</b> To create a participating role for trade unions in the socio-economic developmental processes of their countries.</p>	<p>Number of union leaders exposed to training; Number of countries in which labor is actively participating with the private sector and Government agencies in development planning.</p>	<p>Trade unions will participate in the formulation and pursuit of those objectives and processes.</p>															
<p><b>B.1. Purpose :</b> To provide short-term observational, motivational, and instructional training on various developmental subjects to selected trade union leaders from the LDC's. To provide common exposure in the United States to an informal body of international labor leaders at the union policy and decision making level in order to acquaint them with practical concepts, programs, and policies relevant to their own LDC's.</p>	<p><b>B.2. End of Project Status :</b></p> <ol style="list-style-type: none"> <li>1. Trade union leaders in the selected LDC's trained and exhibiting awareness of the methods through which their membership can take an active part in the socio-economic developmental processes.</li> <li>2. Membership actively participating in socio-economic enrichment programs.</li> <li>3. Host governments collaborating with labor organizations for mutual benefits of workers, unions and governments</li> </ol>	<p><b>B.3. (as related to purpose)</b> Assumptions for achieving purpose: U.S. labor movement maintains interest in international union affairs  Trade union leadership will be sufficiently motivated to realize that their participation will be a worthwhile contribution to socio-economic progress in their countries and that such progress will benefit their members.</p>															
<p><b>C.1. Outputs:</b> Trade union leaders in the selected LDC's trained in the various subjects outlined below:</p> <ol style="list-style-type: none"> <li>a. Union leadership Self-help programs.</li> <li>b. Occupational health and safety.</li> <li>c. Community services activities.</li> <li>d. Income distribution programs and policies.</li> <li>e. Integration of women in country development.</li> </ol>	<p><b>C.2. Output Indicators</b></p> <table border="1"> <thead> <tr> <th>Magnitude:</th> <th>FY 77</th> <th>FY 78</th> <th>FY 79</th> </tr> </thead> <tbody> <tr> <td></td> <td>84</td> <td>84</td> <td>84</td> </tr> </tbody> </table>	Magnitude:	FY 77	FY 78	FY 79		84	84	84	<p><b>C.3. (as related to outputs)</b> Assumptions for achieving outputs: Trade union leaders selected for training will be capable of imparting concepts and ideas learned in training courses. Membership recognize and accept leadership of persons trained. That a significant number of the members will profit and disseminate information to other workers.</p>							
Magnitude:	FY 77	FY 78	FY 79														
	84	84	84														
<p><b>D.1. Inputs:</b> Participant training</p>	<p><b>D.2. Budget/Schedule</b></p> <table border="1"> <thead> <tr> <th></th> <th colspan="3">(\$000)</th> <th>Total</th> </tr> <tr> <th></th> <th>FY 77</th> <th>FY 78</th> <th>FY 79</th> <th></th> </tr> </thead> <tbody> <tr> <td></td> <td>250</td> <td>330</td> <td>360</td> <td>940</td> </tr> </tbody> </table>		(\$000)			Total		FY 77	FY 78	FY 79			250	330	360	940	<p><b>D.3. (as related to inputs)</b> Participants will be available. Continued cooperation of AFL-CIO. Lack of trade union funds will require continued central allocation of funds to O/LAB to cover all expenses and that AID regional bureau Assistant Administrators and Mission Directors authorize waivers to permit the payment of international travel by AID/OLAB,</p>
	(\$000)			Total													
	FY 77	FY 78	FY 79														
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