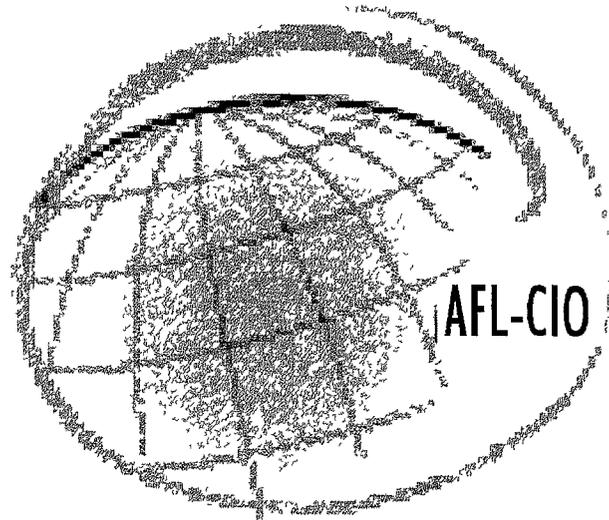


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# SOLIDARITY CENTER



**American Center for International Labor Solidarity**

## **1997 Annual Report**

**USAID Award No. AEP-G-00-97-00035-00**

American Center for International Labor Solidarity

— **SOLIDARITY CENTER** —  
AFL-CIO

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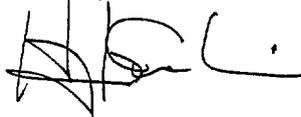
March 31, 1998

Ms Deborah Norton-Bens  
Mr Peter Accolla  
USAID C/DG  
Ronald Reagan Building  
1300 Pennsylvania Ave , N W , 7<sup>th</sup> Floor  
Washington, D C 20523

Dear Deborah and Peter

Attached are two copies of the Solidarity Center's 1997 annual report for Award No AEP-G-00-97-00035-00 If you have any questions, please do not hesitate to call me

Sincerely,



Harry G Kamberis  
Executive Director

cc USAID  
CDIE/DI  
WDC 20523-1802

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**Result 1 Civil Society**

**(IR1.2):** Trade unions have an improved institutional capacity to carry out their representational function

Increased knowledge of democratic processes will strengthen democracy within the Algerian labor movement

**Indicator.** Access to materials on democracy and free trade unions for members and professional staff will increase knowledge of democratic principles and their application as measured by perceptions of Algerian trade union leaders

**Program Activities:**

The Solidarity Center will assist UGTA in increasing knowledge of democratic processes in order to strengthen democracy both within the Algerian labor movement and society by providing exposure to and training on democracy and free trade union activities, along with training materials and publications. The emphasis will be on providing tools to increase awareness of democratic methods and roles

**Summary of Program Activities this Year:**

A five day organizing seminar for 23 participants (no women) was conducted at the Workers' University in Cairo, Egypt October 16-21, 1997. A U.S. labor educator, three Egyptian instructors trained through African-American Labor Center programs and the Regional Representative acted as program facilitators. The program focused on the need for institutional structural change transferring power from the national to the enterprise level. The seminar also highlighted the importance of financial stability through sufficient dues. Program materials were based on training modules created for the Egypt train-the trainer project.

**Status of Indicators:**

The seminar gave participants the opportunity to develop strategies which will strengthen the federation and increase its ability to provide materials on democracy.

**Analysis of Progress toward Program Result:**

Program participants analyzed economic changes occurring in the country. With privatized enterprises emerging, unions must restructure and become financially independent in order to remain viable. Through the application of organizing techniques union leaders will be positioned to maintain their existing membership base and add new members, building capacity and financial strength.

**Rating of Progress toward Program Result: 1**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Result 2 Governance**

**(IR4.3):** Trade unions articulate publicly their concerns about government policies and actions

Increased knowledge of democratic processes will strengthen democracy within Algerian society

**Indicator:** Dissemination of information in internal trade union and external media will demonstrate application of information to current situations

**Program Activities:**

No activities were planned for 1997

**Summary of Program Activities this Year:**

A training program on Privatization and its Effect on the Labor Movement was conducted September 10-17, 1997, in Cairo, Egypt at the Workers' University for 24 participants. A seminar on the General Problems Relating to the Future of Work and the Preservation of Employment in a Private Economy was conducted September 29-30, 1997, in Algiers, Algeria for 140 representatives of management and labor.

**Status of Indicators:**

No documentation has been collected to show that the Algerian trade union movement is applying information to current situations. However, as a result of the seminar on privatization trade union leaders will be able to develop strategies which are based on a more sophisticated understanding of current economic realities.

**Analysis of Progress toward Program Result:**

The Algerian participants who attended the seminars realized that privatization is a reality in today's global economy and the only way for Algeria to really enter the world market as a competitor and not just an importer of goods and services. They also understood the meaning of globalization and the importance of being competitive with high quality goods and services. All of this must be advanced within the framework of protecting worker rights and through strong trade unions. The participants also acknowledged that there are a number of different ways to accomplish privatization that can be influenced by trade unions by shaping government policies. The participants recognized the importance of studying the experiences of other developing nations undergoing this economic transition and exploring the theoretical and practical applications of these policies on the Algerian society and economy. In order to do this, the labor movement must take a proactive role in the privatization process. It is also important for the Union Générale des Travailleurs Algériens (UGTA) to develop a coherent and sensible policy which will guarantee workers' rights.

**Rating of Progress toward Program Result: 2**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

**Result 3 Civil Society**

**(IR1.2):** Trade unions have an improved institutional capacity to carry out their representational function

Enhanced leadership skills of women trade unionists will lead to an increase in the number of women in leadership positions within the trade unions.

**Indicator:** Union records will demonstrate an increase in the number of women elected or appointed to leadership positions.

**Program Activities**

The Solidarity Center will provide a seminar for female trade unionists on effective trade union leadership, democratic processes and participation. The emphasis will be on encouraging women to take more pro-active roles within their unions at a time when they are under great pressure to withdraw from any public or economic activities. In addition, the program will develop women's skills in formulating policies and strategies.

**Summary of Program Activities this Year:**

The leadership skills program for Algerian union women and the coalition-building program for North African union women scheduled for December 3-9 and December 13-16, respectively, were canceled due to a terrorist attack in Egypt, where the programs were scheduled to be held. The programs are re-scheduled and will be conducted in 1998.

**Status of Indicators:**

Not applicable

**Analysis of Progress toward Program Result:**

Not applicable

**Rating of Progress toward Program Result: 1**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Result 4 Civil Society**

**(IR4.3):** Trade unions articulate publicly their concerns about government policies and actions

Improved management skills of trade union women will result in an increase in the number of programs developed by or with the participation of women

**Indicator:** UGTA and affiliate training reports will show that a higher number of union programs are run by women than in the past

**Program Activities (include what, when, where and who):**

No activities were planned for 1997

**Summary of Program Activities this Year:**

Not applicable

**Status of Indicators:**

Not applicable

**Analysis of Progress toward Program Result:**

Not applicable

**Rating of Progress toward Program Result: 1**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Result 5 Economic Growth**

**(IR5.2):** More equitable market-regulating laws and public policies are formulated and implemented due to trade union influence

Labor education programs will improve the skills of UGTA members and staff in economic policy assessment and effective communications

**Indicator:** Trade union policy assessments and position statements will be issued in the press  
Trade union policy recommendations on privatization will be formally submitted to the government

**Program Activities:**

The Solidarity Center will assist UGTA and its members in assessing the impact of the government's economic initiatives and contribute to influencing the economic policies adopted. The focus initially will be on privatization in Algeria. The Center will assist UGTA with materials and publications on privatization. A seminar on privatization, with a focus on the experiences of other regional countries and the privatization situation and priorities, will be held for Algerian trade union leaders and professional staff.

**Summary of Program Activities this Year:**

A program for 30 participants (no women) on organizing in the private sector was conducted at the Worker's University in Cairo, Egypt. The activity was facilitated by the Regional Representative, a U.S. labor educator and two Egyptian instructors who were previously trained by the Solidarity Center.

The program on communications and media skills was canceled due to a terrorist attack in Egypt, where the training was scheduled to be held. The programs are re-scheduled and will be conducted in 1998.

**Status of Indicators:**

No documentation was collected in 1997.

**Analysis of Progress toward Program Result:**

No progress was made toward the program result. However, the organizing program will strengthen the federation and allow it to focus on economic policy assessment and effective communications in the future.

**Rating of Progress toward Program Result: 1**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Effects of Constraints/Modifications:**

The training materials should be adapted to make them more applicable to the Algerian context. The political and security instability in the country remains a constraint. Due to a terrorist attack in Egypt, three activities were postponed in late 1997. The program was already behind due to the Congressional hold which delayed the implementation of activities.

**Summary of Other Labor Accomplishments:**

Through consultations between the Solidarity Center's Regional Representative and the UGTA General Secretary, the General Secretary was able to take a pro-active tactical response to the news that seven trade union leaders planned to run for Parliament. He obtained an agreement from the officers that if they were elected, they would step down from their trade union positions in order to avoid the appearance of a conflict of interest. An unexpected result of the election of the trade union leaders was the creation of a "labor lobby" which includes members of parliament representing a variety of political parties; the group holds a total of 36 seats.

The Union Generale des Travailleurs Algériens (UGTA) sponsored the International Abdelhak Benhamouda Colloquium on Terrorism, Fundamentalism and Trade Union Liberties in Algiers December 6-7, 1997. The Conference was named in honor of UGTA's slain General Secretary. Representatives of 49 trade unions (including 300 people, 75 of which were women) and various non-governmental organizations from around the world attended the colloquium. The conference was organized to provide information, sensitize and shape international public opinion on the unprecedented gravity of the violence in the country for the past six years. The climate jeopardizes the stability of Algerian society and has the potential to spill over into other countries in the region. No one, not even children, the elderly nor the infirm has been spared the horrific violence. UGTA leaders and members have been targets of assassins. No segment of the socio-economic infrastructure, including schools, factories and production facilities, has been spared. The UGTA contributed a thoughtful analysis and clarification of the origin, nature and effect of fundamentalism and terrorism. Taking advantage of the international presence and the heavy electronic and print media coverage, the UGTA strongly advocated its commitment to the interests

and rights of Algerian workers and provided a ray of hope to the Algerian people for a future of tolerance, stability and progress in the growing globalization of national economies

Following negotiations between the government and trade unions, the legal work week was reduced from 44 hours to 40 hours. These successful negotiations are a direct result of lessons learned in the negotiating and privatization seminars conducted during the previous quarter.

The Director of the UGTA's Training and Education Center, Mr. Amrani, traveled to Skikda to convince the local leaders there to support three-one day training programs on labor laws, economic development and trade, and trade union action. Materials for the programs were compiled and produced. When the programs were conducted, 150 people (30 women) participated, including 45 members of management in different companies in the area.

During the period, Mr. Amrani wrote a three-part article on privatization in Algeria, raising issues which were confronted in the September seminar on privatization in Cairo. The articles were printed in the UGTA newspaper, *Revolution and Work*, which reaches large numbers of workers in the country and is sold to the general public at public news stands.

Based on the September seminar on Privatization and the Role of Unions, the secretary general of the UGTA in the Biskira region, conducted a training program in his region. There was a positive response from the information conveyed during the session.

**Overall Program Status and Future Trends:**

The implementation of the program was delayed due to the late receipt of funding. However, some progress was made in 1997 and the UGTA is eager to implement planned activities in 1998. UGTA leaders are anxious to transfer knowledge gained from Solidarity Center activities to their colleagues and members. The initiative shown by Mr. Amrani in writing a series of articles for publication and then traveling to another region to replicate lessons learned in the privatization sessions, all on a limited budget, is a reflection of the UGTA's commitment to addressing workers' issues. His effort shows that the federation is trying to move ahead of the changing economic circumstances in the country in an attempt to create a pro-active response to change among the members and leadership.

By addressing the critical issues of fundamentalism and terrorism confronting the country, the UGTA has exhibited its intention to embrace and support independent and democratic trade union values and speak out on the horrific and unacceptable violence pervading the country. The federation's fearless support for international trade union principles and basic values of decency, tolerance and openness in a progressive society will help lead to a future of stability in the country. The UGTA leadership, has shown its interest in widening the knowledge base on practical approaches to the fundamental economic changes which are about to occur in the country through programs on workers' role in privatization. Attracting 150 participants to such programs indicates an openness to learn about potential change and how that change can be managed in a positive way.

**Summary of Counterpart/In-kind Contributions:**

Participant airfare	9,600
Field Representative lodging and telephone	220
Field Representative lodging and ground transportation	400
Total	\$10,220

**Result 1 Civil Society**

(IR1.1): Trade unions are financially viable and self-sustaining

(IR1.2): Trade unions have an improved institutional capacity to carry out their representational function

Membership in the CGSILA will increase and its organizational structure will be strengthened

**Indicator:** Membership numbers for CGSILA affiliates will increase  
The financial status of the national center and its affiliates will improve

**Program Activities:**

The Solidarity Center will assist the CGSILA in conducting a strategic planning workshop for federation officers and staff. The emphasis of the program will be on organizing and will lead to the development of campaigns which will increase membership and viability. The strategic planning methodology taught will be incorporated into subsequent CGSILA programs.

**Summary of Program Activities this Year:**

The Solidarity Center assisted the Confederação Geral dos Sindicatos Independentes Livres de Angola (CGSILA) in holding a strategic planning workshop for the federation's officers and staff. Participants discussed strategic directions of the federation with special emphasis on organizing and membership education for stronger democratic unions and effective union representation for increased membership participation in the political process. A total of 15 men and 6 women participated in the workshop.

**Status of Indicators:**

An additional national union of maritime workers and a new union in the electricity sector joined CGSILA, bringing the number of the federation's affiliates to eight and the total membership to about 80,000. As a relatively new organization, the federation is currently handicapped by an inadequate financial base. Union members are unable to fulfill their dues obligations as a result of several months' salary arrears.

**Analysis of Progress toward Program Result:**

In spite of the stabilizing trend that is noticeable on the political scene, both the economic and political situations remained highly unstable. Chronic delays in the payment of wage and salary arrears make it difficult for unions to collect dues regularly and to remit their share to the federation. In such circumstances it was remarkable that the relatively new federation was able to defend workers' interests strongly, and even to increase its membership. The federation's progress is all the more remarkable given that CGSILA has voluntarily chosen to maintain its independence, and not receive a state subsidy of any kind.

**Rating of Progress toward Program Result: 3**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Result 2 Governance**

(IR4.3): Trade unions articulate publicly their concerns about government policies and actions

CGSILA will play a significant role in the peace process

**Indicator:** Reports on CGSILA participation in the peace process will appear in the media

**Program Activities:**

CGSILA will combine democracy training with organizing, a program aimed at increasing democratic participation of workers in their unions and in the political processes of their country. The Solidarity Center will train trainers from CGSILA-affiliated unions to use the Democracy for Trade Unions materials. Those trainers will then run five-day democracy and governance seminars for union members and potential members. The seminars will focus on the current situation in Angola and the role of the unions in the peace process. Following the seminars, the trainers will meet for an evaluation and planning session to assess the progress of the program and plan future implementation. Additionally, the Solidarity Center will provide funding for training at the plant level to disseminate the information to the rank and file.

**Summary of Program Activities this Year:**

The Center sponsored a train-the-trainers workshop that focused specially on organizing and democratization within the labor movement and the country. A total of 20 men and seven women, including leaders of the federation and its affiliates, attended the workshop. Three local follow-up workshops were also held in the provinces with selected participants in the earlier training seminar serving as resource people. A total of 50 men and 26 women participated in the follow-up workshops.

**Status of Indicators:**

Even though CGSILA's activities got modest coverage in the media, and the peace process itself made little headway, the potential for a significant role by the federation in the peace process has increased.

**Analysis of Progress toward Program Result:**

CGSILA and its affiliates made a good start toward expressing their views openly (including exercising trade union rights and collective bargaining) as an independent, nonpartisan labor organization working toward national reconciliation in a democratic society. For reasons beyond their control, however, the peace process became bogged down.

**Rating of Progress toward Program Result: 2**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Effects of Constraints/Modifications:**

The country's economic situation and the debilitating effect of workers' salary arrears constitute an impediment to the strengthening of the federation's financial base. Also, for technical reasons, activities for the year got off to a late start, so not all could be conducted as planned.

**Summary of Other Labor Accomplishments:**

As indicated, even despite the odds, CGSILA managed to show a membership increase and to maintain its standing as a truly independent worker's organization, ready to defend workers' interests. The federation has established very active cooperative relations with trade union organizations, regional and international organizations like the Southern Africa Trade Union Coordinating Council (SATUCC), the ICFTU/AFRO and the ILO. The election of CGSILA's deputy secretary general, the highest ranking woman in the federation, who is also the secretary general of the construction workers affiliate, is a concrete example of the effective role of CGSILA's young leadership. The federation applied for ICFTU membership, and a group sent to evaluate the organization is due to arrive in early 1998. Also, increased recognition of CGSILA's independent stand and participation in the democratization process have a positive effect on Angola's labor movement. UNTA-CS, the labor federation long associated with the party-state and the government, is showing signs of moving toward increased independence. It is also wishing to be included in activities of the Solidarity Center and other free trade union groups.

**Overall Program Status and Future Trends:**

The sooner lasting peace can prevail in Angola the sooner the labor movement and all sectors of society can begin to work toward true national unity and development CGSILA is poised to play an important part in the process. Meanwhile it will continue to work to achieve growth by organizing increasing numbers of workers under the banner of free and independent trade unionism. The Center will continue to provide support for effective implementation of programs.

**Summary of Counterpart/In-kind Contributions:**

Union staff time donated	800
Workshop preparation and supplies	300
Communication	100
Lost wages	250
<b>Total</b>	<b>\$1,450</b>

**Result 1 Governance**

**(IR4.3):** Trade unions articulate publicly their concerns about government policies and actions

The government will change privatization policy to reduce job loss in the public sector and state-owned enterprises, and to ensure full end-of-service benefits to those who are laid off

The government will increase the minimum wage

**Indicator** Privatization policy reform and an increase in the minimum wage will be reported in the media and government publications

**Program Activities:**

The CSA and UNSTB will hold a five-day joint workshop for 30 trade union leaders to establish priorities, strategies and training needs for legislative activities in the area of economic policy reform. The training of union representatives as legislative activists will be conducted in four three-day sessions for 20 participants at a time. The participants will be regional and local union representatives from throughout the country. They will be trained in issues of economic reform, monitoring legislation and presenting the union case. Upon completion of training, they will follow legislative activity in their regions, meet with legislators on issues of importance to workers and keep the national centers informed. Six months after the completion of training, the unions will hold three, three-day joint sessions for the legislative activists and union leadership to review the legislative situation, assess progress to date, and revise targets and themes. Reports on the program will be published and disseminated within the unions twice annually.

**Summary of Program Activities this Year:**

Due to a lack of funds, no activities were implemented this year. The Solidarity Center plans to start implementation of activities related to this result in 1998.

**Status of Indicators:**

Not applicable

**Analysis of Progress toward Program Result:**

Not applicable

**Rating of Progress toward Program Result: 1**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Result 2 Civil Society**

**(IR1.2):** Trade unions have an improved institutional capacity to carry out their representational function

**(IR1.1):** Trade unions are financially viable and self-sustaining

The CSA's organizing and press & communications departments will develop the capacity to conduct a coordinated organizing campaign using both media and person-to-person techniques.

CSA will have a larger, better informed membership, leading to greater political influence and financial viability.

**Indicator.** Articles and informational pieces generated by the CSA will appear in the private press and on television and radio. CSA membership will increase.

**Program Activities:**

Beginning in 1997, the CSA will develop a nationwide organizing campaign to attract new members. The first step of the program will be the establishment of a campaign coordinating committee which will draw on the federation's organizing and press & media departments. The committee will plan the campaign and develop organizing materials. Ten new organizers will be recruited and trained in organizing techniques.

The organizers will then conduct organizing campaigns in teams of two, holding assemblies and distributing printed materials in order to attract new members. In addition to the direct, person-to-person approach of the organizers, the CSA's press and communications department will develop and produce a series of organizing spots for print media, radio and television, in support of the campaign. The press and communications officer will receive specialized software training for this program.

### **Summary of Program Activities this Year:**

An organizing campaign strategy session was held to identify training needs and target groups and areas. Twenty-one men and three women organizers were trained by the CSA in two sessions, in recruiting techniques, as well as data collection and analysis. The CSA initiated and completed work on TV and radio spots that were broadcast prior to and during the organizing campaign. Additionally, locally developed materials for the campaign were prepared and manufactured. Information brochures, lapel insignias, stickers, tee-shirts and a special edition of the CSA newspaper were all integrated into the campaign to highlight the CSA and the advantages of union membership. Three Press & Communication Officers were trained in computer assisted publishing techniques to improve CSA's ability to spread the union message through the printed word. The three trainees actively participated in the development of media and printed resources for the recruiting campaign.

The organizing campaign was conducted in five regions: Porto Novo, Natitingou, Mono, Parakou and Cotonou. The six-month effort culminated in meetings at the highest level between CSA and of the targeted unions. The CSA provided orientation and training for 187 men and 54 women leaders of the target group as part of the organizing campaign. As a result, 19 unions representing more than 29,500 workers requested affiliation to the CSA prior to the Second Ordinary Congress which was held in Cotonou December 18-20, 1997.

As a result of tight budget controls and discounts offered to the union by manufacturers and the media, the CSA was able to organize an additional activity before its Congress, December 16-17, to assess the impact of the new affiliations and establish a new dues structure to enable the CSA to hire professional and permanent staff and improve its effectiveness.

A total of 308 trade union members (66 women) joined talents and efforts to successfully complete this recruiting campaign.

### **Status of Indicators:**

TV and radio spots were prepared by CSA and broadcast on state television and radio broadcasting systems prior and during the campaign, which offer coverage over the national territory. Please note that no private TV channel was operational at the time of the campaign. Even though two private radios exist, CSA decided to limit radio exposure to the state-run network which enjoys a larger audience and nation-wide distribution.

The private print media covered some CSA activities. The organizing campaign has not yet been covered outside union publications but may be the object of background articles later this year.

### **Analysis of Progress toward Program Result:**

The CSA has been successful in coordinating the work of several departments to achieve its organizational goal. The 19 new affiliates will increase CSA revenue but the impact of the 29,000 new members will not be fully felt until a per capita dues system is implemented and operational. In the months ahead, the CSA will be particularly active in training and educating the leadership of the new affiliates to enable them to serve their membership while contributing to the achievement of CSA's goals and objectives.

### **Rating of Progress toward Program Result: 3**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Result 3 Civil society**

**(IR1 2):** Trade unions have an improved institutional capacity to carry out their representational function

Policy reforms at the UNSTB will allow additional training for women, leading to increased leadership roles

**Indicator:** Statements by leaders will reflect national center policy changes  
Greater numbers of women will serve in shop steward positions, in the later years of the program the number of women elected to higher level office will increase

**Program Activities:**

The Solidarity Center will provide four, three-day sessions of awareness and management training for union women. Thirty participants will attend each of these sessions, which will prepare them with the skills they need to assume leadership positions. The Solidarity Center will also sponsor three two-day programs on gender issues, with 40 participants each (both men and women). The purpose of these programs is to foster a trade union environment which promotes the development of women and their election to union office.

**Summary of Program Activities this Year:**

Four Women's Leadership Skills-Development workshops were held for 128 women in Cotonou, Porto Novo, Bohicon and Parakou. The participants included local, national and federation officials, and potential leaders. The workshops aimed at improving their leadership skills and their knowledge of the union, thus making them better able to serve the union in all capacities. These workshops demonstrated that women want to participate in all levels of the union, and that with the proper training, they are valuable assets in all operations of the union.

Three joint Promoting Women workshops were held for 61 men and 63 women in Cotonou, Porto Novo and Parakou. The women who excelled in the skills-development workshop were asked to join senior men leaders of the union to develop practical methods to combat existing prejudice against women as union leaders and encourage women to run for and assume leadership positions at all levels of the union. The workshops demonstrated that the women are capable and interested in taking a more active role in the union and that all the members of the union have to be involved in the process. A total of 252 union members, including 191 females, participated in this gender awareness program.

**Status of Indicators:**

UNSTB's leadership has formally set at 30% the number of women to be holding union elected office by the year 2000. The federation's leadership has demonstrated its commitment to be more representative of the membership and to continue implementing gender related programs.

The impact of the program on the number of women elected in union positions will be determined as the grant progresses, as unions must go through their election cycle before an assessment can be made.

**Analysis of Progress toward Program Result:**

The dedication and commitment of the Head of the UNSTB Women's Department to train her colleagues to accept gender issues as a real priority is starting to show results. Using teaching and education techniques learned from her participation in past programs with American trade unionists, she is demonstrating the value to the union of well-prepared female leaders and helping both men and women realize the necessity of a more balanced leadership that can best represent its membership. Reflecting this trend, UNSTB has established a 30% target as the number of women elected to union positions by the year 2000. The Women's Department has also succeeded in developing a number of resource women throughout the country so that the progress can continue and expand without an over-dependence on one single individual.

**Rating of Progress toward Program Result: 3**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Effects of Constraints/Modifications:**

The delay in the availability of funds forced the twelve-month program into a six month time frame, thus limiting preparation time and adequate review/evaluation before undertaking the next step. The delay in starting the organizing campaign was particularly constraining as CSA resources had to be divided between the campaign and the preparation of their congress. Starting three months earlier would have yielded even better results.

The lack of permanent full-time staff at the CSA has prevented the federation from growing as fast and as large as possible. The CSA has effectively reached its maximum size for a union that relies on volunteers and top officials who are prohibited from being full-time trade unionists. The CSA lost an opportunity to address the matter of full-time staff at the December congress. With a large influx of informal sector unions, the need for qualified and capable staff increases.

Both the CSA and the UNSTB have ambitious programs directed towards the informal sector which will consume valuable and scarce resources. It would not be difficult for this to overwhelm the unions so both organizations will have to make special efforts to ensure that their formal sector members are properly served and not sacrificed for the good of the informal sector members.

**Summary of Other Labor Accomplishments:**

The government's budget announcement excluded provisions for increases that had been promised on December 31 upon union demand. All of the unions will prepare their responses to the government's budget in January and it appears that several of the unions will form a coalition to pressure the government on labor issues, particularly salary indexing and the minimum wage.

The Family Code which covers the rights of women and children has been revised and presented to Parliament for debate and adoption. With the emergence of women leaders within the labor movement, the women of the UNSTB are initiating activities that will ensure that the Family Code that is passed will be one that properly reflects equality and fairness for all citizens. The unions plan to see that the provisions of the new Family Code are circulated and understood by the union membership so that unions play a meaningful role in the debate that will lead to the passage of a fair law.

The union headquarters is being expanded so that two additional national trade union centers can be located there. The government is providing the funding for this building project which will also allow for additional meeting space which can be used for educational activities. When the work at the headquarters is completed in late 1998, four of the six national trade union centers will be located at the current site where the UNSTB and the CSA are located.

**Overall Program Status and Future Trends:**

Despite the delay in starting, the five-year program is off to a good start. The two objectives that were selected for implementation in 1997 successfully sought to improve the structure of both federations: one enhanced the place and role of the female membership, while the other increased the number of affiliates within the younger federation. Both federations are now better structured individually and collectively and thus better prepared to work jointly on issues relevant to the welfare of the workforce. Building on their history as valuable partners in nation-building, in 1998 the UNSTB and the CSA will take their considerable skills and support to national fora in an

effort to improve the salaries and allowances of their members, increase the minimum wage and ensure the passage of an equitable Family Code

**Summary of Counterpart/In-kind Contributions:**

Union staff time donated	7,043
Secretarial services	709
Transportation	585
Materials and photocopies	17
<b>Total</b>	<b>\$8,354</b>

**Result 1 Civil society**

**(IR1.2):** Trade unions have an improved institutional capacity to carry out their representational function

**(IR1.1):** Trade unions are financially viable and self-sustaining

The UGTCI and its affiliates will adopt new policies aimed at preparing women for leadership roles within the labor movement, encouraging them to seek union office, and demonstrating the unions' interest in the concerns of women members

**Indicator:** Women will be permitted by their unions to participate in specialized leadership training  
Union records will reflect an increase in the number of women serving as shop stewards, initially, and later in progressively higher level elected office (other than in Women's Departments) within the UGTCI and its affiliates  
Collective bargaining agreements show improvements on gender-related issues

**Program Activities:**

The UGTCI and its affiliates will hold a two-day planning workshop for ten officers and women's department members. The purpose of the workshop will be short to mid-term planning of the trade union women's program. Included in the planning workshop will be the identification of training needs to follow-up on the recommendations of the 1996 CLUW workshop. During the first year of the program 20 women will be trained as trainers in gender equity issues, negotiations, grievance-handling, and leadership skills. Two workshops will be held for 30 trade union men and women to sensitize them to the issues of full participation and the need for gender equity in their workplaces and their unions.

**Summary of Program Activities this Year:**

A total of 573 trade union members (473 women) benefitted from 21 activities in 1997. One national workshop on Promoting Women Leaders Strategy and Planning for 21 women from the UGTCI and principal affiliates was held to establish priorities, training objectives and the timetable for the Women's Department for the remainder of the year.

One national three-day Joint Workshop for 23 men (18 women) from the senior leadership of the UGTCI and affiliates was held in Abidjan to integrate men's and women's ideas for increasing the number of women leaders in the unions.

Three regional three-day Leadership Skills-Development Workshops for 21 men and 57 women were held in Bouake, Guiglo and Gagnoa to develop leadership skills and help the participants learn more about their union. Men also participated to learn how effectively women can participate in union matters and add their input on increasing the number of women officers in their own affiliate.

Seven national one-day Leadership Skills-Development Workshops were conducted for 36 men and 214 women from five of the most powerful national affiliates of the UGTCI. Similar to the regional programs these programs helped national affiliates concentrate on upgrading the skills of their women and developing strategies to get more women in elected positions.

Nine local half-day Women Skills-Development Workshops were held for 183 women from the Primary School Teachers affiliate of the UGTCI, a union that has had a woman as the highest elected officer of the union in the past. These participants also learned of the rich history of their union and the vital role that women have played in it.

**Status of Indicators:**

Real progress has been made toward the achievement of the first indicator as the 1997 program with UGTCI has been geared to training women to become efficient leaders and representatives of the union membership. It is yet too early to measure the impact of the program on the number of women elected to union positions at the local, regional or national levels, as the unions must go through their election cycles before such statistics are available.

The Solidarity Center is confident that such knowledge will become increasingly available during the life of the grant

**Analysis of Progress toward Program Result:**

The year's activities demonstrate several important trends within the labor movement in general and the Women's Department in particular. The joint sessions clearly demonstrate that when challenged, men are accepting of women in leadership roles in the union and that male leaders realize that women have important roles to play at all levels of the union. The next step is to challenge and convince the rank and file of the same and convert this confidence into votes for women candidates as shop stewards, regional representatives, congress delegates and national leaders. In the Women's Department it is evident that the hands-on training produced worthwhile results. Women members are becoming supportive of colleagues willing to run for elected positions. Some have continually demonstrated their interest in serving the union once they have the leadership skills commensurate with the position. Consistent training has developed a core of efficient women instructors and promoters who, with input from the union, female colleagues and external sources such as the Solidarity Center, have reached out to a large number of women, demonstrated how valuable they are to the union and provided them with many of the skills they need to assume leadership positions. As confidence and experience develop, women assume positions of increasing responsibility. It is important to acknowledge the dedication of women in the various departments, as well as the unions' leadership, to achieve the progress that has been made. In particular, the Primary School Teachers, Social Security Workers, Water Workers, Electricity Workers, Telecom Workers and Wood & Construction Workers have greatly contributed to the progress of the past year.

**Rating of Progress toward Program Result: 3**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Result 2 Electoral Processes**

(IR3 5) Rank and file trade union members' level of participation in the political process increases

FESACI leaders and members will be better informed about democracy and governance issues, leading to broader political participation

**Indicator:** Democracy workshops will engender active participation and discussion among participants  
Statements and speeches by union leaders will reflect a greater understanding of the workings of democracy

**Program Activities:**

The Solidarity Center will support a three-day democracy training program for 26 leaders of FESACI and its affiliates using the Democracy for Trade Unions materials produced by AALC in 1996. The particular emphasis of the training will be on interaction between union officers and the government.

**Summary of Program Activities this Year:**

Nineteen male and three female representatives from FESACI and its affiliates joined representatives of the two other principal national trade union centers and three political parties, including the ruling PDCI, for a three-day workshop in Abidjan on democracy and civic education. The participants developed an understanding of the respective roles of unions and political parties in a functioning democracy. This is part of a multi-year effort to provide FESACI with opportunities to broaden its experiences and interaction with other groups in the Ivorian society. Topics included the Ivorian Election Code, which defines the requirements for candidates to elected office, and which has been the object of heated controversy at the time of the presidential election in 1995. The workshop enabled a diverse group of civil society members to assemble, get to know each other better, and to engage in healthy debate in a non-judgmental atmosphere.

**Status of Indicators:**

The first indicator established to measure the impact of this result has been achieved since 1996, workshops on democracy and governance have been organized by FESACI, each time with a wider audience. Interaction with members and activists of other groups representative of civil society increases FESACI's experience and opportunity to express itself on the workings of democracy. The affiliate SYNARES has ably demonstrated its ability to mediate a conflict between students and government (see below) and its grasp of the positive role a union can play in national politics. The Solidarity Center is confident that the number of FESACI's public statements will increase as its participation in social and economic matters at the national level evolves. It is worthy to note that this activity received national press coverage, thus promoting FESACI's and others' points of view to a wide audience.

**Analysis of Progress toward Program Result:**

FESACI has moved rapidly toward achieving this result as workers, employers and the government realize FESACI's commitment to the defense of workers. Thanks to this workshop and similar governance and democracy activities organized since 1996, the leaders and members of FESACI and its affiliates have had a readily available forum to reflect on the role of free and independent trade unions in a country attempting to democratize its practices. As a young federation that split from the UGTCI at the start of the multi-party democracy movement in 1990, FESACI has been in dire need to find its place in the Ivorian landscape. The presence of major political parties and other national centers at this workshop and at the tripartite conference described in Result 3 below, emphasizes the progress that FESACI has made in gaining respect as a viable and reliable social partner.

**Rating of Progress toward Program Result: 3**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Result 3 Governance**

(IR4.2): Worker representatives participate in oversight or advisory bodies

(IR4.3): Trade unions articulate publicly their concerns about government policies and actions

FESACI will increase its contacts with the government of Côte d'Ivoire, communicating labor positions to the government, and participating in tripartite meetings.

**Indicator:** FESACI positions will be publicized in the media  
FESACI representatives will participate in bilateral and tripartite meetings on issues of concern to labor

**Program Activities:**

FESACI will organize two, one-day national bilateral conferences for 50 national legislators and trade union leaders. The conferences will provide a forum for discussing issues of importance to the workers of Côte d'Ivoire, including privatization, democracy and worker rights.

**Summary of Program Activities this Year:**

A three-day tripartite conference with 32 male and 8 female FESACI representatives focused on social dialogue and tripartite negotiations with representatives of two other national trade union centers, the Ministry of Employment and Public Services, and the Employers' Association. This conference, that received national media coverage, was held in Bingerville, just outside of Abidjan and successfully demonstrated FESACI's willingness to work with the government and employers for the benefit of all concerned. The objective of the conference was to provide a forum to define the conditions and obstacles to a fruitful social bilateral or tripartite debate.

**Status of Indicators:**

FESACI has definitely achieved the second indicator used to measure the impact of this result. Not only has FESACI participated as a full partner, but it organized the tripartite conference, attended by representatives of the government, major national centers and political parties.

**Analysis of Progress toward Program Result:**

FESACI successfully brought together representatives of two other national trade union centers, the ILO, the employers' association and the government. This is an accomplishment in itself, as until recently FESACI was considered by the government and its supporters to be linked to the opposition and unworthy of their attention and respect. In addition to becoming a respected partner at the national level, FESACI leaders expanded their experience in interacting with leaders of other organizations. In turn, they had a chance to express their federation's points of view and logic during these exchanges. FESACI has been increasingly invited by the government and international and national NGO's to seminars or conferences on matters pertaining to social and economic issues.

**Rating of Progress toward Program Result: 3**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Effects of Constraints/Modifications:**

The delay in initiating the activity forced twelve months of activities into a six month period. More preparation time and post-activity evaluations would have improved the quality of the programs as well as some of the materials that were developed for the activities.

As FESACI does not have any full-time permanent professional staff, the activities the federation conducts hinge on the simultaneous availability of a number of union officers. As many of them are teachers or in the education system, it is not always possible to find convenient scheduling times that accommodate those on an academic year and the rest of the members. FESACI plans to move its headquarters in the first part of 1998, and once this move is completed it would be an appropriate time for FESACI to seriously consider establishing a dues structure that would allow them to employ several professional full-time staff. FESACI is reaching the limits of growth with voluntary and part-time leadership. Future growth will be constrained until more members voluntarily contribute their time or staff is hired and trained.

The split in the labor movement, while narrowing, still prevents labor from speaking with a united voice. The division of modest resources between two national centers is also an obstacle to maximizing the impact of the program. With the disparity in size and depth of the two national centers it will be some time before joint activities are conducted where both participate as equals.

**Summary of Other Labor Accomplishments:**

At the start of the year the Second Ordinary Congress of FESACI was held in Abidjan. The Secretary General and most of his colleagues were re-elected with a mandate to increase the membership and number of affiliates and defend workers to the fullest. The question of affiliation to the ICFTU was tabled and will be reviewed at the next congress in four year's time. The three FESACI officers who were trained at the George Meany Center over the past 5 years were all elected to important posts: Head of External Relations, Director of Workers Education and Executive Board member.

At the ICFTU/AFRO congress in May, in Dakar, the UGTCI maintained its elected position on the AFRO Executive. The UGTCI also holds a vice-presidency in OATUU.

SYNARES, the post-secondary school teachers affiliate of FESACI played a vital role in getting the government and the university students association back on good terms. The 1996-1997 school term closed prematurely due to protests by the students over the non-recognition of their students' association, FESCI. With the mediation of SYNARES, a workable compromise was established, granting the students representation while assuring the government of peace on the campus and environs, and the timely beginning of the school year.

**Overall Program Status and Future Trends:**

The program is off to a strong start with a lot of internal support and enthusiasm.

**Summary of Counterpart/In-kind Contributions:**

Union staff time donate	4,167
Space provided by national centers	1,611
Secretarial services	343
Transportation	795
Materials and photocopies	4,893
Hotel and meals paid by national center	2,012
Cash	830
Total	\$14,651

**Result 1 Civil society**

- (IR1.2): Trade unions have an improved institutional capacity to carry out their representational function
- (IR1.1) Trade unions are financially viable and self-sustaining

Strategic planning capabilities will be developed in industrial unions affiliated to NCEW  
Trade union viability will be enhanced through organizing programs in NCEW affiliates

**Indicator:** Trade union membership will increase by 5,000 and dues income will increase during the term of the program

**Program Activities:**

The Solidarity Center will conduct a strategic planning seminar with each of the five affiliates of the NCEW, for the purpose of strengthening union structures and increasing membership and participation. The emphasis of the strategic planning program will be on organizing new members. The Center will fund follow-up organizing drives for each of the affiliates following the strategic planning seminars.

**Summary of Program Activities this Year:**

During the six month duration of this year's activities in Eritrea, the Solidarity Center sponsored a strategic planning workshop for the Eritrea Nurses Association, five pre-congress workshops for the Eritrean Mining, Chemical and General Workers Federation, the Food & Drinks, Hotels Workers Union, Transport & Communication Workers Federation, Service Industry Workers Federation, and Textile, Leather and Shoe Workers Federation. A total of 395 men and 129 women participated in these workshops and seminars.

**Status of Indicators:**

During the period under consideration, about 3,500 new NCEW members were organized. At the same time, the privatization of state industries as a result of the government structural adjustment programs resulted in the loss of some 4,000 jobs.

**Analysis of Progress toward Program Result:**

Although it is still close to the ruling party/ government for historical reasons, the NCEW has considerable influence when it comes to settling macro economic related conflicts which affect workers. Activities conducted during the workshops and seminars examined the financial structures of unions from the workplace to the national level. As a result of the workshops, the NCEW congress in January, 1998 will decide on measures that will improve the financial plan of the confederation. The congress planning workshops enabled NCEW to develop a consensus on economic and social policies to be discussed with government as well as the revision and amendment of the labor legislation to allow collective bargaining in the public sector.

**Rating of Progress toward Program Result: 2**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Result 2 Rule of Law**

- (IR2.1) Legal framework allows for negotiation and enforcement of collective bargaining agreements
- Economic Growth**
- (IR5 1). Economic gain-sharing takes place as a result of collective bargaining

The labor law will be amended to allow organizing in the public sector

**Indicator:** Amendments to the labor law will be announced in government publications

A teachers' union will be formed, officially recognized, and affiliate to the NCEW

**Program Activities.**

The NCEW will promote improvements in the labor law, specifically for amending it to allow civil servants to organize. The prohibition on public service unions has kept the teachers from organizing and affiliating to the NCEW. Once the labor law is amended, the Solidarity Center will conduct an organizing seminar for the leadership of the teachers' association to promote understanding and solidarity, and to encourage them to affiliate to the NCEW.

**Summary of Program Activities this Year:**

The Center has maintained regular contact with the teachers association, and has exchanged information to help them negotiate effectively with government on their registration. Meanwhile, negotiations are underway to have the teachers union registered and affiliated to the NCEW.

**Status of Indicators:**

Amendments to the labor law have been examined but to date, no changes have been made. Numerous meetings have been held between NCEW and the teachers and the Solidarity Center has provided support in the form of training and information for the two groups.

**Analysis of Progress toward Program Result:**

Even though little measurable progress has been made, the ongoing negotiations will certainly yield some results.

**Rating of Progress toward Program Result: 2**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Effects of Constraints/Modification:**

Late funding made planning activities difficult. Also, the government of Eritrea has still not given the trade unions the kind of autonomy that is needed for full fledged trade union activities. For historical reasons, and given the fact that Eritrea is a new country born out of 30 years of liberation war, trade unions are still considered to some degree as a wing of the ruling party.

**Summary of Other Labor Accomplishments:**

Even though one could consider progress made relatively minimal, the organization is laying down the foundation for a strong and well structured organization. The regional office structures have been strengthened, while cooperatives and other income-generating activities and union service to members have been created.

**Overall Program Status and Future Trends:**

The Center's support and program in Eritrea is critical in helping NCEW become a strong worker's organization and a countervailing force that will maintain a viable democratic and economic environment. Limited funding did not allow the Center to fund programs from the main grant. However, the effectiveness of our presence has convinced the AID Mission to grant the Center a cooperative agreement that will allow the promotion of democracy and capacity building in 1998.

**Summary of Counterpart/In-kind Contributions:**

Union staff time donated	3,000
Lost wages	1,000
Office space and conference hall	1,500
Transportation	500
Total	\$6,000

**Result 1 Civil Society**

**(IR1.2):** Trade unions have an improved institutional capacity to carry out their representational function

The management and leadership skills of CETU and affiliated union leaders will be enhanced

**Indicator:** Observation by Solidarity Center regional staff and discussions with union leaders will reveal improved efficiency in union operations  
Union election results will demonstrate that leaders who have benefitted from leadership training in this program are re-elected, and where higher level positions exist, move into those positions

**Program Activities:**

The Solidarity Center will enhance the trade union skills of 50 industrial union officers and plant union leaders through a one-week course on leadership skills, labor law and collective bargaining

In order to increase the efficiency of CETU affiliates, the Solidarity Center will fund the development of a trade union administration curriculum and training materials. The materials will include such topics as sound financial management, internal democracy, meeting management, etc

In order to increase the involvement of women in trade unions in Ethiopia, the Solidarity Center will support a series of workshops designed to encourage women to establish a women's committee in all the federations and in at least 40 affiliates

**Summary of Program Activities this Year:**

In 1997 the Solidarity Center conducted five seminars on democracy and governance for CETU major branch unions of affiliated federations, and non-union work sites. One seminar was conducted on trade union administration and finance for CETU leadership, while one strategic planning was conducted for CETU affiliated federations' leadership and staff, and one leadership training was organized to set up CETU women's committee. A total of 350 men and 32 women participated in these workshops

**Status of Indicators:**

Confidence in the newly elected CETU leadership is growing among the affiliated federations. The organization's administrative structures have improved and CETU has become more efficient, transparent and accountable. The education department of CETU is functioning effectively and education officers are enthusiastic and innovative.

**Analysis of Progress toward Program Result:**

In a country characterized by a diverse ethnic group, a slow democratization process, limited freedom of association and a lack of ability of NGOs to operate in total freedom, CETU is making remarkable efforts to effectively represent its affiliates and their members. The program activities conducted have contributed in a very short time to equip the young leadership with the skills to conduct union affairs, while strengthening the internal democratization of unions and improving their interaction with government.

**Rating of Progress toward Program Result: 3**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Result 2 Civil society**

**(IR1 1):** Trade unions are financially viable and self-sustaining

The financial viability and influence of CETU affiliates will be strengthened

**Indicator:** Increased income to selected CETU affiliates will be evident in increased budget and membership records

**Program Activities:**

The Solidarity Center will assist three CETU affiliates to develop and implement national organizing campaigns for their respective industrial sectors in 1997. The campaigns will increase membership and active participation, improving the viability of the affiliates. Lessons learned during the campaigns will enhance the unions' in-house organizing capabilities, and will be disseminated to other unions in subsequent years.

After conducting a strategic planning program with the leaders of the CETU, the federation will conduct activities in a more focused and targeted manner. During the program, a detailed implementation plan will be created based on an assessment of the needs and priorities of the organization.

**Summary of Program Activities this Year:**

The Center organized one strategic planning seminar for top CETU leadership in Nazareth. The workshop assessed progress made in the various areas identified with regard to the organization's vision and direction. Participants drew up an education program for 1998.

**Status of Indicators:**

Dues structures were revised at the CETU congress. The various workshops held provided also appropriate platforms to discuss changes, and the increase of CETU's income. CETU affiliated federations decided to increase funding for labor education.

**Analysis of Progress toward Program Result:**

Given the size of CETU and the necessity to increase a well educated and well informed membership for effective participation, the confederation made maximum use of limited resources to achieve the expected results. The effectiveness of program activities and the transparent manner in which they were managed encouraged the affiliates to devote more union income to labor education. Base unions and federations realized that with adequate resources, CETU can provide quality services to the members.

**Rating of Progress toward Program Result: 4**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Result 3 Economic Growth**

(IR5.1): Economic gain-sharing takes place as a result of collective bargaining

The collective bargaining skills of labor leaders will be improved

**Indicator:** New and renegotiated collective bargaining agreements will reflect improved bargaining skills

**Program Activities:**

In order to improve the collective bargaining skills of CETU affiliates, the Solidarity Center will support the development of a collective bargaining curriculum and training materials. Materials will include discussion of research and data collection in preparation for collective bargaining and a variety of negotiating techniques and strategies.

**Summary of Program Activities this Year:**

The Solidarity Center organized a seminar for sixteen branch unions of CETU. A total of 47 men and 3 women participated in this session.

**Status of Indicators:**

Government, employers and workers are taking a more realistic and practical approach with regard to the different needs of various partners in the industrial relations system

**Analysis of Progress toward Program Result:**

After years of Marxist-Leninist rhetoric and a communist type trade unionism, CETU is succeeding in establishing itself as a credible workers' organization. Program activities have contributed in reestablishing internal democracy that allows active participation of members in trade union activities like collective bargaining.

**Rating of Progress toward Program Result: 3**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Result 4 Civil society**

(IR1.2): Trade unions have an improved institutional capacity to carry out their representational function

Union members' awareness of the precepts of democracy and good governance will increase

**Indicator:** Union members' level of active participation will increase, as will demands for improved accountability and increased responsiveness of elected officials to their constituents. These values will be echoed in union members' attitudes toward their government.

**Program Activities:**

The Solidarity Center will increase the understanding of the basic values of democracy through training of trainers in the use of the Democracy for Trade Unions materials. Twenty trainers will be trained in a two week course aimed at promoting trade union democracy and unity, and an appreciation of the role of trade unions in democratic societies.

**Summary of Program Activities this Year:**

The Solidarity Center organized one workshop on democracy and governance, followed by an organizing workshop and campaign, using the internal democratic system within CETU affiliates.

**Status of Indicators:**

Program activities conducted have contributed to strengthening CETU.

**Analysis of Progress toward Program Result:**

CETU's new democratic approach allows the organization to reach out to areas that have been neglected in the past. Active individual participation and the regional action plan designed to reactivate union structures will encourage greater member participation in trade union activities. As program activities stressed the notions of accountability, transparency and equality, CETU has become more responsive to affiliates' needs and more responsible to its membership. The quality and scope of program activities have led the government more to send participants from one of its ministries.

**Rating of Progress toward Program Result: 3**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Effects of Constraints/Modifications:**

The size of the country, CETU's limited resources and the Center's own limited funding level do not allow much of the multiplying effect that is expected with program activities. Very good and effective programs will be limited to accessible areas, thus excluding potential unionization and large scale participation in the country's still fragile democratization process.

**Summary of Other Labor Accomplishments:**

The transportation union made use of USAID Mission funds to conduct a very effective HIV/AIDS campaign for drivers and passengers. CETU affiliates are contributing to funding of the major part of the expenses related to the workshops.

**Overall Program Status and Future Trends:**

Similar approaches to labor education and training will continue in 1998 and will focus on promoting self-sustained programs for an ultimately self-reliant organization.

**Summary of Counterpart/In-kind Contributions:**

Union personnel time and salaries	5,100
Lost wages	1,500
Transportation	1,600
Union office space	1,400
Total	\$ 9,500

**Result 1 Civil Society**

**(IR1 2):** Trade unions have an improved institutional capacity to carry out their representational function

The TUC will acquire an in-house research capability that will allow it to produce timely data to support TUC objectives

**Indicator:** Research reports for use in negotiations with employers and discussions with representatives of the national legislature will be published and distributed on a quarterly basis

**Program Activities.**

The Solidarity Center will assist the TUC to develop its in-house research capabilities, which will reduce the cost of research to the federation in the long term, and provide it with information needed for organizing, bargaining and monitoring government performance. The Center will fund the salary of a research coordinator for the first 18 months of the program, and the training of six research officers, two from the TUC and four from the affiliates. The Center will provide a computer, printer and computer training, without which the research department would not be able to function. The equipment will be used to track data and produce four quarterly research publications in 1997. Some of the materials produced by the research department will be used to organize women and promote gender equity.

**Summary of Program Activities this Year:**

A male research specialist who was the former director of the Policy Analysis Division in the Ministry of Finance and an economics professor at the national university was hired for twelve months as the director of the TUC Research Department to direct research activities and to train his replacement and three other research assistants. Training objectives and work assignments have been established and work has begun.

Computer equipment and materials for the creation and duplication of reports have been purchased. The equipment is operational and the most recent publications of the Research Department will be printed in the first quarter of 1998, and distributed to the TUC, concerned affiliates, government and employers.

Quarterly meetings for the Research Director and the TUC leadership allow them to report on progress, clarify facts on past research/interpretation, modify the next quarterly work schedule, promote the exchange of ideas on the application of the research and propose workable solutions that the unions can support for the benefit of their members. These meetings also demonstrate to the union leadership the value of macro and micro application of the research findings.

The Research Department is presently staffed with five persons, all of whom are men.

**Status of Indicators:**

The publication in July by the TUC of a report on the Value Added Tax (VAT) has allowed the national unions to rally around the TUC's rejection of an increase in the VAT. A similar published statement on rejecting a proposed increase in electricity rates has resulted in a three month moratorium at the former rates, during which the unions will muster the support and facts to demonstrate that most of the population cannot afford an increase under the current wage structure. The application of research started in 1996 bore fruit when the minimum wage was increased even though less than five percent of the union rank & file are minimum wage earners. Additional publications are due in the first quarter of 1998.

**Analysis of Progress toward Program Result:**

The rejuvenation and expansion of the Research Department is progressing smoothly and according to schedule. The TUC and affiliates, as more accurate and timely information is available to them, are increasingly able to apply this information to their work and thus integrate research findings into their negotiation strategies. The

trainees and director-designate have proven capable and motivated and will continue to perform at a high level of competence with the increasing work loads that will be given to them. The phase-over to the new director will start in September 1998, when the current director will complete his sabbatical and return to the university. The current director will serve as a part-time consultant to the project in the September to December 1998 period.

**Rating of Progress toward Program Result: 3**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Result 2 Civil Society**

(IR1.2): Trade unions have an improved institutional capacity to carry out their representational function

Women trade unionists in the TUC and its affiliates will participate in education programs and leadership positions at an increased rate

**Indicator:** The number of female shop stewards will increase  
Collective bargaining agreements will deal more effectively with gender-related issues

**Program Activities:**

The Solidarity Center will support the TUC program to provide increased awareness of women's issues and of their unions, and managerial training to trade union women. This training will prepare them to be more active union members and make them better qualified for union office. The program will begin with a five day seminar for 30 participants. The seminar will identify themes and training targets, and will result in a plan for the remainder of the year. Follow-up seminars in four regions will provide awareness and management training to 30 participants each. Additionally, the TUC will hold a series of ten, one-day workshops for trade union men and women on gender issues. The aim of the workshops is to promote a policy environment within the TUC and its affiliates which will increase the participation of women in the unions. Publications and information encouraging women to join unions and promoting more representative leadership will be produced by the research department for use in this program.

**Summary of Program Activities this Year:**

Five hundred and seventy-one trade union members (325 women) participated in 16 Women's Department-sponsored activities in 1997. A five-day Planning Workshop for four men and 26 women in August established the training priorities, target groups and implementation schedule for the remainder of the year for the Women's Department. This resulted in four five-day regional Leadership Skills-Development Workshops for 100 women, and 11 one-day Joint Workshops for 242 men and 199 women, all of them representing the TUC and affiliates. The first workshops allowed women to develop needed skills to qualify them for leadership positions within the unions, while the second series of workshops demonstrated to men women's capability as leaders and developed strategies to increase the number of women leaders within the union.

**Status of Indicators:**

More women have demonstrated an interest in running for elected positions on the shop floor, and female colleagues have become more trusting of women leaders. Men are also interested in having women join and represent them as shop stewards and union officers. All contracts that have been negotiated in the past twelve months contain gender-neutral terminology. There has been a rise in the number of sexual harassment cases reported by the union to the employer for resolution.

**Analysis of Progress toward Program Result:**

As a result of this multi-year program and pressure applied by the Women's Department and female leaders within the union, the TUC and affiliates have established a 30% target for women in elected positions by the year 2000. The TUC has increased its budgetary allocation for Women's activities and is committed to seeing that women serve the union in all departments, and not just the Women's Department. As women begin to be elected to the grass-root level positions, their numbers will begin to be felt at regional and then national levels. The women are

excited about these opportunities and anxious to acquire the skills that will enable them to seize these new opportunities

**Rating of Progress toward Program Result: 3**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Effects of Constraints/Modifications:**

The delay in the availability of funding forced the TUC to delay the start of the research program and to concentrate a number of workshops in a short time whereas more spread out scheduling of these workshops would have permitted better preparation and participation by the best resource persons. The TUC is also being forced to use some of their resources to fight-off, successfully to date, an effort by several autonomous unions, informal sector associations and break-away groups of existing national unions to create a second national trade union center.

**Summary of Other Labor Accomplishments:**

The TUC has been able to maintain executive positions in two important pan-African trade union organizations, ICFTU/AFRO and OATUU. The TUC is also one of the African workers representatives in the ILO governing body. The TUC's international stature also warranted an invitation to the Commonwealth Summit in Scotland, the ACP/EU Summit in Belgium, and a business/investment forum in Singapore. The TUC was able to successfully organize the Workers Investment Trust Company, which acquired the Korfidua Guest House/Hotel in 1997, thus earning revenue for the trust while saving jobs.

**Overall Program Status and Future Trends:**

Both the Research and Women's Departments are making great strides and taking the TUC and their affiliates with them. The Research Department is headed by a capable and energetic man who is working with capable trainees who are anxious to learn and build the department into a vibrant and essential asset of the TUC and the labor movement in Ghana. Sound research has demonstrated in the past that reality faced by workers is very different from what is provided as "fact" by the state. Independently researched and documented information is a sound basis from which unions can best serve their members, and the Research Department is on its way to developing the capacity to obtain, decipher and interpret the information the unions need to achieve their goals.

**Summary of Counterpart/In-kind Contributions:**

Staff time donate	2,027
Space provided	1,250
Secretarial services	325
Materials/photocopying	132
Total	3,734

**Result 1 Civil Society**

(IR1.1): Trade unions are financially viable and self-sustaining

**Economic Growth**

(IR5 1). Economic gain-sharing takes place as a result of collective bargaining

An increased number of workers will be organized and covered by collective bargaining agreements in selected sectors. The workers covered by such agreements will be actively involved with the planning, implementation and replanning process upon which organizing campaigns will be based.

**Indicator** The number of new collective bargaining agreements will increase over prior periods  
There will be an increase in the number of newly organized workers covered by collective bargaining agreements

**Program Activities:**

The Solidarity Center will train a cadre of COTU facilitators in strategic planning methodology, with a particular emphasis on developing strategies for organizing and collective bargaining. During the course of 1997, those facilitators will plan and implement a strategic planning process for three COTU affiliates. The strategic planning cycle will include a seminar using organizing as a focus theme, an organizing campaign and two subsequent strategic planning follow-up sessions.

**Summary of Program Activities this Year:**

Under the six month period considered, the Solidarity Center conducted one training of trainers workshop in strategic planning for the Amalgamated Metal Workers' Union, Scientific Workers' Union, Engineers Workers' Union and Petroleum Workers' Union. This session was followed by nine strategic planning and evaluation workshops for the same unions. Thirteen one day training workshops were organized in collective bargaining technics for COTU affiliate negotiators. Four organizing workshops for the affiliates' key organizers were also held. One organizing workshop was specially held for COTU women to upgrade their organizing capacity and increase their membership. The Center sponsored two seminars on harmonization of labor standards for the East African Trade Union Council(EATUC) affiliated federations of Kenya, Tanzania and Uganda. A total of about 335 men and 32 women participated in these activities.

**Status of Indicators:**

Following a preparatory seminar, nine strategic planning workshops were conducted. These were followed by organizing workshops and recruitment drives. The 13 day negotiators training workshops provided the required skills and technique that were used to achieve new collective agreements. The one to three day organizing workshops also provided adequate strategies for recruiting additional members, including women, in the various COTU affiliated unions.

EATUC is also gaining more recognition from member unions, governments and employers' organizations.

**Analysis of Progress toward Program Result:**

Considering the political environment in which the Kenya trade unions must operate and conduct their labor education for greater union and worker participation, the progress made so far provides greater confidence for COTU affiliates and membership. Increased membership was achieved through effective organizing drives based on well designed strategies and targeted sectors. Collective agreements signed reflect the quality of negotiations characterized by skilled and well informed negotiators and adequately targeted sectors for good results.

**Rating of Progress toward Program Result: 3**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Result 2 Rule of Law**

(IR2.4). Internationally accepted labor rights and standards adopted and enforced regionally and internationally

Labor standards and codes of conduct in East Africa will be and adopted by governments, employers and trade union federations

**Indicator.** The East African Co-operation based in Tanzania will cooperate with the East African Trade Union Consultative Council (EATUCC) in efforts to enforce labor standards in East Africa

**Program Activities:**

The Solidarity Center will work with the East Africa Trade Union Coordinating Council to develop strategies to improve minimum labor standards in the region. Funding will be made available for the publication of worker rights background documents and for two regional workshops on worker rights in East Africa.

**Summary of Program Activities this Year:**

In February, EATUC played a major role in the harmonization of labor legislation conference held in Uganda for the East Africa Cooperation (EAC). The conference was used as a platform to promote regional cooperation, particularly, economic cooperation and the harmonization of minimum standards with regard labor. The two meetings held in Arusha and Nairobi after the Uganda meeting contributed in gaining greater recognition for EATUC within EAC and laid down the ground work in preparing a work plan for 1998.

**Status of Indicators:**

The concept of labor standards has been recognized by the East Africa Community that has become East Africa Cooperation (EAC). EATUC is also recognized and accepted as a partner and a player within the region.

**Analysis of Progress toward Program Result:**

EATUC made a significant progress in gaining recognition as an important regional labor organization pressing for labor legislation changes that protect workers within the EAC. It has become active participant in national and regional efforts of its affiliated federations. But EATUC is still far from achieving and enforcing standards at the regional level.

**Rating of Progress toward Program Result: 3**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Result 3 Governance**

(IR4.1). Government officials are held accountable for their actions by workers, unions and partner organizations

Kenyan trade unions will have better established internal democratic practices, and will be more effective participants in the democratic processes of their country.

**Indicator:** Central Organization of Trade Unions (COTU) affiliates will participate in promoting democracy and good governance in Kenya  
The teachers' union will participate in revising the civic education curriculum in the nation's schools  
Trade unions will participate effectively in tripartite bodies  
Trade unions will protest undemocratic and corrupt forces which limit political and economic rewards to a small minority of the population  
The number of women delegates to trade union elections will increase  
Trade union publications will include democracy and governance articles as a regular feature

**Program Activities:**

With the assistance of the American Federation of Teachers, the Solidarity Center will train a group of COTU trainers in the use of the Democracy for Trade Unions materials. These trainers will then facilitate a series of five democracy and governance seminars for COTU's larger affiliates. Strategic planning methods will be used to identify and monitor ways in which trade unions can strengthen democracy. The final activity in 1997 will be a planning and evaluation seminar which will review the results of the year's program and develop an implementation plan for subsequent years.

**Summary of Program Activities this Year:**

No activities were conducted in 1997.

**Status of Indicators:**

Not applicable.

**Analysis of Progress toward Program Result:**

Not applicable.

**Rating of Progress toward Program Result: 1**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Effects of Constraints/Modifications:**

The country's political environment was adversely affected by government activities in 1997, an election year. Government unwillingness to institute constitutional reform and its obstruction of civic education programs impeded most democracy and governance related programs. Political unrest, violence, and government intimidation of pro-democracy forces and undue political interference in trade union affairs were obstacles to democracy and programs and other trade union activities. Despite these constraints, internal trade union democracy was addressed through the strategic planning workshops. The dismissal of the head of COTU's women department hampered the implementation of women's programs.

**Summary of Other Labor Accomplishments:**

The Kenya National Union of Teachers' (KNUT) strike to press for decent wages and better working conditions was a very successful labor action. It yielded a better contract for teachers and demonstrates good trade union strategy for effective participation in public policy. While membership grew from 165,000 to 220,000, the labor action also showed increased and effective membership participation and responsive leadership to constituents' needs. Even though the COTU general secretary was elected to Parliament, it is speculated that his trade union activities were obstacles to a cabinet appointment. COTU has been actively involved in negotiating the reinstatement, with full back pay, of 30,000 striking non-unionized public health nurses who were recently dismissed.

Tripartite partners have recognized EATUC as a regional workers' organization and have agreed to formally work with its representatives. The final document of the EAC Ministers of Labor and other interested parties meeting in Arusha recommended recognition of EATUC within the framework of EAC.

**Overall Program Status and Future Trends:**

With the exception of the democracy and governance programs that could not be conducted as a result of the political climate, Kenya programs are being implemented as planned. The constitutional reforms and the December general elections should provide adequate political space for democracy and governance related activities. Kenyan workers and their trade union organizations are certainly going to continue to participate actively in the democratic process and trade union activities like collective bargaining, organizing, and expressing their views within the framework of freedom of association and freedom of expression as guaranteed in the constitution of the country.

**Summary of Counterpart/In-kind Contributions:**

COTU and affiliate staff time donated	3,700
Lost wages	2,400
Organizing and secretarial	600
Union office space, conference room	500
Transportation	800
Total	\$ 8,000

**Result 1 Civil Society**

(IR1 2): Trade unions have an improved institutional capacity to carry out their representational function

An OTM-CS planning process will provide vision and direction to trade union programs

**Indicator** An action plan will be written and adopted as a product of the strategic planning process

**Program Activities:**

The Solidarity Center will assist OTM-CS to conduct a national program for federation leadership and affiliates to draw up a national plan of action. The emphasis will be on strengthening the structures of OTM-CS and its affiliates to achieve self-reliance, to increase participation in civic debates and exert influence on government policies.

**Summary of Program Activities this Year:**

The Center provided support to OTM-CS to carry out a national strategic planning workshop to set future goals for the federation. Special emphasis was placed on organizing in sectors and regions having low union participation. A plan of action was drawn up which is designed to strengthen the federation's self-reliance and effective participation in public debate. A total of 33 men and eight women from the federation and its affiliates participated in the workshop.

**Status of Indicators:**

The participants, who included top OTM-CS leaders, produced an action plan for presentation to the federation's executive board.

**Analysis of Progress toward Program Result:**

The concept of strategic planning, new to OTM-CS, will help focus the federation's attention on the most effective ways of strengthening the organization. The federation will be in a position to have a comprehensive approach to its objectives of self-reliance and participation in public debate based on benchmarks and a time line. It will provide them with an evaluation mechanism at the various stages of the plan. The plan is going to help OTM-CS continue to rid itself of the government and ruling-party patronage and become an increasingly independent worker's organization.

**Rating of Progress toward Program Result: 3**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Result 2 Governance**

(IR4 2): Worker representatives participate in oversight or advisory bodies

(IR4 3): Trade unions articulate publicly their concerns about government policies and actions

A union-led coalition of civic groups will engage in tripartite debate on social and economic policy issues and influence government action to the benefit of workers.

**Indicator:** A list of local indigenous civic organizations cooperating with OTM-CS will be produced. A national tripartite consultative forum will be established. OTM-CS economic and development positions will be published and debated within the tripartite forum, with support of coalition partners.

**Program Activities**

OTM-CS will initiate an interaction framework with civic organizations, NGOs, community groups and churches. The Solidarity Center will assist OTM-CS in conducting a workshop on the formation of pressure groups through coalition building. The emphases of the program will be on how to form these coalitions and their role in the democratic process and impact on government decisions.

**Summary of Program Activities this Year:**

The Solidarity Center sponsored a workshop on coalition building to explore ways in which the labor movement and other civic groups can more effectively work together to achieve common goals. A total of 42 men and eight women participated in the workshop. Representatives of government and various local NGOs also participated. The workshop was built around the theme of labor justice with special focus on the revision of the labor code, and the union's strategy to effectively address key political issues by making common cause with other community groups concerned with social justice. Labor justice was used as a case study in coalition building.

**Status of Indicators:**

Late funding did not allow the timely holding of the workshop. As a result, preparing the roster of civic groups and the tripartite consultative forum had to be postponed to 1998.

**Analysis of Progress toward Program Result:**

The good timing of the workshop to coincide with the parliamentary debate on the labor code, the media coverage of the sessions and OTM-CS leaders dividing their time between the workshop and parliament were used as a lobbying strategy to influence the outcome of the parliamentary debate. The lobbying that formed part of the workshop was a valuable experience for participants, as they joined forces with other groups in carrying it out. Time did not allow the workshop to set up formal and informal bodies to institutionalize such activities. However, the workshop afforded participants from OTM-CS and its affiliates the opportunity to discuss effective ways to retain as many rights as possible in the revised labor code.

**Rating of Progress toward Program Result: 2**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

**Result 3 Economic Growth**

(IR5 3): Economic opportunities for workers are expanded through education and training programs sponsored or advocated by trade unions.

OTM-CS minimum wage campaign will convince the government of the need to increase the minimum wage.

**Indicator** Minimum wage increase will be announced in government publications and the media.

**Program Activities**

The Solidarity Center will assist OTM-CS to set up committees to develop and implement a national minimum wage campaign. The emphasis of the program will be on membership awareness of the socio-economic situation of Mozambique and active membership participation in the campaign on raising the minimum wage. The experience gained will enhance unions' in-house organizing and mobilizing capabilities.

**Summary of Program Activities this Year:**

Late funding did not allow these activities to be held. They were postponed to 1998.

**Status of Indicators:**

Not applicable

**Analysis of Progress toward Program Result:**

Not applicable

**Rating of Progress toward Program Result: 1**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

**Effects of Constraints/Modifications:**

Late start of activities as a result of late funding meant that certain aspects leading to two of the results, and one result in its entirety, had to be delayed to the following year

**Summary of Other Labor Accomplishments:**

While OTM-CS has officially moved away from its long-time status as a wing of the ruling party, some ties linger. The appointment late in the year of its general secretary as governor of the country's most populous and developed province is patent example of the continued link with the government. Even though he has resigned, it is perceived as the recognition of labor's importance in the province. A new labor grouping -- not yet a federation -- *Sindicatos Livres e Independentes de Moçambique (SLIM)* was formed. It includes several unions not yet satisfied that OTM-CS has moved far enough away from the government. However, it continues to work closely with OTM-CS on issues of common concern.

The president of the cashew industry's union made a good lobbying move by meeting the USAID Mission Director to express worker's concerns with regard to the privatization of state industries, particularly the de-localization of the cashew industry in Moçambique. OTM-CS is very active in the regional trade union organization SATUCC and participated in its missions to find solutions to labor and democracy related problems in the region.

**Overall Program Status and Future Trends:**

Mozambique has moved quickly from being a Marxist-Leninist state destroyed by many years of civil war to a country fully engaged in economic development and the encouragement of democratic institutions. The trade union movement is an important participant in the process and deserves every support possible in the years ahead. Current activities are designed to contribute to achieving the overall result.

**Summary of Counterpart/In-kind Contributions:**

Staff time made available	800
Workshop preparation and supplies	200
Communications	100
Total	\$ 1,100

**Result 1 Civil Society**

(IR1.2): Trade unions have an improved institutional capacity to carry out their representational function

Economic data produced by the new research department will be used to support CNTS positions in collective bargaining and tripartite negotiations

**Indicator:** Research department records will document requests for data, and the purposes for which the data was used

**Program Activities:**

In 1997, activities will include computer training for the personnel of the research department. A five-day workshop will enable research officers of CNTS and its affiliates to share information and devise a global strategy and guidelines for the federation's newly-established department. The department will produce at least two research papers for use by CNTS and its affiliates in their negotiations.

**Summary of Program Activities this Year:**

Thirty six CNTS members, six of them women, participated in this program in 1997. Six staff members (one woman) of the Research Department whose salaries are subsidized by the program started computer training according to their computer literacy levels and program needs and requirements. All will complete the training programs at the start of 1998. Materials and supplies for the operation of the department were purchased. Two thousand five hundred copies of the department's history of the African and Senegalese labor movement were printed and distributed. A five-day Economic Research Workshop was held in Dakar for 25 men and 5 women from the CNTS and affiliates' research departments to upgrade their skills in preparation for future research projects of the federation and the national unions. The participants will be involved in the collection and study of data and will work to apply the findings of the research to their negotiations with employers for the benefit of the rank-and-file members.

**Status of Indicators:**

The Research Department publication on the history of the Senegalese labor movement was printed and partially distributed. Current research projects are due for publication at the end of the first quarter of 1998.

**Analysis of Progress toward Program Result:**

The fiftieth anniversary of the historical railway strike that marked the beginning of the African trade union movement in Senegal allowed the CNTS to present its history, which was prepared by the Research Department, at an opportune time. All too frequently, the unions have had to rely on government-supplied statistics, which have not always been accurate nor politically neutral, which has handicapped the union in their negotiations with employers. Unions are better prepared today to undertake their own research and apply their findings to their work and the CNTS Research Department is expected to lead the way to achieve the desired results. Once the researchers complete their training and become increasingly familiar with research methods, they will be in a position to fully provide service to the Research Department.

**Rating of Progress toward Program Result: 2**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Result 2 Civil Society**

(IR1.2). Trade unions have an improved institutional capacity to carry out their representational function

A new union publication will improve the internal communications capacity of UNSAS, and allow it to reach out to potential new members

**Indicator.** UNSAS publications department records will document production and dissemination of the publication

**Program Activities:**

The Solidarity Center will support UNSAS in developing a simple trade union publication which will be used for communications with members and as a recruitment tool. Training will be provided to UNSAS publications officers to improve their production and distribution skills. In addition, the Solidarity Center will fund the first three issues of the trade union publication in 1997.

**Summary of Program Activities this Year:**

A three-day Publications Workshop for 23 men representing the Press & Information departments of UNSAS and affiliates signaled a concentrated effort by the union to use the media as an informational and organizing tool. The workshop outlined the types of articles and reporting procedures expected of the affiliates and the regional offices in order to publish a union newspaper on a quarterly basis in 1998. The end of the workshop coincided with the release of the most recent copy of the UNSAS newspaper. 1,500 copies of the eight-page journal were printed. The news covered the most recent organizing campaign, interviews with labor leaders and a report on recent negotiations. The workshop participants were able to review and comment on the issue as part of their course work which provided them with a good idea of what is expected for future publications.

**Status of Indicators:**

One edition was printed and distributed in 1997 and more are planned for 1998. Circulation of the eight-page newspaper will increase from 1,500 to 2,000 in 1998.

**Analysis of Progress toward Program Result:**

UNSAS and several of its affiliates have a plethora of qualified officers and members who can contribute to an excellent and informative newsletter which will educate, inform and recruit new members. The paper will also rely greatly on the input of the affiliates and regional officers, who are interested in providing this information, and UNSAS will have to see to it that articles are provided in a timely fashion so that they can be used in a regular publication. The response to the first issue has been positive among the rank-and-file, officers and the general public, so it is expected that UNSAS will take advantage of the momentum mustered so that this high-quality journal continues to be prepared and circulated regularly to keep members informed and non-members interested in joining the union.

**Rating of Progress toward Program Result: 2**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Result 3 Civil society**  
**(IR1.1)** Trade unions are financially viable and self-sustaining

The number of newly organized women workers and youth will increase

**Indicator** Membership rolls will demonstrate an increase in women and youth membership numbers

**Program Activities:**

The Solidarity Center will sponsor a five-day workshop for 25 organizers from UNSAS and its affiliates. The initial session will be devoted to devising a national organizing strategy, and training the organizers in organizing techniques.

### **Summary of Program Activities this Year:**

A five-day Organizers Workshop was held for 34 male representatives of UNSAS and its affiliates in Richard Toll, a large agricultural area far away from Dakar. The workshop covered organizing techniques and upgraded the skills of those responsible for the organizing campaigns of UNSAS and its affiliates. As a young organization, UNSAS will have to dedicate a lot of resources to increase its membership base. This program tied in with the publications project described above as one of the two principal methods for preparing UNSAS to increase its membership and to encourage autonomous unions to affiliate.

### **Status of Indicators:**

As the follow-up organizing campaign was started at the end of the year, statistics on the number of new members are not yet available. The organizers feel that they are now better prepared to do their jobs. They have received many offers to talk to groups of workers about the union but how successful these talks will be has yet to be documented.

### **Analysis of Progress toward Program Result:**

It is premature at this time to ascertain the effectiveness of the organizers who were trained and the final result their efforts will have on membership rolls. However, along with the support of the UNSAS publications the newly trained organizers will be able to make inroads in attracting new members, especially in areas where the union already exists, and where they will be concentrating their efforts. Once membership rolls are higher, UNSAS will be in a position to consider employing permanent organizers who can start the more difficult task of organizing in areas where there is no union representation and employers are hostile to unions.

### **Rating of Progress toward Program Result: 2**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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#### **Result 4 Governance**

**(IR4.3).** Trade unions articulate publicly their concerns about government policies and actions

#### **Rule of Law**

**(IR2.3).** National labor codes, reflecting internationally accepted labor rights and standards, are adopted and enforced equitably

CNTS and UNSAS joint assessment of the labor code revision will be presented to the government as a recommendation, and will result in modification of the government position.

**Indicator:** The government of Senegal will organize a public airing on proposed revisions to the labor code. Modifications in the government position will be announced in government publications.

#### **Program Activities:**

CNTS and UNSAS will organize and participate in a 3-day conference where legislators, lawyers, academic specialists and employers' representatives will debate the issue of the revision of the labor code, and draft recommendations to be brought to the attention of the government of Senegal.

### **Summary of Program Activities this Year:**

The joint CNTS and UNSAS conference on the Labor Code has been postponed until both parties can agree on the best approach for having the Labor Code amended.

### **Status of Indicators:**

Not applicable.

**Analysis of Progress toward Program Result:**

After several years of preparation, including three different internal conferences, CNTS is just about ready to move on this issue which includes discussions with the government and the members of the National Assembly. UNSAS is not nearly as prepared and feels that more time is required for them to fully participate in this action that will unify the labor movement in Senegal. As strategies and options differ between the two organizations, more time is required to prepare for this conference.

**Rating of Progress toward Program Result: 1**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Effects of Constraints/Modifications:**

The unavailability of funds during the first half of the year, coupled with a concentrated work load by the coordinating regional office kept the two federations from starting activities until the fourth quarter of the year. A smooth funding process would have minimized many of the problems encountered as more preparation time would have resulted in a higher quality program and publication. This is particularly true when most of the work is done with voluntary staff members who are not available at all times for union activities.

In the past, the shortage of qualified full-time personnel at CNTS has limited the successes of the Research Department which is now being addressed but CNTS will have to demonstrate how its investment in research positively affects contracts and conditions of work to successfully implement this project.

UNSAS is a young federation that is filled with enthusiasm and dedication while lacking in focus and the efficient use of existing resources. Its structure is highly centralized relying on a few key individuals which, at times, impedes the progress of certain departments and the mandate they have to serve. Many of these difficulties will be minimized as the organization matures and smoother operational structures are found and put into operation. In the meantime, UNSAS' successes will hinge on its ability to concentrate its resources on a given target that has been appropriately selected in light of its level of development.

UNSAS' Head of the Press & Information Department is capable, qualified and motivated, but as an unpaid part-time staffer, it is understandable and foreseeable that he will not be able to achieve all that UNSAS hopes to achieve through the publication of their newspaper.

As all of the UNSAS organizers are voluntary and holders of full-time jobs outside of the union they will be hard-pressed to contribute the necessary time and effort to sustain a successful membership drive.

**Summary of Other Labor Accomplishments:**

The Secretary General of the CNTS was re-elected as the president of the pan-African affiliates of the ICFTU, in the AFRO congress in Dakar in May. CNTS was also represented at the Francophone Summit in Hanoi, Vietnam, in November. CNTS has established a multi-union coalition that plans to act on a number of labor issues and to create a two-year post-secondary level night school for trade unionists and personnel managers at the start of 1998.

The national teachers contract was renegotiated in 1997, and signed by CNTS and UNSAS. The contract restructured the categorization of grades and slightly increased salaries in some of the grades, but failed to achieve an increase in allowances that was targeted.

**Overall Program Status and Future Trends:**

Progress toward achieving results is slow but steady. However, with continued support of the Solidarity Center, both national unions are expected to achieve the targeted results within the life of the grant.

**Summary of Counterpart/In-kind Contributions:**

Staff time donated	1,433
Space provided	1,107
Secretarial services	254
Use of vehicles/transportation	842
Materials/photocopying provided	17
Total	\$ 3,653

**Result 1 Civil society**

(IR1 1). Trade unions are financially viable and self-sustaining

Increased knowledge of civics will lead to greater participation of rank and file union members in the political process

**Indicator.** Evaluation data will show increased participation by graduates of the civic education program

**Program Activities:**

The Solidarity Center will sponsor a five-day national training seminar in the use of recently developed civic education materials to 30 trade union activists from throughout the country. Upon completion of the training, the participants will organize a series of 20 workshops at the local level. 1,000 workers will be trained in the 1997 program

**Summary of Program Activities this Year:**

Due to the general strike since the illegal seizing of power by the military junta in May 1997, the SLLC is refusing to engage in any official activities until the legitimate civilian government is returned to power. Thus, no in-country activities were conducted in 1997. The Solidarity Center has assisted SLLC Secretary General Kandeh Yilla to travel to the United States to bring first hand information to members of the U S Congress, the Department of State, USAID, the National Endowment for Democracy as well as the AFL-CIO, its affiliates and other groups representative of the American civil society. The Solidarity Center has also supplied the federation with a fax machine so the free labor movement can communicate when electricity is restored

**Status of Indicators:**

Not applicable

**Analysis of Progress toward Program Result:**

Not applicable

**Rating of Progress toward Program Result: 1**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Result 2 Civil Society**

(IR1.1): Trade unions are financially viable and self-sustaining.

(IR1 2): Trade unions have an improved institutional capacity to carry out their representational function

The SLLC will develop specific organizing skills and strategies for reaching women in the informal sector

**Indicator** Union membership records will demonstrate an increase in the number of women members as well as in women as a percentage of overall union membership

**Program Activities**

The SLLC will engage in an organizing program targeted at women workers, particularly in the informal sector. The Solidarity Center will sponsor the first activity of the program, a national seminar which will bring together organizing directors from SLLC affiliates and women activists to develop a nationwide organizing strategy

**Summary of Program Activities this Year:**

No activities were conducted this year

**Status of Indicators:**

Not applicable

**Analysis of Progress toward Program Result:**

Not applicable

**Rating of Progress toward Program Result: 1**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Result 3 Civil Society**

(IR1.2) Trade unions have an improved institutional capacity to carry out their representational function

**Governance**

(IR4.3) Trade unions articulate publicly their concerns about government policies and actions

The federation will improve its internal and external communications by establishing a new trade union publication

**Indicator:** An informal poll of union members and others will demonstrate familiarity with union publication and union position on issues

**Program Activities:**

The Solidarity Center will support the development of a trade union publication which will feature regular editorials on national policy and legislative issues. The SLLC will produce four quarterly editions in 1997

**Summary of Program Activities this Year:**

No activities were conducted this year

**Status of Indicators:**

Not applicable

**Analysis of Progress toward Program Result:**

Not applicable

**Rating of Progress toward Program Result: 1**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Result 4 Economic Growth**

(IR5.3) Economic opportunities for workers are expanded through education and training programs sponsored or advocated by trade unions

Sierra Leonean workers will have opportunities for better wages, positions and quality of life

**Indicator:** SLLC literacy program records will document improvement in conditions for graduates of literacy training

**Program Activities:**

The SLLC will continue its workplace-based literacy training. The Solidarity Center will supply materials and instructor costs for the program, which will reach 600 students in 1997. The literacy program will also serve as an organizing tool, demonstrating to potential members the types of services available through the unions.

**Summary of Program Activities this Year:**

No activities were conducted this year

**Status of Indicators:**

Not applicable

**Analysis of Progress toward Program Result:**

Not applicable

**Rating of Progress toward Program Result: 1**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Effects of Constraints/Modifications:**

Although an agreement has been negotiated and signed concerning the return of the civilian government by April 1998, the military junta that illegally seized power in May 1997 remains in power. As long as this condition persists, the SLLC is calling on its members to stay at home and refuse service of any kind to the junta. This has led to a general strike by virtually all of the formal sector workers with the exception of a minority of government workers, which has stopped all normal operations in Sierra Leone. In support of the SLLC's courageous stance, the Solidarity Center has stopped all in-country activities until the SLLC calls for a resumption which is conditioned upon a return to civilian rule and the return to a democratic way of life. Unfortunately, progress towards the steps that will allow the junta to step down and turn the government over to President Kabbah are experiencing delays and doubts are now being voiced that the 22 April deadline will be met. An ECOWAS boycott has kept many needed goods and foodstuffs from entering the country which has intensified the problems experienced by the majority of the population. SLLC and its affiliates are doing all that they can to persuade the ruling junta to follow the guidelines of the peace agreement in order to alleviate the suffering of their population and return the country to civilian rule.

**Summary of Other Labor Accomplishments:**

SLLC's leadership is valiantly attempting to sustain the membership's resolve to resist the military junta. Despite numerous attempts to coerce or terrorize individuals into joining the junta, the SLLC has maintained a steady and constant policy of refusing to deal officially with the junta. However, SLLC is working inconspicuously with other civil society groups to restore democracy. The SLLC has organized several personal and private contacts with key elements of the junta to educate and explain to the uneducated young men who lead the junta why a democratic future holds the best promise for them and all of Sierra Leone. There are not any other elements in society who are willing to undertake this task of educating them while resisting their offers to share in the spoils of their victory. As a result of this and their continued efforts to restore democratic rule, the SLLC is an extremely well respected organization in Sierra Leone and worldwide for its fair and uncompromising position and is regarded as the advisor and spiritual leader of the resistance movement.

**Overall Program Status and Future Trends:**

Under current SLLC policy, activities cannot commence until after the return of the former civilian president, scheduled for April 22, 1998. If the transition occurs as planned and to the satisfaction of SLLC, activities could be begun in the second quarter of 1998, as SLLC interested in the joint activities that have been planned.

**Summary of Counterpart/In-kind Contributions:**

Office space	600
Total	\$ 600

**Result 1 Civil Society**

(IRI 1) Trade unions are financially viable and self-sustaining

(IRI 2) Trade unions have an improved institutional capacity to carry out their representational function

An increased number of workers will be organized into selected TFTU affiliates and covered by collective bargaining agreements

**Indicator** The number of newly organized workers will increase by 20,000, with 10 new collective bargaining agreements negotiated

**Program Activities:**

The Solidarity Center will assist the TFTU to develop a strategic planning approach to organizing and contract negotiation. Building on the seven AALC-sponsored strategic planning seminars conducted for the TFTU and its affiliates in 1995 and 1996, the 1997 program will include a series of planning events with organizing as the focal point. Under this program, three strategic planning sessions will be held. The program provides also for three follow-up sessions to be conducted at the end of each 90-day implementation period.

The TFTU will combine strategic planning with organizing campaigns for its affiliates. The Solidarity Center will assist three TFTU affiliates to develop and implement campaigns for their industrial sectors in 1997. The program will emphasize the recruitment of new members and the activation of member and union participation in order to improve the viability of the affiliates. The program will also include an evaluation at the end of the 90-day implementation to assess the impact of the program.

**Summary of Program Activities this Year:**

During the six month period under consideration, the Solidarity Center conducted one training of trainers workshop in strategic planning for the Tanzania Federation of Trade Unions (TFTU), and three strategic planning workshops for Plantation and Agricultural Workers Union (PAWU), Local Government Workers Union (LGWU), Railway Workers Union (RWU) and Conservation and Domestic Workers Union (CDWU). One organizing workshop was conducted for PAWU. The Center also supported PAWU in printing a newsletter. A total of 207 men and 71 women participated in these workshops and seminars.

**Status of Indicators:**

It is estimated that about 8,000 new members were organized during the year and over 10 new recognition agreements and collective agreements were signed during the same period.

**Analysis of Progress toward Program Result:**

As a result of the workshops and activities conducted with TFTU and its affiliates, Tanzanian unions are conducting effective organizing drives and better collective bargaining sessions. While the top leadership and staff of affiliates have better appreciation of the impact of new members on their unions, they have a vision and direction for their organizations as well as the strategies to reach self-determined reasonable and obtainable goals. The Center's support for the program enabled 11 TFTU affiliates to be actively involved in effective organizing and collective bargaining in 1997. Some 15 new recognition and collective agreements have been achieved by TFTU affiliates, while 10,000 new recruits joined their ranks.

**Rating of Progress toward Program Result: 4**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Effects of Constraints/Modifications:**

Limited funding has curtailed the Center's capacity and limited its support to the areas of organizing and democratization. Limited funding prevented substantial activities in collective bargaining. The effects of structural adjustment with the privatization of industries and global trends in employment practices rendered organizing and service to workers and union members very difficult. The rampant use of temporary and contract workers and child labor constitutes other major constraints as they hinder the creation of permanent employment for adults, particularly in the agricultural sector.

**Summary of Other Labor Accomplishments:**

As a result of programs conducted and the Center's regular contacts with TFTU and its affiliates, the federation has a better approach to labor related issues in the country. Two major affiliates of TFTU decided in their strategic plans to promote credit unions among their members. Efforts made by TFTU are attracting support from other international organizations.

**Overall Program Status and Future Trends:**

Despite the late start, the program is proceeding as expected. TFTU and affiliates will conduct ninety-day and six-month evaluation sessions. The TFTU has requested also a two-day strategic planning evaluation at their national executive committee level in July, 1998.

**Summary of Counterpart/In-kind Contributions:**

Union staff time donated	2,500
Lost wages	800
Office space, conference hall	1,000
Transportation	1,000
Total	\$ 5,300

**Result 1 Civil Society**

**(IR1 1)** Trade unions are financially viable and self-sustaining

The ZCTU and its affiliates will become more financially viable

**Indicator.** By the end of the five-year period, the ZCTU will have 27 viable affiliates  
The larger industrial unions will have adopted a 1% dues structure

**Program Activities:**

The union building program will strengthen the affiliates of the ZCTU through organizing and strategic planning. Activities for 1997 include strategic planning seminars for the commercial workers union, the clothing and textile workers, the public service workers, and the post and telecommunications union. Organizing and membership education programs for the mine workers and the transport union will promote reaffiliation to the ZCTU. Organizing and leadership training for the plantation workers and electrical workers will stress preparation of shop stewards and training in union administration.

**Summary of Program Activities this Year:**

Despite a late start, the year's activities proceeded largely as planned. A few changes were made to reflect updated priorities of the Zimbabwe Congress of Trade Unions (ZCTU). The Solidarity Center sponsored five strategic planning workshops to determine the organization's vision, to set goals and plan of action for sectorial unions affiliated to ZCTU: Commercial Workers Union (CWU), a joint session for Zimbabwe Hotel & Catering Workers Union (ZHCWU) and the Metal Workers Union (ZMWU), National Engineering Workers Union (NEWU), Public Services Association (PSA). The ZHCWU and ZMWU replaced the clothing and textile workers and the telecommunications workers unions.

Four organizing and leadership training workshops were sponsored for ZCTU's Rural District Council Workers Union (ZRDCWU), the Commercial Bank & Allied Trade Unions (COBATU), the Zimbabwe Sugar Milling Workers Union (ZSMWU) and the Zimbabwe Transport Workers Union (ZTWU). A national evaluation and planning workshop was held by ZCTU to take stock of activities held with regard its objectives. A total of 245 men and 24 women participated in these workshops.

**Status of Indicators:**

All the workshops and activities conducted highlighted the need for unions to have sufficient dues income to be financially self-sustaining and to carry out their responsibilities to members. It was stressed in particular that due to the country's inflation-prone economy, it is not practical that unions maintain fixed union dues levels that may originally have been adequate. The 1%-of-income strategy must be the goal. Given the results obtained from the various activities conducted, there is reason to believe that the five-year indicator will be fulfilled.

**Analysis of Progress toward Program Result:**

There is a growing realization within the ZCTU, the country's largest and most influential popular organization, that attention must be concentrated on organizing and increasing the financial stability of the federation and its affiliates.

**Rating of Progress toward Program Result: 3**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Result 2 Economic Growth**

**(IR5 1):** Economic gain-sharing takes place as a result of collective bargaining

ZCTU affiliates will achieve more and better collective bargaining agreements to improve worker living standards

**Indicator.** Minimum wage increments achieved through collective bargaining will be high in comparison with past years  
Fewer workers will be earning wages below poverty level

**Program Activities**

No activities were planned in 1997

**Summary of Program Activities this Year:**

Not applicable

**Status of Indicators:**

Not applicable

**Analysis of Progress toward Program Result:**

The adverse political environment did not allow for normal industrial relations. The ZCTU had not been able to engage in collective bargaining with the government as a result of strike actions to protest government economic measures.

**Rating of Progress toward Program Result: 1**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Result 3 Rule of Law**

(IR2 1): Legal framework allows for negotiation and enforcement of collective bargaining agreements

The labor code will be modified to allow organizing in the public sector and in export processing zones

**Indicator** Collective bargaining agreements will be signed in the EPZs  
Public service workers will belong to unions and participate in the collective bargaining process

**Program Activities.**

Through the worker rights program, the Solidarity Center will provide the ZCTU with the information and skills needed to advocate change in the labor law to permit organizing in the public sector and in export processing zones (EPZ). Four national seminars will be held. The first, on the EPZ Act, will include national affiliates of the ZCTU and interested community groups, and will identify strategies and tactics for demanding inclusion of trade union rights in the EPZ. The three remaining seminars will be tripartite in nature, and will be open to ZCTU affiliates, the Ministry of Labor, and other interested parties. The topics for the tripartite seminars are 1) a unified national labor code that includes public sector worker rights, 2) harmonization of labor standards within the Southern African region, and 3) a review of national and regional health and safety standards. SATUCC and the Chamber of Commerce will be invited to participate in the last two programs.

**Summary of Program Activities this Year:**

No activities were conducted in 1997

**Status of Indicators:**

Not applicable

**Analysis of Progress toward Program Result:**

Not applicable

**Rating of Progress toward Program Result: 1**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Result 4 Civil Society**

(IR1.2): Trade unions have an improved institutional capacity to carry out their representational function

A growing number of workers in Zimbabwe will become involved in the activities of their unions

**Indicator:** ZCTU Regional and District Committees will organize more national events, and there will be feedback from the grassroots on ZCTU policy  
The number of regional and district meetings will increase, involving more worker participation  
Greater numbers of women will join unions and will be recruited for leadership positions  
Distribution of programs based on membership allocation will be achieved and target participation rate (100%) in regional and district programs will be met

**Program Activities.**

The third component of the Zimbabwe program is a series of nine regional or district education programs on issues of democracy and good governance, with an emphasis on increased participation and trade union democracy. The component is designed to increase transparency, accountability and democratic practices within the national labor movement, from the rank and file shop floor through district and regional structures and national affiliates to the ZCTU national executive body. This will be done by involving trade union members and activists in regional and district seminars which will focus on democracy training.

The seminars will be conducted throughout the country with the participation of all ZCTU affiliates. In addition to training on union constitutions, parliamentary procedures (how to run a meeting), and negotiation committee procedures, the seminars will present ZCTU policies on poverty wages, export processing zones, national labor law, and other issues directly affecting workers to encourage internal feedback to the national body from the rank and file membership. Evaluations including comments, criticism and recommendations will be reviewed, analyzed and incorporated into ZCTU national strategic policy in order to ensure greater democratization through increased worker (member) control.

**Summary of Program Activities this Year:**

No activities were conducted in 1997

**Status of Indicators:**

Not applicable

**Analysis of Progress toward Program Result:**

Not applicable

**Rating of Progress toward Program Result: 1**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Result 5 Governance**

(IR4.3): Trade unions articulate publicly their concerns about government policies and actions

The trade unions will build and take part in coalitions aimed at promoting legislation in the interest of workers, and participate in other activities to promote pro-worker policies

**Indicator:** A National Consultative Tripartite Economic Committee will be established with ZCTU representing Zimbabwean workers. The ZCTU will coordinate efforts with a greater number of civic organizations in joint campaigns to influence national laws through structures such as parliamentary caucus.

**Program Activities:**

Through this program the ZCTU will join in coalition with other civil society organizations for the purpose of influencing national social and economic policy. In 1997, the activities will consist of: 1) a strategic planning program to form an economic development coalition which will

monitor the second stage of the structural adjustment program, 2) a planning workshop for the formation of an advocacy committee for labor law reform, and 3) a national tripartite leadership seminar on worker pension rights, company insolvency and social security

**Summary of Program Activities this Year:**

No program activities were conducted in 1997

**Status of Indicators:**

Not applicable

**Analysis of Progress toward Program Result:**

Not applicable

**Rating of Progress toward Program Result: 1**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Effects of Constraints/Modifications:**

The program was not able to get underway until mid-year. Also, some events did not take place as expected. Notably, the labor legislation was not revised as anticipated. More EPZs did not begin operation and the tripartite economic committee did not start to function as envisaged.

**Summary of Other Labor Accomplishments:**

Zimbabwe's economy went into tailspin during the year. The government attempted to deal with the situation by imposing onerous new taxes on already highly taxed citizens which met strong opposition from workers and the population in general. Through well organized street demonstrations, the ZCTU took the lead in protests that resulted in most of the new taxes being withdrawn. While advance permits had been obtained for demonstrations, they were nonetheless brutally repressed by security forces, especially in the capital, with the result that marshals were unable to maintain order and the marches were infiltrated by elements who went on a rampage, causing many injuries and much looting and property damage. A few days later, the ZCTU secretary general was assaulted by thugs who entered his office at the federation's headquarters. He suffered a serious head injury and required hospitalization. It is widely believed that the attack was a failed attempt on his life. At this time no arrests have been reported in connection with the crime. The shocking events had the unintended result of burnishing the ZCTU's image as the country's most effective organization for the defense of ordinary people's interests, and of raising the general secretary to folk-hero status. This is undoubtedly going to help the federation achieve its goals of solidifying and strengthening its position as a force to reckon with within civil society. ZCTU's labor action has attracted much sympathy and support from the international trade union community, as well as human rights organizations.

**Overall Program Status and Future Trends:**

Several factors coincided during the year to impede progress in the program as originally conceived. Currently the country is in a state of economic flux. To some degree the same holds true for the political environment. The Zimbabwe government is showing signs of becoming less tolerant of dissenting views on the country's direction. Should this trend continue, it seems quite possible that much of the five-year planning will now require some revision after discussions with the ZCTU. The federation has shown again that it is an indispensable organization in the country and is prepared to voice its opinion on government policies. The Center's support through effective programs will strengthen and help the federation to grow and become self-reliant.

**Summary of Counterpart/In-kind Contributions:**

Staff time made available	1,300
Union personnel services (secretarial work)	650
Transportation	255
Union office space	210
<b>Total</b>	<b>\$ 2,415</b>

**Result 1 Civil Society**

(IR1.2). Trade unions have an improved institutional capacity to carry out their representational function

An increased number of women in AFRO affiliates will be trained for more responsible roles in their national unions and federations

**Indicator** The number of women holding trade union leadership positions will increase by the end of the five year period

**Program Activities:**

The Solidarity Center will support AFRO's initiatives on behalf of African trade union women by sponsoring two women's seminars. The seminars are designed to increase the role of women in organizing and leadership and are scheduled to be held in Southern and East Africa

**Summary of Program Activities this Year:**

During the period, the Solidarity Center sponsored two seminars on capacity building in Guinea-Bissau for the União Nacional dos Trabalhadores da Guineia (UNTG) and in Tanzania for affiliates of the Tanzania Federation of Trade Unions (TFTU). The seminars focused on increased involvement of women in trade union affairs and active participation in trade union activities. Special emphasis was placed on improving the knowledge of women trade union leaders. It focused also on women acquiring leadership skills and increasing participation in the democratization process. A total of 43 women from the women committees of their national centers participated in these seminars.

**Status of Indicators:**

The number of trade union women is steadily increasing. More women are holding elected positions within their unions as vice-presidents, secretaries general, deputies, and finance secretaries.

**Analysis of Progress toward Program Result:**

The Solidarity Center has been supporting AFRO's efforts to encourage and increase the participation of women in trade unionism in Africa. The results obtained are the consequence of more program activities that are focused not only on women, but are geared toward skill development for effective participation in trade union activities like education and organizing. AFRO's policy to have at least 30% women participants in labor education activities has encouraged more women to participate in trade union activities at national, regional and international levels. This policy is an effort to democratize labor education. This policy is part of AFRO's comprehensive initiative on gender and equality called Gender Perspective Project. The objective is to bridge the education and participation and leadership gaps between trade union men and women. Practicing what it preaches, at AFRO's congress held in Dakar in 1997 26% of participants were women, while 40% of the various committees (credentials, standing orders and resolutions) were women.

**Rating of Progress toward Program Result: 3**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Result 2 Rule of law**

(IR2.3): National labor codes, reflecting internationally accepted labor rights and standards, are adopted and enforced equitably

(IR2.4): Internationally accepted labor rights and standards adopted and enforced regionally and internationally

Trade union influence in national and regional agreements will be strengthened

**Indicator.** The number of tripartite agreements reached in the region, both formal and informal, will increase

**Program Activities:**

The Solidarity Center will join AFRO in encouraging greater participation by trade union federations in developing national and regional positions on worker rights issues. The Center will contribute to two regional worker rights seminars in 1997.

**Summary of Program Activities this Year:**

No activities were conducted in 1997.

**Status of Indicators:**

Not applicable.

**Analysis of Progress toward Program Result:**

Not applicable.

**Rating of Progress toward Program Result: 1**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Result 3 Economic Growth**

(IR5.1): Economic gain-sharing takes place as a result of collective bargaining

**Civil Society**

(IR1.1): Trade unions are financially viable and self-sustaining

Organizing programs in the export processing zones will improve the economic situation of workers and increase the viability of trade unions through increased membership and influence.

**Indicator:** AFRO reports will detail improvements in the economic situation of workers and increased trade union viability.

**Program Activities:**

The Solidarity Center will contribute to two regional AFRO conferences on organizing in export processing zones.

**Summary of Program Activities this Year:**

No activities were conducted in 1997.

**Status of Indicators:**

Not applicable.

**Analysis of Progress toward Program Result:**

Not applicable.

**Rating of Progress toward Program Result: 1**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Effects of Constraints/Modifications:**

The role of women is still considered in many parts of the world, including Africa, as being at home. A very high percentage of women are very active in urban activities like trade, despite the small percentage of women who have

access to education. They are not necessarily well informed to join forces and garner support to change this trend. As such, women's participation in the democratization process is still viewed as an exceptional role even though women constitute a very important part of the population. Lack of government policies to finance and enforce women's education is still hindering a rapid change of mentalities. In the recent general elections held in Kenya, there was much hope that more women would be elected to Parliament. Even though women were encouraged to vote for qualified women candidates, only 3 women were elected to a parliament of 143 seats compared to 5 women in the previous parliament. This is a set back for women's participation in the country's legislature.

**Summary of Other Labor Accomplishments:**

AFRO's presence as the ICFTU regional organization for Africa is felt throughout the continent. The end of the Cold War has cleared the field for more unions to join the organization. AFRO has made significant progress in terms of membership and influence. Currently it has about 46 affiliates, representing over 8 million members in 38 countries. New affiliation applications are still being examined by ICFTU-AFRO.

**Overall Program Status and Future Trends:**

Programs are on target and the Center will continue to support AFRO's activities through its programs in the areas related to women, child labor and globalization.

**Summary of Counterpart/In-kind Contributions:**

Airfare	9,600
Lodging and telephone	220
Lodging and ground transportation	400
Total	\$10,220

**Result 1 Rule of Law**

**(IR2.4).** Internationally accepted labor rights and standards adopted and enforced regionally and internationally

Worker rights and labor standards will be included in trade agreements that involve countries in the hemisphere, including the Free Trade Agreement of the Americas (FTAA), the World Trade Organization (WTO) and the Andean Pact

**Indicator:** The agendas, communiqués, preparatory meetings and press coverage dealing with trade negotiations will indicate progress on the inclusion of worker rights and labor standards in the negotiations. Eventually, the trade agreements themselves will include provisions dealing with worker rights and labor standards

**Program Activities:**

During the first year of this project, the Solidarity Center's field representative in Caracas will work closely with the Organización Regional Inter-americana de Trabajadores (ORIT) to provide training, technical assistance, information and analysis regarding the substance and progress of trade negotiations for inclusion in ORIT publications, and access to the Solidarity Center's worker rights database. The Center will assist in the preparation of media materials to encourage public discussion of the social dimension of trade integration. Such materials will focus on the Miami Summit's mandate for "raising standards of living and improving the working conditions of people in the Americas." The Solidarity Center will also support a series of activities planned with ORIT/ICFTU. These will include at least two meetings between the ORIT trade union working group and vice-ministers of trade during the vice-ministers preparatory meetings, which will be held in January and May, 1997, in keeping with the Cartagena ministers mandate that the vice-ministers keep them informed of labor matters. A "Labor Forum" will be held in Belo Horizonte, Brazil, in May 1997, just prior to the trade ministers meeting. ORIT will request that governments accord this forum the same semi-official status given to the business forum.

In addition, the Solidarity Center will provide assistance for four events involving the Andean Pact Countries of Ecuador, Peru, Columbia and Venezuela during the year. Each event will encourage a dialogue between labor, other groups in civil society, business and government to advance the idea that social provisions should be adopted and enforced in the FTAA and the Andean Pact.

**Summary of Program Activities this Year:**

The Solidarity Center continued to develop and build up partnerships with the ORIT, national and sub-regional organizations to assist with program activities. Accordingly, during the first year of this project, the Solidarity Center Program in Venezuela conducted the following activities:

The Center provided professional and technical assistance to ORIT officers and department heads in developing strategies and educational materials used to present their positions in the trade and integration conferences and meetings.

ORIT held a three-day seminar on Regional and Sub-Regional Integration Process in Caracas, August 25-27. Twenty five participants (5 women) from Central and South America and the Caribbean reviewed and analyzed the work already conducted by ORIT and its affiliates on regional and sub-regional integration processes and prepared a program of action and strategy to be implemented at the Commerce Ministerial Summit in Costa Rica and at the Presidential Summit in Chile in the months of March and April respectively. A Declaration of Commitment was adopted by the participants to promote the setting up of integration departments of the national union centers and to appoint an officer to teach and promote consciousness of economic issues and the need for social clauses in trade agreements.

ORIT reviewed a Scope of Work for the possible hiring of a Communications and Campaign Consultant who would assist ORIT in the preparations for staging united trade union action with NGOs and pro-democracy activists in preparation for the above-mentioned summit conferences.

The Center participated in a fact-finding ORIT/ICFTU Mission to Colombia in October 29-31. Twenty one union leaders (3 women) joined ORIT-ICFTU General Secretaries that met with government, NGO and pro-democracy activists and called for the end of Colombian union leader killings, the initiation of peace process and the expression of international Solidarity with the Colombian labor movement.

Technical assistance was provided to ORIT and CTV officers in preparing documents and coordinating programs for four trade union activities: the Ibero-American Trade Union Seminar on Social Clauses and Social Dialogue, November 3-4, with 90 participants (31 women), the second meeting of the Executive Board of ORIT, November 5-6, a workshop on Trade Union Structures and Organization, November 5-6, with 48 participants (13 women) and the presentation of a position paper to the Presidents and Heads of State on union positions on various labor and economic integration issues

ORIT held its first meeting for Regional Development Coordination, in Caracas, November 11-12. Eighteen representatives from 14 ORIT international cooperation-partnership (donor) organizations and eight officers and department heads of ORIT heard and discussed reports on political and economic changes, campaigns and priorities, guidelines and needs for future cooperation that were spelled out in a seven-point agenda

The Center participated in preparation for the Summit Conference of the Peoples of the Americas and Labor Summit to be held in Santiago, Chile, April 15-18, 1998, parallel to the Second Summit Conference of the Governments of the Americas, convened by ORIT, CUT/Chile and RECHIP (Chilean NGOs). Twenty-one national and international participants (9 women) from trade unions and NGOs reviewed past activities and accomplishments from Bello Horizonte to the present, discussed possible scenarios of the forthcoming Santiago Summit, organized an Executive Secretariat that will be responsible for logistics, communication and promotion of dialogues with the different sectors of society. The Executive Secretariat has appointed subcommittees to help in the coordination and organization of needed tasks. A statement outlining the common objectives, entitled "Summit Conference of the Peoples of the Americas Building Continental Social Alliances" was adopted at the meeting and a press conference was held.

**Status of Indicators:**

A number of newspaper articles, agendas, declarations and position papers, referring to the issues of worker rights and economic integration are on file at our office. No trade agreements containing worker rights provisions have been negotiated thus far.

**Analysis of Progress toward Program Result:**

The opposition of the government and employers to the Social Clauses in trade agreements and labor participation in the economic integration process, encouraged labor to explain how economic integration and globalization affects day-to-day activities. In spite of the late start of program, significant progress was made in motivating workers to be more proactive in forming alliances or coalitions with NGOs, churches, political parties, academia and other pro-democracy organizations of civil society.

**Rating of Progress toward Program Result: 3**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Effects of Constraints/Modifications:**

Project accomplishments are limited because the field representative did not arrive in the country until August 1997.

**Summary of Other Labor Accomplishments:**

Not applicable

**Overall Program Status and Future Trends:**

A firm basis has been established for the incorporation of women rights and labor standards into the economic integration program of national labor centers

**Summary of Counterpart/In-kind Contributions:**

None

**Result 1 Rule of Law**

**(IR2 4)** Internationally accepted labor rights and standards adopted and enforced regionally and internationally

The governments of the MERCado de libre comercio del CONo SUR (MERCOSUR) will promote the adoption and enforcement of internationally-recognized labor rights in sub-regional, regional and global trading agreements

**Indicator:** Reports, communiques and policy statements issued regarding MERCOSUR, FTAA and WTO trade meetings will indicate that the MERCOSUR governments increasingly favor the inclusion of worker rights' components in trade agreements. As negotiations proceed, the provisions of these trade agreements will include mechanisms for the protection and effective enforcement of international labor standards

**Program Activities:**

During the course of the first year of this project, the Solidarity Center's office in Buenos Aires will provide technical, logistical and financial support to assist the Confederación General de Trabajadores (CGT) in Argentina, the Central Unitaria de Trabajadores (CUT) in Chile and the Coordinating Group of Southern Cone Unions to carry out 10 events related to economic integration. The events will be designed to 1)strengthen contacts between trade unions and community, environmental and other civil society organizations to develop a broader consensus regarding the inclusion of worker rights issues in trade negotiations, and 2)promote constructive dialogue between union, business and government actors involved in the issue. The events will also involve the participation of AFL-CIO representatives involved in international economic integration issues, along with the participation of the Solidarity Center's field representative. The events, along with accompanying media attention, will offer an opportunity to strengthen support for the inclusion of worker rights mechanisms in the MERCOSUR, FTAA and WTO treaties.

The Solidarity Center's office in Buenos Aires, in addition to preparing and participating in the events described above, will gather and distribute information about economic integration and developments in the on-going negotiations involving MERCOSUR, WTO and FTAA to the union groups involved in the project. The representative will also give talks and make presentations on the subject to union groups throughout the year. The pivotal role of the Solidarity Center's representative in the area will vastly improve the exchange and flow of information and data, and strengthen communication and coordination between the AFL-CIO, the ORIT, the International Trade Secretariats and the unions in Argentina and Chile.

**Summary of Program Activities this Year:**

The Solidarity Center representative provided logistic support to the labor confederations in Argentina, Chile, Paraguay and Uruguay in matters related to economic integration and gathered information regarding trade agreements and labor rights.

The office continued to coordinate and exchange information with the ORIT representative in Asunción, the international affairs and integration staff, the officers of the region's national labor centers and affiliates of the International Trade Secretariats throughout the region.

A seminar on issues related to MERCOSUR and the integration process within the sub-group 7P was conducted. It was sponsored by the Inter-American Federation of Textile, Garment, Leather and Shoe Workers. Among the topics discussed were labor and environmental standards for the garment, textile, leather and shoe industries in the region. A total of 130 trade union leaders from Brazil, Argentina and Uruguay attended (40 women).

A seminar sponsored by IRO-FIET (Inter-American Federation of Technical and Commercial Employees) was held to discuss teaching techniques on economic matters in the integration process of the MERCOSUR, with the goal of setting up a Labor University in the MERCOSUR.

**Status of Indicators:**

The activities during 1997 helped national labor centers and sectorial union groups within the MERCOSUR exchange information and discuss policies to assure that labor standards become a major part of the agenda in the MERCOSUR meetings. The successful development of the Social and Economic Forums in each of the countries with an important labor input is another indicator that activities are achieving the objectives of the program.

**Analysis of Progress toward Program Result:**

Moderate progress was made A more active program needs to be developed to achieve final objectives

**Rating of Progress toward Program Result: 3**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

**Result 2 Economic Growth**

(IR5.2): More equitable market-regulating laws and public policies are formulated and implemented due to trade union influence  
**Civil Society**

(IR1.2): The adoption and implementation of public policies is influenced by trade unions

Trade unions in the MERCOSUR region will have an improved institutional capacity to influence the formulation of government policies related to economic adjustment and restructuring, and as a result, such policies will provide more equitable protections and transitional assistance to workers affected by the rapid opening to global market forces and the competition for foreign investment

**Indicator** Trade union strategies and proposals regarding economic adjustment and restructuring will become more widely known in the public arena and the media Tripartite national bodies to help formulate and implement policies on economic restructuring and adjustment will be formed with trade union participation Trade union recommendations will be reflected in new government policies

**Program Activities**

Three conferences and two seminars were conducted in Buenos Aires The Solidarity Center coordinated the labor input in problems faced by unions in the development process on a global economy

**Summary of Program Activities this Year:**

The Solidarity Center Representative was instrumental in bringing the theme of worker rights and trade into the tripartite training sessions of the Foundation for American Studies which includes business, government and labor in study workshops and tours that involve the relations of Argentina with North America This model of tripartite study is being observed as a possible mechanism to improve dialogue at the regional level Labor representatives from the CGT, Labor Department officials and labor relations managers attended the five sessions during the year A tripartite trip to the United States to visit government, cultural and labor organizations was conducted in March The Solidarity Center representative coordinated this event A high level official delegation led by the Secretary General of the CGT met with the AFL-CIO counterpart, government officials and labor experts

**Status of Indicators:**

Participation in tripartite programs has established a base for former tripartite activities concerning economic integration There was little media attention to trade union proposals concerning economic adjustments and union proposals have not yet been reflected in government priorities

**Analysis of Progress toward Program Result:**

Greater dialogue and exposure to the theme of worker rights assists in creating a climate for the acceptance of this issue in trade negotiations The Solidarity Center was actively advising unions to defend workers rights in the discussions of labor reforms both in Argentina and Chile

**Rating of Progress toward Program Result: 3**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

**Effects of Constraints/Modifications:**

The political activity during the year in Argentina, Paraguay and Chile was a real obstacle

**Summary of Other Labor Accomplishments:**

The Solidarity Center publishes a quarterly labor bulletin on trade, employment and adjustment problems which is widely distributed to unions, government, employers representatives and labor experts

**Overall Program Status and Future Trends:**

In 1998 the office of the Solidarity Center expects an increase the effectiveness of the overall program by moving the office from Buenos Aires to Paraguay The presence in Paraguay will help to improve CUT-Paraguay activities CUT is the weakest labor organization in the region This will allow greater coordination with the regional ORIT office In addition, it will stimulate greater participation of the national center of the country in the databases and activities

**Summary of Counterpart/In-kind Contributions:**

FITITV - Foniva (Mercosur conference)	9,000
IRO-FIET (regional conference of IRO-FIET)	6,000
ACILS (Mercosur conference)	5,000
Total	\$ 20,000

**Result 1 Economic Growth**

(IR5.1): Economic gain-sharing takes place as a result of collective bargaining

Improved collective bargaining activities will result in economic gain-sharing and better living and working conditions in the mining and smelting operations in the region

**Indicator:** Ministry of Labor registries, press reports and union records that provide comparative data on the number, content and other aspects of collective bargaining agreements will indicate improvements in the overall quantity and quality of contract

**Program Activities:**

Representatives of the United Steel Workers of America and the United Mine Workers of America will be invited to conduct short workshops and exchanges in Peru and Chile with local mine workers' unions on collective bargaining, productivity, safety and health and other issues relating to the hard rock mining and smelting industries. They will also promote the affiliation of local unions to the appropriate International Trade Secretariats and exchanges with other mine unions in the Western Hemisphere. The need for trade union unity within in the mining sector will be a central theme in all of these events. International statistics on employment, profits, and safety and welfare programs for various multinational metal extraction and smelting companies stored and collated by U.S. unions and the ITSs will be made available to the unions in the region, so that local follow-up training programs within the sector can be developed. At least 15 seminars will be programmed throughout the mining sector in the two countries.

**Summary of Program Activities this Year:**

No activities were conducted during the year

**Status of Indicators:**

Not applicable

**Analysis of Progress toward Program Result:**

Not applicable

**Rating of Progress toward Program Result: 1**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Result 2 Civil Society**

(IR1.4): Trade unions have an improved capacity to carry out their representational function

The mine workers within Peru will unite to better represent the miners when confronting mutual problems and the mining unions will drastically improve their capacity to better represent membership

**Indicator:** Mining unions coordinate joint positions on government policies, collective bargaining and other matter of concern to miners

**Program Activities:**

The mine workers within Peru will unite to better represent the miners when confronting mutual problems and the mining unions will drastically improve their capacity to better represent membership

**Summary of Program Activities this Year:**

No activities were conducted during the year

**Status of Indicators:**

Not applicable

**Analysis of Progress toward Program Result:**

Not applicable

**Rating of Progress toward Program Result: 1**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Effects of Constraints/Modifications:**

Implementation of the miners program was hampered by the lack of a partnership agreement with an international union and by the continued fragmentation of the Peruvian labor movement

**Summary of Other Labor Accomplishments:**

Not applicable

**Overall Program Status and Future Trends:**

The office in Lima, Peru that coordinated this program has been closed. The Center will examine the possibility of conducting the program through another office in the region.

**Summary of Counterpart/In-kind Contributions:**

Not applicable

**Result 1 Civil Society****(IR1.2):** The adoption and implementation of public policies is influenced by trade unions**Governance****(IR4.3):** Trade unions articulate publicly their concerns about government policies and actions

Brazilian Trade Unions have an improved institutional capacity to carry out their representational function and will assist their membership during the process of economic modernization and influence public and private sector policies for equitable economic and employment opportunities

**Indicator** There will be more provisions in collective bargaining agreements for job training and job stability There will be growth in plant and enterprise-level bargaining as measured by studies of the Inter-Union Statistical and Research Department, DIEESE, and other reliable data

**Program Activities:**

The Solidarity Center will conduct three national seminars designed to assist trade unions in developing coherent and coordinated strategies that respond to national and state economic structural adjustment policies The Solidarity Center will also work closely with the Central Unica de Trabalhadores (CUT), the Confederación General de Trabajadores (CGT) and the Força Sindical (FS) to develop a broad consensus on economic policies and activities which stimulate job creation and union membership increases Through planned meetings with union leadership, the Solidarity Center will provide the labor movement with information about new labor-management models which support greater worker participation in production decisions and the creation of fair workplaces Likewise, these exchanges will highlight effective job training programs and methods that stimulate economic development and employment opportunities Efforts will be concentrated on modernizing collective bargaining techniques and strategies for an integrated global economy The Solidarity Center will provide technical support to local union seminars and workshops on the modernization of union administration and organizing techniques Visits and exchanges will also be fostered of qualified United States union leaders and staff as well as labor educators who will contribute to programmed education activities on subjects such as the effects of economic integration on workers, trade liberalization, economic globalization and workers' rights, worker roles in structural adjustment and economic development policy; the development of effective union communications and media relations, organization of political action programs, and effective leadership techniques

**Summary of Program Activities this Year:**

Bill Fletcher, Director of Education for the AFL-CIO, visited Brazil to participate in a 3-day exchange with the Education department of the CUT, sponsored by the Solidarity Center He conducted a series of meetings with the top leadership and staff of the Department, as well as the National Secretary of the CUT Subjects covered included trade union education, skills training, and economic training The visit included a seminar at the Escola 7 de Outubro with the leadership there

The newly arrived Representative in Brazil participated in a 3-day conference at the Escola Sul on trade union education She met with leaders from across the country to research current practices and learn about upcoming activities There were 80 participants, about half male, half female The program was conducted by the National Department of Education of the CUT

The Representative met with the leadership of the CGT to lay the groundwork for future activities Initial discussion was conducted about the educational program to be conducted with the CGT in 1998 The CGT was asked to limit the training to one or two sectors, and to focus on trade union education CGT leadership is also interested in planning a trip to the US to visit trade union leaders in specific sectors there

The Representative conducted an introductory meeting with leadership of the Força Sindical to discuss future plans She met with the leadership of the Jewelry Workers Union to help plan exchanges with unions in the US Contact was made with SEIU, who has 3 locals in the industry She helped Luis Paulo Bresciani of the ABC Metalworkers Union prepare for his participation in the Harvard Trade Union Education Program When he returns in from the course, he will develop activities with Center

**Status of Indicators:**

The indicators did not change due to the late start of the program

**Analysis of Progress toward Program Result:**

Bill Fletcher's visit provided a significant step forward regarding effective job training programs and methods to stimulate economic development and employment opportunities. The various meetings with the national trade union centers conducted by the new representative lay the groundwork for activity to influence public and private sector policy during these times of economic change in Brazil to benefit workers and their families

**Rating of Progress toward Program Result: 2**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

**Result 2 Rule of Law**

(IR2 2): Industrial disputes resolved and settlements enforced more equitably, quickly and economically

(IR 2 3). National labor codes, reflecting internationally accepted labor rights and standards, are adopted and enforced equitably

National labor rights legislation will reflect internationally accepted labor rights and standards. National labor legislation covering discrimination is enforced equitably. Discrimination complaints are settled promptly

**Indicator:** Local news media and Solidarity Center reports will show that union-supported reforms of the national labor code and state legislation have been considered and adopted. Discrimination and child labor law enforcement will be documented by the press and local labor sources. News media will report labor complaints regarding violations and convictions of violators

**Program Activities:**

The Solidarity Center plans to support two intra-organizational workshops between the affiliates of the three national trade union centers, representing workers from a variety of industrial sectors on labor law reform. By promoting ILO conventions and international labor standards, as well as responding to the international call for new corporate codes of conduct, these workshops are intended to support policy consensus and activities to end child labor, forced labor and promote fair and non-discriminatory workplaces in Brazil. The Solidarity Center will also support one national conference and three workshops of the new National Institute for Racial Equality (INSPIR) which was created by the three national labor centers and the AFL-CIO to promote racial equality in the Brazilian workplace. With the Solidarity Center's assistance, INSPIR will develop a plan of national, regional, and local activities, including rallies, workshops and seminars intended to teach harmonious racial and gender awareness, and non-discriminatory employment practices. This has become a unifying theme for the entire Brazilian labor movement and the Solidarity Center will support visits by United States trade unionists responsible for the development of civil rights and equal opportunity programs in their unions

**Summary of Program Activities this Year:**

The Center's Representative met with leaders from INSPIR to discuss plans for 1998. Interest was expressed in learning which multinationals that already have anti-discrimination clauses also have operations in Brazil. Campaigns could then be focused on those companies to ensure enforcement of said agreements here. Furthermore, INSPIR needs to formulate language for anti-discrimination clauses to be used in negotiations, and trade union leaders and lawyers need to be trained to conduct this activity

**Status of Indicators:**

The indicators did not change due to the late start of the program

**Analysis of Progress toward Program Result:**

These efforts are crucial to develop plans to assure that anti-discrimination clauses become part of the collective bargaining process

**Rating of Progress toward Program Result: 2**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Result 3 Rule of Law**

(IR2 4) Internationally accepted labor rights and standards adopted and enforced regionally and internationally

Government of Brazil initiates and supports the inclusion of international labor standards in sub-regional, regional and international trade and investment discussions

**Indicator** Solidarity Center, Brazilian unions and news media reports of international trade treaty negotiations show Brazilian government supports the inclusion of worker rights issues within trade agreements Debate over this theme will carry over into business and legislative sectors previously not involved

**Program Activities:**

The Solidarity Center will work with the Brazilian trade union centers to develop effective action plans to support the inclusion of worker rights in global, hemispheric, sub-regional and bilateral trade agreements One national union workshop will be held on the themes of workers' rights and international trade and investment The Solidarity Center will also support the development of a national, tripartite dialogue to promote the inclusion of effective worker rights protections in current regional and international trade and investment agreements In addition, various union leadership visits will be sponsored to promote technical exchanges on the development of comprehensive strategies and tactics to defend fair trade practices

**Summary of Program Activities this Year:**

The Center's Representative met with CUT leaders who are working on the creation of a Social Observatory that will conduct research, promote citizenship and union activity in this era of globalization The observatory will promote worker and human rights in the Southern Cone Plans were made for AFL-CIO participation in future seminars that will develop concrete programs for the Observatory

Three two-day conferences sponsored by the Inter-American Textile, Garment and Leather Workers Federation (FITTVCC) one in Sao Paulo, one in Rio Grande do Sur and one in Santa Catarina

**Status of Indicators:**

The indicators did not change due to the late start of the program

**Analysis of Progress toward Program Result:**

Training was given to top leaders of federations and unions in key commercial sector (clothing and textiles) on how to position their organizations, in debates on trade, globalization and their effects on worker rights

The work of the Social Observatory is critical to ensuring that the Brazilian government is responsive to the needs of the workers as it enters international trade and investment compacts

**Rating of Progress toward Program Result: 2**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Effects of Constraints/Modifications:**

The program was slow in being implemented due to staffing changes and the change over to the new Solidarity Center grant. Partners needed to be brought into the changes that were initiated with the new Solidarity Center.

**Summary of Other Labor Accomplishments:**

The Brazilian labor movement has been exceptionally active in international labor affairs, as evidenced by the many examples of self-financed activities which complement the programs under this grant. Perhaps the most significant is the trade union delegations that have been invited and participate at their own expense as part of Brazil's delegations to the preparatory meetings for the FTAA Ministerial in San Jose, Costa Rica.

**Overall Program Status and Future Trends:**

The planning stage is rapidly being completed and plans for activities are rapidly accelerating. The program segments will have to be accomplished well before the end of the year due to national elections.

**Summary of Counterpart/In-kind Contributions:**

Escola Sul, ground transportation, housing and meals	159
Escola 7 de Outubro, ground transportation, meals	115
Forca Sindical, luncheon for 8	228
FITTVCC staff	1,850
FITTVCC local participant transportation	280
FITTVCC sites for events	2,000
<b>Total</b>	<b>\$4,632</b>

**Result 1 Rule of Law**

(IR2 3). National labor codes, reflecting internationally accepted labor rights and standards, are adopted and enforced equitably

Existing administrative and judicial systems will become more responsive to workers whose freedom of association and right to bargain collectively is violated

**Indicator** The number of favorable and timely resolutions of violations of basic labor rights will significantly increase by 10% per year in Guatemala, El Salvador, Honduras, Costa Rica, Panama and Nicaragua, as measured in labor ministry and labor court records

**Program Activities:**

The Solidarity Center will provide to the trade union centers in the Dominican Republic, Honduras, Guatemala, El Salvador, Costa Rica, Nicaragua, and Panama, assistance in contracting legal expertise to assist their affiliated unions in collective bargaining, grievance handling, worker rights cases and union legal recognition issues. The Solidarity Center will also support the training and activities of seven worker rights technicians who will be assigned to national trade union centers in Guatemala, Honduras, Dominican Republic, Panama, El Salvador, Costa Rica and Nicaragua, to research and document violations of worker rights, as well as educate workers in these countries of their rights under national and international law

**Summary of Program Activities this Year:**

During FY97 the Solidarity Center's activities under the core grant were concentrated in Guatemala and Honduras. Activities in El Salvador were funded by a mission grant and are separately reported. Programs for Costa Rica, Panama and Nicaragua are still being developed.

**Honduras**

During 1997 the Solidarity Center program provided support for a legal department to assist the maquila workers in the North Coast by attending 15 Labor Ministry meetings in Tegucigalpa in order to obtain legalization for the Union of the Kimi Company in Honduras (SITRAKIMIH) as well as file changes in the documentation and request Labor Ministry intervention in ordering the Kimi company to proceed to the arbitration process. The lawyer joined the executive board members of the Federation of Union Workers of the Garment Industry of Honduras (FESITRAINCOSSH) in attending eight Saturday meetings as well as three general assemblies held by the Kimi Workers Union (SITRAKIMIH) in order to assist the union members in drafting the bargaining demands to be used in the negotiations of the first contract of this new union. A total of over 560 workers, mostly women, attended the assemblies and meetings where the staff of the legal department explained the collective bargaining process to prepare the union members for the first contract negotiations.

In other activities the lawyer represented four workers in ongoing cases in the courts where two favorable decisions were obtained during the last six months of the year for Kimi union members. The legal staff filed documentation at the Social Security offices on behalf of the 300 workers of the garment company, who had been refused medical treatment at the state hospital because the company had failed to pay the state for the services. Although the workers presented their pay slips showing deductions for medical benefits, the state refused treatment because the company had not remitted payments for the workers benefits. The legal steps taken at the Social Security office allowed the over 300 workers at the shop to receive health care to which they were legally entitled.

**Guatemala**

In 1997 the Solidarity Center supported a two-day seminar November 24-25 for representatives from the four component organizations of the Union Guatemalteca de Trabajadores (UGT) to provide basic instruction and procedures to carry out a number of legal actions in the newly decentralized labor courts. Legal expert Thelma de Cid produced a 107 page manual specifically for this event, which will be reproduced in the other five economic zones in 1998. The participants included 21 men and one woman from all of the organizations which comprise the UGT.

December 3-4 the Solidarity Center supported a two-day event with 24 representatives (23 men and one woman) from the executive committees of the four component organizations of the UGT to assist them in developing strategies to work with the newly decentralized labor courts and to create internal policies for the UGT

On December 15-16, the legal assistant from the Confederación de Unidad Sindical de Guatemala (CUSG), and the staff of the CUSG provided training to 19 men and 8 women union members from the Finca Maria Lourdes where a number of workers have been refused reinstatement after a labor judge ordered it. The trained workers accompanied by the staff of the CUSG and members of the labor centers which comprise the UGT then confronted the President of the Supreme Court to demand immediate reinstatement of the fired workers.

From October to December, 1997 the legal assistant for the CUSG maintained 178 cases in the Labor Ministry and in the Labor Courts which include collective conflicts, individual cases of reinstatement of workers illegally fired and cases of reprisals taken against workers for participation in union activities.

#### **Status of Indicators:**

##### **Honduras**

The successful resolution of labor rights violations at the Kimi factory, including the certification of the union, restoration of social security benefits for 300 workers, payroll corrections for a member of the union and reinstatement of one fired worker represent a significant increase in successful resolutions of rights violations.

##### **Guatemala**

There is no baseline information available from 1996 to compare to 1997, as the Solidarity Center did not maintain an office in Guatemala until late 1997. Given that the newly created labor courts have not begun to fully function and some lack such basic items as desks and phone lines, it is difficult to measure the improvement in the timeliness of the resolutions of the cases. Additionally, these program activities began in the last quarter of 1997 and their effects upon the resolutions will not be evident until 1998.

#### **Analysis of Progress Towards Program Results**

##### **Honduras**

The legal assistance provided to unions during this period aided the SITRAKIMIH workers in obtaining the legal recognition of the union (July 15, 1997) and continues to help the union members in their efforts to obtain the first collective bargaining agreement for their union.

The ongoing assistance provided by the legal staff continues to move the SITRAKIMIH workers towards the negotiation of their first contract in what will be considered a model agreement for the sector. The reinstatement of the SITRAKIMIH workers after a labor court victory by the legal department and obtaining a payroll deduction correction for another has shown the workers the advantages of union membership and it makes it less likely that employers will seek to undermine workers' rights by counting on lack of action by the courts.

The executive board members of the Federation of Garment Workers Unions (FESITRAINCOSSH) will meet with the businessmen's association as well as the head of the Social Security office for the North coast region to investigate the lack of payment by companies into the Social Security system. This is an indication of the growing respect for the actions of the union organizations and points to labor management cooperation on the rule of law and corruption issues involved here.

## Guatemala

The work which was begun in 1997 represents a positive start toward training a large number of representatives from different labor centers in the rules and procedures for presenting legal cases in the labor courts, however, the work will require follow-up and actual practice in order to determine its effectiveness when put to test in the court system. The legal assistant from the CUSG was essential in effectively moving the legal cases through the administrative and judicial channels, a task which is impossible without a full-time person to provide continuous follow-up to the cases. Even with her persistent attention the majority of the cases are still without resolution due to the backlog and the slowness of the labor courts.

### **Rating of Progress toward Program Result: 3 - Honduras and Guatemala**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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#### **Result 2 Economic Growth**

(IR5.1): Economic gain-sharing takes place as a result of collective bargaining

More workers will be covered by collective bargaining agreements, especially in industries in the export processing sector containing large numbers of female and teen-age workers

**Indicator:** Labor Ministry registries and trade union records will indicate more first time collective bargaining agreements and others with higher wages and benefits in the targeted sectors

#### **Program Activities:**

The Solidarity Center will support a team of fifty organizers/activists beginning with the Dominican Republic, Honduras, Guatemala, and expanding when feasible to Nicaragua, Costa Rica and Panama, whose function will be to organize workers into unions and reach collective bargaining agreements that will assure workers full participation in the socio-economic development of their country as well as increase their standard of living and contribute to a better climate of industrial relations. The organizers will receive specialized training through two regional seminars by U.S. trade union practitioners in new organizing and collective bargaining techniques. Further training, professional development, follow-up and evaluation will continue through a series of six national training sessions, held in each of the countries selected as well as one or two regional conferences, with the participation of international trade union practitioners, to allow for an exchange of experiences, techniques and successes.

#### **Summary of Program Activities this Year:**

##### Honduras

During the six-month period covered by this report the four activists who cover the San Pedro Sula industrial parks responded to complaints of workers in eleven maquila shops, mostly Korean owned companies, assisting in the documentation of abuses and discussing union formation with the workers.

The documented worker rights violations include strip searching of workers, the non-payment of social security by the company leaving workers without medical coverage, the non-payment of overtime and regular hours, the lockup of workers as well as the non-payment of the legally mandated Christmas bonus.

An activist recruitment seminar, sponsored by the Solidarity Center, was held in Puerto Cortés on August 8-10 for the Honduran Democratic Workers Federation (FESITRADEH), an affiliate of the Honduran Workers Unitarian Confederation (CUTH). Participating in the seminar were three CUTH executive board members, representing the International Federation of Textile, Garment and Leather Workers, the Union of Needle Trades Industrial and Textile Employees (UNITE). Seven candidates were chosen by the federation from a total of ten participants (five women, five men) to begin a two month trial period on August 25. After responding to workers' complaints in the Puerto Cortés area, the activists' preliminary report shows that workers in two shops are interested in forming unions.

A seminar was held in San Pedro Sula, on December 27, 1997, for 30 members of the Kimi Workers Union to prepare the union members for the upcoming collective bargaining negotiations as well as to develop strategies to aid the workers in handling the anti-union campaign currently going on within the shop

The four San Pedro Sula activists attended the weekly SITRAKIMIH union meetings to assist the federation and the legal staff in preparing the workers for their first contract negotiation as well as instruct the SITRAKIMIH union officials in the grievance handling process. The activists are averaging 4-5 contacts with workers per day. Contact methods include home visits and visitation to the parks during the workers' breaks.

## Guatemala

January to July 1997, the Federación Internacional de Trabajadores Textiles, Vestuario, Cuero y Calzado (FITTVCC) Organizing Project provided support for the Sindicato de Trabajadores de la Empresa Camisas Modernas S A (STECAMOS) in maintaining a strong union (132 women and 33 men members) through a struggle to obligate the company Camisas Modernas S A (owned by Phillips-Van Heusen) to negotiate a collective bargaining agreement. Through a strong in-plant organization and the coordinated efforts of UNITE and U S /Guatemala Labor Education Project (U S /GLEP) the union was able to obtain negotiation in May, 1997 and the collective bargaining agreement was signed in August, 1997.

During October and November the FITTVCC Project organizers conducted house visits and held small group training sessions to develop leaders to start a union in the 300 worker (80% women) Daimi Atlántica S A garment factory. In December the company was placed under injunction by a coalition of workers seeking to legalize the union. The organizers conducted approximately 40 house visits with individual workers and held three group meetings in the month of December to orient the workers about the union and to help counteract the anti-union attacks by the company. The FITTVCC worked in conjunction with the Union of Needle Trades, Industrial and Textile Employees (UNITE) and the U S / Guatemala Labor Education Project (U S / GLEP) to coordinate strategy and to implement international pressure on the companies which contract work at the Daimi Atlántica S A garment factory. The final results of this campaign will not be known until early 1998.

November 11, 1997, ten members (four women) from the Federación de Trabajadores del Textil de Guatemala (FETRATEXTIGUA) conducted a program planning meeting for internal federation business with assistance from the FITTVCC Project Coordinator, and the Project lawyer.

November 22-23, 1997, twenty members (12 women) of the FETRATEXTIGUA leadership participated in a training provided through a collaborative effort between STITCH, the Solidarity Center and the FITTVCC Project on internal organizing, organizing around grievances, and defending collective bargaining agreements.

November 28, 1997, the FITTVCC Project lawyer, conducted a study session with twelve male members of the Sindicato de Trabajadores de la Empresa Textiles Modernos S A (STETMSA) to analyze their collective bargaining agreement, identify violations of it by the employer, and to design a strategy of defense.

December 1, 1997, the FITTVCC Project lawyer, conducted a study session with eight members (7 women and 1 man) of the Sindicato de Trabajadores de la Empresa Camisas Modernas S A (STECAMOS) to analyze their collective bargaining agreement, identify violations of it by the employer, and design a strategy of defense.

December 13-14, 1997, the FITTVCC Project Coordinator, two organizers, and the Solidarity Center Field Representative held a two-day seminar on strategy and techniques for organizing in the maquila sector. Nine women and five men participated. From this training two organizers were selected to work with the FITTVCC Project.

November 24-26, 1997, the CUSG Organizing Project held its first training for new organizers, which covered strategy and techniques for organizing unions with majority support. Those that attended were two male unionists from the banana sector, two female unionists from the health care sector, ten male unionists from the municipal

sector, and four male activists from the CUSG. The seminar was imparted by the Solidarity Center Field Representative, Verónica Rosales of the FITTVCC Project-Guatemala, and Mayra Mendoza of the FITTVCC Project-Honduras.

In November and December, 1997 the two unionists from the banana sector conducted house visits and group meetings to develop 50 leaders from a 1,000 worker banana plantation in the early stages of organizing this new union.

In November and December the CUSG activists conducted approximately 20 initial contacts and 8 house visits as they launched their efforts to investigate workplaces which might have favorable conditions for organizing.

During the months of November and December initial meetings were held with the Executive Committee of FESTRAS and the Directorate of UNSITRAGUA to present the Solidarity Center Field Representative and the objectives of the Solidarity Center and to begin to create working relationships with these labor centers. The meetings with FESTRAS have led to a positive relationship and to initial plans to create a small organizing project in 1998. With UNSITRAGUA the relationship is still in its incipient stages and the Directorate, while very friendly and open to discussion, has not demonstrated clear interest in creating a project through the Solidarity Center in 1998.

#### **Status of Indicators:**

Honduras

Contract negotiations of the Kimu factory have come to a deadlock due to management's refusal to participate. The union has commenced legal proceedings in the Labor Ministry to compel arbitration.

Guatemala

Through the FITTVCC Organizing Project the first viable collective bargaining agreement was negotiated between Camisas Modernas S.A., owned by Phillips-Van Heusen, and the union STECAMOSA. Since no other collective bargaining agreements (CBA) exist in this sector, this newly signed CBA represents a historic breakthrough for workers in the maquila industry. The CUSG organizing project has not yet obtained any new CBAs, due to the fact that this project only began in the last quarter of 1997.

#### **Analysis of Progress toward Program Result:**

Honduras

The ability to assist workers in the San Pedro Sula maquila garment shops has led to the possibility of forming a union in those plants which would help protect those workers from abuses in the future. The initiation of a similar activist program in Puerto Cortés will give workers there an avenue to address frequent worker rights violations. The activists continue to assist the SITRAKIMIH workers so that they can obtain their first collective bargaining agreement. The seminar held on December 27, 1997 assisted the SITRAKIMIH workers to further understand the process of the upcoming collective bargaining negotiations. This will be, as stated above, a model contract in that it will open the way for greater respect and understanding of the importance of the process of collective bargaining in the areas industries.

The continued success, case by case, by the legal team is creating respect for the due process and respect for workers' legal rights meaning more economic gains for the workers.

## Guatemala

The CBA which was negotiated in 1997 between STECAMOSA and Camisas Modernas S A displays the success of the organizing model and performance of the organizers that work in the FITTVCC Project. It is an important advancement in an industry which has been considered "impossible to organize" in the past. The work of the FITTVCC Organizing Project in the Daimi Atlántica garment factory lays the groundwork and the initial stages for starting a new union in the maquila sector in Guatemala. While the desired result of obtaining a new collective bargaining agreement in the Daimi Atlantica garment factory has not been achieved, the foundation has been created of capable union organizers and a stronger federation to support organizing campaigns. The investigations and initial contacts by the CUSG Organizing Project also create the initial conditions to start new unions in the urban area of Guatemala City.

### **Rating of Progress toward Program Result: 2 - Honduras, 3 - Guatemala**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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#### **Result 3 Rule of Law**

(IR 2.2): Industrial disputes resolved and settlements enforced more equitably, quickly and economically

Independent monitoring groups will be established, with union input, for the purpose of effectively implementing corporate codes of conduct

**Indicator:** Successful interventions by independent groups in worker rights violations cases will take place

#### **Program Activities:**

The Solidarity Center provide the opportunity for twenty trade unionists from the Central American region to attend a special program at the George Meany Center for Labor Studies to prepare them as trade union rights monitors, who will be charged with the responsibility of research and analytical efforts necessary to track violations of worker rights as they occur. These monitors will also assist the national trade union centers in the region, including the Dominican Republic and Panama, in their continued training efforts to advise, enlighten and disseminate information to the membership on the issue of worker rights, as well as report on violations as they occur to the international labor community.

### **Summary of Program Activities this Year:**

#### Honduras

A total of nine meetings were attended by the executive board members of the Federation of Union Workers of the Garment Industry of Honduras (FESITRAINCOSSH) and the Union of Workers of the Kimi Company in Honduras (SITRAKIMIHI) to establish the guidelines to be used by the Comisión para los Derechos Humanos (CODEH) independent monitor inside the Kimi plant. At the request of the SITRAKIMIHI union members the CODEH independent monitor working inside the plant requested and obtained permission for the union representative to be present at any discussion relating to worker representation that takes place between management and the CODEH representative. This became a very important tool for the union to work out problems within the shop since the Kimi company refused to recognize the union until sometime in late November.

On November 27, 1997 the EMI (Independent Monitoring Group) and the Kimi company manager signed an agreement whereby the company recognized the SITRAKIMIHI union and accepted the bargaining demands filed by the union members.

The union has now requested that the EMI pressure the company to move along faster and name the first date when the company and union can begin negotiations of the bargaining agreement. The union has stated in a December 18, 1997 letter to the CODEH that the company is using the EMI to postpone the negotiations process and while doing so submitting the workers inside the shop to an intolerable anti-union campaign.

## Guatemala

This year the Solidarity Center did not support any activities in Guatemala concerning the new independent monitoring group. Through the FITTVCC Project, a special independent study of the labor conditions and the treatment of the unionized workers was obtained through coordinated efforts with UNITE and U S /GLEP. This independent study was crucial in obligating the Camisas Modernas company to correct violations and negotiate a contract with the union STECAMOSA.

### Status of Indicators:

#### Honduras

An independent monitoring group was established and played a role in the Kimi dispute. Intervention by UNITE was also significant.

#### Guatemala

During 1997 the new independent monitoring group did not conduct any interventions in cases of labor rights violations. However, in the case of the STECAMOSA contract negotiation struggle, the intervention of Human Rights Watch to conduct an independent study of the labor conditions and treatment of unionized workers was encouraged and coordinated by the FITTVCC Project Coordinator with the assistance of UNITE and U S /GLEP. This intervention is considered a success in that it identified violations which were eventually corrected through collective bargaining.

### Analysis of Progress toward Program Result:

#### Honduras

The SITRAKIMIH workers were successful in getting an independent monitor integrated into the Kimi company's dialogue process with the CODEH. The independent monitors will be helpful in the conflict resolution process.

#### Guatemala

No work was conducted concerning the independent monitoring group that is being formed in Guatemala, though in the future this group and others which are attempting to organize will have impact on the labor movement. This program activity should be continued in 1998.

### Rating of Progress toward Program Result: 1 - Honduras, 2 - Guatemala

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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#### Result 4 Rule of Law

(IR 2.4) Internationally-accepted labor rights and standards adopted and enforced regionally and internationally

Internationally-recognized worker rights become a key element within the Central American integration process, and labor codes in the region are harmonized on the basis of extending more protection to Central American workers.

**Indicator:** Central American governments will establish working groups, with trade union participation, on the social and labor dimensions of Central American trade and investment negotiations.  
Regional labor ministries' meeting reports will reflect increasingly successful efforts to link worker rights and trade within national laws and harmonize labor standards upwards. Labor rights components are incorporated in the CACM treaties.

**Program Activities.**

The Solidarity Center will provide assistance for two regional seminars/forums and twelve national conferences or other events, which will be carried out in the Dominican Republic, Honduras, Guatemala, Nicaragua, Costa Rica and Panama, to enable trade union leaders to meet on a regional basis to coordinate efforts in their dialogue with government and the business sector to protect international worker standards, and be able to disseminate this information within the national labor centers. The Solidarity Center will also make available technical assistance to aid these trade union leaders in implementing and fine tuning their suggestions to harmonize the labor codes of the region to assure labor's full participation in the regional economic integration, as well as assist in the preparation of the necessary documentation to present these suggestions at regional meetings of Labor Ministers and the Central American Parliament.

**Summary of Program Activities this Year:****Honduras**

All activities for this phase of the program will be implemented beginning in 1998.

**Guatemala**

October 10-11, the Solidarity Center, in collaboration with U S /GLEP, the Development Gap and the Iniciativa Civil para la Integración Centro Americana (ICIC), held a two-day workshop with Central American representatives of Confederación de Trabajadores de Centro America (CTCA), Coordinadora Centroamericana de Trabajadores (COCENTRA), Asociación de Organizaciones Campesinas para la Cooperación y el Desarrollo (ASOCODE) and CLAT to exchange information on free trade agreements and the process of integration in the Americas, to identify real possibilities for workers to influence economic, judicial, political and social terms of the current processes of market integration, and to establish organizational and operational bases of coordination among the sectors represented in order to fulfill the agreements reached during the event. In this event 25 male representatives participated.

**Status of Indicators:****Honduras**

There was no change in status in 1997.

**Guatemala**

There has been no progress in the process of harmonizing labor codes, and the Guatemalan labor movement has been slow to press the government on the issue of social clauses in trade agreements.

**Analysis of Progress toward Program Result:****Honduras**

There was no progress toward this result in 1997.

**Guatemala**

Though the conference on social clauses created some initiative to create a follow-up plan of activities, there has been little progress since this event took place. Given that there is little unity in the Guatemalan labor movement, activities of this nature are not given high priority. As a result this leads to limited capability to impact on the trade agreements through a unified plan of action. This program activity will require emphasis by the Solidarity Center in 1998 if it is to have the desired results indicated above.

**Rating of Progress toward Program Result: 1 - Honduras, 2 - Guatemala**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Result 5 Economic Growth**

**(IR5.3):** Economic opportunities for workers are expanded through education and training programs sponsored or advocated by trade unions

Readjustment programs benefitting workers (trade adjustment assistance, worker participation in privatized firms, maintenance of union collective bargaining agreements in privatized firms, minimum wage increases, etc ) will be implemented by governments

**Indicator:** There will be a documented increase in the number and improvement in the quality of readjustment programs benefitting workers in the targeted countries

**Program Activities:**

The Solidarity Center will assist the national centers of Guatemala, Honduras, Costa Rica and Panama that have been weakened by years of repression with limited funding for technical and logistical support, including administrative staff, travel, etc , as well as educational assistance for nine national seminars to increase the skills of the leadership in representing their members

**Summary of Program Activities this Year:**

**Honduras**

This phase of the program will be implemented beginning in 1998

**Guatemala**

During November and December, 1997 the Solidarity Center worked with the Sindicato de Trabajadores del Instituto Nacional de Electrificación (STINDE) to help them develop a plan of action with respect to the Guatemalan Government's treatment of the privatization of the Instituto Nacional de Electrificación (INDE), the state owned electric company This plan included letters by the AFL-CIO leadership to President Alvaro Arzú, to the Minister of Mines and Energy, and to the General Manager of INDE In addition, discussions were opened with the Executive Committee of STINDE to investigate the possibility of assisting STINDE's "Exploration Team" in their training and planning for participation in the modernization process

October 5-7, 1997, the Solidarity Center supported a three day event with 23 men and four women from the CUSG Executive Committee and collaborators to analyze the present situation of workers on a national level and to obtain commitments by the participants to take actions against the repressive measures taken against workers by the employers and the government authorities charged with defending labor rights

October 16-18, 1997, the Solidarity Center supported a three day event with 32 men and two women from unions of municipal workers to analyze and define strategies to carry out in organizing and defending workers from the municipal sector

**Status of Indicators:**

**Guatemala**

While there is no baseline information for 1996 to compare with 1997, through contact with the national labor centers, it has been indicated to the Solidarity Center in Guatemala that there have been no readjustment programs which were negotiated with the participation of the workers, with emphasis on worker benefits

**Honduras**

No change in 1997

**Analysis of Progress toward Program Result:**

Guatemala

Since these program activities were initiated late in 1997 there is not significant advancement on the desired result, though the increased education and information has contributed to the capacity of the above-mentioned labor organizations to plan specific actions in response to readjustment programs. More emphasis should be made on this program activity in 1998 as more government-owned entities will be privatized over the next year.

**Rating of Progress toward Program Result:** 1 - Honduras, 2 - Guatemala  
(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Result 6 Economic Growth**

(IR5 2): More equitable laws and public policies are formulated and implemented due to trade union influence

The Caribbean Congress of Labor, representing the views and position of the trade union movement, will participate in the deliberations of the CARICOM along with the governments of the region and the private sector to assure full participation in the social and economic development of the region.

**Indicator.** Published reports of the Caribbean Common Market (CARICOM) meetings and decisions will show an increase in participation and influence of the trade union movement at meetings and in the final decisions resulting from the same.

**Program Activities:**

In the English speaking area of the Caribbean the emphasis will be on regional economic integration and labor harmonization to permit the unions in the smaller island nations to fully participate in the economic development of their country. Toward this goal the Solidarity Center will provide assistance through the Caribbean Congress of Labor (CCL) to its twenty seven affiliated organizations, to hold three regional educational programs, addressing the theme of integration and the role of the CCL in the Caricom community. The Center will also provide an opportunity for fifteen trade unionists to attend a specialized course at the George Meany Center to increase their knowledge and skills to better represent their members. Educational opportunities, of limited cost, will also be afforded to trade union centers of the Caribbean to select and send members to regular Meany Center programs to continue their trade union education and professionalization.

**Summary of Program Activities this Year:**

No program activities were conducted in 1997

**Status of Indicators:**

Not applicable

**Analysis of Progress toward Program Result**

Not applicable

**Rating of Progress toward Program Result:** 1 - Honduras and Guatemala  
(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Effects of Constraints/Modifications:****Honduras**

The Solidarity Center's activities in Honduras are currently restricted due to the lack of a field representative. The Center is in the process of filling this position. Lack of effective enforcement activity (by the Labor Ministry) continues to hinder capacity building. The FESITRAINCOSSH representatives as well as the legal department staff continue to transport Labor Ministry inspectors to companies violating the Labor Code in order to have the proper notices served.

**Guatemala**

The most notable constraint on activities was the delay in the release of funding in order to be able to implement activities in the different programs. Additionally, the delay in hiring the field representative caused delays in opening the office and in making contact with the labor organizations for implementation of the program activities.

In some cases in which new relationships are being formed with labor centers with which the Solidarity Center has not had contact, some historical distrust still remains and must be overcome prior to attempting the implementation of program activities with these centers (e.g. FISTRAS, UNSITRAGUA). Both the delay in funding and the extra work necessary to establish relationships will require that the majority of program activities be continued in 1998.

**Summary of Other Labor Accomplishments:**

All significant accomplishments have been discussed under individual results.

**Overall Program Status and Future Trends:****Honduras**

Organizing activities continue to bring positive results as the maquila workers of the North Coast show interest in forming unions and the negotiation of collective contracts continues.

The organizing program as well as the legal assistance department continue to provide assistance to the workers (consisting predominantly of young women) in the garment maquila industry.

**Guatemala**

In 1997 the Solidarity Center Program in Guatemala consisted mainly of the activities being carried out in the FITTVCC Organizing Project which produced an enormous success, as demonstrated in the first ever CBA in the maquila industry in Guatemala. This project has also been successful in creating a model of cross-border organizing which includes internal organizing in the work place, pressures upon governments to comply with labor law and to expedite legal procedures, and pressures on transnational companies through public image and pressure in the marketplace where the products are sold. This project should be continued and others like it should be created in 1998. During the final quarter of 1997, with the opening of an office in Guatemala and the hiring of a full-time field representative, new possibilities to work with labor centers not previously involved with AIFLD have begun to open up and new projects have begun to be implemented with emphasis on work which unifies that labor movement and which supports the organization of new unions. This work should be continued through such projects as the UGT Legal Assistance Project and the FISTRAS Organizing Project. Insufficient emphasis was placed on the areas social clauses for trade agreements and issues of structural adjustment. These issues should be considered a priority for 1998 as more systemic and structural impact will be necessary in order to preserve some of the larger unions that are being affected by privatization. In the area of independent monitoring, it will be necessary to assist the labor movement in recognizing that codes of conduct and independent monitoring are a

reality in Guatemala and that a relationship must be developed with the independent monitoring group in order for the group to function to the benefit of workers employed in workplaces covered by codes of conduct. Should this not take place, the independent monitoring group will remain isolated or could begin to act in a way which is disjointed from the objectives of the labor movement. This work should be continued in 1998 as an area of emphasis.

**Summary of Counterpart/In-kind Contributions:**

**Honduras**

UNITE organizing consultant travel, telephone calls	8,000
<b>Total</b>	<b>\$ 8,000</b>

**Guatemala**

STITCH airfare	2,100	
STITCH hotel/ ground transportation	1,500	
STITCH materials	300	
UNITE FITTVCC organizing consultant and expenses		34,339
PIERS analysis	500	
PIERS organizing consultant travel	2,500	
PIERS Unite consultant	12,000	
U S /GLEP telephone calls	1,200	
U S /GLEP consultant	12,000	
<b>Total</b>	<b>\$ 66,439</b>	

**Result 1 Rule of Law**

(IR 2.3): National labor codes, reflecting internationally accepted labor rights and standards, are adopted and enforced equitably

Existing labor law and administrative and judicial systems become more responsive to workers, whose right to organize and bargain collectively has been violated

**Indicator.** The Solidarity Center, the Confederación Nacional de Trabajadores Dominicanos (CNTD) and Ministry of Labor report an annual increase of 20%, as demonstrated by the files of the Ministry of Labor and records of the courts, of favorable and timely resolutions to worker petitions, as compared with previous years

**Program Activities:**

The Solidarity Center will provide support for a trade union legal services department that will respond to the needs of the unions in the areas of worker rights violations and the legal recognition of unions in formation. Assistance will be provided for two lawyers/paralegals and their logistic and travel expenses

**Summary of Program Activities this Year:**

During 1997 FENATRAZONAS and CNTD attended 145 meetings and mediation sessions at the Secretariat of Labor, the Consejo Nacional de Zonas Francas, and the offices of the district attorneys and courts of the country, seeking solutions to violations of trade union rights

The lawyers of CNTD and FENATRAZONAS attended 47 hearings held in the courts of Santiago, Bonao, Santo Domingo, San Pedro de Macoris, Romana, Higuey, San Cristobal, and Bani

During this year the continuous violations of trade union rights gave rise to six pickets and marches to the National Palace, CODETEL, Plaza Lama, the Attorney General's office, and the free zones of San Pedro de Macoris and Bonao

**Status of Indicators:**

During the period, the Secretariat of Labor processed 11 cases of worker rights violations by the following companies: Philmoro Dominicana, Undergarment Fashions, Toscana, Alpha Len, Nicholas, Higuey Manufacturing, New Cari, Antilla Manufacturing, Euroimport and Balboa K. There were 15 proceedings for these same causes last year. The number of successful collective bargaining agreements increased from ten in 1996 to 14 in 1997.

**Analysis of Progress toward Program Result:**

In the middle of 1997, all the judges of the Supreme Court of Justice were replaced. The new supreme court judges, in turn, have replaced approximately one third of the remaining judges of the National District and other sectors of the country, including labor courts. This, and the responsible performance of the Secretary of Labor, has made it possible to reduce corruption in the area of justice and bring about fairer decisions.

This year it was possible to resolve, through mediation, eight cases that benefitted 2,140 workers, 900 of whom were women. Of these cases the most important ones were those of J P Industries and Philmoro of the Free Zone of Bani and José Blanco of the Free Zone of Los Alcarrizos, National District.

In the first case, five leaders of the J P Industries were reinstated, three of whom are women. A Philmoro Dominicana, which closed its operations some months ago, 12 leaders and members received their legal severance pay, eight of whom were women.

In the case of José Blanco, the company had closed its operations in September 1997 to avoid the discussion of a collective bargaining agreement with its workers and FENATRAZONAS. As a result of the mediation, the company was required to remit severance pay to 37 workers, 35 of them pregnant women who received all their salaries and up to three months after delivery.

**Rating of Progress toward Program Result: 3**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Result 2 Economic Growth**

(IR 5.1): Economic gain-sharing takes place as a result of collective bargaining

More workers are covered by collective agreements, especially in CNTD organized industries, in export processing zones, which employ a large number of women and young workers

**Indicator:** Trade union records and Ministry of Labor registries will record increases in collective agreements registered by the CNTD, with higher wages and benefits, as well as an improvement in the working conditions in EPZs, as compared with past agreements or those of other organizations

**Program Activities:**

The Solidarity Center will provide assistance for an educational program that includes eight national seminars/conferences and approximately 34 basic seminars/workshops to improve and professionalize the labor movement's ability in representing its members in collective bargaining, working-women issues, industrial relations and worker rights. The Solidarity Center will also support the continuation of the research and documentation center by providing for staff, research and printing of studies and surveys.

**Summary of Program Activities this Year:**

During 1997, 53 unions became affiliated to CNTD, with a total of 16,429 members, 4,000 of whom are women. Last year (1996) 14 unions had become affiliated with 2,848 members, 1,150 of whom were women.

During 1997, CNTD bargained 13 new collective agreements certified by the Secretariat of Labor and three new labor agreements (negotiated by the union and the employer, but not certified by the Secretariat of Labor), and renegotiated seven existing collective bargaining agreements, for a total of 23 collective bargaining and labor agreements that benefitted 20,253 workers, of whom 2,100 are women.

In 1996 CNTD had negotiated two collective bargaining agreements and three new labor agreements and renegotiated four old collective bargaining agreements, for a total of nine collective bargaining agreements and labor agreements that benefitted 87,434 workers, 650 of which are women.

During the 1997 period, CNTD held 12 conferences and organization seminars on privatization of the Consejo Estatal del Azúcar (State Sugar Council) and on Productivity and Employer-Worker Relations. A total of 416 workers participated, 78 were women.

It is important to point out that from December 1996 to the end of May 1997 CNTD received very little financing from the Solidarity Center.

The CTU, during the period from September 10 to December 31, 1997 held four conferences in Santiago, Puerto Plata, Higüey, and San Cristobal, with a total of 79 workers, 40 of whom were women. Also, during this period, CTU organized the Worker's Union of SUNSHINE FASHIONS of the Free Zone in Nigua, San Cristobal with 300 workers, 160 of whom are women.

During this period CNTD attained 18 to 30 positions on the Tripartite Board of Administration of the state sugar mills, six representatives in the Consultation Committees for Trade negotiations (currently discussing the agreement with CARICOM) and three representatives within the National Dialogue between the Government and civil society, from which may emerge a new development model to respond to the major problems of the society.

Likewise, CNTD maintained one representative on the National Committee of Salaries of the Secretariat of Labor and two representatives in the Tripartite Commission for the free zone, created by the President of the Republic to respond to the workers' needs for dining facilities, medical dispensaries, nurseries and schools

**Status of Indicators:**

In 1996, 8,434 workers (650 women) benefitted from the collective bargaining agreements. In 1997 that number rose to 20,253 workers, of whom 2,100 were women. The last agreement negotiated was that of the Union of Workers of 3MT Enterprises of the Free Zone of San Pedro de Macoris, with 500 workers, 300 of whom were women. This agreement has a productivity clause and another that creates a mechanism for conflict resolution.

**Analysis of Progress toward Program Result:**

An important indicator of progress was the increase in the number of unions organized, from 14 in 1996 to 53 in 1997. The 14 unions organized in 1996 had 2,848 affiliated members, 1,150 of whom were women, while the 53 unions organized in 1997 have 16,429 members, 4,000 of whom are women.

In 1996 nine agreements were negotiated: two new certified collective bargaining agreements, three new labor agreements (not certified by the Secretariat of Labor), and four renegotiated agreements. These agreements benefitted 8,848 men and women workers. In 1997 there were 23 agreements: ten new certified collective bargaining agreements, 16 new labor agreements (not certified) and seven renegotiated certified collective bargaining agreements. These agreements benefitted 20,253 workers, of whom 2,100 were women.

Currently, CNTD has 47 certified collective bargaining agreements in force and 98 labor agreements (not certified by the Secretariat of Labor) for a total of 145 agreements, which benefit 55,043 workers, of whom 9,485 are women.

The program has transformed the export zones of the Dominican Republic from a zone of unfettered lawlessness, where no union had been able to organize for nearly 30 years, to one where examples of lawful, protected association, collective bargaining, mediation and arbitration are all now available to both workers and employers. These examples are still more of a model than the general rule, but they represent the possibility of a system of industrial relations that turns export zones into civil society actors by giving them a voice to shape the economic and political conditions under which they labor.

**Rating of Progress toward Program Result: 4**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Effects of Constraints/Modifications:**

The main obstacle to collective bargaining is the constant resistance by employers to accepting workers' right to collective bargaining. Other obstacles to the attainment of results are rampant judicial corruption and employers' lack of honoring contracts that are signed.

**Summary of Other Labor Accomplishments:**

All principal accomplishments have been noted above.

**Overall Program Status and Future Trends:**

The Solidarity Center's program in the Dominican Republic is poised to intensify the capacity of trade unions to participate as effective civil society actors. This will be accomplished by developing unions' institutional capacity through economic education, research, and training in financial management, worker rights and organizing collective bargaining strategies. In addition, the Solidarity Center will assist unions in joining broad social debates over economic integration, free trade, privatization and labor legislation and will encourage them to participate in national political structures created to address these issues.

**Summary of Counterpart/In-kind Contributions:**

UNITE contribution to FITTVCC-FENATRAZONAS	8,200
CNTD contribution to their organizing program activists' salaries, office space	34,167
CTU contribution to their organizing program	15,889
Total	\$58,256

**Result 1 Civil Society**

**(IR1.2):** The adoption and implementation of public policies is influenced by trade unions

The Ecuadoran labor movement will increase its unity and influence through close cooperation and joint actions between the Confederacion Ecuatoriana de Organizaciones Sindicales Libres (CEOSL) and the independent sectors which will affect the formulation of national policies governing modernization, economic restructuring and integration

**Indicator:** Media coverage and accounts by reputable observers will show successful joint activities between CEOSL and national independent unions Independent national worker organizations merge with the CEOSL

**Program Activities:**

The Solidarity Center will provide support to the CEOSL and other union organizations to hold a national educational campaign mobilizing backing for social security reforms in 1997, and to achieve government support for worker rights provisions in the WTO and other trade agreements Specific effort will be made by CEOSL to garner government support of worker rights clauses in the WTO treaty discussions Rank and file support within the labor movement, CEOSL and other worker organizations, will be motivated through a series of workshops and conferences for leaders in regional and industrial federations The complementary INCAE and FMCS programs should further increase the labor movement's influence in the Ecuadoran private sector and in its civil society At least 10 national workshops are planned

**Summary of Program Activities this Year:**

Seven National and Regional Forums were organized for union leaders and officers of CEOSL and of the principal national and regional labor federations on the following subjects Economic Globalization and Economic Restructuring,, Modernization and Privatization, Labor Legislation and Trade Union Rights, Union Leadership and Trade Union Integration Two hundred twenty trade unionists (68 women) from the health, municipal and provincial councils, energy, social security, communications, water works, teachers and other private sectors (sugar, chemical, brewery and food) participated

Four Local Conferences were held for CEOSL members and other independent unions on the following subjects National Realities and Trade Union Rights and Economic Globalization Two hundred fifty-one trade unionists (78 women) from various local unions and provincial and regional federations participated in these conferences

One National Workshop was conducted for Department Directors of CEOSL Union activists and legal advisors studied constitutional reforms, presented them the executive board of CEOSL for approval and subsequently presented them to the National Assembly that is in charge of the constitutional reform

Three Mediation Training Workshops were held for 16 persons (4 women) that represent employers and workers in the Province of Guayas (10 trade unionists and 6 employers) These workshops were funded and conducted by experts from the U S Federal Mediation and Conciliation Service (FMCS) with the logistical and organization cooperation of the Center

One International Seminar on Social Policy was organized for thirty Ecuadorian trade unionists (6 women) This program was sponsored by INCAE and USAID

**Status of Indicators:**

Forty two national and regional union leaders who participated in the Forums and Seminars actively took part in the local forums on modernization, in press interviews and in other activities with trade unionists and representatives of civil society

A constitutional reform document was developed and presented to the National Constituent Assembly for its review and approval

## **Analysis of Progress toward Program Result:**

While much more education and labor pressure is needed to convince the employers and the government that it would be in the best interest of all parties if they adhered to internationally accepted labor standards, through its programs the Center has made marked strides to strengthen and increase the effectiveness of unions to bargain collectively, lobby and settle grievances, gain acceptance as a constructive force with legitimate objectives by government, employers and workers themselves, enable unions to administer effective education and training programs and to promote central unity

## **Rating of Progress toward Program Result: 3**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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### **Result 2 Civil Society**

(IR 1.4): Trade unions have an improved institutional capacity to carry out their representational function

An increasingly larger and more united labor movement will have an improved institutional capacity to organize and motivate women workers and build unions in new export production sectors

**Indicator:** Labor Ministry records and registries will indicate an increase in CEOSL membership CEOSL records will indicate a 20% increase in women members and women elected officials and service program administrators Total membership in CEOSL of women will increase from 6% to 20% Four thousand new women workers will be members

#### **Program Activities:**

The Solidarity Center will provide economic and technical support to the CEOSL's effort to significantly increase its membership within the period by affiliating independent unions and by organizing new unions The basis of the campaign will be the training of a cadre of men and women educator organizers who will then be available to coordinate a series of national issue seminars, leadership seminars, multi-union unity conferences and international labor studies programs to form new unions and to attract the affiliation of existing worker organizations Special emphasis will be made to organize women workers and to promote women members into leadership positions The educational activities will be closely coordinated by the CEOSL which will develop the overall strategic plan of activities and objectives Approximately five major promotional seminars will be programmed

#### **Summary of Program Activities this Year:**

Three National Seminars were conducted for union leaders, activists, organizers and educators of CEOSL and the postal and health sector unions on the following subjects National Realities, Trade Union Organization and Administration, Integration Organizations Ninety-six (33 women) trade unionists participated

Six Provincial Seminars were held for leaders of the principal unions affiliated to the Workers Federations in Guayas, Pichincha, Manabí and El Oro on the following subjects Trade Union Organizing Strategies, Trade Union Administration, Trade Union Leadership, The Role of a Union in Society, The Role of Women in Society One hundred eighty-five (57 women) trade unionists participated

Two Congress Courses, one of them at the national level for municipal workers and the other at the provincial level for workers of the El Oro Province, were organized on the following subjects. National Realities, Trade Union Organization, one hundred (13 women) trade unionists participated

Twenty-one Basic Level Local Courses were conducted for various independent trade unions (drivers and craft workers) in the following subjects Trade Union Doctrines, History of the National and International Trade Union Movement, The Role of a Trade Union in Society

The Solidarity Center provided economic and technical assistance to review the organizational structures of the key unions of Guayas, Pichincha, and Manabí

The Solidarity Center funded a skills training program for CEOSL department directors, union activists, organizers and educators to design the Organization and Education Program that will be implemented in 1998

The Solidarity Center provided economic assistance to hold the congress of the National Federation of Municipal Workers of Ecuador, an affiliate of CEOSL and the Public Service International (PSI), and also to reorganize the Free Workers Federation of El Oro

The Solidarity Center promoted programs with independent unions to stimulate their future affiliation to CEOSL

The Center also helped finalize the affiliation of the health and office workers to the IRO-FIET

**Status of Indicators:**

According to the statistics of the trade union beneficiaries, the following results were attained. The following Organizations became more active working with CEOSL: the National Federation of Free Municipal Workers of Ecuador with the participation of 30 base level organizations, the Provincial Federation of Free Workers from El Oro with 7 base level organizations, twenty-two important trade unions (11 in Guayas, 8 in Pichincha and 3 in Manabí) and the Women's Front of the Free Workers Federation of Pichincha

Educators/organizers were trained and are now active as follows: Federation of Free Workers of Guayas, 16 (4 women), Free Workers Federation of Pichincha, 6 (1 woman), Free Workers Federation of Manabí, 4 (all men)

Contacts were established with women workers in the cut flower industry for future organization

Four new unions were affiliated to the Free Workers Federation of Pichincha

The affiliation of the Federation of Nurse Assistants to IRO-FIET was finalized

As a result of these developments, Labor Ministry records are expected to reflect significant increases in the membership of CEOSL, specifically increases in female membership

**Analysis of Progress toward Program Result:**

Program activities show significant progress in building the unity and institutional capacity of the labor movement

**Rating of Progress toward Program Result: 3**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Effects of Constraints/Modifications:**

Program activities were not implemented until the third quarter due to the delay in funding for the Solidarity Center

**Summary of Other Labor Accomplishments:**

Under an unprecedented agreement, the Free workers Federation of Guayas and the National Chauffeurs' Union participated on the same list of candidates to the National Assembly. This elected body will be responsible for the preparation of constitutional reforms.

**Overall Program Status and Future Trends:**

Program activities in 1997 were implemented as planned. The implementation of 1998 activities should take place as planned.

**Summary of Counterpart/In-kind Contributions:**

Local contributions	32,385
USAID contribution through Fundación Ecuador	20,173
Total	\$52,558

**Result 1 Rule of Law**

(IR2.3): National labor codes, reflecting internationally accepted labor rights and standards, are adopted and enforced equitably

The Congress of Paraguay will adopt labor legislation that improves the right to organize unions and bargain collectively in both the agricultural and public transportation sectors

**Indicator:** Media coverage and legislative records will indicate the passage of reform legislation

**Program Activities.**

The Solidarity Center will support Confederación Unitaria de Trabajadores (CUT) efforts to reform the current labor legislation by funding a series of conferences and workshops for the various member unions. CUT positions on social security reforms must be discussed and understood by middle level leadership and the rank and file. CUT leaders can then strive to engender popular support for changes to be made in the national legislation governing not only the reform of the social security program, but also the labor laws governing organization in the transport sector and agricultural workers. At least six seminars will be held.

**Summary of Program Activities this Year:**

No activities were conducted during 1997

**Status of Indicators:**

Not applicable

**Analysis of Progress toward Program Result:**

Not applicable

**Rating of Progress toward Program Result: 1**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Result 2 Civil Society**

(IR 1.4). Trade unions have an improved institutional capacity to carry out their representational function

Thirty percent of eligible workers will be organized

**Indicator:** CUT organizing statistics and publications will demonstrate percentage of workers organized

**Program Activities:**

No activities were planned for 1997

**Summary of Program Activities this Year:**

Not applicable

**Status of Indicators:**

Not applicable

**Analysis of Progress toward Program Result:**

Not applicable

**Rating of Progress toward Program Result: 1**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Result 3 Economic Growth**

(IR5.1): Economic gain-sharing takes place as a result of collective bargaining

Fifty percent of all organized workers are covered by collective bargaining agreements

**Indicator:** Labor Ministry records, CUT archives and independent activist surveys will show that 50% of all organized workers in various sectors are covered by collective bargaining agreements  
Efforts will be made to allow Federations to bargain for smaller unions or seek other methods that will provide collective bargaining agreements covering larger numbers of workers instead of individual shops

**Program Activities.**

The Solidarity Center will provide, in close coordination with CUT's Organization Department and the Education Department, support for a specific mix of training events to prepare a cadre of experienced specialists capable of negotiating "first" contracts for new unions, as well as serving as mentors for newly elected unions officers. These training activities will include support for strategic planning conferences, for training workshops covering negotiation techniques and the use of economic data and statistics, and for attending actual negotiations. International experts from Argentina, Chile and/or the United States may be utilized depending on cost and availability. The Solidarity Center's Research Support Department will also be available to provide economic and statistical data and other information by industrial sector to CUT's negotiators. Ten forums or workshops are planned.

**Summary of Program Activities this Year:**

The Solidarity Center sponsored two programs in cooperation with the Educational Institute for the CUT Paraguay (CECUT) to develop an organizing and collective bargaining seminar for the telecommunications sector. Fifty participants, 10 women and 40 men, attended the seminars. Another program, also conducted with CECUT, discussed collective bargaining techniques for a multi-union group. Thirty participants attended (25 men and 5 women).

**Status of Indicators:**

Not applicable

**Analysis of Progress toward Program Result:**

The development and future implementation of the training will increase the ability of the telecommunications sector and the organizing department of CUT Paraguay to effectively negotiate on behalf of their members.

**Rating of Progress toward Program Result: 1**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Result 4 Governance**

(IR4.2). Worker representatives participate in oversight or advisory bodies

The CUT will represent workers in national tripartite advisory commissions and boards which regulate social programs and/or formulate policies.

**Indicator.** Official government data and news media reports will show presence of workers' representatives on regulatory commissions and advisory councils.

**Program Activities:**

The participation of CUT officers or CUT professional employees on tripartite boards and commissions will be coordinated by the executive board. Strategic planning will determine the priority sectors and tripartite organizations, while prospective representatives must be capable of effectively performing their function. The Solidarity Center, in close coordination with the CUT will support training designed to prepare candidates for these positions and will obtain access to technical or statistical data pertinent to the work to be performed. The training will be necessarily tailored to the specific tasks involved. Two workshops covering public policy and trade unions are programmed.

**Summary of Program Activities this Year:**

No activities were conducted during the year.

**Status of Indicators:**

Not applicable.

**Analysis of Progress toward Program Result:**

Not applicable.

**Rating of Progress toward Program Result: 1**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

**Effects of Constraints/Modifications:**

The conflict between two groups within CUT prevented the implementation of Solidarity Center programs. The Solidarity Center was, however, able to remain a source of information and consultation for CUT and its affiliates.

**Summary of Other Labor Accomplishments:**

The Regional Organization of Workers (ORIT) presented a report that included recommendations on how to restructure the labor movement and the CUT national labor center.

**Overall Program Status and Future Trends:**

Recently elected CUT leaders are eager to renew activities and programs with the Solidarity Center.

**Summary of Counterpart/In-kind Contributions:**

Meeting space and logistical support	500
Total	\$ 500

**Result 1 Civil Society**

**(IR1.1)** Rank and file trade union members' level of participation in the political process increases

**Rule of Law**

**(IR2.3)** National labor codes, reflecting internationally-accepted labor rights and standards, are adopted and enforced equitably

Workers' organizations will coordinate their efforts to increase public awareness and support of labor rights as well as the role of unions within a democratic society

**Indicator:** A Union Coordinating Committee to promote joint action among unions will be formed

**Program Activities:**

The Solidarity Center will train a limited number of trade unionists who, in coordination with their unions, will then provide other union members with primary union building skills and will also explain the details of Peruvian labor legislation as well as the commonly accepted internationally rights and standards provisions of ILO Conventions. Training activities will range from evening discussion workshops on localized organizing campaigns and worker grievances to national residential events. The latter will include an analysis of Peruvian labor legislation, as well as encounters with trade unionists from International Trade Secretariats, other national labor movements, and ILO representatives. The focus of these efforts will be on monitoring the enforcement of labor legislation and on the techniques and remedies extant for reporting and correcting such violations. International training will also be provided to participants who are selected by their unions to specialize in worker rights cases. These participants will be introduced to the worker rights provisions and complaint mechanisms provided for within the U.S. Generalized System of Preferences legislation. Approximately two workshops are programmed.

**Summary of Program Activities this Year:**

The solidarity Center supported the publication of a handbook on labor legislation designed to enable trade unionists to better understand the nature and scope of the Peruvian labor law. It also included materials on worker rights and issues related to more active workers' participation in the political process.

**Status of Indicators:**

The political climate under which unions are operating now in Peru has broadened the support to unite the various labor confederations. They are now working in a more coordinated manner as a result of the Solidarity Center's efforts.

**Analysis of Progress toward Program Result:**

In spite of the limited scope of the Solidarity Center's activities in Peru, it is worth mentioning the fact that our presence played a crucial role in getting the various labor groups to participate in educational and training programs of common interest.

**Rating of Progress toward Program Result: 2**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

**Result 2 Economic Growth**

**(IR5.1):** Economic gain-sharing takes place as a result of collective bargaining

Industrial sector federations and national or large local unions will more effectively represent and bargain collectively for an increased number of workers

**Indicator:** Compensation in targeted sectors will increase by more than the rate of inflation and productivity during this period. More than 60% of industrial sector workers in the formal sector will be covered by collective bargaining agreements. These figures will be substantiated by Labor Ministry statistics and other reputable sources.

**Program Activities:**

The Solidarity Center will collaborate with those trade unions throughout Peru which are willing to select and train union officers for advanced collective bargaining training. Each negotiator will be taught the importance of preparing a strategic plan prior to negotiation, of being capable of clearly articulating rank and file demands to the public, and of presenting well researched and statistically-based bargaining points to the employers. The Solidarity Center will also make use of relevant statistics, economic data and case studies to unions preparing to bargain. The Solidarity Center will serve, where needed, as a contact point to relay services from the ITSs to Peruvian unions requesting them. Contract provisions with strong safety and health, environment and labor grievance procedures will be emphasized. Three workshops are planned.

**Summary of Program Activities this Year:**

This year the Solidarity Center's office in Peru organized and coordinated numerous seminars/training sessions dealing with collective bargaining, economic restructuring, adjustment, Peruvian labor legislation and its effects on worker rights. These activities were developed and successfully completed with funding from the Grupo de Análisis para el Desarrollo (GRADE), a Peruvian NGO which operates under a local AID Mission grant. There was a total of 1,225 trade union leaders (270 women), representing 36 unions, who participated in these seminars. Among the sectors represented were metal trades, public service, textile, transport, light and power, petroleum, construction, and mining.

**Status of Indicators:**

As a result, after the successful completion of these workshops, the awareness within the 36 participating unions increased tremendously. Now these trade unionists are better prepared and know how to effectively negotiate a collective bargaining agreement which will address the members' needs at both local and national levels.

**Analysis of Progress toward Program Result:**

The major hurdle which must be overcome before program results can be achieved is that the Solidarity Center had to close its offices in Peru on December 31, 1997. The lack of support and continuity of these programs will hinder the further expansion of collective bargaining and worker rights training in a very difficult and anti union atmosphere that workers are currently facing in Peru.

**Rating of Progress toward Program Result: 2**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Effects of Constraints/Modifications:**

The program implementation in Peru was hampered by the continuous fragmentation of the Peruvian labor movement and its membership frequent coalition shifting. The many labor decrees issued by the Fujimori administration greatly contributed to the creation of small labor groups and sub-groups which only aggravated the situation.

**Summary of Other Labor Accomplishments:**

Undoubtedly, the Solidarity Center's office in Peru, was the only safe place where the different labor groups and confederations sought for and received information, guidance and training in areas such as organizing, worker rights, collective bargaining, and economic development.

**Overall Program Status and Future Trends:**

The program will temporarily be suspended in 1998. However, activities dealing with worker rights and trade will be developed through the Global Department which will include Peru. Peruvian trade unionists will also be involved in the regional efforts under the worker rights and trade projects of the Americas. After a thorough review

of the situation, a decision will be made on how to reestablish the Solidarity Center's programs in Peru before the end of the year

**Summary of Counterpart/In-kind Contributions:**

Not applicable

**Result 1 Civil Society**

(IR1 4): Trade unions have an improved institutional capacity to carry out their representational function

The ability of garment workers to vindicate their rights through the strengthening of independent, sustainable labor organizations is increased

**Indicator:** The number of women garment workers who are members of BIGUF is increased  
The number of BIGUF members benefitting from the application and improved enforcement of labor laws is increased  
BIGUF members' sense of empowerment vis-a-vis their employers is increased  
BIGUF's ability to serve members through application of professional procedures and standards is increased  
Number of formal affiliations and informal relationships and activities BIGUF conducts with national and international like-minded organizations is increased

**Program Activities:**

Union outreach activities included organizing workers, providing education programs, and strengthening membership services such as legal aid, establishment of an emergency revolving loan fund, health clinics, literacy/adult education

Legal aid programs included labor law/worker rights education, labor law informational campaigns, basic and intermediate literacy instruction, mediums for coalition-building, negotiation/communication skills training

Legal services and legal awareness sessions, literacy classes, collective bargaining training, leadership training, negotiation/communication skills, labor law information programs

Training for BIGUF officers and members on office administration, leadership and communication skills, financial trade union accounting, worker rights, education in key topics such as labor law, dispute resolution, collective bargaining training, study tours, emergency revolving loan fund, administration training

Coalition-building fora/worker rights seminars, study tours, research training/research studies

**Summary of Program Activities this Year:**

The Solidarity Center worked with the Bangladesh Independent Garment-Workers Union Federation (BIGUF) on worker rights/legal awareness, building a sustainable institution, legal assistance, and membership services. Funding for the Center's program activities in Bangladesh comes from a local mission add-on grant to the core grant awarded to the Center. BIGUF was founded in December 1994 to provide a voice to the more than one million garment workers in the country, the majority of whom are women. When BIGUF's application for registration as a national garment union covering all garment workers was rejected by the Government of Bangladesh, BIGUF held a re-organizational founding convention on May 1, 1997 forming itself into a federation of seven affiliated factory level local unions. In June 1997, BIGUF submitted its papers for registration and on July 2, 1997, BIGUF received its official registration as a national federation. BIGUF conducted a founding conference and a follow-up election conference with a combined participation of approximately 1,019 workers (over 700 women). On December 12, 1997, BIGUF held its mandatory post registration convention for the election of officers who were unanimously re-elected with the sole exception of one individual who withdrew. Also in 1997, BIGUF was accepted as an affiliate of the international trade secretariat for garment and textile unions throughout the world, the International Textile, Garment and Leather Workers' Federation (ITGLWF), and its Bangladesh National Coordinating Council (BNCC).

Throughout 1997 the Center continued to assist BIGUF in educating garment workers in labor law and trade union affairs, in addition to leadership training and union administration.

BIGUF organizers assisted workers in forming trade unions at the factory level. In compliance with registration procedures, when 30% or more of the workers committed to forming a local union, the organizers arranged for an

election meeting where the workers elected an executive committee and officers for their union. During 1997, BIGUF held 34 election meetings for 32 factories involving 4,847 workers (3,460 women)

As needed, BIGUF organizers met with workers to help them resolve problems and discuss activities following the election meeting and/or after registration. BIGUF held 27 follow-up meetings involving 2,823 workers (1,848 women)

BIGUF organizers conducted 202 organizing meetings for potential members to educate workers about the Federation and its programs. Approximately 17,390 workers (11,231 women) participated in these meetings

BIGUF administered 57 trade union training programs for potential members and members, specifically targeting factory-level leaders so they can better run their unions, involving a total of 7,785 workers (4,285 women). These training programs were conducted by officials from the Bangladesh Ministry of Labor and Manpower, including the Joint Director of Labor. They covered a variety of subjects including trade union rights, registration procedures for factory level unions, leadership duties and responsibilities of union officers, the Industrial Relations Ordinance of 1969 and unfair labor practices, the functions of labor courts, and other topics vital to the representation of factory level unions

The Center conducted two training seminars on trade union finances for union officers, organizers and members of BIGUF, with 35 participants (23 women). With this training, BIGUF officers are better prepared to efficiently maintain the Federation's membership records, collect dues, and perform accounting functions with less supervision from the Center

In addition to these activities, the Center continued supporting a significant legal assistance program to teach garment workers to address their workplace problems utilizing legal channels. The BIGUF lawyers counseled 3,215 workers (1,855 women), assisted in the filing of 934 grievance letters (724 for women), filed 476 court cases for 444 workers (222 women), and, as of December 31, 1997, BIGUF lawyers had 849 cases pending

In 1997, the Center also continued to provide support to BIGUF's social welfare programs

**Adult Literacy Classes** BIGUF attendance averaged 183 workers (110 women) in their adult literacy classes teaching Bangla, English and math. Most garment workers are illiterate and those that have completed their classes are now able to read and understand their time cards, wage slips, correspondence from management, and can read and understand BIGUF informational material

**Health Clinics** BIGUF's three health clinics provided basic medical advice and treatment for garment workers and their families, including pre-natal and post-natal check-ups. During 1997, the clinics had 1,644 patients (1,036 women) and enrolled 513 new members

**Child Labor Schools** As of December 31, 1997, there were 148 former child labor garment workers participating in the BIGUF child labor education program

In response to a priority identified by the Federation, the Center organized an introductory seminar on how to start an emergency revolving loan fund by the BIGUF executive committee officers involving 27 workers (20 women). A BIGUF emergency revolving loan fund will be established at the beginning of 1998 to provide temporary assistance to union members who are laid-off or terminated due to union activities

Other activities conducted in 1997 included

**Coalition-building mediums/worker rights seminars** The Center and BIGUF conducted one joint seminar on the current labor law and potential reform, with 46 participants (13 women). The seminar improved the interaction and communication between BIGUF, its lawyers and the legal community, and the Bangladesh Minister for Law and Justice and Parliamentary Affairs who would be responsible for drafting and implementing reform

The BIGUF has produced and printed two pamphlets, one which educates workers about BIGUF and its programs, and the other about workers rights in Fire Prevention and Safety Both are used in membership recruitment and educational programs

**Status of Indicators:**

In July 1997, BIGUF received its registration as a national federation from the Government of Bangladesh

As of December 1997, BIGUF signed up 7,400 new members (4,491 women), who paid initiation fees This raises membership from 8,687 to 16,087 (13,096 women), an increase of over 85%

BIGUF was successful in assisting eight new factory level unions receive their official registration thereby increasing BIGUF's affiliates from seven to 15, with five additional union registrations still pending

Under BIGUF's legal aid program to teach garment workers to address their workplace problems using legal channels, lawyers for the union settled 203 cases and collected \$24, 867 (1,119,015 taka) in settlements for garment workers BIGUF lawyers counseled 3,215 workers (1,855 women), assisted in the filing of 934 grievance letters (724 for women), filed 476 court cases for 444 workers (222 women), and, as of December 31, 1997, BIGUF lawyers had 849 cases pending

In over 19 factories BIGUF officers have been successful in resolving workplace problems such as the enforcement of maternity leave, proper payment of salary and overtime pay, abusive treatment by management, discrimination against the union and the implementation as well as enforcement of workers rights guaranteed by applicable laws and statutes BIGUF involved the rank and file members in the resolution of these problems If any agreement was signed, it carried both the BIGUF officers signatures and those of the factory level leaders/officers, as well as management counterparts including involvement of the BGMEA (Bangladesh Garment Manufacturers Employers Association) official The attached success stories involving BIGUF officers and members resolving workplace problems demonstrate the sense of increasing empowerment of BIGUF members

The Center has acquired and will occupy its own office space separate from BIGUF Headquarters, in January 1998 The BIGUF has developed to the extent that they now need and can manage their own headquarters office with moderate supervision and direction from the Center On October 1, 1997, BIGUF opened its new branch office in the port city of Chittagong where it has three affiliated factory level local unions, increasing the total of BIGUF representative offices to four (three in Dhaka)

As a result of the training seminars on trade union administration and finances, conducted for BIGUF officers, the Federation has started to administer the Federation's membership records, dues collection, and accounting with little supervision from the Center

BIGUF has produced and printed two pamphlets, one which educates workers about BIGUF and its programs and the other about workers rights in Fire Prevention and Safety Both are used in membership recruitment and educational programs

The Center organized an introductory seminar on how to start an emergency revolving loan fund for BIGUF executive committee officers involving 27 workers (20 women) A pilot program for the BIGUF emergency revolving loan fund will be established in the beginning of 1998 to provide temporary assistance to union members who are laid-off or terminated due to union activities

BIGUF became an affiliate of the International Textile, Garment and Leather Workers' Federation (ITGLWF) and its Bangladesh National Coordinating Council (BNCC) in February 1997 Also in 1997, BIGUF established an informal working relationship with local organizations such as the Bangladesh Legal Aid and Services Trust (BLAST) and the Bangladesh National Women Lawyers Association (BNWLA)

The Center and BIGUF conducted a joint seminar on current labor laws and labor law reform with 46 participants (13 women) The seminar helped bridge the interaction and communication between BIGUF, its lawyers and the legal community, as well as respective government Ministries which would be instrumental in the creation and enforcement of labor law reforms

**Analysis of Progress toward Program Result:**

The programs conducted in 1997 directly improved the ability of the federation, its officers, organizers, and members to recruit new members, register unions, and exercise their rights as enumerated under "Status of Indicators" above. BIGUF has made great strides in 1997 as indicated by its growth and ability to service its members, especially gaining respect from employers, government and other trade union bodies Women workers, who a few years ago were grappling with how to rectify workplace abuses, are now confronting government officials and factory owners in Labor Department proceedings and meeting directly with factory owners and BGMEA officials Following the Union's registration, it started collecting dues from its members BIGUF also collects fees for legal, health, and education services From these fees, BIGUF is paying a portion of the rent for its offices and the BIGUF's membership recruitment program, including the salary of one organizer

**Rating of Progress toward Program Result: 3**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Effects of Constraints/Modifications:**

In consultation with the USAID mission in Bangladesh and in an effort to better focus extensively on workers in the garment sector, the Center discontinued its programs in the informal sector This allowed the Center to concentrate fully on the development of BIGUF

**Summary of Other Labor Accomplishments:**

On October 1, 1997, BIGUF opened its new branch office in the port city of Chittagong where it has three affiliated factory level local unions, raising the total of BIGUF representative offices to four (three in Dhaka)

Effective January 1, 1998, the Center has acquired and will occupy its own office space, separate from BIGUF Headquarters The BIGUF has grown to where it now needs and can manage its own headquarters office with moderate supervision and direction from the Center

BIGUF officers, Nazma Akther and Zahida Begum attended the Migrant Workers Conference held in Sri Lanka in October 1997, and the Coalition of Labor Union Women (CLUW) Convention held in Seattle, Washington from November 7-9, 1997, respectively

**Overall Program Status and Future Trends:**

The Center will continue working with BIGUF to take it to the next level of development operating as a registered, self-reliant federation with affiliated factory-level unions that must collectively bargain with employers In addition, the Center plans to assist in establishing a BIGUF revolving emergency loan fund and conduct study tours to Sri Lanka and the Philippines to provide BIGUF officers with advanced training and trade union experience

Although from the program side, as reported above, BIGUF had a good year, it must be recognized that there is still very much to do in the area of education and development As a federation, BIGUF and its affiliates are still in the development stages Also, it must be recognized that with its growth and gains in 1997, the pressure from the owners, individually and collectively, to thwart the process, both at the factory level and the Department of Labor's Registrars Office, will increase proportionally with BIGUF's successes in the area of organizing and registering

new unions Also, in addition to the pressures exerted by management, BIGUF continues to be lured and pulled to become aligned with the other labor federations who view BIGUF as an adversary with its independence and funding, but at the same time desperately want them as an affiliate/associate Finally, the political situation in Bangladesh remains unstable with frequent extra-judicial interventions into normal government procedures, such as the registration of unions

**Summary of Counterpart/In-kind Contributions:**

Office Rent/Maintenance	1,545
Child Labor School Program	310
Legal Services Program	616
Organizing Program	782
Organizer Salary-Gulshan	286
Total	\$ 3,539

**Result 1 Civil Society**

(IR1 1) Trade unions are financially viable and self-sustaining

Democratic unions will be revitalized through expanded membership

**Indicator:** Thirty-six fully sustainable model local-level unions will come into existence. The total membership of these new unions will be approximately 25,000.  
Twenty-four existing unions will increase their membership.

**Program Activities:**

Union organizers from national industrial unions will be trained in membership recruitment techniques and taken through all the steps of a comprehensive program, i.e. doing a factory survey, selecting organizers, planning the campaign, preparing signed-up workers for dealing with management, and organizing the union through the negotiation process for a collective bargaining agreement. The Institute will sponsor six, 3-day workshops. They will be residential in nature and each will have approximately fifteen participants.

The Solidarity Center will conduct five workshops to train new union officers on how to plan and distribute union tasks, responsibilities, and resources, how to create a simple newsletter, how to manage an organization, and the methods of basic budgeting and financial record keeping for unions. In each workshop, fifteen participants will take part over a three day period.

The Solidarity Center will hold two, one-day sessions to bring together participants to share experiences, evaluate the appropriateness of the programs and make recommendations for future programs.

The Program Coordinator will be the chief organizer of the programs described above and will work under the direction of the Solidarity Center's country representative. He will participate in the planning of the programs, the development of materials, and conduct some of the teaching. His role is critical because of the limited support that can be provided by officials of the present union structures.

**Summary of Program Activities this Year:**

The Solidarity Center sponsored workshops for the All Indonesia Workers' Union (SPSI), representing rank and file workers and union officers from the chemical, food & beverage, garment, pharmaceutical, printing, textile, tourism, and transport industries. Four five-day workshops were held on organizing workers, recruitment strategies and skills for 97 participants (15 women). Five five-day workshops were conducted on improved union administration for 117 participants (29 women). One five-day basic trade union orientation workshop was held for 26 workers (4 women) to acquaint them with unionism and collective representation. These training programs on union administration and organizing issues are designed to improve services, increase membership and expand a revenue base.

**Status of Indicators:**

The Indonesia office has initiated a data collection and program analysis mechanism to track program activities and results. The initial report indicates that during the report period, approximately 2,016 workers were organized into unions which have received Solidarity Center training. Given the retaliatory actions by employers and local authorities, and the recently approved Manpower legislation, it is still very difficult to organize workers free from intimidation and interference. It still remains very difficult to establish new independent unions at the local level. In 1998, this new in-house program evaluation methodology will facilitate reporting on organizational development and relevance to the Solidarity Center programs.

**Analysis of Progress toward Program Result:**

The Solidarity Center fulfilled the planned program activities scheduled for the period and made progress towards the program result in spite of the political crisis and limitations imposed by the authoritarian regime. The drafting and passage of labor law reform in the new Manpower Bill presents new obstacles.

## **Rating of Progress toward Program Result: 2**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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### **Result 2 Economic Growth**

**(IR5 1):** Economic gain-sharing takes place as a result of collective bargaining

Democratic unions will negotiate collective bargaining agreements improving workers' real incomes and leading to a decrease in workplace strife

**Indicator:** Union records will document wage increases and improved working conditions gained through collective bargaining

#### **Program Activities:**

The Solidarity Center will conduct four workshops for new union officers to explain the principles of collective bargaining. Each workshop will be attended by fifteen participants. Once bargaining committees have been elected by local unions, the Center will also conduct four intensive tutorials on contract language and bargaining strategies and techniques. Each three-day tutorial will target five bargaining committee members from the same factory (four factories total). In both programs, participants will be exposed to data gathering techniques, language drafting, collective bargaining techniques, contract administration, and membership education methodologies.

#### **Summary of Program Activities this Year:**

The Center sponsored workshops for SPSI unions representing workers from the chemical, food & beverage, metallurgical, pharmaceutical, printing, timber and transportation industries. Six collective bargaining workshops for 162 participants (38 women) were conducted, covering such topics as negotiation strategies, negotiation research and bargaining assessment, in addition to bargaining skills training. These programs were designed to help unions improve their ability to negotiate fair collective bargaining agreements with employers that enhance workers' protections and economic gains. The Center also conducted four specialized collective bargaining tutorials on negotiation strategy and assessment for the SPSI Textile Workers Union (48 men, 11 women), to help it improve the ability of local unions to negotiate contracts with employers. Also, two workshops were organized on occupational safety and health for 50 participants (4 women).

The Advancing Democratic Institutions for Labor (ADIL) mission funded grant supported the organization of a district level collective bargaining agreement workshop for SPSI leaders from Irian Jaya (44 men, 3 women). In addition, seven collective bargaining tutorials were held for union officers from the tourist, transport and air transportation sectors (48 men, 22 women).

The Advancing Democratic Institutions for Labor (ADIL) program, funded by a mission grant, supported two five-day workshops on occupational safety and health issues for 47 participants (38 women) from the chemical and construction industries. These programs are designed to improve workplace safety and health conditions for workers exposed to potentially hazardous or harmful environments.

#### **Status of Indicators:**

Although formal collective bargaining hardly exists in Indonesia, recent training activities conducted by the Solidarity Center are starting to show promise. As a result of the new data collection and program analysis mechanism being implemented in the Solidarity Center's Indonesia office, the Center can report that during the period, eight new collective bargaining agreements (CBAs), have been negotiated, and 18 CBAs re-negotiated, as a consequence of the Center's training. The contracts are currently being analyzed for comparative economic content, but all indications are that workers covered by these collective bargaining agreements have achieved greater economic gains, improved working conditions and rights protections.

#### **Analysis of Progress toward Program Result:**

All of the planned program activities were conducted and analysis from the current data suggests that progress is being made towards achieving the program result as a result of the activities.

**Rating of Progress toward Program Result: 3**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Result 3 Rule of Law**

(IR2.2): Industrial disputes resolved and settlements enforced more equitably, quickly and economically

Twenty-four existing democratic unions will become self-sustaining

**Indicator:** Willingness by rank and file members to pay fees for union services will increase  
Three industry-based worker federations will have the capability to carry out basic education with their own cadre of teachers

**Program Activities:**

The Center will implement this program component using a tutorial format. Four courses will be held. Participants involved will be slated to become "shop stewards" (individuals designated by the union to deal with individual workplace disputes). Among other things, participants will learn how to document and handle a worker's grievance case and present that case to management. Further training will also be planned if, at a later date, such cases are allowed to proceed to more formal resolution proceedings. Five participants will take part over a three day period.

**Summary of Program Activities this Year:**

During this period, the Solidarity Center conducted two one-day grievance handling and dispute resolution tutorials for twenty union stewards and workers (9 women) on the administration of grievance procedures and conflict resolution skills. These tutorials were organized in Medan for workers in the metal sector.

**Status of Indicators:**

Due to the Manpower legislation enacted in 1997, and to be implemented in 1998, a number of local unions are initiating dues collection for the first time. Reports indicate that these resources have allowed local leaders to become more aggressive in representing their members interests and in asserting their independence from regressive employer/government dominated elements in the trade union movement. Since the new legislation only goes into effect in 1998, the Center's data collection and program analysis procedures will include a dues check-off monitoring program in 1998 that will provide more accurate reporting on dues check off practices and evaluation. During this period, 18 new SPSI local unions were organized.

A 3 day conference of 32 NGOs involved in migrant worker issues was held in December as part of the core grant. This activity was also supported by the Regional Migrant Worker Grant managed out of Sri Lanka. Thirty-five participants (15 women) attended the Indonesia conference to discuss the legislative and policy recommendations for the protection of migrant workers and to organize mechanisms for coalition building and networking.

**Analysis of Progress toward Program Result:**

Due to the run-away forest fires which occurred in Indonesia, hazardous conditions resulted in the canceling of some activities which would have resulted in satisfying the planned program activities for the period. Coupled with the more important and controversial legislative changes in the industrial relations system, there were and continue to be great bureaucratic and political obstacles towards achieving the result.

The Center instituted a program initiative on addressing the regionally chronic problem of the abuse and exploitation of the migrant workforce. This activity is designed to create the conditions and legal solutions that engage civil society and public authorities on alleviating the misery and abuses of these neglected workers, and resolving disputes over itinerant employment.

**Rating of Progress toward Program Result: 2**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Effects of Constraints/Modifications:**

The program results for Indonesia are affected and limited by the hostile political and economic environment imposed by repressive public authorities and economic policies which are implemented to benefit a small minority of elites associated with the corrupt regime and its monopolistic management of economic affairs. Legislative reforms demonstrate that the current government authorities intransigently resist true democratic reforms in political and economic legislation and public policy as a means of retaining control.

**Summary of Other Labor Accomplishments:**

The Center has been able to offer technical assistance and consultation to nascent democratic unions and NGOs which advance the cause of workers' rights and rule of law. The Center's programs also have an extremely important impact on the democratic and progressive elements of the 'official' union structures at the local and plant levels which are striving for more independence and autonomy in representing workers' interests. The Center's Indonesia office is successfully participating in a regional effort to address the rights and needs of migrant workers and plans to expand upon integrated programs with neighboring countries that have been initiated.

The Center has visibly monitored and reported upon the intimidation, harassment and repression against labor activists and independent workers' organizations, most notably the cause of the SBSI and its General Chairman, Muchtar Pakpahan.

During this report period, the Center's new Regional Representative began his tour of duty in Indonesia in July. As a part of his orientation process, he met with all 13 principle union officers of the SPSI affiliated federations unions and began an in-house evaluation of past projects which will be used as the basis to prepare a new local mission proposal.

**Overall Program Status and Future Trends:**

The Center will continue to work on modernizing and democratizing existing union structures and the industrial relations system in Indonesia, in addition to the spontaneous and democratic workers movement. The Center will coordinate its efforts with interested domestic and international NGOs that advance democracy in Indonesia. The Center will continue to counsel the labor movement on democratic reforms to existing legislation and policy. The Center is pursuing a local USAID mission grant to supplement the effort in establishing an independent arbitration dispute resolution mechanism and effective collective bargaining relationships between employers and unions in an effort to promote the sustained liberalization of international trade and domestic competition policies for the mutual benefit of Indonesia and the US.

The precarious economic and political crisis plaguing the country must be considered when measuring program achievements and results, and will highly influence program effectiveness in 1998.

**Summary of Counterpart/In-kind Contributions:**

Trade Union Administration Workshops	503
Collective Bargaining Workshops	328
Recruitment and Organizing Workshops	118
Occupational Safety and Health Workshops	632
Total	\$1,581

**Result 1 Civil Society**

(IRI 2) The adoption and implementation of public policies is influenced by trade unions

The TUCP and ten of its affiliates will have improved institutional capacities to carry out their representational functions

**Indicator:** Trained industrial and community organizers supported by the TUCP and ten of its affiliates will be active in at least three areas of the Philippines noted for the strong, anti-union bias of their local political leaders

**Program Activities:**

The Solidarity Center will support a model trade union organizing program in an area of the Philippines noted for the strong anti-union bias of local political leaders. Solidarity Center support will enable the TUCP to train and field five industrial and community organizers in industrial zones in Luzon. The organizers will be under the direct supervision of the TUCP and will augment and support the organizing activities of the TUCP's affiliates. They will be responsible for organizing workers in the informal sector, the majority of them women home workers for the garment industry, and developing cooperatives and other types of community based associations for disadvantaged groups (as defined by the local USAID Mission) through community organizing activities. If successful, the model program will be replicated in other areas of the Philippines using the resources of TUCP affiliates and international labor organizations.

The Solidarity Center will support a 3-day TUCP leadership training program for 25 participants, the majority of them women workers and women union and community leaders. The confederation's policy requires that at least 10% of the participants be men.

The issue of productivity is both highly misunderstood and controversial in the Philippines as both labor and management have widely differing views on the subject. The issue has assumed a high level of importance since President Ramos made it the central theme of his "Philippines 2000" development plan. The Solidarity Center will assist the TUCP to create a cadre of qualified union trainers to provide training for workers and union leaders engaged in productivity improvement and productivity gain-sharing programs. As a result union leaders will be able to conduct more effective collective bargaining negotiations through a better understanding of the complex issues involved.

**Summary of Program Activities this Year:**

With support from the Center, the Trade Union Congress of the Philippines (TUCP) trained 12 grassroots organizers and put them into the field. These organizers initiated 21 targeted organizing drives in export processing zones and surrounding areas in Luzon. The Center also provided support for five one-day monthly meetings and three one day field organizers' quarterly meetings involving 144 participants (24 women). In addition to these activities, the Center supported 18 one-to-two day seminars on topics covering fundamentals of trade unionism, administration of collective bargaining agreements (CBAs), and other relevant workplace issues involving 1,551 participants (423 women). Two one day workers forums were held for the newly organized workplaces in the economic zones for 131 participants (27 women). Union leaders in the zones also formed a loose coalition called the Forum of Unions in Zone Enterprises (FUZE).

The Solidarity Center sponsored several TUCP programs. Four two to four day leadership training workshops were organized with 103 participants (93 women) to evaluate the TUCP women's programs, raise consciousness on women's issues among workers in export zones, and to motivate energetic commitments from new leaders to the union cause.

In addition, two three-day workshops were held on Productivity Training Materials Development, and Train-the-Trainers on productivity issues for 30 (3 women) local union officers and representatives in the Regional Tripartite Wage and Productivity Boards (RTWPB).

**Status of Indicators:**

The TUCP's membership organizing campaigns carried out by the 12 trained professionals resulted in forming 12 new local unions representing some 5,140 members (1,201 women). Four of the new unions were won through certification elections, another seven through voluntary recognition by employers, and one union through direct affiliation. There are an additional eight target companies which have pending certification petitions with the Philippines Department of Labor and Employment. Five of the 12 new local unions have negotiated and signed

contracts (CBAs) involving 234 members (103 women) One local union involving 1,090 members (800 women) is still negotiating with the employer, and another local union is preparing a collective bargaining proposal for negotiation representing 115 members (70 women)

The TUCP also conducted community organizing campaigns in the informal sector The campaigns were carried out in several areas of the country which resulted in the formation of 69 women's associations representing 5,372 members, most of whom are home-based workers, and two co-operative organizations involving 2,000 members (905 women)

The TUCP developed a module on Productivity and Gain Sharing as a result of the seminar-workshops on productivity and assistance from the National Wages and Productivity Commission (NWPC) Twelve TUCP educators participated in the pilot workshop to evaluate the module If it is approved, they will implement the TUCP's productivity gain-sharing education programs

#### **Analysis of Progress toward Program Result:**

The TUCP waged a successful campaign to recruit new unions in areas noted for the strong anti-union bias of employers and local political leaders In addition, TUCP signed the first ever negotiated CBA in the Cavite Export Processing Zone However, TUCP is also faced with the challenge of ensuring the continuing viability and loyalty of the unions organized, since other unions outside the TUCP have started to raid existing unions, including TUCP's newly affiliated ones The successful organizing scored by TUCP will result in the improved long-term capability of the TUCP and its affiliates to carry out their representational functions

#### **Rating of Progress toward Program Result: 4**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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#### **Result 2 Civil Society**

(IR1.1) Trade unions are financially viable and self-sustaining

TUCP affiliates will be financially viable and self-sustaining

**Indicator** Five TUCP affiliates will achieve full financial viability and be self-sustainable

#### **Program Activities:**

The Solidarity Center will provide assistance to the TUCP to implement activities designed to encourage and support mergers of its non-solvent affiliates The mergers will result in more directed, self-reliant, and sustainable institutions capable of representing more effectively the interests of their membership and contributing more effectively to the TUCP's participatory and advocacy programs and activities

#### **Summary of Program Activities this Year:**

Assistance provided by the Solidarity Center enabled the TUCP to conduct programs for its affiliates in the public sector, port workers, transportation, and telecommunications sectors A total of nine one day membership strengthening meetings were held by the participating unions involving 1,106 participants (647 women)

#### **Status of Indicators:**

The Philippine Government Employees Association (PGEA) organizing campaign activities resulted in the affiliation of four new local unions representing 4,374 dues-paying members (2,502 women) These four new unions and the PGEA also formed a coalition group known as the National Convention of Government Employees Working Council The Council was recognized by the Philippines Civil Service Commission to represent public sector workers in negotiations and consultations to improve their working conditions Encouraged by the effective representation of National Union of Port Workers in the Philippines (NUPP), previously non-affiliated stevedore unions decided to affiliate to the federation Other TUCP-affiliated unions in the transportation and

telecommunications industries were able to consolidate support of its membership in strengthening their respective organizations

**Analysis of Progress toward Program Result:**

Efforts by the TUCP to encourage mergers of non-viable affiliates showed some relative success, particularly the public sector union, PGEA. The affiliations of PGEA's 4,374 dues-paying members, and additional new members which affiliated with the National Union of Port Workers in the Philippines (NUPP) are expected to improve the Unions' financial sustainability. The NUPP, a federation of some 20,000 port workers nationwide, has established closer links and strong support for the TUCP.

**Rating of Progress toward Program Result: 3**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Result 3 Governance**

(IR4 3): Trade unions articulate publicly their concerns about government policies and actions

**Indicator:** The adoption and implementation of public policies will be influenced by the TUCP

**Program Activities:**

The Institute will provide assistance to the TUCP for activities aimed at improving the press and information activities of the confederation and its affiliates

The Institute will provide assistance to the TUCP to update the confederation's information and studies on labor law reform ultimately enabling it to submit its findings to the Philippine Congress. The TUCP supports changes in the labor code to speed up processing of applications for certification elections, to facilitate worker access to justice, to encourage more government transparency and accountability, to criminalize certain labor standards violations including the use of child and bonded labor and labor only contracting, to insure better enforcement of gender equal laws, and to restrain government intervention in the collective bargaining process.

**Summary of Program Activities this Year:**

The Solidarity Center sponsored a three-day writers workshop for trade union journalists and editors. The workshop was attended by 16 professionals (8 women) from ten TUCP-affiliated federations. The workshop provided participants with knowledge and skills on news and feature writing, the production of newsletters and the development of propaganda materials.

The Center also provided support to the TUCP to complete seven research studies on various topics pertinent to labor law reform, the conduct of certification elections, deficient and ineffective child labor legislation, labor-only contracting, TUCP-proposed amendments to the Labor Code and to the Omnibus Rules Implementing the Labor Code of the Philippines, and a consolidated analysis of the labor's representation in Conflict Resolution and Negotiations in various tripartite/bipartite institutions. In addition to these, two other studies were completed which focused on TUCP's analysis of the implications on workers and unions of the recently issued Philippines Department of Labor Orders 9 and 10, regarding Implementing Rules on Labor Relations, and Labor-Only Contracting. Two one-day regional forums were held to validate findings and recommendations contained in the TUCP research studies. Forty-six union leaders from various TUCP-affiliated federations participated, eight were women. A one-day workshop was also held to review the status of the TUCP-endorsed amendments to the Labor Code and the proposed amendments to the Omnibus Rules Implementing the Labor Code. Twelve top TUCP leaders and TUCP lawyers, attended the workshop (two women). The workshop participants drafted lobbying strategies and recommendations to facilitate passage of TUCP-endorsed legislation.

**Status of Indicators:**

A correspondence network between the TUCP affiliates was established following the three-day workshop for trade union writers. The network is expected to provide a regular and timely flow of information to the TUCP and its

affiliates. In addition, the newly-trained writers have started to contribute news articles to the TUCP's publication, "The Filipino" (Ang Pilipino).

The TUCP research studies became the basis for the formulation of the Confederation's position on a host of issues affecting workers. Results of TUCP research and position papers were presented to various organizations including the Tripartite Industrial Peace Council, Congressional Committee Hearings, various tripartite conferences, two wage and salary campaigns, and President Ramos and other government officials.

Public advocacy campaigns and lobbying undertaken by the TUCP resulted in the following:

- Eleven proposed amendments to the Labor Code were presented, six proposed-amendments to the Omnibus Rules Implementing the Labor Code of the Philippines were integrated to the Department of Labor's National Labor Relations Commission (NLRC) rules and the Department of Labor's Order #9.
- A commitment from the Department of Labor was made to conduct another tripartite conference to review the TUCP's opposition to Order #10 implementing policy on labor-only contracting.
- A total of 48 bills on the proposed amendments to the Labor Code have been filed, seven have already been passed into law and are now in effect.
- Thirty bills on TUCP proposed amendments to the Omnibus Rules Implementing the Labor Code of the Philippines were filed in Congress, or integrated in the Department of Labor's NLRC, or the National Mediation and Conciliation Board rules.
- New wage orders were issued and implemented in 13 regions.
- In response to the TUCP's petition, Executive Order 212 on the privatization of port operations in the country, was rescinded. In addition, President Ramos issued a memorandum to finalize implementing mechanisms including provisions of funds for the Port Workers Social Amelioration program that would provide for additional benefits for the port workers and their families nationwide.
- Passage of the TUCP endorsed Comprehensive Tax Reform Law, raising the personal tax exemption for fixed income earners. The new law approved an increase of \$1,211 for working couples with four dependents. Individual taxpayers and heads of families also received higher tax breaks.
- The TUCP's inputs were sought out and integrated in the draft bills on sectorial elections and absentee voting. The bill on absentee voting will allow some 800,000 overseas contract workers to vote in the May 1998 national elections.
- Lobbying and advocacy work on sustainable development concerns resulted in the presentation and acceptance by President Ramos of the joint government and civil society commitment to a core document on Philippine Agenda 21. The Philippine Agenda 21 chapter on trade unions and workers addresses the core employment, poverty, and growth issues. Participation in the Philippine Council for Sustainable Development enabled the TUCP to raise workers' perspectives on issues such as child labor, improved access to resources and social protections for the informal sector, and highlighted the need to establish a social clause in international trade agreements.

#### **Analysis of Progress toward Program Result:**

Empirical data and information generated from the research studies developed by the TUCP helped enhance the Confederation's credibility as champions of workers' concerns and interests. Evidence of this growing trust and credibility is that TUCP has been frequently asked to provide input and participate in various policy-making bodies.

set up by government Also, TUCP's position papers and testimony were solicited by Congress during public hearings/deliberations on measures affecting workers

**Rating of Progress toward Program Result: 4**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Effects of Constraints/Modifications:**

The affiliates lack of appreciation of the importance of merger, including the unwillingness among the incumbent leaders to give up their positions, and the latent distrust of smaller unions to merge with more established union organizations, stalled TUCP's campaign to effect mergers among its non-viable affiliates This caused the TUCP to focus attention on the strengthening and consolidation of unions in the public sector, transportation, ports, and telecommunications sectors.

The current and pervasive "downsizing and streamlining" among employers resulted in the loss of membership among many federations within TUCP This trend has consequently affected the financial viability of the TUCP federations which participated in the training program aimed at developing a core of federation-based union writers, who would eventually initiate the publication of their respective newsletters Plans to have federations develop their own newsletters did not materialize Trained trade union editors were instead encouraged to prepare or contribute news articles to the TUCP's newsletter

**Summary of Other Labor Accomplishments:**

None

**Overall Program Status and Future Trends:**

TUCP's membership recruitment programs in the export processing zones need to focus organizing drives to enterprises with 50-500 workers Lessons learned from the organizing campaigns will be replicated in other economic and industrial zones in the country

While there are considerable gains achieved, recent developments require TUCP's continued vigilance Recent Supreme Court rulings concerning union certification elections, including failures to enforce the laws and rules affecting labor, are expected to undermine initial gains Labor-only contracting needs further work TUCP's campaign to criminalize the illegal practice of labor-only contracting faced a major set back with the issuance of Department of Labor Order #10

Training programs on women focused attention on the organizing dimension of women's programs However, these need to be reinforced and emphasized to provide women union leaders an opportunity to play a prominent role in the changing realities, not only in the realm of the trade union movement but in the larger society as well

**Summary of Counterpart/In-kind Contributions:**

Seminars - Local Transportation	6,447
Seminars - Facilitator's Fee	4,812
Seminars - Lecturer's Fee	8,120
Seminars - Lost Wages	12,428
TUCP Organizing Centers - Office Rental	4,800
TUCP Organizing Centers - Communication/Postage	2,266
TUCP Organizing Centers - Utilities	1,334
TUCP Organizing Centers - Office Supplies	266

JILAF membership services programs	25,000
Sectoral Livelihood Fund for Coop Programs	46,667
Total	\$105,693

**Result 1 Civil Society**

(IR1.1): Rank and file trade union members' level of participation in the political process increases

Participation in the political process by union members in key industrial sectors will increase

**Indicator:** Over 400 urban-based worker activists and 3,000 plantation youth will become active in continuing union/community-based programs that involve participation in local/national issues campaigns

**Program Activities:**

Prominent among the problems of trade union leaders is the issue of the perception of second-class citizenship and a mind set contributing to the lack of initiative and involvement in society. Three, 3-day seminars involving a total of 90 participants will focus on leadership skills, worker rights, and issues of social democracy. In particular woman worker activists will be targeted in an effort to promote them for leadership positions.

As one component of the Center's effort to assist plantation workers participate in building a civil society, the Institute will support the efforts of students and their parents to reach out and establish firmer links between the schools and estate families. These efforts can include social events and informal meetings (20) focused on the role of schools in educating citizens to take an active role in society.

Concurrent with parent-teacher gatherings, Solidarity Center will work with the unions to sponsor ten informal gatherings centered around community themes and cultural programs for youth and the residents of the plantations. These activities will emphasize self-help, community involvement, and civic responsibility themes.

Solidarity Center will support the development of research units in two unions. It will provide a stipend for staff, furniture and supplies and publications support. By upgrading the unions' research capabilities, accurate and comprehensive information will be made available to workers and employers on a regular basis. This information will be used by all sectors not only to improve their own performances, but also to assist trade unions more effectively advance recommendations on public policy and boost public awareness at local and other governmental levels. In addition, the ability of trade unions to conduct serious, accurate research that can benefit members, add constructively to public policy debate, and serve as effective advocates for the view of labor in a civil society will be enhanced. Candidates for support include the National Women's Congress, the Conference of Public Service Independent Trade Unions (COPSITU), and the CWC.

**Summary of Program Activities this Year:**

Under its core grant the Solidarity Center supported various research studies for the following unions:

- Conference of Public Service Independent Trade Unions (COPSITU) conducted and published a study on Occupational Disease and Hazards in Nursing Care Services. A previously published study on Sexual Harassment in the Public Sector continued to be distributed.
- Lanka Jathuka Estate Workers' Union (LJEWU) study on violence against women workers in the tea and rubber estates was completed in October 1997. The data is being analyzed by a consultant, the findings of which will be made public. The data also showed the incidence of child labor and migration from the region.
- All Ceylon Federation of Free Trade Unions' (ACFFTU) study on sexual harassment in the country's three free trade zones (FTZs) was completed in December 1997. A report is being prepared for printing and distribution.

The Solidarity Center sponsored education programs on leadership training, worker rights and issues of social democracy conducted by the Conference of Public Service Independent Trade Unions (COPSITU) and the Union of Post and Telecommunications Officers (UPTO). Twenty-four (24) seminars were held involving 627 men and 224 women.

In addition, the Solidarity Center provided some operational and administrative support to cover the expenses of the following union and youth counseling centers: Deniyaya, Koggala, Biyagama, Maskeliya, Katunayake, and Badulla. Activities at the rural youth centers included vocational training and English language training as well as work-skills related counseling. The centers also serve as venues for recreational activities. At the free/industrial

zone centers, programs included labor counseling, services to migrant workers, vocational training, democracy seminars, and recreational activities. The centers served an average of 3,134 clients per month, the majority are women.

**Status of Indicators:**

The programs targeting the plantation youths have created educational opportunities otherwise not available to them as well as engaging a potentially disenfranchised segment of the population in trying to repair the damage done to civil society caused by ethnic divisions. Thus both economic and civic empowerment have been addressed.

Unions have improved their capacity to conduct their own research. The COPSITU research on women at work in the public sector continues to receive wide publicity and acclaim. The study on the nursing sector will continue to be distributed and will serve as a basis for programs such as AIDS in the workplace. In addition, the Center has encouraged and counseled the unions on how to more effectively advocate worker/union positions on issues of popular interest and work with the government in the formulation of policy.

**Analysis of Progress toward Program Result:**

By upgrading the unions' research capabilities, accurate and comprehensive information is made available to workers and employers on a regular basis. Information from these studies assisted the trade unions to more effectively advance its recommendations on public policy and boost public awareness at local and other governmental levels. In particular, ACFFTU, LJEWU, and COPSITU's reputations have been enhanced by the acceptance of their research efforts from the government, the NGO community and academia. As a result of the Unions' lobbying efforts government employees received a 60% salary increase in 1997 and another 40% increase will be paid in 1998.

The Centers' activities continue to strengthen the unions and help increase awareness of the importance of unions. The cultural event has brought all communities together with the participation of teachers, students, parents and youths. The Government is becoming more concerned about the conditions of FTZ women workers and of migrant workers, particularly women migrant workers.

**Rating of Progress toward Program Result: 3**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Result 2 Civil Society**

(IR1 2): The adoption and implementation of public policies is influenced by trade unions

Trade unions will have improved institutional capabilities to carry out their representation function leading to first time organization of workers in previously unorganized sectors, adoption of public policies advocated by unions and improved government systems which safeguard citizens' rights

**Indicators:** Two new pieces of labor legislation/regulations will be adopted by the Government of Sri Lanka based on recommendations developed by trade union staff or in union-sponsored forums  
There will be improved coordination and cooperation between trade unions and government agencies in the area of labor standards law implementation  
Over 500 trained staff will be involved in collective bargaining and dispute resolution activities on a continuing basis  
Unions will be organized in two previously union-free industrial sectors

**Program Activities:**

The Solidarity Center will sponsor nine workshops involving a total of 270 participants on the role of trade unions in democratic society, worker rights, and leadership. In addition, more specific training on collective bargaining, grievance

### **Summary of Program Activities this Year:**

Under the core grant, the Center sponsored 116 workshops and training sessions for 2,610 women and 769 men on topics such as the role of trade unions in a democracy, organizing techniques, union administration, and labor rights issues. This training was conducted by the All Ceylon Federation of Free Trade Union (ACFFTU), the Lanka Jathika Estate Workers Union (LJEWU), the Jatika Sevaka Sangamaya (JSS) and the Ceylon Estates Staff Union (CESU)

### **Status of Indicators**

Management representatives have come to the unions to negotiate collective agreements, unions have improved their institutional capabilities, especially by strengthening their capacity to organize workers who were not organized before. Some workers from the FTZs have already become union members, though they still do not openly admit their membership as they are afraid of retaliation from management. Overcoming their fear was partially achieved through education, counseling, and a poster campaigns that were carried out.

### **Analysis of Progress toward Program Result:**

Workers are becoming more involved in the unions' programs and activities represented by an increased participation of members at meetings and greater understanding of the rights and responsibilities of workers. The unions have stated that there is a marked increase in the number of new members. This is an indication that workers give value to the unions and that unions are gaining the public's confidence, in addition to enhancing their general knowledge from the research conducted by the union and arming them with the facts and figures to negotiate substantial agreements.

### **Rating of Progress toward Program Result: 2**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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### **Result 3 Governance**

(IR4.1) Government officials are held accountable for their actions by workers, unions and partner organizations

Government officials will be held accountable for their actions in the protection of migrant workers' rights

**Indicator:** Based on input and a demand for services from unions, partner organizations and individuals, government agencies will develop information services, materials and remedial action programs that allow migrant workers, a majority of whom are women, and their families to exercise their rights under law

### **Program Activities.**

None

### **Summary of Program Activities this Year:**

No activities were conducted in 1997

### **Status of Indicators:**

In the previous report period, four training sessions for prospective migrant women workers were conducted for a total of 85 women. These sessions, unlike the government sponsored ones, emphasized workers' legal rights and protections as well as skills training. Previously, formal programs for migrant workers were only conducted by the unions, and meetings on migrant workers between Solidarity Center staff and government officials were held on an informal basis. Now a link has been established with the Presidential Task Force and a pilot project in selected areas from three provinces has begun.

### **Analysis of Progress toward Program Result:**

In part because of the awareness raised by previous Solidarity Center's programs, President Chandrika Bandaranayake Kumaratunga set up a Task Force to identify and study the difficulties and problems faced by Sri Lanka women employed abroad and to make recommendations on the remedial measures to be adopted. The Task Force, already engaged in its task and directed by the Adviser to the President, requested the Solidarity Center help their program address the social costs of migration so that a pilot program can be developed and implemented.

### **Rating of Progress toward Program Result: 2**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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#### **Result 4 Rule of Law**

(IR2.3): National labor codes, reflecting internationally accepted labor rights and standards, are adopted and enforced equitably

National labor codes, reflecting international labor rights and standards will be enforced in Sri Lanka's export processing zones

**Indicator:** Trade unions will be permitted by zone authorities to organize workers, about half of whom are women, in the free trade zones

#### **Program Activities:**

None in 1997

#### **Summary of Program Activities this Year:**

No activities were conducted in 1997

#### **Status of Indicators:**

After a promising start, the legislative proposal, called the Worker's Charter, has stalled. This proposal would have strengthened government enforcement of regulations within the Free Trade Zones.

### **Analysis of Progress toward Program Result:**

The Minister of Labor who proposed the Worker's Charter has been replaced. Although the new Minister of Labor is not actively pursuing the Worker's Charter, the Minister seems interested in promoting the welfare of women workers. The Center staff had an opportunity to meet with the Minister to discuss various issues and present some publications, including the Sinhala and Tamil translations of the ILO conventions that Sri Lanka has ratified. The Center provided 1,000 copies as requested by the Labor Ministry.

### **Rating of Progress toward Program Result: 2**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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#### **Result 5 Economic Growth**

(IR5.3): Economic opportunities for workers are expanded through education and training programs sponsored or advocated by trade unions

(IR5.4): Economic opportunities for workers are expanded through services provided by trade unions

Economic opportunities and quality of life indices for free trade zone workers and plantation workers and their families will be expanded

**Indicator:** Eight thousand free trade zone workers, a majority of whom are women, will have first-time access to market credit rates, low medical services, and/or will improve their ability to generate additional sources of income. Four thousand plantation youth and their families will benefit from similar programs.

**Program Activities:**

The Solidarity Center will provide support to the ACFFTU to operate service centers and conduct programs for FTZ women at Briyagama, Katunayake and Koggala. The centers offer a venue for coordinated FTZ women's association activities. Specifically, the Centers will enable the ACFFTU to

- conduct leadership training, empowerment workshops, income-generation classes, create model savings schemes, and act as a network and resource for women coming and going from the FTZs to villages all over Sri Lanka,
- develop a monthly medical clinic in collaboration with public sector medical unions,
- link up with the National Women's Congress so as to provide both resources and extended support service to FTZ women, and
- make available to FTZ women and their families the existing ACFFTU Revolving Loan Fund so that they can leverage their skills learned through income-generation classes and projects into viable, self-sustaining businesses

The Institute will partially support staff salaries and travel costs for youth officers who oversee the above programs at three unions in different parts of the country. These individuals operate out of three locations which will be used as bases to provide informal counseling services, skills training and loan programs. Two of these centers are totally financed by the union which runs them. Solidarity Center will provide a small rental subsidy for the third center.

One five-day seminar will be conducted for a total of forty Ceylon Workers Congress (CWC) youth who will be trained to be "barefoot health motivators." These motivators will pass on information throughout the estates on basic public health and hygiene issues.

**Summary of Program Activities this Year:**

All Ceylon Federation of Free Trade Unions (ACFFTU) conducted seventy-six workshops and twenty-one training sessions for workers from the three FTZs and Migrant Workers involving 2,310 women and 73 men.

The following are the figures of worker participation and involvement in the Friendship Counseling Houses at each of the 3 FTZs:

<u>FTZ</u>	Male	Female
Katunayake	0	8,416
Biyagama	175	2,735
Koggala	6,371	6,000
Totals	6,546	17,151

**Status of Indicators:**

All Ceylon Federation of Free Trade Unions (ACFFTU) reports that the minimum wage in the garment factories has increased by \$ 3.25 per month and that actions have been taken by the Labor Minister to codify the labor laws. A campaign was initiated to alert employers to the status of working conditions and workers health. Now health facilities are being provided and clinics opened up in the factories. The zones had no union representation when this campaign was begun. At present, union membership in Katunayake is 49 members, in Biyagama 98 members, and in Koggala 250 members (approximately 135 are women).

The ACFFTU reports that the garment factory workers' wages have increased, the Ministry of Labor is due to codify the labor laws, and now medical clinics are provided in factories.

**Analysis of Progress toward Program Result:**

The activities conducted in 1997 increased the Center's ability to participate in decisions that improve working conditions in the country as demonstrated by holding an international conference on migrant women workers. The objective of this conference was on protection of migrant workers rights at home and abroad, to enhance their welfare, to ensure safe working conditions, improving the treatment and dignity of migrant workers and establishing an active human rights network.

**Rating of Progress toward Program Result: 2**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Effects of Constraints/Modifications:**

The fragile law and order situation in the country means that program disruption may be expected. The State of Emergency is renewed monthly by the Parliament due to the North-East War, of which there is no end in sight. On the labor front, employers are still suspicious of trade unions and in many occasions duty leaves are denied.

Due to a change in Field Representatives in the third quarter of the year, several planned activities were not initiated as the priority was to conclude those in progress. Some of the postponed activities were transferred to next year's plan. In addition, delayed funding contributed to postponement of some activities.

**Summary of Other Labor Accomplishments:**

The new Minister of Labor appears to be interested in the Workers' Charter and stated that he is going to try to implement it. The Field Representative has met the new Labor Minister and briefed him on the Center's activities, presenting a copy of ratified ILO conventions translated into Sinhala.

The President has set up a committee to identify and study the difficulties and problems faced by Sri Lankan women employed abroad and to make recommendations on remedial measures to be adopted. The Committee is already engaged on this task.

Under a special regional grant to address the needs of migrant women workers, a number of activities were carried out this year. The main activity was an International Conference on Migrant Women Workers and the Role of Trade Unions and NGOs, which was held October 7-9, 1997, in Colombo. The conference was attended by 30 international participants (including labor receiving countries) and 30 participants from Sri Lanka, setting an agenda for the creation of regional standards and the prohibition on the trafficking of women. A series of recommendations and actions were adopted. There were two preparatory policy workshops prior to the Conference. At these workshops, officials from the labor-sending countries in the region met to discuss the setting of regional standards. The proceedings from the Conference were distributed throughout the region.

Stemming from this grant a number of model projects were developed: a domestic work counseling desk was established, non-traditional employment training was provided to a migrant worker association, two migrant worker associations were set up, and a social safety net program using a community-based organization was established.

**Overall Program Status and Future Trends:**

Because of the Center's programs, unions have been able to build new coalitions and begin a constructive dialogue with both business and government. The Employer's Federation and trade unions have requested the Solidarity Center to take a lead in organizing workshops. Even unions from different political parties that never cooperated have requested the Center's assistance. The Unions report that these programs helped their members gain knowledge and skills, and increase their research abilities. In addition, this helped generate additional revenue, thus reducing dependency upon creditors. This has contributed to an increase in membership, better financial conditions, and a reduction in labor disputes.

The Center convened a meeting of public sector unions to develop programs to restore civil society and public service in the North and East war-torn area and expand the role that trade unions could play beyond traditional labor-management relations and dispute resolution. A list of ideas was drawn up and an assessment trip was planned to visit to Jaffna in the next quarter. Based on the success of the pilot programs in the North and East, the proposal may be drawn up for USAID/OTI (Office of Transition Initiative).

Two workshops on Communications and Negotiations were held to assess the industrial relations programs and plan joint labor-management consultations. The Center is planning a program for management similar to the one conducted previously under the Canadian International Development Agency-CIDA (Industrial Relations Program for the Plantation Sector)

The Field Representative is engaged in negotiations with the USAID mission and the Embassy for a new locally funded program targeting the rights of women workers. A similar negotiation process is on going with the CIDA

**Summary of Counterpart/In-kind Contributions:**

The following amounts represent staff time, communications, travel, utilities, office maintenance, accommodations, partial meals expenses, partial lecturer fees

ACFFTU Counseling and (3) Youth Centers	11,445
ACFFTU Migrant Workers Training & Awareness Building	2,572
LJEWU 2 Youth Centers	5,226
CESU	537
COPSITU	164
JSS	577
<b>Total</b>	<b>\$ 20,521</b>

**Result 1 Civil Society**

(IR1.2): Trade unions have an improved institutional capacity to carry out their representational function

More workers in globally-integrated industries are covered by collective bargaining agreements. Countries and industries will be selected based on criteria described in the strategy section.

**Indicator:** The number of collective bargaining contracts recorded in trade union archives and/or labor ministries' registries will increase.

**Program Activities:**

The Solidarity Center will use its funds to leverage at least two events designed to build partnerships for future union building work between U.S. unions, the International Trade Secretariats, and unions in selected countries important to the garment, telecommunications, and possibly the electronics sectors. The program will include topics such as global union building strategies, multinational collective bargaining, and case studies of cross-border worker cooperation. Each event is expected to last 5 days and involve up to 30 people from as many as 8 countries. The unions and the ITSs involved will share the costs. Generally the Solidarity Center will support international air fare and per diem for some program participants, along with partial costs of facilities, translation and interpretation, and printing and communications.

Once the partnership events are completed, two regional and 8 national seminars will follow. These seminars will train mid-level trade union leaders in the selected industries on implementation of the activities agreed to in the partnership meetings, including cross-border organizing programs, multinational approaches to collective bargaining, and utilization of independent monitoring and other mechanisms to promote worker rights. Each regional seminar is expected to last 5 days and involve up to 30 people each. National seminars are expected to last 3 days. The locations of the regional and national seminars will be decided during the partnership events. One is likely to be in Latin America, the other in Asia.

Following the training seminars, the Solidarity Center will help place in the field 30 union building activists in up to 8 country teams for a six-month period. Based on our experience in the Dominican Republic and Central America, it costs approximately \$6,000 per year to keep such activists in the field, including stipends, transportation and per diem. For a six-month period during this first year of the project, the cost would be \$3,000 per activist. The Center plans to finance up to \$1,000 per activist, with the remainder to come from the partners.

**Summary of Program Activities this Year:**

No activities were conducted during the period. However, preparations for a partnership union-building program held in the Dominican Republic March 15-21 were completed. The program will include union and NGO representatives from each of the Central American countries and Mexico.

**Status of Indicators:**

Not applicable

**Analysis of Progress toward Program Result:**

Not applicable

**Rating of Progress toward Program Result: 2**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Result 2 Rule of Law**

(IR 2.3): National labor codes, reflecting internationally accepted labor rights and standards, are adopted and enforced equitably

Labor codes in selected countries where union building is under way will be improved so as to better protect workers' right to organize and bargain collectively, and the improved codes will be enforced.

**Indicator:** New labor legislation will be printed in national legislative directories or referenced in newspaper articles. An increased number of legal cases are resolved satisfactorily and quickly by labor courts, labor ministries and/or conciliation agencies according to legal experts and partner trade union organizations.

**Program Activities:**

The Center will provide legal assistance in at least five of the eight countries involved in the project to assist unions in resolving worker rights violations through the judicial system. This will enable trade union centers in six countries to train and support from one to two technically qualified individuals in each country to serve as worker rights investigators and monitors. Such individuals are usually labor lawyers or skilled human rights activists who understand labor law, can conduct interviews with workers, and write up the results in documented reports suitable for submission to the ILO or other international worker rights bodies. The six countries will be selected as part of the partnership events described in the section on union building.

**Summary of Program Activities this Year:**

No activities were conducted during the period.

**Status of Indicators:**

Not applicable.

**Analysis of Progress toward Program Result:**

Not applicable.

**Rating of Progress toward Program Result: 1**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Effects of Constraints/Modifications:**

Not applicable.

**Summary of Other Labor Accomplishments:**

Not applicable.

**Overall Program Status and Future Trends:**

Program is on course to realize effective implementation and results in 1998.

**Summary of Counterpart/In-kind Contributions:**

None.

**Result 1 Civil Society**

**(IR1.2):** Trade unions have an improved institutional capacity to carry out their representational function

**Rule of Law**

(IR2 1, IR2 2, IR2 3) Legal framework allows for negotiation and enforcement of collective bargaining agreements

Industrial disputes resolved and settlements enforced more equitably, quickly and economically

National labor codes, reflecting internationally accepted labor rights and standards, are adopted and enforced equitably

Trade unions will demonstrate an increased capacity to document and publicize violations and use available international mechanisms to increase respect for and enforcement of worker rights Internationally-recognized worker rights protections will be adopted and enforced equitably through national legislation in selected countries

**Indicator** Human rights reports, national legislation, ILO documentation and independent monitoring records will show a significant improvement in worker rights legislation in countries benefiting from this project

**Program Activities:**

These interns will work in Washington, DC, helping input information from the field (including information from the worker rights monitors) into the Center's worker rights data base Each study or report requires approximately one month of work by either a Solidarity Center staff person or a consultant from one of the NGOs or human rights groups with whom we are working in partnership In some cases, a one-to-two week trip to the country will be required The countries will be chosen in consultation with the partners participating in the events described in the section on union building The Center will make available to trade union centers in six countries up to \$10,000 per country for use in worker rights advocacy campaigns, including activities such as newspaper ads, forums, TV and talk show appearances, peaceful demonstrations and other such events designed to advocate greater respect for worker rights The exact budget for each country will be worked out at a later date

**Summary of Program Activities this Year:**

Initial work was completed to set up a database on trade unionists imprisoned for their trade union activity

The Solidarity Center supported the initial stages for the Global March Against Child Labor, a multi-country awareness program that began in December, 1997 and will continue through June, 1998 The Center provided funds to assist in the creation of infrastructure to support the march in Indonesia, Sri Lanka, Nepal and Bangladesh

Analysis was completed to develop a model program for alternative organizing strategies for women workers including community-based issues and organizations

**Status of Indicators:**

Initial stage of setting up database

Progressing toward an ILO Convention on Child Labor

Initial stage of developing model program

**Analysis of Progress toward Program Result:**

Database will help document worker rights abuses and failures to live up to international standards

The Global March Against Child Labor will publicize the violations of child labor law in various countries and conclude in Geneva where the ILO will update the Convention on Child Labor

Work on developing a model program will commence in 1998

**Rating of Progress toward Program Result: 3**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Result 2 Rule of Law**

(IR2.4): Internationally accepted labor rights and standards adopted and enforced regionally and internationally

New mechanisms for protecting internationally accepted labor rights and standards will be adopted and enforced regionally and internationally as a fundamental component of trade in the emerging global economy

**Indicator:** New worker rights mechanisms will be described in reports on the establishment of working groups on worker rights and labor standards in international, regional and sub-regional trade and investment blocs

**Program Activities:**

The Center will sponsor a worker rights seminar on September 18-19, 1997 in Pittsburgh, PA, immediately prior to the AFL-CIO convention. This seminar will introduce 12-15 trade unionists from nine countries and four continents to the use of codes of conduct as a means of enforcing worker rights standards, bringing them up to date on the rapid growth of codes in different companies and industries, the role of unions in this effort, the opportunities and issues of working with other organizations outside of labor on the process, case studies and curriculum materials for future regional seminars will be tested with this group of trade unionists for possible use or modification in follow-up regional seminars to be held initially in Central America and East Asia. In addition to the codes, there will be a discussion of the role of worker rights issues in governmental trade negotiations and what are the possibilities of social clauses in future trade agreements at the bilateral, regional and world levels.

Attendance at sub-regional union meetings on trade agreements will be largely self-financed by the participating organizations. The Solidarity Center will assist in the travel, hotel and per diem of participants who lack sufficient funds to attend on their own.

**Summary of Program Activities this Year:**

A seminar on codes of conduct was held in Pittsburgh on September 18 and 19, 1997. There were 17 participants from nine countries and four continents. Presentations were conducted on the rapid growth of codes in different companies and industries, the role of unions in this effort, and the opportunities and issues faced when working with organizations outside the labor movement. Teaching materials for future regional seminars were tested. Participants were given the opportunity to discuss the role of worker rights issues in governmental trade negotiations. Presentations were made by AFL-CIO staff and four of the participants who could detail their experience with codes and NGOs, two from Central America and two from Asia.

The Global Office has organized a conference on codes of conduct that will be held February 5-8 in Manila. Representatives of NGOs and trade unions in Asia will discuss their respective roles, areas of potential cooperation and the development of a regular communication network on the implementation of codes on the ground in Asia.

**Status of Indicators:**

Union representatives who attended the Pittsburgh meeting are engaged in developing new mechanisms and improving existing ones.

Information has been distributed and analytic data is being collected in preparation for the conference.

**Analysis of Progress toward Program Result:**

The conference is on schedule.

**Rating of Progress toward Program Result: 3**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Result 3 Rule of Law**

(IR2.4): Internationally accepted labor rights and standards adopted and enforced regionally and internationally

New mechanisms for independently monitoring international and corporate codes of conduct will be established in selected countries

**Indicator:** Reports and articles will document the successful creation and functioning of groups which independently monitor corporate codes of conduct

**Program Activities:**

The Center will enter into partnerships with national union centers, NGOs and human rights organizations to help establish independent monitoring organizations for corporate and industry codes of conduct

**Summary of Program Activities this Year:**

The worker rights data base was initiated and updated with 29 new reports of worker rights violations in 1997

**Status of Indicators:**

Reports are being disseminated.

**Analysis of Progress toward Program Result:**

Good initial production

**Rating of Progress toward Program Result: 3**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Effects of Constraints/Modifications:**

Not applicable.

**Summary of Other Labor Accomplishments:**

Not applicable

**Overall Program Status and Future Trends:**

Initial phase fairly successful which will gain momentum in 1998

**Summary of Counterpart/In-kind Contributions:**

The following AFL-CIO International Department staff contributed time to coordinate the seminar on codes of conduct prior to the convention

- Coordinator - 3 days - coordination
- Director - 1 day - coordination and presentation
- Assistant to the Director - ½ day - presentation

In addition, the AFL-CIO provided the meeting room for the seminar

**Result 1 Rule of Law**

(IR2.3): National labor codes, reflecting internationally accepted labor rights and standards, are adopted and enforced equitably  
( IR 3.4): Democratic electoral laws and regulations are adopted with the help of trade unions

In response to solidarity support, governments will take action to rectify or address violations of international labor and human rights through constitutional, legislative or administrative changes in 50% of the support campaigns initiated

**Indicator** News articles will document the release of trade unionists from prison  
Legislation or decrees in violation of international and human rights standards will be withdrawn  
National reconciliation dialogues will begin

**Program Activities:**

Projected costs are for things like family support, medical care, temporary residence in a safe place, help for people in prison, legal costs This amount is basically a consultant fee for a person who will prepare the database of people/organizations to contact during emergency campaigns, a kind of rapid response network Also, the person will prepare the model fact sheet and press release referred to in the project proposal This amount would allow victims of human rights violations to travel to several other countries on a tour seeking support The budget amount allows for ten people to travel 10 days

**Summary of Program Activities this Year:**

Sources of information were identified and a collation process was completed to enable the Global Office to initiate a program focusing on trade union prisoners, detainees and arrestees In addition, analysis was completed on the global shrimp industry and aquaculture (fish farms) in Asia and South America with particular focus on the use of child labor

**Status of Indicators:**

Movement was made toward realizing indicators

**Analysis of Progress toward Program Result:**

Program results may be slowed by the network inefficiency, relating to prisoners and the overall scope of the shrimp industry which is in a transitional phase

**Rating of Progress toward Program Result: 2**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

**Result 2 Electoral Process**

(IR3 2): Election monitoring by trade unions contributes to free and fair elections

Trade unions will play a recognized role in safeguarding the election process through efforts to insure the integrity of the balloting process in those countries selected as a result of the review process

**Indicator.** Elections will be successfully monitored by coalitions in which trade unions participate  
Center-organized election observer delegations will issue statements on the legitimacy of elections

**Program Activities:**

The Solidarity Center will support efforts to organize an observation mission to one country Funding will primarily be used to fund start-up and matching costs with other organizations expected to provide matching funding

**Summary of Program Activities this Year:**

No activities were conducted in 1997

**Status of Indicators:**

Not applicable

**Analysis of Progress toward Program Result:**

Not applicable

**Rating of Progress toward Program Result: 2**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Result 3 Electoral Processes**

(IR3.3): Workers are more knowledgeable about campaign issues and their country's electoral system

Workers will be better prepared to make informed choices at the ballot box in those elections in which the Center has responded to requests for assistance from local trade unions

**Indicator** Issue-oriented materials will be distributed to workers prior to elections

**Program Activities:**

Solidarity Center will provide support to unions to include the development of specialized education materials

**Summary of Program Activities this Year:**

No programs were conducted in 1997

**Status of Indicators:**

Not applicable

**Analysis of Progress toward Program Result:**

Not applicable

**Rating of Progress toward Program Result: 2**

(5-result achieved, 4-extensive progress toward achieving result, 3-moderate progress toward achieving result, 2-limited progress toward achieving result, 1-no progress toward achieving result)

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**Effects of Constraints/Modifications:**

Not applicable

**Summary of Other Labor Accomplishments:**

Not applicable

**Overall Program Status and Future Trends:**

Should be accomplished in 1998

**Summary of Counterpart/In-kind Contributions:**

Not applicable