USAID
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LABOR SECTOR PROGRAMMING HANDBOOK

JULY 2010

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ACRONYMS

ACILS	American Center for International Labor Solidarity
ADR	Alternative dispute resolution
ADS	Automated Directives System
AFL-CIO	American Federation of Labor and Congress of Industrial Organizations
ALMP	Active labor market program/project
AO	Assistance objective
BGI	Business Growth Initiative
CBA	Collective bargaining agreement
CLS	Core labor standards
CoLSA	Country Labor Sector Assessment
CSO	Civil society organization
DAC	Development Assistance Committee
DCHA	U.S. Agency for International Development, Democracy, Conflict, and Humanitarian Assistance Bureau
DEC	Development Experience Clearinghouse
DG	Democracy and governance
DRL	U.S. Department of State, Bureau for Democracy, Human Rights, and Labor
EG	Economic growth
EGAT	U.S. Agency for International Development, Economic Growth, Agriculture, and Trade Bureau
EU	European Union
FACTS	Foreign Assistance Coordinating and Tracking System
FAF	Foreign Assistance Framework
FOA	Freedom of association
GDP	Gross domestic product
GJD	Governing Justly and Democratically
GSP	Generalized System of Preferences
ILAB	U.S. Department of Labor, International Labor Affairs Bureau
ILO	International Labor Organization
IMF	International Monetary Fund
IQC	Indefinite quantity contract
IR	Intermediate result
LaSSO	Labor Sector Strategy Outline
MCC	Millennium Challenge Corporation
NED	National Endowment for Democracy
NGO	Non-governmental organization
OSH	Occupational safety and health
PMP	Performance monitoring plan
PPP	Public-private partnerships
RF	Results framework
ROL	Rule of law
SO	Strategic objective
USAID	United States Agency for International Development

USDOL	United States Department of Labor
USG	United States Government
WRAP	Worldwide Responsible Accredited Production
WTO	World Trade Organization

1.0 INTRODUCTION

WHY LABOR AND THE LABOR SECTOR?

The term "labor" means different things to different observers. It may refer to people who work or the human activity that produces goods and services in an economy. As a grouping of people, the term generally refers to worker organizations that represent workers' interests collectively and individually and have workers as their members. "Labor" may act to achieve specific short-term goals, such as ending addressing workplace conditions, or large-scale, long-term goals, such as bringing about social and political change. Thus, depending on one's vantage, the term may refer to specific industrial relationships between employers and unions or it may be interpreted more broadly to refer to all those who strive to earn a living, whether formally or informally employed, self-employed, unemployed, or out of the workforce. At the broadest level, the term can simply mean all workers.

This paper, and the larger project it introduces, deals with all of these definitions and issues through a focus on the "labor sector" and the role it plays in development. The labor sector is the arena in which youth as well as adult men and women prepare for and participate in the world of work. ***A focus on the labor sector matters because of its impact on people's abilities to find decent work, realize sustainable livelihoods, and raise themselves and their families out of poverty.***

The world of work is understood here in its broadest context, encompassing people engaged in agriculture, industry, and service sectors, whether formally employed, and thus protected under the law, or informally engaged in making a living. People work on- and off-farm, in rural and urban areas, in their own countries or abroad. They may toil in legal or illegal activities. They may be working voluntarily or, in the case of trafficked persons, against their will. Given the uneven access to power, economic resources, and political decision-making that frequently characterizes the position of workers and compromises their ability, individually and collectively, to access their rights, free and democratic labor unions can provide workers with a crucial voice in their places of work, in the industries in which they play a role, and in national decision-making as well.

As addressed in this paper, therefore, the "labor sector" is defined as the aggregate of labor rights, regulations, actors, and institutions that shape labor relations[1] and the functioning of labor markets, both formal and informal.

The U.S. government's (USG) current and primary foreign affairs goal is to "help build and sustain democratic, well-governed states that respond to the needs of their people, reduce widespread poverty, and conduct themselves responsibly in the international system" (U.S. Department of State 2007).[2] This project focuses explicitly on labor and the labor sector because full consideration of diplomacy and development issues in the labor sector can be critical to building well-governed, democratic states able to respond to their citizen's needs. The 2000 Report of the Advisory Committee on Labor Diplomacy to the

[1] Labor relations may be viewed generally as the relationship between workers and employers or more specifically "as a system for striking a balance between the employment relationship goals of efficiency, equity, and voice, and between the rights of labor and management" (Budd 2008, vii).

[2] The Obama Administration is finalizing its strategic reviews of foreign policy, including development. The results of the Presidential Study Directive on Global Development and the State Department's Quadrennial Diplomacy and Development Review are expected to be released in September 2010.

Secretary of State and the President declared that "[p]romoting core worker rights is central to the basic purpose of U.S. foreign policy, which is to create a more secure, prosperous and democratic world…." (State 2000).

The sources of authority related to the goals and roles of the labor sector in U.S. development and foreign policy may be found in U.S. framework legislation, such as the Foreign Assistance Act (as amended), targeted U.S. legislation such as the Haitian Hemispheric Opportunity through Partnership Encouragement Act of 2008 (HOPE II Act), unilateral trade preferences and bi- or multilateral trade agreements with labor provisions, and USG policy as determined by the President's Administration and long-standing USG principles and objectives.[3]

Just as a focus on the labor sector can help achieve foreign assistance goals, neglecting to address this sector has implications as well. For example, failure to address labor sector issues and correct asymmetrical access to resources may increase a country's vulnerability to social and political dislocations that can adversely affect democracy, stability, and/or economic growth. A country that cannot offer the prospect of employment to its labor force may leave itself open to the destabilizing pressures that can arise from unemployed and disaffected adults and youth. A country that cannot assure working conditions compliant with international standards or cannot provide stable labor relations may make itself less attractive to foreign investment. And a country that does not provide appropriate knowledge and skills to its workforce through education and training may risk weak productivity and thus threaten its competitiveness on the global market. These factors in turn can also exacerbate a downward economic spiral. In such a scenario, investment may be discouraged, making it harder for local businesses to connect to international management techniques, modern technologies, and new markets. Formal sector growth can be stymied. People may look outside the legitimate sectors of the economy for new livelihood opportunities. The net result of these factors may be an increased reliance of the citizenry on public social entitlement programs, such as social security and health programs. This in turn places huge burdens on the public treasury, straining the government's ability to provide for the basic needs of its people. At the same time, the downward spiral may affect prospects for democratic growth as well. Labor force participants whose rights are not protected by the country's laws and institutions and who do not have an effective voice in advocating for legislative action or influencing government policy may lose faith in their governments, which in turn may lead to political and societal conflict.

A focus on the interests of labor, as represented by trade unions and other labor sector organizations, and business, as represented by employer or business associations, by developing country policymakers and the development organizations that work with them is therefore essential to address people's rights and their needs to earn a decent living in support of themselves and their families. It is also important to the development of accountable political systems that respond to citizens' concerns and interests, democratic multi-party systems that are interest-based, rather than based on personalities and patronage, and more vibrant civil societies. As people believe that their rights are respected, their voices are heard, and their access to education and livelihoods is improved, their commitment to their communities and nations is strengthened. Addressing these issues also builds human capacity in crucial areas such as negotiation and leadership accountability, which in turn contributes to the peaceful resolution of differences and disputes in labor and industrial relations and can provide critical incentives for more transparent governance.

The USG supports international labor sector programming in pursuit of development and diplomacy objectives, primarily through the U.S. Agency for International Development (USAID), the U.S. Department of State's Bureau of Democracy, Human Rights, and Labor (DRL), and the U.S. Department of Labor's (USDOL) International Labor Affairs Bureau (ILAB) .[4] USG programming has aimed at:

[3] See also, for example, testimony provided by USG officials to Congress (e.g., Posner 2010, Polaski 2010, Reichle 2010).

[4] Drawn from mission statements found on websites for the State Department's Director of U.S. Foreign Assistance and its Office of International Labor and Corporate Social Responsibility and the Department of Labor's ILAB.

- Affirming, and supporting the enforcement of, international labor rights;
- Combating child labor, forced labor, and human trafficking;
- Strengthening the capacity of institutions, governmental and extra-governmental, to administer effective programs in support of the labor sector;
- Promoting freedom of association, including the role of organized labor, building the capacity of free and independent labor unions around the globe to advocate effectively on behalf of their members for their rights and decent conditions of work;
- Engaging with civil society organizations to advocate regarding issues of concern to labor;
- Working with the private sector to protect human rights, including labor rights;
- Creating an international economic system that shares the benefits of increased economic growth and security with all workers; and
- Promoting economic growth with an enabling environment that encourages job formation, strengthens industrial relations between employers and unions, and addresses the needs of the workforce alongside the needs of employers to improve the competitiveness of firms, industries, and sectors, encourage growth, raise productivity, and stimulate wages and employment.

The USG's use of labor diplomacy has helped ensure more coordinated support between development and foreign policy goals. For example, the USTR has negotiated increasingly detailed labor provisions into trade agreements and, at times, the governments of developing countries respond with requests for technical assistance to better meet these obligations. The U.S. Department of State and the Department of Labor both provide technical assistance and act in the realm of labor diplomacy. Discussions on whether and what kinds of assistance the USG may provide to a country may be concurrent with a review of its compliance with labor rights provisions in trade agreements or beneficiary criteria for unilateral trade preference programs. This extension of assistance often has greater foreign policy implications in post-conflict and politically and economically unstable countries. Labor diplomacy may bring together developed and developing countries, as happened in April 2010 when USDOL hosted the first-ever meeting of labor and employment ministers from the world's 20 largest economies.[5] The Department of State's Special Representative for International Labor Affairs also plays an important role in labor diplomacy.

OVERVIEW OF GLOBAL LABOR SECTOR ANALYTIC INITIATIVE

In 2007, the U.S. Agency for International Development's Bureau for Democracy, Conflict, and Humanitarian Assistance (DCHA), in cooperation with the U.S. Department of State's Bureau of Democracy, Human Rights, and Labor (DRL), were tasked with establishing how programs in the labor sector can best contribute to foreign assistance objectives. The aims of this paper are: 1) to present an innovative conceptual framework that unites democracy and governance and economic perspectives on the labor sector, 2) to explore how addressing issues in the labor sector (as defined above) can help achieve USG strategic goals in international development and foreign policy, and 3) to explore how addressing labor sector goals helps countries to achieve their overarching development objectives.

Viewing the labor sector as an integrated system brings several additional benefits. A systems analysis underscores how a properly functioning labor sector is important to the development of a liberal democracy

[5] Described in detail at http://www.dol.gov/ilab/media/events/G20_MinistersMeeting/.

and favorable to market-driven economic growth, consistent with human rights and labor rights. Moreover, it is suggested that using that lens to identify programming options may actually be a *more effective strategy* for achieving those goals than focusing exclusively on a single, stove-piped component. Working with labor unions and business and employers associations, communicating social and political messages through such labor organizations, and strategizing economic growth by focusing on employment levels and conditions may provide valuable traction to achieve long-term development goals. In addition, working with labor unions may allow closer proximity to the poor, broader coverage, and more comprehensive and equitable program outreach.

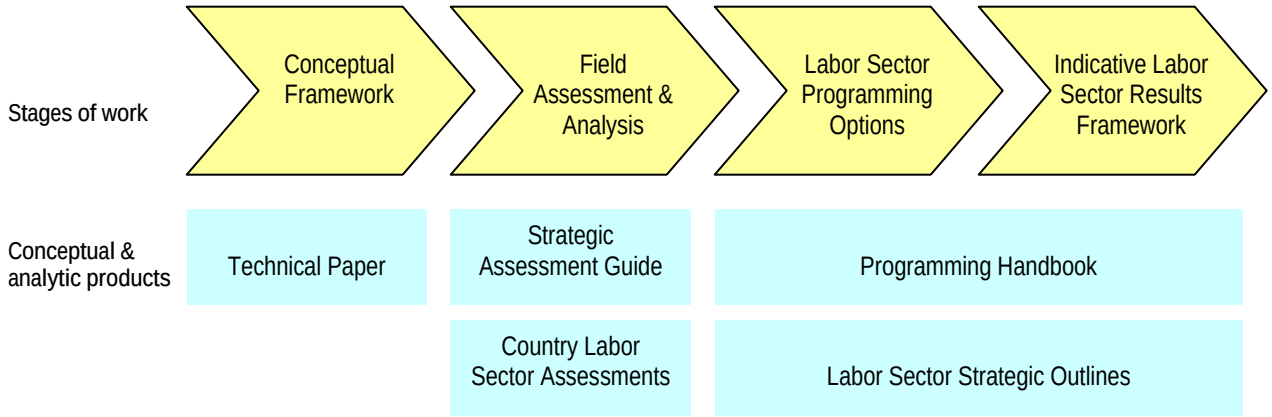
Labor diplomacy and development programs are implemented by USG agencies, international organizations, and implementing partners. Other programs managed by these three sets of actors may also affect the labor sector. To date, USG labor sector programs have generally addressed objectives in four main areas: labor rights, labor markets, and the roles of labor sector government institutions and civil society organizations in promoting foreign assistance goals. The USG has promoted labor rights as a key set of rights on their own and as a means of lending support to the advancement of all human rights.

The Global Labor Sector Analytic Initiative addresses the following questions:

- What is a "labor sector"?
- Who are the key actors in a labor sector, and what are the relationships among them?
- In what various ways are labor sectors structured around the globe and how do they behave?
- What performance standards would one expect to see in a "well-functioning" labor sector?
- How does the labor sector's performance affect political, economic, and social development?
- How can various kinds of labor sector programs contribute not only to improved labor sector performance, but also broader diplomacy and development goals of the United States government (USG)?
- What results does labor sector programming seek to achieve and what data should we collect to evaluate progress toward such achievement?

The stages of work and corresponding conceptual and analytic products of the Initiative are depicted in the figure below.

FIGURE 1: GLOBAL LABOR SECTOR ANALYTIC INITIATIVE



The **Technical Paper** suggests that:

1) the labor sector – that is, the legal foundation, government, social partners[6] and civil society, and labor markets, understood individually, overlapping, and intersecting with each other, as depicted below in **Error! Reference source not found.** – is a ***multidimensional system*** that requires multiple and integrated interventions to achieve diplomacy and development goals;

2) using this systemic approach offers ***multiple utility***, as a means both to promote labor rights and trade unions and other labor sector organizations for their own sake and to increase the effectiveness of programs that seek to achieve a diverse set of USG foreign assistance goals;

3) labor sector issues are of ***integral importance*** to achieving progress in major foreign policy objectives, including respect for the rule of law (ROL) and human rights, promotion of democracy, and economic growth and prosperity; and

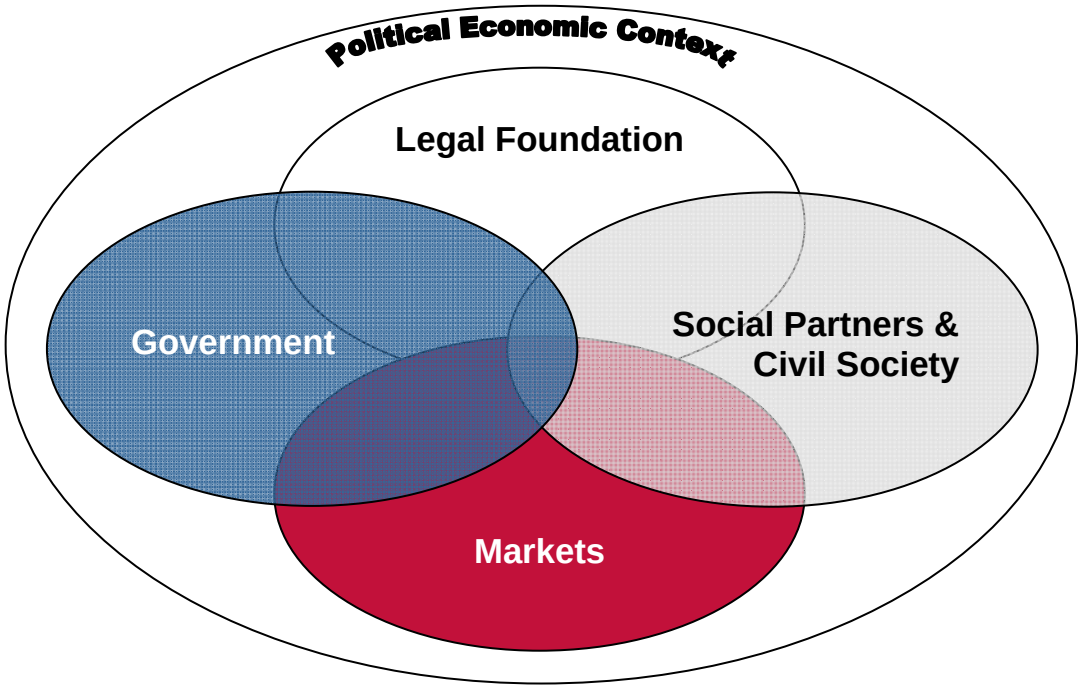
4) broad ***political economy considerations*** are an essential context for understanding how to address stability, rule of law, participation, livelihood, and social protection concerns.

In addition to this Technical Paper, the suite of labor sector analytic products includes:

- A **strategic assessment guide** detailing how to approach the organization and implementation of continuing labor sector assessments in the field (Salinger and Wheeler 2009b). This how-to manual:
  - provides a checklist of information that the assessment team seeks to collect in the field,
  - outlines how to carry out an integrated labor sector analysis to identify strengths and weaknesses of a country's current labor sector,
  - ties these considerations to the achievement of broad development goals in the country, and
  - recommends strategic considerations for achieving U.S. foreign assistance objectives for that country.

[6] The term "social partners" refers to both workers' organizations and employers' organizations, both of which cooperate with governments in social dialogues.

FIGURE 2: FOUR COMPONENTS OF A WELL-FUNCTIONING LABOR SECTOR



- This **labor sector programming handbook,** with suggestions for labor sector program design or ways to include labor considerations in broader democracy or economic growth programming and a proposed structure for the accompanying results framework used by USAID to monitor programs.
- A pilot **labor sector assessment** testing the conceptual framework, conducted in Cambodia (Lerner, Salinger, and Wheeler 2008).
- **Country labor sector assessments** (CoLSAs), carried out in four of the five regions in which USAID programs are active:
  - Asia and Near East: Bangladesh (Kolben and Penh 2009)
  - Europe and Eurasia: Ukraine (Fick et al. 2009a)
  - Latin America and the Caribbean: Honduras (Cornell et al. 2009)
  - Sub-Saharan Africa: Nigeria (Thomas et al. 2009)
- **Labor sector strategic outlines** (LaSSOs), representing a more rapid and resource-efficient approach to field assessment and preparation of a template for a labor sector Results Framework, have been conducted in the following countries:
  - Georgia (Fick et al. 2009b)
  - Mexico (Bensusan and Burgess 2009)
  - South Africa (Kalula and Sukthankar 2010)

Findings from this body of work have been presented at a series of public Labor Forums for discussion with USG partners, including representatives from the USG's National Endowment for Democracy collaborating institutions, international organizations that support labor sector programs, non-

governmental organizations and research institutions that work in the labor sector, and development consulting firms that implement labor sector programs.

PURPOSE AND ORGANIZATION OF THE LABOR SECTOR PROGRAMMING HANDBOOK

The goal of this programming handbook is to suggest considerations for labor sector program design or ways to include labor considerations in broader democracy or economic growth programming, and propose a structure for the accompanying results framework used by USAID to monitor programs. The handbook, meant to be applicable to USG labor sector programming in foreign assistance programs at country, region, and global levels, includes:

- Section 2 summarizes insights culled from the field experiences, outlining the elements that comprise a well-functioning labor sector in each of the four components of the conceptual framework, plus the overarching political economic context.
- Section 3 introduces overarching concerns for the development of labor sector programming.
- Section 4 presents labor sector programming examples in each of the strategic areas of foreign assistance and for each of the labor sector components.
- Section 5 details a monitoring and evaluation framework to accompany labor sector programming.

In addition, a glossary of labor terms can be found in Appendix A. An easily read compendium of labor sector program examples, drawn from observed programs in the areas of rule of law and labor rights, government institution strengthening, civil society development, economic growth, productivity and competitiveness, active labor market programs, and workforce development, is provided in Appendix B. Appendix C offers bibliographic references, while Appendices D and E provide references of institutions that are active in labor sector programming and individuals who have participated in this global labor sector analytic initiative, respectively.

2.0 ELEMENTS OF A WELL-FUNCTIONING LABOR SECTOR

A labor sector that "functions well" results in "decent work," i.e., productive work that delivers a fair income, workplace security, social protection, freedom of association and expression, and equal opportunity for men and women.[7]

Specific elements of a well-functioning labor sector include the following:

FIGURE 3: ELEMENTS OF A WELL-FUNCTIONING LABOR SECTOR

Legal Foundation

- The constitution guarantees the protection of human rights, including labor rights, to all citizens.
- The human rights of migrants are also respected (ILO 2006a).
- Labor legislation incorporates the internationally recognized CLS – freedom of association, right to collective bargaining, elimination of forced labor, absence of employment discrimination, abolition of child labor, and promotion of acceptable conditions of work (i.e. minimum wages, hours of work, and occupational safety and health).
- Labor laws are enforced in all segments of the labor market, i.e. in export processing zones as elsewhere in the economy.
- The legal framework provides meaningful remedies for the infringement of labor laws.
- The law provides for the enforceability of contracts and permits only limited court review of collective bargaining agreements (CBAs) with mandatory dispute resolution clauses, such as arbitration clauses.
- Labor laws balance the need to provide workers with some measure of job security and the need to ensure that employers enjoy some measure of employment flexibility (so-called "flexicurity" as practiced in Europe).
- Workers understand their rights, responsibilities, and alternatives available to them in the event of infringement of their rights.
- Employers understand their responsibilities to their workers.

[7] Adapted from ILO website., http://www.ilo.org/global/Themes/Decentwork/lang--en/index.htm.

Government Institutions

- Government agencies have the human, technological, and budget resources needed to address employment, wages, labor rights, working conditions, worker health and safety, special needs of disadvantaged or vulnerable segments of society, social protection, and workforce development issues.
- Information is disseminated by government agencies to employers regarding the benefits of compliance. Some countries actually tie approval for export to formal demonstration of compliance.
- Professional labor inspectors conduct random, unannounced inspections on a regular basis, and respond in a timely fashion to particular requests for workplace inspection. Inspectorates may be unified (e.g., the same labor inspector can review a firm's performance with respect to the labor code, occupational health and safety regulations, immigration laws, etc.), as in many Latin contexts, or they may be dispersed across specialized agencies, as in the U.S.
- After giving employers some reasonable time to address workplace infractions, reports of inspections findings are made publicly available to inform other stakeholders, including trade unions, government, and international buyers, of production practices.
- Sanctions for workplace violations of the law are meaningful and enforced.
- Courts address both individual and collective labor law disputes, and decisions are handed down in a timely, unbiased, and transparent manner. In some countries, these may be specialized labor courts, in others, the general courts may engage.
- Alternative dispute resolution practices (e.g., mediation, conciliation, arbitration) are recognized in the law and available in practice.
- Lawyers and legal services organizations trained in labor law live and work freely in the country, assisting clients and representing them in courts of law with regard to employment issues.
- Dispute resolution mechanisms are respected as credible by worker, trade unions, and employers.
- Active labor market programs reach out to those seeking work and those seeking to hire workers, providing job counseling and career pathway guidance, employability training (especially for those from disadvantaged worker groups who may need special assistance to enter the labor market), and job search and job candidate pre-selection services.
- Social protection schemes provide workers with protection against employment-related risks (unemployment and disability insurance, pensions). Programs are structured in such a way as to be financially sustainable and provide meaningful real benefits to workers.
- Reliable and timely collection, analysis, and publication of labor sector statistics are undertaken by public or private offices.
- Mechanisms for dialogue among trade unions, employer organizations, and government exist and are utilized regularly.
- Effective advocacy for the protection of the rights of vulnerable, marginalized, and unempowered populations (e.g., women, the disabled, migrants, minorities, children, and others) is assigned to national government offices (for example, in an attorney general, ministry of labor or human services, or ombudsman's office).

Trade Unions and Other Labor Sector Organizations

- Workers are free to join independently and democratically organized unions.
- Registration of new labor unions faces minimum requirements in the law and proceeds smoothly in practice.
- Strikes and other job actions are available, but are a tool of last resort after all efforts to negotiate have been pursued.
- Unions are effective at negotiating collective bargaining agreements with employers.
- Unions' influence is felt in all parts of the economy, including rural and informal sectors.
- Unions are responsive first and foremost to their members' needs, and effectively mobilize worker support for campaigns.
- Unions are effective stewards of communication and training with their membership.
- Unions communicate concerns on behalf of their members to employers and government. Union leaders communicate members' concerns to political party leaders and inform their members of political parties' platforms and records.
- Political party leaders recognize organized labor, specifically, and the labor sector, more broadly, as key constituencies that may be solicited in parties' quests for votes and supportive public opinion.

- Employers and workers are recognized to each have unique interests. Relations between the two within the firm and at the sectoral level are established by the country's labor laws.
- Employers and workers recognize that, to the extent possible, cooperation to ensure compliance with the law, decent working conditions, minimal disruption to work, and contribution to higher levels of productivity and quality are in their mutual interest.
- Tripartite dialogue among representatives of government, employers, and workers helps to insure that interests are understood among all parties and that institutions and application of the laws treat all sides fairly and impartially.
- Civil society organizations (CSOs), both national and international, may exist that advocate issues to government, political parties, and more broadly to the population and to international fora on behalf of unions and workers.

Labor Markets

- Labor markets reflect demand and supply conditions not only in local and national markets, but also, increasingly, in regional and global markets.
- Conditions for broad-based and sustainable economic growth are met, which in turn sets optimal conditions for the creation of employment in all sectors of the economy.
- Growth in local and national labor market demand provides improved opportunities for job candidates, and reduces their vulnerability to exploitation (through trafficking) and their incentives to migrate abroad in search of work. However, barriers to labor mobility are minimized to allow workers to move in search of work, within their country and perhaps abroad.
- While recognizing that cultural differences may affect women's degree of participation in the workforces around the world, discrimination against women's employment is minimized.
- As the economy grows, its labor force is increasingly formally "employed" and therefore protected by labor laws and, in some countries, social protection schemes.
- Social protection systems protect against the risks of ill health, disability, and old age and are managed in a way that is sustainable and provides real benefit to workers. Extension of social protection is sought to all workers, regardless of employment status.
- Those who pursue informal and self- employment opportunities, either because they do not have access to decent, formal employment opportunities or because they prefer the flexibility such opportunities afford,[8] enjoy equivalent legal and social protections to those in the formal workforce.
- Both employers and workers recognize the pressures of global market competition and participate in dialogue, both in national and multi-country contexts, to develop strategies for responding to those pressures.
- Business enabling environment regulations encourage the growth of formal small- and medium-sized enterprises and contribute to employment growth.
- Wages for most occupations are market-determined, though the wage structure is undergirded by a minimum wage at the lowest skill levels that respects international conventions and provides working families with household income above the poverty level.
- Employers, educators, youth, workers and their union representatives, and other labor sector NGOs exchange information regarding occupational skills requirements, particularly as economies evolve in response to trade liberalization and growth, in order to assure that the workforce – both managers and workers alike – is optimally skilled in order to maximize productivity and competitiveness.
- International buyers of consumer goods are connected to employers and workers and their union representatives where the goods are actually manufactured in order to be able to confirm the working conditions of the factories from which they buy and communicate their expectations to the local industry.
- Trade preference programs and trade agreements link access to the overseas markets with the observance of international labor standards.

[8] Maloney 2004; Kucera and Roncolato 2008.

Political Economic Context

- Organizations and mechanisms exist, such as trade unions and forums for social dialogue, to help bring into greater balance the asymmetrical relationships between workers and employers.
- Media outlets provide balanced coverage to business and labor issues.
- Political parties reach out to trade unions and trade unions articulate political agendas for political candidates.
- The portfolios and resources allocated to ministries of labor provide resources with which to carry out their mandates.

This is not to imply that the labor sector will look or behave the same in all countries. Local country context – history, political and economic organization, culture – certainly affects how these various components are actually implemented. In some instances, there may not be one "best practice," but rather a choice of practices that are considered to be acceptable. Nevertheless these elements represent the guideposts to be considered when thinking about the extent to which a specific country's labor sector actually is structured and functions, and designing a program to address the gaps in practice observed or to support nascent initiatives that appear deserving of greater support.

Like any individual element within a holistic system, these individual pieces are best viewed as parts of an integrated whole. Examples abound of interdependence among the elements, as illustrated by the shaded sections in **Error! Reference source not found.** above. These are among the primary entry points for development assistance. For instance,

- Labor rights granted in an ideally constructed labor code mean little if labor inspection systems are fragile or corrupt and cannot inspect grievance claims to enforce labor laws.
- In a country where corruption is rampant and political accountability weak, workers may have little confidence in the ability of a judicial system to render justice in labor-related grievances.
- Respect for democratic values and processes within unions strengthens the demand for democratic values and processes in other dimensions of social and political life.
- The ability of organized labor to effect meaningful change may be strengthened if labor unions work in the political arena, as well as in tripartite dialogue with employers and government.
- A country's economic growth prospects may be in jeopardy if foreign investors are reluctant to do business in a country where the organized labor force must resort frequently to strikes to communicate grievances to employers.
- Production competitiveness is enhanced when employers see value in investing in workforce skills (both technical and management) and rewarding productivity.
- While not all workers may desire formal employment, society has an interest in seeing that the labor rights of all of its working men, women, and children are protected under the law, whether they are formally employed or not.
- Broad-based economic growth should bring increased opportunities for decent employment and thus reduce incentives for exploitation of vulnerable men, women, and children at work.
- For government institutions to be able to carry out their functions requires that the political leadership in both executive and legislative wings prioritizes the interests of labor on their agendas.

After conducting a labor sector assessment, a country team should be able to identify both the most significant deficits in a country's labor sector as well as the most promising initiatives that may lead to

sustained and improved institutional performance and enforcement of rights. These may be concentrated in one of the conceptual areas outlined above, or they may fall across several or all of the areas. Given the findings of the country labor sector assessment, Section 3 lays out how to proceed with labor sector program design.

3.0 LABOR SECTOR PROGRAMMING

Some of the questions to be considered when designing a labor sector program include the following, explored in this section: What is a "labor sector program"? What development hypotheses are posed when considering a labor sector program? Why undertake a labor sector program? With whom does the mission work in the country? What are other development donors doing in labor sector programming? What good labor sector program practices do we observe?

WHAT IS A "LABOR SECTOR PROGRAM"? WHAT IS AN "INTEGRATED" LABOR SECTOR PROGRAM?

USG foreign assistance is programmed into five broad objective areas: peace and security, democracy and governance, human capital investments (i.e., health, education, and social protection), economic growth, and humanitarian assistance. The four components of the labor sector are normally addressed within the democracy and governance and economic growth objectives of the USG's foreign assistance program, although elements of labor sector programming may also be integrated into peace and security, health and education, and humanitarian affairs programs. The U.S. State Department, USAID, and ILAB each support labor sector diplomacy or development programs.

Labor sector programming may be narrow or broad in scope. Most labor sector programming to date has focused in particular areas, such as trade union strengthening or on labor law reform. These specific programs have been generally been managed by democracy and governance teams, whereas other programs focused on issues such as employment or workforce development have been managed by economic growth teams. However, such activities carried out on their own may not be as effective or sustainable as labor sector programming that embraces a more integrated approach which addresses observed inter-related gaps in a country's labor sector.. Labor sector assessments are key to identifying where these gaps exist and specifying the problems amenable to foreign assistance.

By "integrated programming," we mean the inclusion of various disciplines in program design and on staff in order to accomplish a program objective the solution to which spans multiple perspectives. For example, a food security program may address agricultural productivity, food sector rights and governance, markets and trade, and household nutrition, in order to assure that all households have physical and economic access to sufficient and appropriate foods to lead active and healthy lives. Such a program might provide the services of agronomists, rural sociologists, food policy analysts, agribusiness experts, and nutritionists to achieve its objective.

In the same manner, an integrated approach to labor sector programming promotes decent work by considering the legal, institutional, organizational, and market dimensions of the labor sector. Implementation of an integrated program ideally involves collaboration among an interdisciplinary team of labor sector experts – including those who are versed in labor union organizing, other labor sector organizations, definition and enforcement of labor laws and standards, labor sector administration and institutions, occupational safety and health, as well as employment, wages, and workforce development – who reach across their respective models and vocabularies to work with and learn from each other.

WHY UNDERTAKE A LABOR SECTOR PROGRAM?

In the **Labor Strategic Assessment Guide**, several motivations for conducting labor sector assessments are identified. These also suggest instances when a labor sector program may be of interest to a USG mission, for example, in response to labor sector deficits identified in labor sector assessments, to support country efforts to accelerate job-rich recoveries from the global economic crisis, or to promote youth employment in recovering from conflict, or to strengthen programming in particular development and diplomacy goal areas.

A regional or bilateral USAID mission may seek to have input into the design of a labor sector program for a variety of reasons: the onset of contentious industrial relations or egregious working conditions in one or more sectors of the host country economy may prompt consideration of a labor sector program to address labor rights concerns and deliver solutions; a labor sector program may be seen as an important dimension of a broader democracy and governance program; or economic growth programs may wish to include a labor sector program to address unemployment, skills mismatches, migration, forced labor, or trafficking problems.

In some countries, the impetus to consider labor sector programming may be the signing or negotiation of a trade agreement between the partner country and the U.S. government. This has been the case in Cambodia, when a bilateral textile agreement was signed with the U.S., and the six countries that comprise the Central America-Dominican Republic-U.S. Free Trade Agreement. Or, alleged labor rights abuses by international or local organizations may call into question a country's beneficiary status under the U.S. Generalized System of Preferences (GSP), whose eligibility criteria require countries to afford internationally recognized worker rights and implement commitments to eliminate the worst forms of child labor. A labor sector program may also be considered in countries where international companies are strongly criticized for doing business because of controversial labor practices, and thus may be considering withdrawing investments or curtailing commercial relations.

PARTNERSHIPS IN LABOR SECTOR PROGRAMMING

Labor sector programs have been observed that employ a variety of partnerships, working in country with:

- Unions and their federations, confederations within a country
- Other civil society groups with a worker rights focus, or NGOs or interest groups representing women, peasants, informal workers, migrant workers, child labor, occupational safety and health organizations, etc.
- Labor lawyers, legal service providers
- Humanitarian organizations seeking to reinvigorate livelihood opportunities in the wake of crisis
- Ministries of Labor, Justice, or Commerce
- Courts, alternative dispute resolution (ADR) institutions
- Legislative branch committees on labor affairs
- Domestic employer groups, professional associations
- Coalitions or associations of international buyers or investors
- Tripartite fora
- Education and training institutions

Internationally, labor sector programming may be implemented with the assistance of:

- International Labor Organization
- Bilateral and multilateral development donor organizations
- Global labor union federations
- International labor union NGOs
- International consultancy firms with technical expertise on labor sector issues

In at least one case – Cambodia – new organizations were created for workplace compliance monitoring, labor dispute resolution, and international buyer dialogue – a garment factory monitoring project, today known as Better Factories Cambodia, and the Arbitration Council – on the grounds that the government was too fragile or too unreliable to be a viable partner. These remain path-breaking institutions (see Lerner, Salinger, and Wheeler 2008) and continue to be supported by a coalition of government, local industry, donor, and international business interests.

Recognizing that labor sector programs normally involve a minimum of three sets of stakeholders – workers and trade unions, employers, and government – and possibly even a fourth and fifth – international investors or buyers and the education/ training community, it is important to design a program that anticipates involvement of each from the beginning. This may mean, modestly, that a project advisory board is constituted from the beginning that involves representatives from all relevant parties, with resources targeted to one or more key actions. Or, with more ample project resources, they can be programmed across multiple key partners and activities.

DONOR APPROACHES TO LABOR SECTOR PROGRAMMING

The U.S. government commitment to labor sector programming, elaborated in Section 4, is rather unique, as few other bilateral donors engage in labor sector programming directly.

In the U.K., the Department for International Development (DFID), whose program areas largely follow the Millennium Development Goals, focuses on labor standards as a vehicle for achieving poverty reduction (Norton and Wood 2004). DFID provides funding to Britain's Trades Union Congress through several channels, including a Strategic Grant Agreement and a Civil Society Challenge Fund that supports project work with sister organizations in developing countries. In 2009 DFID announced that it would launch the Responsible and Accountable Garments Sector Challenge Fund to award matching funds grants to activities that raise the profile of responsible, ethical apparel production, catalyzing better working conditions for poor and vulnerable garment industry workers in the process.[9]

In Scandinavia, the Swedish International Development Agency has funded a series of active labor market policy and labor market dialogue programs around the world. Union confederations in Sweden (the Swedish Trade Union Confederation and the Swedish Confederation of Professional Employees, joined together as the LO-TCO Secretariat of International Trade Union Development Cooperation), Denmark (the LO/FTF Council for international development cooperation), and Finland (the Trade Union Solidarity Center) each support programs to strengthen independent, democratic trade unions, improve opportunities for decent work, and build social dialogue around the world. Germany's Friederich Ebert Stiftung, a private, non-profit foundation dedicated to honor the social democratic ideals of Germany's first democratically elected president, supports global labor justice programs.

Germany's Technical Cooperation Organization (GTZ, in German) offers services in economic development and employment, including an emphasis on labor markets and technical and vocational education and training, but the Federal Ministry for Economic Cooperation and Development does not

[9] See http://www.dfid.gov.uk/Media-Room/Press-releases/2009/changing-image-of-uk-fashion/.

highlight labor on its website. Nor does the OECD's Development Assistance Committee identify labor sector programming among its key assistance categories, broadly defined.

On the multilateral organizations side, most labor sector programming is carried out by the International Labor Organization. Some ILO programs receive funding from the USG – the first years of the Cambodia Better Factories and Arbitration Council activities, for instance, were funded in part by the USG – and other donor and Cambodian organizations. Building on the Cambodia experience, the International Finance Corporation and the ILO launched their Better Work partnership in 2006, focusing on improving labor practices, productivity, and competitiveness in global supply chains, now active in Haiti, Jordan, Lesotho, and Vietnam. Labor sector themes found in a database of World Bank projects include *inter alia* workforce development issues (skills, vocational training), social protection, labor-intensive public works, and youth employment.

WHAT LABOR SECTOR PROGRAM GOOD PRACTICES DO WE OBSERVE?

Four "good practice" program design elements should be borne in mind when designing a labor sector program. By "good practice," these approaches to labor sector programming are benchmarks toward which program designers can aspire. However, resource constraints, local country particularities, and the presence of other government- and donor-sponsored activities in the country may mean that these may not be realistic in every local country context.

The first element is the importance of country-specific objectives and results. The systems analysis elaborated in the Technical Paper is fundamentally rooted at the national level, even though there are of course exogenous considerations such as international trade and competitiveness that help to shape a country's labor sector. But the actors and rules that have the most direct and proximate impact on regulating a country's labor market exist above all at the national level. Hence, when designing a labor program, it is essential to assess the gaps between the ideal and the reality in a given country in order to determine what types of interventions can help address the gaps.

The second is the notion of ***integrated labor sector programming***. Programs that honor this practice do not focus solely on single labor sector components, such as labor law reform, ministry capacity-building, trade union organizing, or labor market de-regulation,[10] but rather seek to take multiple dimensions into account.

Multidimensionality is an important, but insufficient, condition for labor sector program success. Because of their applicability to several foreign assistance framework goals and program areas, the targeting of ***synergistic program benefits*** is an additional good practice element. For instance, a labor sector program that supports democratic trade unions spills over in a positive way into citizens' appreciation of democracy overall. Economic growth programs that seek to improve labor productivity of exporting enterprises also build workforce skills that may translate into improved wages for workers whose productivity has been improved.

The final crucial element is that of ***multiple stakeholder involvement***. Employers, workers, and government comprise the three essential stakeholder groups for tripartite institutions. However, as we have seen, education and training institutions, labor sector-focused civil society organizations, and international buyers are other stakeholders who may be active in social dialogue, depending on the country. Open and sincere dialogue between and among stakeholders may contribute to increased trust among stakeholders, greater understanding of respective negotiation perspectives, and improved labor sector outcomes.

[10] Also referred to as "flexibilization," see Glossary.

Examples of labor sector programs that have been implemented around the world, focusing on particular labor sector issues or more broadly are described in Section 4.

4.0 LABOR SECTOR PROGRAMMING EXAMPLES

The USG engages in labor sector activities through both diplomacy and development programs. Each are explored below.

LABOR DIPLOMACY PROGRAMMING

Labor diplomacy is the use of diplomatic leverage in political and economic arenas to accomplish foreign affairs objectives in the areas of labor rights and corporate social responsibility. Through dialogue with USG partners, labor diplomacy helps to maintain high-level visibility for labor sector issues. Such visibility, in turn, may augment demand for labor sector development programming (see below).

Labor diplomacy is undertaken *inter alia* by the U.S. Departments of State and Labor, USAID, and the Office of the U.S. Trade Representative. State Department labor officers monitor labor issues from abroad and publish findings annually in country human rights reports. The State Department also monitors global trafficking situations in annual reports. Tracking annual progress in these areas allows for them to be part of annual policy dialogues with local partners.

The U.S. Department of Labor's International Labor Affairs Bureau (ILAB) provides specialized training in labor issues to State Department labor officers and coordinates with and advises labor officers based in U.S. embassies overseas. ILAB also represents the USG at the ILO. ILAB is responsible for labor sector issues within U.S. bilateral trade agreements and trade preference programs, through the Office of the U.S. Trade Representative. ILAB technical assistance abroad has been largely focused on programs to combat child and forced labor.

USAID exchanges views on development assistance effectiveness with other bilateral development agencies through the Development Assistance Committee (DAC) of the Organization for Economic Cooperation and Development. Labor sector programming has not figured to date as part of the DAC's work program, which USAID may wish to raise for future consideration by the Committee.

Labor diplomacy efforts may also be undertaken on labor rights issues with respect to international bodies such as the multilateral financial institutions.

LABOR SECTOR DEVELOPMENT PROGRAMMING

The country labor sector assessment or labor sector strategic outline[11] may reveal labor sector deficits in any or all of the areas highlighted in the conceptual framework. Or, it may reveal nascent areas of labor

[11] See the Labor Sector Strategic Assessment Guide for distinctions (Salinger and Wheeler 2009).

sector initiative that would benefit from USG support in order to fully realize key development objectives. This section summarizes the programs that can be developed in response to these findings. Some illustrative examples are offered in the accompanying text boxes. A detailed inventory of examples of such programming is found in Appendix B. As this inventory is updated and expanded, the goal is to highlight best practices in each of the programming areas in order to share experiences.

Peace and Security Labor Sector Programming

Labor sector programs in the peace and security area focus on men, women, youth, and children whose livelihoods have been affected by conflict, illicit livelihood alternatives, labor smuggling and trafficking, or organized and gang-related crime. Trade unions, producer associations, women's groups, schools, or other community-level civil society organizations may facilitate access and the delivery of services to individuals and households.

Although their circumstances may be different, men, women, youth, and children who may need labor-related services in these areas share needs for rebuilding and refocusing their livelihood orientations. Immediately following a crisis, people may need access to food and income, and thus food-for-work or cash-for-work programs to rebuild infrastructure destroyed or disabled after conflict or to replant crops and restart animal raising.

Support groups to counsel, coach, and mentor victims of conflict, crisis, disaster, smuggling and trafficking (or other abusive labor situations) may help to build individual and group initiatives to rebuild livelihoods. Labor unions and activists also play a role with regard to anti-trafficking efforts, lobbying governments to pass legislation to defend against trafficking and provide for safe migration, educating migrant workers about their rights, providing legal advice to trafficking victims.

Shifting out of illicit crop production and starting new rural income-generating activities, building enterprises for self- and small-scale employment generation, accessing land and credit, reaching new markets, acquiring employability skills, and developing new knowledge and skills may all be relevant labor sector initiatives for populations emerging from these situations.

Understanding how livelihood or labor market alternatives are viewed by labor market participants is also important in order to gauge how popular the livelihoods transition assistance programs will be. For instance, while job skills training for gang members may represent a socially preferable livelihood option, if the chances of actually gaining licit employment are extremely low, individuals may prefer the social cohesion and returns to continued gang participation. Similarly, while producing food and cash crops for market may be socially preferable, the cultivation of plants with which to produce illegal substances may

Peace & Security Labor Sector Program Examples

Examples of inclusion of labor-related components in peace and security programs include the following:

- The *Iraq Community Action Program*, a $55.4 million project led by CHF International which implemented community development activities in all 18 governorates to build grassroots constituencies for democracy, restore basic services, stabilize the economy and generate employment (especially for youth), and contribute to conflict resolution and reconciliation, creating more than 2.7 million days of employment and 34,000 long-term jobs.
- In Afghanistan Chemonics International and partners implemented the $17.9 million *Alternative Income Project* to provide the most vulnerable households in the Helmand Province with alternatives to growing opium poppy, through labor-intensive infrastructure and production projects, generating over 1 million jobs and infusing local economies with over $4 million in wages.
- The Connecting Regional Economies (CORE) program in Sri Lanka seeks to integrate vulnerable groups from conflict-affected areas in value chain development and livelihood promotion.
- Problems faced by Sri Lanka's migrant workers, especially women, including vulnerability to labor exploitation, human trafficking, and HIV/AIDS infection are addressed by Solidarity Center's migrant rights program.
- The Asia Foundation's anti-trafficking programs in Nepal, Philippines, and Vietnam promote non-formal education, skills and vocational training, and job placement and employment support for young women at risk for trafficking.

yield a higher return. Labor market analysis should be undertaken to quantify the relative returns to labor of both illicit and licit livelihoods, the risks associated with them, and the probabilities of successfully starting new livelihood initiatives in order to fully appreciate whether investment in education and skills for licit activities brings a positive return, relative to the returns associated with illicit activities.

Democracy and Governance Labor Sector Programming

DG labor sector programs work at multiple levels to ensure that international core labor standards are respected and labor sector governance is effective, accountable, and transparent.

To promote the rule of law, existing labor laws and regulations may need review or new ones may need crafting. Existing legal professionals may need training in human rights and labor law, while the creation of new sources of labor law services may need to be supported. Workers may be unaware of the rights to which they are entitled, and may need education in order to improve their understanding and increase their demand for access to justice from employers and the public sector. Support may be provided to local or international non-governmental organizations that advocate on behalf of, and help to educate and support workers about, labor rights. Strengthening ministries of justice to address labor disputes cases may help to promote judicial effectiveness in labor areas.

Government institutions that oversee and implement directly aspects of labor law may need capacity-building in this area to improve their abilities to effectively carry out their functions.

Ministries of labor are often among the weakest in developing country executive branches, and may need internal staff training, or information systems support. General or specialized (such as occupational safety and health) inspection systems overseeing employer/workplace compliance with labor laws may need to be strengthened. Bridging communications gaps between ministries of labor and employer and worker organizations, whether regarding collective bargaining, labor rights, working conditions, or even labor market issues, can be facilitated through social dialogue programs.

Civil society programs that support democratic trade unions obviously strengthen the labor sector. Labor unions may not exist, be under attack, be state-run or controlled by employers, lack independence, or tolerate weakly democratic internal organization. Support for the development of free and democratic labor unions is therefore a key area of civil society programming. Such support may include training of labor organizers, support for labor organizing campaigns, worker rights training, or training in dispute resolution techniques. As mentioned earlier, other civil society organizations – labor rights advocacy groups, professional associations, peasant or farmer associations, youth or women's groups – may also play important roles in labor sector issues and receive support for capacity-building and advocacy programs. Media programs may also receive support to increase public awareness of labor sector issues.

Programs to Strengthen Legal Foundations

For instance, the labor sector strategic assessment may reveal inadequacies in the current labor code, or in the country's compliance with internationally recognized core labor standards. Appropriate program activities may include assistance to legislators, or stakeholder groups advising them, with regard to the drafting of a new labor code, reforms to an existing labor code, or the drafting of implementing

Democracy and Governance Labor Sector Program Examples

Examples of inclusion of labor-related components in DG programs include the following:

- The **Global Labor Union & NGO Strengthening** program supports multiple goals, including labor union capacity-building, CLS enforcement, and civil society development, implemented by the Solidarity Center around the globe.
- In the area of Rule of Law, **Better Factories Cambodia** has received USG funding since 2001 to monitor garment factories' compliance with labor laws and CLS.
- To strengthen Central American governments' labor administration, several regional programs have been managed in Central America, including the **Strengthening Labor Justice** program, addressing court operations, labor justice personnel, and judiciary training institutions, and the *Cumple Y Gana* (Comply & Win) project that delivered labor rights public education.

regulations. Training on international legal systems with respect to human and labor rights, the ILO system, labor chapters of trade agreements, and dispute resolution mechanisms related thereto may be needed.

Or, as part of a country's negotiation of a trade agreement with the U.S., labor rights may be found to be poorly understood or weakly respected. In such a case, training and stakeholder outreach may be required to ensure that both workers and their unions, and employer groups, understand the rights and responsibilities covered under the national laws and international commitments of the country.

In some countries, despite good laws and vocal commitments by stakeholders to uphold them, actors may nevertheless resort to practices that abuse rights. Some programs to monitor such incidents may be developed in tandem to existing government institutions, while others are described under "Government Institutions" below. Programs may foster direct communication between international buyers of locally manufactured goods and their manufacturers in order to address buyers' corporate social responsibility concerns regarding good labor practices of their suppliers.

Labor rights abuses of the more vulnerable groups in society, e.g., trafficking victims, children, and international migrants, may be particularly egregious. Programs that prevent trafficking and protect and rehabilitate victims of trafficking may be advised, as would programs that combat the worst forms of child labor. Migrants' rights programs counsel and support migrant workers who may be especially vulnerable when employed outside of his or her home country. Human rights programs may seek to create alternative livelihood and education opportunities for potential and actual rights abuse victims, to reduce vulnerability to falling victim to further exploitation.

Examples of Programs to Strengthen Legal Foundations

Examples of programs to strengthen legal foundations include the following:

- Under USAID's **Global Civil Society Strengthening Program** anti-sweatshop activities were conducted through grants to local non-governmental organizations in El Salvador, Mexico, South China, and India.
- USDOL supports programs around the world to withdraw or prevent **exploitative child labor**, strengthen policies and programs to combat child labor, and raise awareness about the importance of educating children.
- **Better Factories Cambodia**, the first of several Better Work programs around the world, was launched with USG support to provide independent monitoring of garment factory working conditions. A similar program has been launched in Haiti.
- Through a State Department grant, the **rights of informal workers** are being addressed in Guatemala and Nicaragua.

Labor justice systems may be focused on strengthening labor courts, alternative dispute resolution (ADR) mechanisms, or a combination of the two. Analysis of all of these mechanisms as part of the labor sector assessment may identify areas of weakness with respect to labor justice (mainstream and alternative) systems' structure, capacity, independence, integrity, and effectiveness. Programs to strengthen these aspects may help to improve workers' access to meaningful justice with regard to individual and collective workplace disputes. Activities may include legal education curriculum reform in areas of labor law, assistance to law schools, and training of lawyers, judges, and ADR professionals (mediators, negotiators, arbitrators, conciliators) in labor law issues. Judiciary management system support can improve case management to expand and expedite the rendering of justice in labor disputes. Support may be provided to strengthen legal aid organizations and the provision of subsidized legal assistance to the working poor.

Programs to Build Capacity of Government Institutions

Ministries of Labor are on the frontline with respect to government support to the labor sector. They often fulfill roles and functions related to employment, tripartite labor relations, workplace inspection including occupational safety and health, wage setting and monitoring, dispute resolution, workforce training, social protection, and labor statistics. Yet in many countries these ministries are weak, with limited resources and enforcement capabilities. Some of these functions may co-exist or wholly exist outside of the Ministry of Labor. Dispute resolution of labor-related issues may be under the auspices of a Ministry of

Justice, for example. Inspection of workplace compliance with core labor standards may be of interest to, or even under the jurisdiction of, Ministries of Commerce that are directly concerned because of their country's labor obligations under a trade agreement.

An institutional audit can be launched to get a more detailed understanding of ministry structure, functions, human resources, and physical capacity, and reveal areas of weakness that require attention or areas of strength that deserve reinforcement. Programs to train professional labor functionaries in labor law, international labor standards, and labor commitments incorporated in trade agreements may be necessary. Support to increase the use of modern information and telecommunications technologies to link labor markets and disseminate employment opportunities and labor statistics is another example of how to approach ministry capacity-building. Improving the design and implementation of occasional labor market surveys and regular collection of data regarding informal, formal but not organized, and formal and organized labor markets may be advisable.

Examples of Programs to Build Capacity of Government Institutions

Examples of programs to build capacity of government institutions include the following:

- In Bosnia-Herzegovina, the Enabling Labor Mobility Program supports the upgrading of labor inspectorate capacity.
- In Central America, several labor sector institutional support programs have contributed to strengthening of the labor justice system, and improved Ministry of Labor capacity to inspect workplaces.
- To increase Peru's ability to take advantage of its Trade Promotion Agreement with the U.S., USAID's New Peru and Andean Trade Capacity Building Program will devote one-third of its human resources to increasing the capacity and efficiency of the Labor Inspectorate and Judiciary to enforce labor laws and protect labor rights.

Good labor laws must be accompanied by good workplace inspection systems to ensure that the laws are upheld on the job. Labor inspection systems may be unified, in which one labor inspection department is responsible for all economic sectors, or they may include specialized services (such as a separate service to inspect agricultural activities). "Generalist" or "integrated" inspection systems may monitor all aspects of work, including individual or collective labor relations, while specialized systems may develop particular inspection responsibilities in separate departments (such as training specialized occupational safety and health inspectors apart from general inspectors). Federal systems may share inspection responsibility between national and local labor organizations. Programs may be designed to improve the labor ministry's organizational capacity for inspection, train inspectors, and improve the transparency of labor inspection activities. Though the emphasis should be on building government capacity to carry out inspections, in instances of extremely weak government capacity, programs may be developed around alternative or parallel "independent monitoring" systems that provide trained, certified, third-party monitors who carry out similar functions and report their compliance findings to interested stakeholders.

Programs to Strengthen Trade Unions and Other Labor Sector Organizations

Both workers and employers should have resources and capacity to organize themselves and, through their unions and employer associations, represent their interests to each other and vis-à-vis the government. However, because trade unions in many of the poorest countries represent the interests of the weakly educated and relatively unempowered, organization-strengthening programs to support relatively more heavily the strengthening of labor unions and non-governmental organizations that support workers and labor rights issues are particularly crucial.

Labor union and NGO strengthening programs may involve the cultivation of independent and democratically governed labor unions, the training of leaders (both men and women) for these unions, the dissemination of information on global labor movement issues and approaches to local labor movements, support for advocacy of human rights and core labor standards, support to membership organizing campaigns, development of financial sustainability plans for unions and NGOs, training in and support to collective bargaining, and political advocacy training for leaders and members. Labor union governance issues may also be a focus of program attention, particularly in countries where a plethora of smaller, weaker unions prevents the ascendancy of a coordinated, national labor union movement. In some countries, economic literacy training for labor unions and NGOs helps leaders and members to understand new economic policies such as the privatization of state-owned enterprises, or the competitiveness pressures a particular industry confronts. Strengthened unions may also be able to more effectively communicate social service messages to membership, reinforcing outreach to workers on issues such as child labor, gender and work, HIV/AIDS, migration, and trafficking. Regional organizational strengthening programs may help leaders who share a similar sectoral or issue focus to learn about each other's approaches and experiences. Support may also be provided to connect national labor unions or confederations of unions with their corresponding global union federations for training and sharing of experiences.

Examples of Programs to Strengthen Trade Unions and Other Labor Sector Organizations

Examples of programs to strengthen labor sector organizations include the following:

- The Solidarity Center's global labor union and NGO strengthening program works to increase the institutional and financial viability of labor unions and labor NGOs, as well as promotes core labor standards, increased democratic participation, and legal frameworks to protect and promote civil society.
- Germany's Friederich Ebert Stiftung supports social dialogues and partnership working relations, and thus unions, around the globe.
- In India, the Self-Employed Women's Association is a trade union, cooperative, and women's organization that advocates on behalf of the rights of poor, self-employed, women workers.

Investing in People Labor Sector Programming

Development programs in the human capital investment area focus on education and health programs that build the capacity of people who may also participate in the workforce. Labor sector dimensions in this program area include protecting the rights (including labor rights) of people in vulnerable groups, promoting their employment and ability to earn income, and ensuring that safety nets exist to feed and care for them.

Investing in People Labor Sector Program Examples

Labor dimensions of Investing in People programs can be found in:

- Vocational training programs undertaken by labor unions in many countries around the world.
- Occupational health and safety programs undertaken by global union federations, such as the Building and Wood Workers International and the International Textile, Garment, and Leather Workers' Federation, on behalf of members worldwide.
- Actions by Global Unions and their global and national members to educate workers about HIV/AIDS, advocate against discrimination against workers with HIV/AIDS, and promote testing.
- CARE International UK targeted participatory learning and action programs to educate garment sector workers in Cambodia about safe sexual health practices and HIV/AIDS, and build capacity of factory health staff and government programs to deliver services.

With regard to vulnerable populations, self-help programs can provide temporary employment to the

unemployed. Longer term efforts to skill or re-skill vulnerable populations can be undertaken as part of comprehensive workforce development programs, within economic growth programming.

A broad labor sector area that is not explicitly addressed in the USG's foreign assistance program is that of social protections for the informally and self-employed in developing countries. Programs are sought to develop and improve the sustainability and effectiveness of safety nets for coverage of health, unemployment, old-age, and disability risks, which do not exist for most workers in developing countries.

Economic Growth Labor Sector Programming

Labor sector programs in EG portfolios aim to improve the contribution of labor to industry, enterprise, and agricultural competitiveness. Programs in this area range include workforce training to improve workers' knowledge and skills, and thus their productivity, the surest path to wage increases. Yet minimum wages in low-skilled, entry-level occupations are often determined by government regulation, and programs may seek to ensure that they are set at "living wage" levels, i.e. the level of wages required to meet the basic living needs of an average-sized family in a particular economy.

Consideration of labor issues may strengthen EG programs in a number of areas. For instance, in the area of trade and investment the provision of trade capacity building assistance to developing countries negotiating WTO accession and bilateral or regional free trade agreements or acceding to preferential trade arrangements with developed country partners should consider the implications of trade liberalization on local labor markets (rural and urban, for entry-level/semi-skilled and more highly skilled workers, men and women, and across sectors of the economy). Improving returns to labor in rural and agricultural sectors, through stronger institutions and increased access to new technologies and markets, may decrease the incentive of rural sector populations to move to the city or abroad in search of work. Helping rural workers to organize in order to strengthen their negotiation capabilities vis-à-vis agribusinesses also improves returns to their labor.

Many labor sector program considerations can be broached in the area of private sector competitiveness, where the goals of businesses to improve their competitiveness and of labor to increase their returns may coincide or conflict, depending on the nature of the industrial relations between the two. If workers are educated about competitiveness and productivity pressures and trained and managed in ways that contribute to improve the firm's productivity, and their union leadership has meaningful access to management, and if management sees its workforce as an asset to be cultivated and promoted, then their relationship may be more one of collaboration that can yield a synergistic, win-win outcome for both sides Workers gain decent conditions, improve their human capital

Economic Growth Labor Program Examples

Examples of inclusion of labor-related components in Economic Growth programs include the following:

- Many programs that focus on private sector competitiveness also include **labor productivity, workforce development, and/or social protection components**; see Program Inventory in Appendix B for specific examples.
- In Mexico, the Solidarity Center has increased the capacity of Mexican labor unions to **address competitiveness issues through collective bargaining** by incorporating productivity clauses into proposals for labor-management discussion.
- EG Indefinite Quantity Contracts that have incorporated labor sector issues include
  - Greater Access to Trade Expansion (GATE), which focused on **integration of the poor, especially poor women**, into trade and EG activities.
  - The General Business, Trade, and Investment IQC for Supporting Economic Growth and Institutional Reform (SEGIR/GBTI) has worked on the **impact of trade liberalization on labor markets**.
  - Under the Global Workforce in Transition IQC, workforce assessments explored opportunities for **workforce development systems, education and training, and preparation-for-work programs**. A GWIT assessment of Morocco's workforce, as it contemplated negotiation of a bilateral free trade agreement with the U.S., led to the **Advancing Learning and Employability for a Better Future** project, implemented by the Academy for Education Development, to strengthen the relevance of basic and vocational education for employment in likely expanding sectors of the economy.
- Campaign by Global Unions and their global and national members to promote "green growth for jobs and social justice." Emphasis on need for **climate change adaptation policies and programs** that target the poorest and most vulnerable workers and communities first.

and thus productivity, and are rewarded with higher wages and less job insecurity as the companies for which they work are able to control costs, improve quality and reputation, and maintain or grow market share. Workforce development programs give further examples of interventions that yield gains for both employers and workers, by linking the education and training sector with employers in order to develop curricula for education and training programs that reflect the occupational skills requirements as defined by employers. Thus, there are numerous ways in which EG programs in labor union strengthening, competitiveness and value-chains, business linkages, public-private partnerships, social dialogue, and workforce development can incorporate activities to improve industrial relations that will result in gains in terms of both competitiveness and labor.

Finally, programs that help micro, small, and medium sized enterprises to grow are also directly contributing to improved livelihood opportunities of poor households.

Programs to Improve Labor Markets

For labor markets to function well and provide expanding, decent livelihood opportunities to a country's citizens, in addition to complying with the legal, institutional, and organizational dimensions described above they must also be situated within economies that enjoy real per capita economic growth rates. Thus, the first economic priority is to insure that the macroeconomy and factor and goods markets function without significant distortion. The second economic priority is to insure that existing tax, capital, and labor policies do not inadvertently skew or reduce the demand for labor.

Some economic growth programs may focus on specific aspects of labor demand, labor supply, or the interaction of the two. Labor demand programs help public and private sector employers identify their needs with respect to numbers, skills, and productivity of workers they seek to employ and articulate them to education and training institutions. Labor supply programs focus on the development of an appropriately educated and trained workforce to respond to employers' needs, and the preparation of new job market entrants for the workplace (so-called "employability" training). Active labor market programs facilitate and accelerate communications between the two, through the strengthening of employment offices and the dissemination of job opportunity information.

Some programming may include elements of both labor supply and demand. For example, private sector competitiveness programs may include support to enterprises to improve the economic viability of production while at the same time training of existing workforces or aspiring job applicants with the skills required to achieve a more productive/competitive industry. Encouraging enterprises to develop formal human resource programs that work with staff to develop skills and career paths can help enterprises retain skilled workers and improve competitiveness. Such programs may also help local producers obtain certification with regard to social accountability standards (including labor rights). They may also train managers in the definition of industrial engineering standards to be able to measure, and thereby improve, productivity. Trade promotion programs that seek to forge market linkages between local enterprises and foreign buyers may target job

Examples of Programs to Improve Labor Market Functions

Examples of programs to improve labor market functions include the following:

- The Competitive Armenian Private Sector (CAPS) program incorporates support for workforce development in the target economic sectors in which it works.
- The Poverty Reduction by Increasing the Competitiveness of Enterprise (PRICE) program in Bangladesh explicitly incorporates job creation as part of its overall approach to strengthening key sectors of the economy.
- Strengthening the viability of worker social protection programs, particularly pension programs, has been the focus of programs in over ten European and Eurasian countries.
- Improving labor productivity through training of garment factory managers and connecting employers and post-secondary educational institutions has been the focus of the Cambodian Garment Industry Productivity Center (GIPC).
- In Sri Lanka, the Solidarity Center is addressing issues and challenges faced by migrants, many of them women, through provision of education, advocacy, policy reform, and legal aid.
- The Promotion of Informal Labor Rights program in Guatemala and Nicaragua seeks to improve understanding of breadth of informal sector, to extend rights to the informally employed, and to encourage formalization.

creation or labor productivity improvements. Workforce development in the public sector may focus on training of public sector officials or the development of human resource departments and career strengthening for civil servants.

Migrant rights programs work with those who move, either internally or across borders, in search of work. Educating migrants about their rights, providing legal services as necessary, and counseling job seekers so that they do not fall victim to exploitation through trafficking can help to minimize abuses.

Social protection programs seek to improve the sustainability and coverage of unemployment, health, and disability insurance, and pension plans, which help to mitigate the risks of dismissal, illness, injury, and old age faced by workers. The goal of social protection programs should be coverage of all households, regardless of whether they are formally, informally, or self- employed.

Aside from the formally employed, most men, women, youth, and children in the developing world toil in the informal sector. Programs might seek to better understand their livelihood options and preferences among formal and informal channels. Programs may also be instituted that extend basic legal and financial protections enjoyed by formal sector workers to informal sector workers. Programs may advocate, for instance, on behalf of informal workers to assert rights to livelihood resources (land, water, forests, or access to markets). Additionally, programs that focus on improving competitiveness and compliance with core labor standards in formally organized factories may also include efforts to prevent the slide to informalization through subcontracting and home work by increasing inspections and meaningful sanctions of enterprises that seek to evade labor laws through these means.

All labor sector programming is predicated on having strong labor sector data with which to understand the dynamics of the market and the extent to which legal, institutional, and organizational forces affect them. Programs are needed to improve labor market data collection, analysis, dissemination, and integration into other economic and social policy and programming areas.

Humanitarian Assistance Labor Sector Programming

USG-supported humanitarian assistance programs help individuals and families regain their abilities to support themselves in the wake of disaster or crisis. Funding is often channeled through NGOs and civil society organizations, including labor unions.[12] Labor elements are woven throughout Program Sub-Element 5.1.2.5 for Livelihood Support, as programs aim to jumpstart employment and income-generation through job creation, input delivery, enterprise support, and education and training programs. Similarly, employment and workforce development services may be directed at returning migrants to help them re-establish livelihood opportunities after their relocation to the country.

Humanitarian Assistance Labor Program Examples

Examples of inclusion of labor-related components in Humanitarian Assistance programs include the following:

- Among the many grants made by USAID/Sri Lanka in the wake of the December 2004 tsunami, the Solidarity Center received a grant to provide psychological and social support, including anti-trafficking.
- Local labor unions were vital conduits of information and support to tsunami victims and also played a watchdog roll to ensure that labor rights were not abused during the time of crisis (Fletcher, Stover, and Weinstein 2005).

Steps to building a framework to monitor and evaluate the impact of labor sector programming on the realization of foreign assistance objectives are laid out in Section 5.

[12] Independently, international NGOs and trade unions may appeal to their own membership bases in solidarity with victims of disaster and conflict abroad. For instance, after the December 2004 tsunami in the Indian Ocean, the Solidarity Center's Tsunami Relief Fund collected contributions from more than 800 unions, union members, and others to help workers and their families in Sri Lanka, India, Indonesia, and Thailand.

5.0 MONITORING AND EVALUATION OF LABOR SECTOR PROGRAMMING

EXPECTED IMPACT: IMPROVING LIVES THROUGH DECENT WORK AND SUSTAINABLE LIVELIHOODS

The four labor sector components outlined in the conceptual framework deal with the architecture of the labor sector; and demonstrate the ways in which legal reforms, institutional strengthening and organizational capacity building are integral to achieving key development objectives. This focus on the well-functioning labor sector matters because of its impact on people's abilities to find decent work, realize sustainable livelihoods, and raise themselves and their families out of poverty.

The principal beneficiaries of labor sector programming are, therefore, existing and potential wage- or salary-earning workers. Labor sector programming strives to improve the contributions they make to democracy, good governance, and broad-based economic growth.

Broadly, the direct effects of a well-functioning labor sector on workers should be:

1) improved ability of workers to prepare for employment (from basic education to skills training) or re-train in an ever-changing economic environment,

2) reinforcement of a set of basic labor rights protections and remedies from exploitation, which in turn results in

3) higher labor productivity, better employment, increasing wages and better working conditions, and

4) through participation/representation by labor in worker organizations such as trade unions, increased participation in governance at workplace and, ultimately, in the crafting of policy and legislative decisions that reflect their needs and aspirations.

Broken out in more detail, there are at least two virtuous logical chains (see Figure 4 below) that provide firm bases for establishing development hypotheses for labor sector programming. One results in a set of desired democracy/governance outcomes and the other in a set of desired economic growth outcomes.

FIGURE 4: POSSIBLE LOGICAL OUTCOMES FROM LABOR SECTOR PROGRAMMING

Democracy/Governance Outcome	Economic Growth Outcome
Increasing respect for core labor standards through legal framework should be accompanied by or leads to…	
Increased workers' voice in their places of work Workers' increased enjoyment of greater respect for core labor standards Workers' improved access to justice on labor sector issues Increasing institutional capacity within government to enforce labor laws and CLS (Ministry of Labor, inspectorates, judicial system) Increasing institutional capacity of government to provide employment-related services Increasing institutional capacity of government to assist citizens to acquire the skills and knowledge needed in the workforce Increasing growth of civil society organizations, including unions (with their capacity to reach a broader share of civil society than any other interest group), that raises demand for CLS Increasing capacity of worker representatives to dialogue with employers & government Increased accountability of employers and political leaders to workers' rights and needs Increasing awareness by workers & unions of constraints faced by employers Increasing recognition of mutual interests: employers in having a collaborative and productive workforce and workers in having rights protected, being productive, and securing/growing more jobs Decreasing # days lost to strikes Increasing accountability of the justice system to impartially render opinions in cases of individual & collective labor disputes Increasing access to justice for workers Increasing political voice of the previously unempowered Increasing political presence of labor in local, regional, and national political debates Increasing transparency of policy making and increasing reliability of contracts, commercial environment Increasing belief in democracy as labor's opinions and interests increasingly taken into account by government & business leaders	Increasing dissemination of factory CLS compliance records to press, public Increasing interest of • Foreign investors in countries with good compliance records because of their need for calmer, less disruptive working environments • Foreign buyers in CLS because of sensitivity of brand consumers to labor rights infractions Increasing number of factories, increasing number of factory jobs (though not necessarily increasing wages, because the supply of relatively unskilled labor in poorest developing countries is large and unconstrained) Increasing share of employment in formal sectors of economy Increasing exports of manufactures Increasing supply of and demand for workers with skills Increasing need for educators/training institutions to respond to those demands Increasing investments in on-the-job in worker training Increasing productivity (and thus profitability) Increasing wages Increasing numbers of workers covered by benefit programs Increasing return to those who invest in human capacity development Increasing economic value-added and growth Declining share of employment in agriculture as industry and service sector jobs become more available Increasing government revenues and thus ability to provide social protection systems Increasing protection of access to livelihoods Decreasing corruption

DEVELOPMENT OF FRAMEWORK TO MONITOR RESULTS

"Managing for results" is one of the guiding principles of all U.S. foreign assistance programming, as work is defined and organized around the end results that are sought.[13] Working back from the development and/or diplomacy goal desired to an overarching assistance objective, and the intermediate and sub-intermediate results that must be achieved to accomplish the objective, allows the program designer to link actions, outputs, and outcomes with goals and to measure results achieved.

[13] According to USAID's Automated Directives System (ADS), available online at www.usaid.gov/policy/ads. See ADS 200.3.2.1.

To prepare the framework to monitor the results of labor sector programming, a development hypotheses is articulated, which ultimately leads to the definition of a Results Framework (RF), explained below.

FIGURE 5: PROCESS FOR DEVELOPMENT OF RESULTS FRAMEWORK

A development hypothesis can be seen as a series of "if…then" statements that guide the argument from premise to result. Initially, development hypotheses can be proposed for each of the labor sector's components, as seen below. A higher level development hypothesis can then be constructed one level above the four components that defines the system in general and the goals of labor sector programming overall. This systems-level hypothesis is somewhat measurable with indicators such as employment rates, numbers of CLS violations, numbers of labor cases successfully adjudicated, participation in political and governance processes, reduction in social assistance dependency, and income levels.

FIGURE 6: COMPONENT AND SECTOR-LEVEL DEVELOPMENT HYPOTHESES

LEGAL FOUNDATION	LABOR SECTOR ORGANIZATIONS
If… • A basic and respected legal framework is in place • CLS are adopted into law • Citizens know what CLS are and that they are part of the legal landscape • CLS are implemented, and actively and transparently regulated *Then…* *There will be an increase in voluntary compliance with CLS.*	If… • There is a vibrant civil society made up of trade unions and other labor sector organizations, worker and human rights organizations, and business associations that represent a high plurality of their constituents • There is a forum for discussion and dialogue • Government serves as a neutral broker *Then…* *There will be an increase in popular and organizational participation to influence political and governance processes.*
GOVERNMENT INSTITUTIONS	LABOR MARKETS
If… • Institutions are in place and have the human and financial resources to operate • These institutions have credibility and legitimacy in the operating environment • The citizenry knows about them and their purpose • People in need of their services have actual access to those services *Then…* *There will be an increase in the number of formal, peaceful, and recognized resolutions to disputes between labor and employers.*	If… • People have access to information on current and future employment opportunities • People have spatial mobility to go to employment opportunities • People have the opportunity to acquire training to prepare to compete for jobs • Demand-driven mechanisms exist for employees to get jobs and employers have the ability to increase/decrease the size of their workforce *Then…* *A dynamic and market-driven equilibrium will be maintained between wages and the actual costs of production.*

LABOR SECTOR

If…

- There is an increase in voluntary compliance with CLS
- There is an increase in the number of formal, peaceful, and recognized resolution to disputes between labor and employers
- There is an increase in popular and organizational participation in political and governance processes
- A dynamic and market-driven equilibrium is maintained between wages and the actual costs of production

Then…

Workers (wager-earners in the workforce) will achieve a tangible increase in income and benefits, become more active and better represented stakeholders in the political and economic systems, and workers will be able to better weather temporary economic shocks.

However, direct causal relationships between labor programming interventions and indicators can be misleading. Because of the integrated nature of labor within society, indicators may be influenced by non-labor factors. In terms of the results framework and the indicators that are used, there is the possibility that some indicators will seem to get worse before they get better.

For example, if the labor sector's legal framework is made operational through the strengthening of the institutions (coupled with the critical component of ensuring that people and organizations know about their rights and how to access institutions), there may a spike in strikes, court cases, and legal challenges as these pent-up rights are expressed. Typical indicators in Rule of Law programming measure progress in terms of a decrease in case back-log. In this case, there may be a temporary increase. On the other hand, in some cases civil society may not have the capacity to engage the new institutions, either by using their regulatory powers or ability to influence their policies and programs.

The next step in program design is to turn the development hypothesis into an RF -- consisting of an Assistance Objective (AO), Intermediate Results (IRs), and Sub-Intermediate Results (Sub-IRs) – to chart the activities, outputs, outcomes, and results that will enable the goals derived from the hypothesis to be attained.[14] USAID's system for formal program design based on a logical hierarchy of linkages of cause and effect can be demonstrated by an overall logical chain, as in **Error! Reference source not found.** below.

[14] Readers who seek definitions of these terms should consult USAID's ADS Chapter 201, "Planning," for details, http://www.usaid.gov/policy/ads/200/201.pdf.

FIGURE 7: LOGICAL LINKAGES OF HIGHER LEVEL RESULTS

Transformational Goals: Democratic, well-governed states that respond to the needs of their people, reduce widespread poverty, and conduct themselves responsibly in the international system built and sustained with help of U.S. foreign assistance.

Labor Sector's Contribution to Transformational Diplomacy Goals: Labor sector programming results in increased stability, improved democratic participation and representation, more accountable and transparent governance, improved compliance with international treaties and standards, higher levels of income, and national economic growth.

Development Hypothesis: Workers will achieve tangible increases in income and benefits, become more active and represented stakeholders in political and economic systems, and be able to better weather temporary economic shocks.

Assistance Objective: A well-functioning and balanced labor sector with legal frameworks, institutions, and organizations to engage in a well-regulated and market-driven labor sector that promotes economic growth, incomes, and increased livelihood opportunities is established.

The Assistance Objective presented above is illustrative and generic. Missions may define more specific results to be achieved, or may wish to frame labor sector programming in terms of democracy and governance (DG) or economic growth (EG) objectives, such as:[15]

DG Oriented AO: Labor sectors resulting in improved popular participation and representation in governance create increased accountability, reduce corruption, and reinforce basic protection of human and labor rights.

EG Oriented AO: Unemployment and underemployment reduced, average incomes increased, and industrial productivity increased.

The premise of the Global Labor Sector Analytic Initiative is that a properly operating labor sector hinges on a balance/equilibrium of four vital components (legal framework, government, social partners and civil society, and labor markets). The creation, increase, improvement, and transformation of these components can be seen as the IRs, especially for a stand-alone Labor Sector Program (see figure on the following page).

An illustrative set of indicators is presented for each IR, realizing that the actual IRs and their indicators are dependent on the unique circumstances of the problems to be solved.

[15] While AOs and IRs should not be multi-dimensional (describing the result in different terms), this has been done here for illustrative purposes only.

FIGURE 8: ILLUSTRATIVE RESULTS FRAMEWORK FOR A LABOR SECTOR PROGRAM

Assistance Objective: A functioning and balanced labor sector is in place (that has sufficient legal frameworks, institutions and organizations to engage in a well-regulated and market-driven labor sector that promotes economic growth, increased incomes, improved working conditions and increased opportunities) that protects human and worker rights and promotes participation, transparency, and accountability.

Illustrative Indicators: These might include a set of human rights indicators (such as a reduction in arbitrary arrest of labor organizers, or military put-down of strikes and demonstrations without redress), governance indicators (such as participation in governance and elections because of labor issues), economic indicators (such as sectoral or overall GDP or the Gini Coefficient, changes in unemployment or underemployment) or overall reduction in poverty and dependence on social services.

IR1: Equitable Legal Framework and Core Labor Standards Adopted (and are known, respected and regulated)

Illustrative Indicators:

- Adoption of CLS
- Number of collective bargaining agreements established
- Percentage of employees who understand their rights and percentage of employers who know their responsibilities

Critical Assumptions:

National leadership is committed to equitable distribution of rights and policy reforms

Government provides basic freedoms of speech, association and access to justice

IR 2: Legal Institutions with Capacity to Enforce CLS and Adjudicate Disputes Strengthened (and are respected as the legitimate vehicle for resolution)

Illustrative Indicators:

- Number of regulations and actions taken by government to ensure compliance with legal framework
- Number of employer-employee disputes resolved
- Number of actions taken by government to improve access to education or skills training

Critical Assumptions:

Institutions (ministries, courts, other agencies) have the material, financial and human resources to sustain the institutions

Institutions have a basic credibility and legitimacy

IR 3: Effective Organizations that Represent Labor and Employers Strengthened (to be able to engage each other and government institutions)

Illustrative Indicators:

- Number of democratically-run labor, worker and employer organizations
- Membership in labor, worker and employer organizations
- Number of labor or work organizations engaging government to influence policies

Critical Assumptions:

Organizations have both the legal and political "space" to operate without interference or intimidation

Organizations operate on (or can be transformed to) basic democratic principles

IR 4: Labor Markets are more transparent, open and provide equitable opportunities to both labor and employers

Illustrative Indicators:

- Increase in formal employment
- Increase in average wages
- Increase in productivity (unit/cost)
- Increase in foreign investment and/or export of goods

Critical Assumptions:

Market is not dominated by either monopolies or monopsonies.

Workers have ability to travel to secure work

Relations between employers and employees can be held as dialogue on both shared and disputed interests

Integrating Labor Programming with the Governing Justly and Democratically Functional Objective

While the previous section dealt with a development hypothesis for a labor sector stand-alone program, more often than not labor sector programming will cut across assistance objective areas. Most likely labor

sector programming will extend across democracy and governance and economic growth (known as "functional" or "strategic objectives," SOs), whose hypotheses, statements of definitions, and goals are already part of USAID standard programming.[16] Thus, labor sector programming can contribute to Functional Objective successes and/or can be a sub-set of the overall SO program.

The four labor sector components, as a whole or in part, can contribute to democracy and governance (Governing Justly and Democratically, or GJD, in the Foreign Assistance Framework parlance) programming:

TABLE 1: RELATING MONITORING AND EVALUATION OF LABOR SECTOR PROGRAMMING TO FAF/GJD ELEMENTS

Labor Component	Contributes to the GJD Standard Program Element[17]	Through the Processes of
Legal Foundation	2.1.1.Constitutions, Laws and Legal Systems	Adopting the CLS and the processes for protection of labor rights and contracts compliance (refer to standard indicators reflecting changes to the country's legal framework and the adoption of fundamental freedoms)
	2.1.3. Justice System	Adding a dimension to labor courts and processes that make the justice system more relevant to workers and their needs (reflecting standard indicators on the training of lawyers and judges on labor rights, protections, and contract compliance)
Government Institutions	2.1.4. Human Rights	Ensuring that internationally accepted human rights standards are protected (consistent with standard indicators under 2.1.1 above)
	2.2.4. Anti-Corruption Reforms	Increased watchdog functions by labor and worker organizations to ensure that power structures can not be "bought" or inequitably influence by economically powerful interests (reflected in standard indicators on prosecutions and convictions of corruption cases, and, new anti-corruption measures adopted)
Organizations	2.3.1. Consensus-Building Processes	Introducing mediation mechanisms (in this case between employers and employees and/or their organizations, reflecting standard indicator on the result of such activities in agreement)
	2.3.2. Elections and Political Processes	Promotion of (1) improvements in CSO-led improvement to electoral systems and (2) civic education
	2.4.1. Civic Participation	Strengthening of civil society and advocacy capabilities, as well as party platform policy influence (a direct standard indicator on the promotion of CLS by labor unions)

This is not an exhaustive list (there are also potential congruencies with labor sector programming affecting decentralization and even media freedom). The point here is that working with the four-component labor sector can influence GJD results frameworks, indicators, program priorities, and ultimately, program success in all of these areas.

While this list provides potential consistencies between functional objective standard indicators and the inclusion of labor-oriented programming, many of the indicators presented in the overall results framework (Figure 8) are still useable as custom indicators.

[16] See "Foreign Assistance Standardized Program Structure and Definitions" of 12/2008 available on the U.S. Department of State website, www.state.gov/f.

[17] The numbering system for the program elements come from the FY08 revision to the FACTS indicators.

When designing labor components into GJD programs, no matter how the SO team incorporates labor into the results framework, several important indicators should be kept in mind:

- The number (or percentage) of people who become aware of changes in laws, policies, rights, programs, and the functions of institutions that protect their interests.
- The development of government training programs to prepare workers with skills, knowledge, and attitudes to better participate in the workforce.
- The level of interaction within and among different actors – trade unions and other labor sector organizations among themselves, including ensuring functioning democratic principles within unions with government institutions and local government (who may have jurisdiction over policies, laws and regulations affecting labor's interests).
- The level of participation of individuals and members of trade union, worker, and employer organizations in governance structures, such as policy debates, political debates, and platform/manifesto development, and even in local governance issues such as budgets and taxes. Membership in these organizations not only boosts confidence, self-respect, and knowledge of the issues that affect them, but provides people with representation (either by themselves or through organizations) in yet another dimension of their lives (as do other facets of civil society, such as churches, neighborhood groups, etc), increasing their social capital (in this case, meaning the number of avenues of influence they have to promote their interests).

Note that these indicators are not very different from other GJD indicators, but disaggregation can be helpful in establishing attribution of labor sector programming to overall SO success.

Integrating Labor Programming with the Economic Growth Functional Objective

Building results frameworks and developing indicators within a GJD context overlooks the fourth labor sector component, i.e., markets. A primary purpose for protecting rights and increasing opportunities for labor is to enable productive workers to earn a decent and sustainable living in a predictable and risk-minimized environment that facilitates long-term planning and investment. When the labor sector functions properly, workers can aspire to joining the middle class, enjoying a decent living, and having a stake in the existing order. Societies with growing middle classes are less prone to instability, are making inroads into poverty reduction, and have an increased ability to sustain economic growth.

There are a great number of opportunities to enhance the Mission's economic growth portfolio with labor sector initiatives that can contribute to success. Again, this requires a focus not just on political economy systems but on the workers themselves. Hence, an equivalent table can be built that demonstrates the linkages between the four-component labor sector and economic growth Program Elements (Table 2).

Sequencing may also be an important issue when integrating labor programming within the Economic Growth functional objective. Just as it may be possible to engage all four components at once, it may be necessary to put the legal, institutional, and organizational frameworks in place before worker-centered economic growth (and, through labor, improve overall economic growth). This is not inconsistent with a longer-term strategy of achieving USAID's Transformational Goal (that includes "responding to the needs of its people" and reducing poverty).

Also, as with GJD, EG labor indicators can experience lag effects, that is, labor-oriented indicators may look worse before they get better. And no place is this more evident than in the introduction of higher levels of technology. New technologies can increase production, efficiency, and productivity. However, many times this will result in job losses, especially of unskilled labor. On the other hand, it may create several new classes of jobs – machine maintenance, supply chains for spare parts, increased opportunities in transportation and marketing (as well as increased demand for raw materials). As has been described in

many other areas of this handbook, it is incumbent on USAID to be aware of this phenomenon and provides opportunities for dispute resolution, finding consensus, and building opportunities for the job losers (through re-training, with adequate transitory safety nets) and potential job gainers (ensuring that there is capacity to do these higher skilled jobs).

TABLE 2: RELATING MONITORING AND EVALUATION OF LABOR PROGRAMMING TO EG ELEMENTS

Labor Component	Contributes to the EG Standard Program Elements	Through the Processes of
Legal Framework	4.2.1. Trade and Investment Enabling Environment	Consultative processes and promotion of public and private sector bodies to promote adherence to internationally accepted guidelines for standards setting (this can include CLS, fair trade, environmental and even CITES conventions)
Government Institutions	4.2.2. Trade and Investment Capacity	Compliance with international standards (quality control, environmental or other process voluntary standards);
	4.6.3. Workforce Development	Improved information systems to inform workers of employment opportunities; job counseling and placement support
Organizations	4.6.2. Private Sector Productivity	Increased membership in business associations, and, increase in the number of business associations and labor unions that are self-financing (standard indicator suggests a minimum of 50% self-financing)
		Promotion of employee economic literacy to understand national- and firm-level economic issues and their relevance to the workplace
Markets	4.3.1 Financial Sector Enabling Environment	Facilitating improvements in worker benefits such as social security, pension funds, flexible contributory health benefits, accident compensation, etc.
	4.6.2. Private Sector Productivity	Improved technological and management practices (such as using collective bargaining as a management technique to improve cost/unit productivity, or, the effects of technology introduction on changes in jobs, or more importantly, job types)
	4.6.3. Workforce Development	Improved skills training and retraining for entry-level work and advancement for existing workers, as well as promoting public-private partnerships to improve workforce development to meet changing product and quality market demands
	4.7.1 Inclusive Financial Markets	Formalization of migrant remittance systems to protect workers and ensure that remittances are properly channeled
	4.8.2. Clean Productive Environment	While this element focuses on greenhouse gases and pollution, labor will be influenced (and can influence) how these changes roll out

Should an Economic Growth SO team incorporate labor sector factors into its programming, there are important indicator considerations to be kept in mind:

- The level of awareness of all actors affected (government institutions, worker and business organizations, and the general populace) on the introduction of reform policies, new systems (banking, credit, etc), priorities for improvements in productivity (efficiency) and expanding markets to improve competitiveness, transparently presented and analyzed in a participatory manner.

- The resultant change in both unemployment and new employment – many programs measure the number of jobs created but do not measure jobs lost – this needs to be measured to determine the net effect, so that programming can be enhanced to mitigate the potential creation of new and systemic poverty.
- Measurement of job demand and capacity of the labor market to meet that demand (such as in the technology introduction example above) so that EG investments can create a return as quickly possible, taking into account the costs to meet that demand and support the losers during transition.
- The effect of the four components (especially CLS) on the attractiveness of the country to foreign investments.

Finally, many of the indicators presented in the overall labor results framework (Figure 8) can be incorporated into an EG results framework.

EVALUATION

While performance monitoring against results frameworks is the primary monitoring and evaluation methodology used in USAID, evaluation is re-emerging as an important tool to measure effectiveness, success, and impact. Evaluation of labor sector programming will require a separate dedicated set of principles, guidelines, and methodologies. Moreover, programs need to be designed with evaluation in mind from the on-set. Evaluation can be quantitative or qualitative, but more and more mixed evaluation methodologies are being promoted, so that the quantitative results can be seen in context.

In terms of quantitative indicators, many of these have been presented at the SO level – changes in employment, Gini coefficient (measuring distribution of income), increases in exports, or increases in the level of foreign investment. While these are important indicators, labor sector programming is only contributory. More relevant indicators are increases in labor union membership and the number of union shops, average increase in wages and/or benefits, worker mobility (both horizontally and vertically), and the number of businesses that have attracted foreign investment (or markets) based on their relations with labor.

At the qualitative level a more open-ended approach is suggested. This is especially true with regard to changes in perceptions of both labor and employers, as well as other stakeholders, such as government institutions and political parties. Has labor programming made a positive or negative difference in the perception of one party about another (for example, the result of economic education of workers on competitiveness)? Who is perceived to have gained power and who is perceived to have lost power, or has the relationship reached a perceived equitable balance?

Both quantitative and qualitative approaches deal with program success and some of the spin-off effects. It is just as important in evaluation to go back and ask the questions about initial assumptions. Were the initial assumptions right? Were the expected results realistic? Should labor sector programming have been designed differently (separate versus integrated, and how)? And finally, what is the current balance (or imbalance) among the four components? Did programming follow a good sequence and at absorbable velocities? What are the continued capacity gaps to be filled? Do we move forward or must we ensure the balance is acceptable to all parties and is not creating negative spin-offs?

Regardless whether evaluation is quantitative, qualitative, or mixed, and regardless of the evaluation methodology pursued, addressing evaluation at the design stage is crucial. Knowing what goals are meant to be achieved will be an important guide in establishing the results framework, specific IRs, and indicators that will support the entire evaluation process.

CONCLUSION

The purpose of this section was not to provide a "cookbook" for the development of hypotheses, results frameworks, and performance indicators for labor sector programming, but rather to introduce (or reinforce) how adoption of a labor sector lens pertains to M&E .

It is hoped that the principles presented will stimulate thought and provoke a challenge on how to approach monitoring and evaluation for labor sector programming. Those principles included:

- The overall development hypothesis can be based on sub-hypotheses developed for each of the four components of the sector, i.e. a legal foundation for labor rights, trade unions and other labor sector organizations, government labor sector institutions, and the labor market. Alternatively, the four components can be seen as a set of semi-independent, yet linked, hypotheses.
- An overall Results Framework can be built based on the four components, to ensure that they are developed in balance. However, in some cases the four IRs might be better programmed sequentially.
- If labor sector programming is incorporated into GJD or EG programming, it can be built into their results frameworks and indicators can be used to demonstrate the contribution of labor sector programming to the success of the SO. However, the indicators presented in the labor sector programming results framework are still valid custom indicators within the GJD and EG results frameworks.
- Labor sector programming is consistent with many of the FACTS[18] indicators of the USAID Foreign Assistance Strategy and Standard Programming definitions.

The establishment of development hypotheses and results frameworks exists for the purpose of developing effective programs that achieve USG assistance objectives. Subsequent performance monitoring systems provide USAID and its partners with a means to measure progress and provide the facility to make better management decisions, solve problems, learn, and ensure accountability. Labor sector programming can be measured as a distinct program or can be integrated into and measured within other programs. Finally, in terms of evaluation, it is vital not just to confirm success for a set of metrics, but to understand the underlying processes that affect labor sector programming in the unique circumstances of the country, its governance, its private sector and labor sector capacities, and USAID's ability to harness opportunities, remove constraints, and achieve impact on both systems and people.

[18] The unified Foreign Assistance Coordination and Tracking System (FACTS) is a central data system to facilitate foreign assistance planning, monitoring and data management.

APPENDIX A: GLOSSARY

Term	Definition
Acceptable conditions of work	Includes minimum wages that provide a decent living to workers and their families, hours of work, paid annual leave, and occupational safety and health. In contrast to "core labor standards," these conditions of work are also called "cash standards," because they mandate particular outcomes that directly affect labor costs.
Active labor market program	The OECD considers "active measures" in labor market policy to be those that aim to "activate employment," i.e. improve access to the labor market and jobs, job-related skills, and labor market functioning, including public employment services, labor market training, youth measures, subsidized employment, and measures for the disabled. "Passive measures" are unemployment spending and related social benefits and early retirement benefits. *See Martin 1998.*
Alternative dispute resolution	Dispute resolution processes that are carried out outside of judiciary systems (hence "alternative"), including arbitration, conciliation, and mediation.
Arbitration	An alternative dispute resolution process whereby a case is heard by one or more arbiters by whose decision the case's parties agree to be bound.
Assistance objective	The most ambitious result that a USAID Mission/Office, along with its partners, can materially affect, and for which it is willing to be held accountable.
Association	Workers and employers coming together to identify and collectively bargain with each other over their common interests; recognized as a fundamental human right in the Universal Declaration of Human Rights and in ILO Conventions 87 and 98.
Child labor	Refers to work that is mentally, physically, socially or morally dangerous and harmful to children; and interferes with their schooling. In its most extreme or "worst" forms, child labor may involve enslavement, prostitution, trafficking, use in illegal activities (such as drug trafficking), separation from families, exposure to serious hazards and illnesses, and/or being left to fend for themselves on the streets of large cities, often at a very early age. Definitions of the age below which work can be called "child labor" vary from country to country, as well as among sectors within countries. *(See http://www.ilo.org/ipec/facts/lang--en/index.htm)*
Code of conduct	Statements of corporate social responsibility principles by private companies or industries that define minimum acceptable labor standards for themselves and their contractors. Codes of conduct may also include environmental standards and other guidelines, in addition to labor standards.
Collective bargaining	Broadly defined as "the collective assertion of power by employees to influence the employer's actions regarding employment," which serves as "a democratic process capable of preserving human dignity, and serving worker rights and interests, while still being compatible with employer needs for efficiency and profitability" (H. Wheeler 2001: 593). Often used to refer more narrowly to negotiations between workers, through their representatives, and their employers to determine wages, benefits, hours, and working conditions.
Collective labor rights	Rights that are assigned to groups, including freedom of association and right to collective bargaining.
Compliance	Government inspection of workplaces and independent external monitoring are two approaches to determining enterprises' compliance with national labor laws and international core labor standards.
Conciliation	An alternative dispute resolution process whereby a conciliator meets individually with

Term	Definition
	disputing parties to shape concessions that will allow an agreement to be concluded.
Core labor standards	Defined in ILO Declarations and Conventions to include: 1. Freedom of association and the right to organize 2. Right to collective bargaining 3. Elimination of all forms of forced and compulsory labor 4. Abolition of child labor and prohibition of "worst forms" of child labor 5. Elimination of employment discrimination 6. Promotion of acceptable conditions of work relating to minimum wages, hours of work, occupational safety and health
Decent work	The ILO defines as "opportunities for women and men to obtain decent and productive employment in conditions of freedom, equity, security and human dignity." *See ILO 2005.*
Employment	Employment and livelihood may be synonymous, referring to the myriad of ways that men, women, and children earn a living for themselves and their families. "Employment" may connote a more formal arrangement (see below), while "livelihood" implies ways of work that lie more in the informal sector. Employment may be distinguished between that work which is paid, and self-employment.
Flexicurity	Combination of flexible labor markets and employment protection for workers. Western European countries were first to tout this state model. See http://ec.europa.eu/social/main.jsp?catId=116&langId=en.
Formal employment	Refers to work undertaken under the aegis of an individual or collective labor contract, with full payment of taxes on income and mandatory contributions to social protection programs.
Freedom of association	Right of workers to organize themselves into their own organizations that represent their interests.
Individual labor rights	Rights enjoyed by the individual worker, including minimum standards set for wages, work breaks, overtime, termination notice and pay, leave, health and safety, and retirement benefits.
Industrial relations	"Defined most broadly, the term … encompassed the study of all aspects of work and employment … became the study and resolution of labor problems … generated by modern capitalist industry… a third and still more specific meaning… [in which it] gave priority of attention to one particular strategy or institution for solving these problems – the trade union and the practice of collective bargaining" (Kaufman 2004, 3-4)
Informal employment	Refers to self-employment and work undertaken according to unwritten agreement between employer and employee, usually without payment of income taxes or contributions to social protection programs.
Inspection	As defined by the ILO, "Workplace inspections [are] carried out by public officials to secure the enforcement of the legal provisions relating to conditions of work and the protection of workers." *See Labor Inspection below.*
Labor	"Labor" may be used synonymously with "workers." Economists use the term "labor" to refer to one of three "factors of production" along with capital and land. Labor rights activists, on the other hand, underscore that "labor is not a commodity" and reject that its value can solely be negotiated in the marketplace without direct consideration of rights for all who work.
Labor costs	In addition to wages paid for regular and over-time, total costs of labor to employers may include bonuses and gratuities; vocational training costs borne by the employer; payments owed upon dismissal; contributions to social protection programs; and worker housing, meals, uniforms, and transportation.

Term	Definition
Labor demand	Employers' needs for workers; may be further broken down, *inter alia* by gender, age, and skill category.
Labor inspection	Government agencies in most countries inspect workplaces to ensure that working conditions are compliant with labor laws. Violations are normally in the first instance sanctioned by fines levied against employers, or – in more egregious cases – by other sanctions (e.g., arrest, closure). Labor inspection systems may be unified, in which one labor inspection department is responsible for all economic sectors, or they may include specialized services (such as a separate service to inspect agricultural activities). "Generalist" or "integrated" inspection systems may monitor all aspects of work, including individual or collective labor relations, while specialized systems may develop particular inspection responsibilities in separate departments (such as training occupational safety and health inspectors apart from general inspectors). Federal systems may share inspection responsibility between national and local labor organizations. *See ILO 2006b for more detail.*
Labor market flexibilization	"Flexibilization" refers to the deregulation of labor markets to facilitate the hiring and firing of workers, including increased use of temporary workers. It may also be associated with reductions in, or removal of, labor protections.
Labor productivity	Measured as the value of output per unit labor. Increasing labor productivity, whether due *inter alia* to improved workforce skills training or use of newer technologies, leads to increased wages.
Labor supply	The availability of workers, broken down, *inter alia* by gender, age, and skill category, for work.
Livelihood	Includes any means of self-support, regardless of where the work takes place (including inside one's home) and whether payment is exchanged for labor services. The U.K.'s Department for International Development uses the phrase "sustainable livelihood" to mean > …the capabilities, assets (including both material and social resources) for a means of living. A livelihood is sustainable when it can cope with and recover from stresses and shocks and maintain or enhance its capabilities and assets both now and in the future, while not undermining the natural resource base. *See www.livelihoods.org (now moved to Eldis, link provided) and Solesbury (2003) for a case study of the evolution of DFID livelihoods policy.*
Living wage	Minimum earning required to afford a minimum standard of living that differs by country or region within a country. May be higher than the official minimum wage in a country or state.
Mediation	An alternative dispute resolution process whereby an impartial mediator meets with disputing parties together and seeks to find common ground in order to arrive at a commonly agreed-upon settlement.
Migration	Voluntary geographical movement of people across national borders or internally; may be legal or illegal (smuggling) or illegal and coerced (trafficking).
Monitoring	As opposed to labor *inspection,* monitoring of workplace conditions is usually conducted by local or international, independent evaluation agencies and non-profit organizations to verify compliance with company or industry standards or codes of conduct. Monitoring verification reports may be published, or they may be treated confidentially.
Organized labor	Workers belonging to trade/labor unions.
Rigidity of employment index	*Doing Business* reports present calculations of rigidity of employment indices that integrate measures of a) difficulty of hiring, b) rigidity of hours, and c) difficulty of firing.

Term	Definition
	The difficulty of hiring index measures (i) whether fixed term contracts are prohibited for permanent tasks; (ii) the maximum cumulative duration of fixed term contracts; and (iii) the ratio of the minimum wage for a trainee or first time employee to the average value added per worker. The rigidity of hours index measures: (i) whether night work is unrestricted; (ii) whether weekend work is unrestricted; (iii) whether the work week can consist of 5.5 days; (iv) whether the work week can extend to 50 hours or more (including overtime) for 2 months a year to respond to a seasonal increase in production; and (v) whether paid annual vacation is 21 working days or fewer. The difficulty of firing index has 8 components: (i) whether redundancy is disallowed as a basis for terminating workers; (ii) whether the employer needs to notify a third party (such as a government agency) to terminate 1 redundant worker; (iii) whether the employer needs to notify a third party to terminate a group of 25 redundant workers; (iv) whether the employer needs approval from a third party to terminate 1 redundant worker; (v) whether the employer needs approval from a third party to terminate a group of 25 redundant workers; (vi) whether the law requires the employer to reassign or retrain a worker before making the worker redundant; (vii) whether priority rules apply for redundancies; and (viii) whether priority rules apply for reemployment. *Taken from http://www.doingbusiness.org/MethodologySurveys/EmployingWorkers.aspx.*
Smuggling	Voluntary but illegal geographical movement of people across national borders.
Social protection	Defined by the World Bank as "public policies that assist individuals, households, and communities in better managing risks and that support the critically vulnerable." (Holtzmann 2009, 1)
Trade agreements and labor	In its unilateral, bilateral, and regional trade agreements, the U.S. includes language to ensure that trade partner countries enforce compliance with local labor laws. *See Salinger and Wheeler 2008a for more discussion.*
Trafficking	Coerced and illegal geographical movement of people across national borders or internally. The U.S. government reauthorized appropriations for FY 2008 through 2011 for the Trafficking Victims Protection Act of 2000 to enhance measures to combat trafficking in persons.
Tripartism	The representation of workers, employers, and government in social dialogue, i.e. consultations that seek to define economic and social policy.
Unemployment	The unemployed are those who are out of work and actively seeking work. Sometimes difficult to measure, as underemployment and disguised unemployment may make official unemployment statistics unreliable.
Union	Labor unions, also referred to as trade unions, are organizations whose members are workers seeking to further their workplace interests. Unions may further be distinguished between those that are free and independent, with leaders democratically elected by their membership, and those that are established and run by and for the government or private companies.
Union density	Refers to the percentage of the total workforce that is unionized (organized). Ranges from 0 (Saudi Arabia and various Gulf states) to 85-90 percent (Iceland, Tajikistan, China). In 2008, union members accounted for 12.4% of employed workers in the U.S., significantly higher in the public than in the private sector, according to the U.S. Bureau of Labor Statistics.
Wages	The price paid for labor, determined by the interaction between labor supply and demand, local costs of living. May also be regulated by the state (e.g., minimum wages by sector or region), for regular and over time.

Term	Definition
Workforce development	The provision of services that link labor supply and demand in the marketplace, by providing information between and among parties that advertise job openings and job candidates, define occupational skills requirements, prepare job candidates for interviewing, and link education/training programs with employers to ensure that graduates possess the knowledge and skills employers seek.

APPENDIX B: INVENTORY OF LABOR SECTOR PROGRAM EXAMPLES

Table 3 inventories labor sector programs recently completed or in progress; further information on each is provided below.[19]

[19] Examples presented here are drawn from the labor analytic work already cited, as well as Hancock et al. (2003), Salinger et al. (2006), Spevacek (2008), and Ardovino (2009). In addition, USAID's Knowledge Services Center conducted a search of the Development Experience Clearinghouse (DEC) database, as well as USAID Mission websites and the Business Growth Initiative (BGI) database of enterprise development activities, were searched. Project documentation was searched using the following keywords: Labor Unions; Labor Relations; Labor Force; Labor Migration; Labor Supply; Trade Unions; Vocational Training; Wages; Income; Employment; Competitiveness; Child Labor; Socioeconomic Value of Children; Migration; Female Labor; Women and Employment; Trafficking; Trade; Worker Participation; Workforce Development; Trade Promotion; and Trade Negotiations.

TABLE 3: SUMMARY OF LABOR PROGRAM EXAMPLES

Country	Program	Supporters	Prime Implementer	Labor Sector Area				Geographic Coverage				
				Labor Rights & Legal Foundation	Government Institutions	Labor Sector Organizations	Labor Markets	Global	Africa	Asia/Near East	Europe & Eurasia	Latin America & Caribbean
Global	Anti-Sweatshop Initiative	State	Various	X				X				
Global	Anti-Trafficking Program	State	Various	X			X	X				
Various	Better Work Program	Various	ILO/IFC	X	X				X	X		X
Global	Child Labor Programs	USDOL	Various	X				X				
Global	Codes of Conduct	Various	Varous	X				X				
Central America	Continuous Improvement in the Central American Workplace (CIMCAW)	USAID	DAI	X								X
Central America	Cumple Y Gana (Comply And Win)	USAID	Abt Associates	X	X							X
Bosnia-Herzegovina	Enabling Labor Mobility Program (ELMO)	USAID	BearingPoint	X	X						X	
Russia	Labor Rights Advocacy	USAID	Center for Social & Labor Rights	X							X	
Global	Labor Union & NGO Strengthening	USAID	Solidarity Center	X		X		X				
Andean/Peru	New Trade Capacity Building Program	USAID	*To be determined*	X	X							X
Global	Occupational Safety & Health Programs	USDOL	Various	X	X			X				
Peru	Private Sector Competitiveness & Poverty Alleviation	USAID	Chemonics	X			X					X
Central America	Promotion of Informal Labor Rights (PILAR)	State	Global Fairness Initiative	X								X
Global	Social Auditor Standards Project	State	Various	X	X			X				
Central America	Strengthening Labor Justice in Central America	USAID	MSD	X	X							X
Andean/Peru	Trade Capacity Building & MSE	USAID	Nathan Associates	X	X							X
Global	Civil Society Strengthening	USAID	PACT, Academy for Educ Dev			X		X				
Global	Danish International Trade Union Development Cooperation		LO/FTF Council			X		X				
Global	International Trade Union Program	Friedrich Ebert Stiftung	International Trade Union Confederation			X		X				

Country	Program	Supporters	Prime Implementer	Labor Sector Area				Geographic Coverage				
				Labor Rights & Legal Foundation	Government Institutions	Labor Sector Organizations	Labor Markets	Global	Africa	Asia/Near East	Europe & Eurasia	Latin America & Caribbean
Mexico	Labor Union & NGO Strengthening Program	USAID	Solidarity Center			X						X
Croatia	Support for Croatian Trade Unions	USAID	Solidarity Center			X					X	
Global	Swedish International Trade Union Development Cooperation		LO-TCO Secretariat			X		X				
Colombia	Trade Union Strengthening Program	USAID	Solidarity Center			X						X
Bosnia-Herzegovina	Worker Participation in Society	USAID	Solidarity Center			X					X	
Morocco	Advancing Learning & Employability for a Better Future (ALEF)	USAID	Academy for Educ Development				X			X		
Armenia	Building & Rehabilitating Infrastructure for Dev & Growth in Employment (BRIDGE)	USAID	CHF International				X				X	
Armenia	Competitive Armenia Private Sector (CAPS)	USAID	Nathan Associates				X				X	
Sri Lanka	Connecting Regional Economies (CORE)	USAID	AECOM				X			X		
Cambodia	Garment Industry Productivity Center (GIPC)	USAID	Nathan Associates				X			X		
Global	Global Workforce in Transition IQC (GWIT)	USAID	EDC				X	X				
Global	Greater Access to Trade Expansion (GATE)	USAID	Development & Training Services				X	X				
Bulgaria	Pension & Labor Market Reform Project	USAID	Carana				X				X	
Bangladesh	Poverty Reduction by Increasing the Competitiveness of Enterprise (PRICE)	USAID	Chemonics				X			X		
Cambodia	Sewing a Healthy Future	EC, UNPF, USAID	CARE Int'l UK				X			X		
Central Europe	Social Protection Programs	USAID	Various				X				X	
Central Europe	Support for East European Democracy Programs (SEED)	USAID	Worldwide Strategies Inc.				X				X	
Russia	Women in the Labor Market	USAID	Instit for Compar Labor Rel Studies				X				X	
Jordan	Youth Work Program	USAID	International Youth Foundation				X			X		

LABOR RIGHTS, LEGAL FOUNDATION, GOVERNMENT INSTITUTIONS

Anti-Sweatshop Initiative

Duration	2001-
Objective	Grants to support private sector efforts to end abusive working conditions and protect the health, safety and rights of workers abroad.
Description	Included in the State Department grants: • Implementation of Social Accountability 8000 standard, which promotes human rights in the workplace; • Implementation of projects to promote labor rights and standards in Central America and the Philippines; • Creation of network of accredited external monitors worldwide; • Research on management systems used by multinational corporations to assure compliance with their company's labor standards; • Awareness-raising and promotion of solutions to sexual harassment in the workplace.
Implementers	Grant recipients included American Center for International Labor Solidarity, Fair Labor Association, International Labor Organization, International Labor Rights Fund, and Social Accountability International
Budget	$3.9 million
Web Reference	http://usinfo.org/wf-archive/2001/010116/epf205.htm

Anti-Trafficking Programs, Nepal, Philippines, & Vietnam

Duration	2006-2009
Objective	To combat trafficking of women and children.
Description	Numerous initiatives have been implemented. In Nepal, TAF has provided non-formal education, skills and vocational training, and placement and support to young women at risk for trafficking, to help them gain employment and thus reduce their vulnerability to trafficking.
Implementer	The Asia Foundation This is an example of anti-trafficking programs supported by U.S. Department of State G/TIP

Better Work Program

Duration	2006-present
Objective	Better Work is a unique partnership between the International Labor Organization (ILO) and the International Finance Corporation (IFC) that aims to improve labor practices and competitiveness in global supply chains. Better Work supports enterprises in improving their labour standards based on core ILO labor standards and national labor law. This helps enterprises compete in global markets where many buyers demand compliance with labour standards from their suppliers. Improving labor standards can help enterprises become more competitive by increasing quality and productivity.
Description	Country programs are currently underway in Haiti, Jordan, Lesotho, and Vietnam.
Implementer	International Labor Organization and International Finance Corporation
USAID Activity	

Number	
Budget	
Web Reference	http://www.betterwork.org

Better Factories Cambodia

Duration	Begun in 2001 as "ILO Garment Sector Project" under direct supervision of International Labor Organization, with USG funding; has since been converted to multi-donor supported program (US Department of Labor, USAID, Agence Française de Développement, Garment Manufacturers Association in Cambodia, Royal Government of Cambodia, and international garment buyers), with the goal of attaining financial sustainability by end of 2009.
Objective	Better Factories helps to reduce poverty by monitoring and reporting on working conditions in Cambodian garment factories according to national and international standards, helping factories to improve working conditions and productivity, and working with the Government and international buyers to ensure a rigorous and transparent cycle of improvement.
Description	*Better Factories Cambodia* conducts unannounced visits to garment factories to check on working conditions, following a checklist that is based on Cambodian labor law and ILO standards and is endorsed by government, employers, and labor unions. To ensure accuracy, workers and management are interviewed separately and confidentially. Interviews with workers usually take place away from the factory. Monitors also talk with factory shop stewards and union leaders. Factory managers get reports of the findings that include suggestions for improvement. Suggestions are specific, touching on issues as diverse as child labor, freedom of association, employee contracts, wages, working hours, workplace facilities, noise control and machine safety. After time for discussion and follow-up action, the monitors again visit the factory to check and report on progress. *Better Factories Cambodia* publishes synthesis reports on a semi-annual basis. These synthesis reports include easy-to-read graphs highlighting compliance trends, employment figures for the garment industry, and progress made on improving working conditions during the reporting period.
Implementer	Better Factories Cambodia
Web Reference	http://www.betterfactories.org, "About Better Factories"

Child Labor Programs

Duration	1995-present
Objective	Since 1995, the U.S. Congress has appropriated $663 million to DOL's International Labor Affairs Bureau (ILAB) for efforts to combat exploitive child labor internationally. This funding has been used by the Office of Child Labor, Forced Labor, and Human Trafficking to support technical cooperation projects to combat exploitive child labor in more than 80 countries around the world.
Description	Technical cooperation projects funded by DOL range from targeted action programs in specific sectors of work to more comprehensive programs that support national efforts to eliminate the worst forms of child labor as defined by ILO Convention 182. DOL-funded projects seek to achieve five major goals: 1. Withdrawing or preventing children from involvement in exploitive child labor through the provision of direct educational services, including training services; 2. Strengthening policies on child labor and education, the capacity of national institutions to combat child labor, and formal and transitional education systems that encourage children engaged in or at-risk of engaging in exploitive labor to attend school; 3. Raising awareness of the importance of education for all children and mobilize a wide array of actors to improve and expand education infrastructures;

4. Supporting research and the collection of reliable data on child labor; and
5. Ensuring the long-term sustainability of these efforts.

Implementer	Various
USAID Activity Number	
Budget	
Web Reference	http://www.dol.gov/ilab/programs/ocft/icltc.htm

Codes of Conduct

In addition to specific programs, codes of conduct and monitoring have been developed by associations of brand-label companies in various product areas (Hancock, Czajkowska, and Michener 2003). Codes of conduct typically specify buyers' expectations regarding freedom of association and collective bargaining rights, forced labor, wages, hours, discrimination, child labor, health and safety, and worker harassment and abuse.

Sources for information on these codes of conduct are:

Ethical Trade Initiative Base Code	http://www.ethicaltrade.org/Z/lib/base/index.shtml
Fair Labor Association	http://www.fairlabor.org/about_us_code_conduct_e1.html
Social Accountability 8000	http://www.sa-intl.org/
Workers Rights Consortium Designated Supplier Program	http://www.workersrights.org/dsp/
Apparel	
Worldwide Responsible Accredited Production (WRAP)	http://www.wrapapparel.org/
Bananas	
Chiquita Brands International, Inc. Code of Conduct	http://www.chiquita.com/content/ChiquitaCode.FINAL.pdf
Cocoa	http://www.cocoainitiative.org/
International Cocoa Initiative, International Cocoa Verification Board, UTZ Certified "Good Inside"	http://www.cocoaverification.net/ http://www.utzcertified.org

Continuous Improvement in the Central American Workplace (CIMCAW)

Duration	200x-2008
Objective	Work with private sector companies in El Salvador, Guatemala, Honduras, Nicaragua, and Dominican Republic to improve working conditions, while strengthening the supply chain
Description	A Global Development Alliance project, this USAID-funded project worked with international apparel buyers (including Gap Inc., Wal-Mart, Limited Brands, Timberland) to enhance *maquilas'* compliance with labor standards. Introduced multi-stakeholder training to work with employers and workers on solution-based approaches to factory management.
Implementer	Development Alternatives, Inc.
USAID Activity Number	
Budget	

Web Reference	http://www.cimcaw.org, http://www.dai.com/work/project_detail.php?pid=19

Cumple Y Gana Project (Comply & Win)

Duration	2003-2006 (1st phase), 2007-2008 (2nd phase)
Objective	Labor rights public education in Costa Rica, Dominican Republic, El Salvador, Guatemala, Honduras, Nicaragua, and Panama
Description	Main activities have included: • Labor rights education, preparing and distributing printed materials and offering training, radio messages, television spots and new or more effective telephone hotlines available for consultation. • Improved labor inspection with the use of procedural manuals on labor inspection in all the countries, and a push to take project support to the largest regions of each country, outside the major cities. • Promoting systems for Alternative Dispute Resolution by designing and implementing electronic case management systems, providing specialized training in mediation and arbitration of individual conflicts, and support for collective bargaining. • Geographic expansion of inspection and alternative dispute resolution activities to each country's ministry of labor. Extension of public awareness activities. • Gender discrimination training: Improve the capacity of the ministries of labor to enforce laws pertaining to gender and increase employer and worker knowledge of gender-related labor laws. • Increased institutional capacity strengthening of the ministries of labor, the business sector, and the workers to enforce and promote labor law compliance. .
Implementer	Funded by U.S. Department of Labor and implemented by labor ministries in participating countries, with assistance from Foundation for Peace and Democracy (FUNPADEM) and Abt Associates
Budget	$8.75 million (1st tranche) Xx (2nd tranche)
Web Reference	http://cumpleygana.net/

Enabling Labor Mobility Program (ELMO), Bosnia-Herzegovina,

Duration	2006-2010
Objective	Reduce barriers to labor mobility and ease the fiscal burden on small and medium enterprises by promoting flexible and diverse forms of labor relations and agreements.
Description	ELMO also aims to transition to a unified system for the collection of social contribution data for all covered individuals, and the project will provide upgrades to the inspection capacity of select labor inspectorates, helping to foster more effective compliance and enforcement of labor obligations and policies. Development of Economic and Social Councils at the Entity and State levels as a forum for effective social dialogue and the examination and improvement of the labor regulatory framework is another objective of this USAID assistance.
Implementer	BearingPoint, Inc.
USAID Activity Number	
Budget	$12 million
Web Reference	

Labor Rights Advocacy, Russia

Duration	May 2004 – September 2010
Objective	The project promotes the protection of social and labor rights
Description	Strengthening of a network of eight legal centers and a professional network of labor lawyers, as well as strengthening the legal defense capacity of trade unions and NGOs. The project also expands available data about labor conditions and promotes trade union education and capacity.
Implementer	Center for Social and Labor Rights
USAID Activity Number	
Budget	
Web Reference	http://russia.usaid.gov/programs/democratic_dev/rule_of_law_and_human_rights/CSLR/

Labor Union & NGO Strengthening

Duration	2001-December 2009
Objective	Support transitions to, and the consolidation of, participatory democratic processes worldwide.
Description	Work is based on three fundamental issues: adherence to core labor standards, gender integration, and the use of partnerships and communications technology to promote coalitions across civil society and national borders. Technical assistance is provided to (1) promote the adoption and effective enforcement of core labor standards; (2) establish legal frameworks to protect and promote civil society; (3) increase citizen participation in policy processes, implementation, and oversight of public institutions; (4) increase institutional and financial viability of labor unions and labor NGOs; (5) enhance free flow of information; (6) strengthen democratic culture and gender equity; (7) support anti-sweatshop activities; (8) promote broad-based, equitable economic growth; (9) build human capacity through education and training; and (10) improve health through workplace and peer-to-peer health education and prevention.
Implementer	The Solidarity Center (also referred to as the American Center for International Labor Solidarity)
USAID Activity Number	DGC-A-00-02- 00002-00
Budget	
Web Reference	http://www.solidaritycenter.org/

New Peru and Andean Trade Capacity Building Program

Duration	2010-2014
Objective	Overall task order objectives are to facilitate open trade across a wide range of sectors, addressing systemic constraints that inhibit trade and investment and to increase private sector competitiveness to take advantage of trade opportunities.
Description	Task order envisions six results, one of which is "Capacity and efficiency of the Labor Inspectorate and the Judiciary to improve the enforcement of labor codes and to protect labor rights strengthened," to involve training, legal and regulatory reform, information management systems, development and dissemination of inspection guidelines, inspection performance management, labor dispute resolution systems, and increased confidence by civil society in the reliability of the Ministry of Labor enforcement process.
Implementer	To be decided, 2010; RFTOP issued December 11, 2009
USAID Activity Number	
Budget	
Web Reference	

Occupational Safety and Health (OSH) Program

Duration	
Objective	Provide a systematic approach to estimate the costs and benefits associated with investment in OSH programs.
Description	USDOL's OSH program also provided funds to purchase measurement equipment, factory assets (such as improved lighting), and train staff in OSH procedures.
Implementer	
USAID Activity Number	
Budget	
Web Reference	

Private Sector Competitiveness & Poverty Alleviation, Peru

Duration	2009-2014
Objective	To bring benefits of trade-led growth to poorer regions of Peru, especially those in the Sierra (and potentially the Selva, or Amazon Basin) regions.
Description	The activity will work with micro, small, and medium-sized enterprises (MSMEs) within targeted economic corridors to link them into higher value chains and create market-driven income and employment opportunities. In turn, sustainable improvements in income and employment will contribute to poverty reduction. Job creation among participating MSMEs, adherence to labor laws and standards, and the hiring of people with disabilities and other disadvantaged people are explicitly defined among the project's results indicators.
Implementer	Chemonics International, Inc.
USAID Activity Number	
Budget	$13.4 million
Web Reference	

Promotion of Informal Labor Rights (PILAR), Guatemala and Nicaragua

Duration	2008-2010
Objective	PILAR will improve government capacity to collect data on the informal sector while developing strategies that encourage formalization and extend labor rights to informal sector workers.
Description	Expected results are development of best practices for government data collection on the informal economy, extension of labor rights provisions to informal sector workers, and development of new policies or reforms that encourage formalization.
Implementer	Global Fairness Initiative, with Poliarquía Consultants
USAID Activity Number	Supported by U.S. State Department
Budget	
Web Reference	http://www.globalfairness.org/work/project-pilar.html

Social Auditor Standards Project

Duration	January 2008-December 2009
Objective	Organization of a process to facilitate the development of standards for the knowledge, skills, and competencies of social auditors.
Description	The project will result in: • A comprehensive set of standards for the knowledge and skills of social auditors. • A training and accreditation pathway by which auditors can receive recognition for achieving the necessary knowledge and skills.
Implementers	Center for Reflection, Education, and Action (CREA) and Verité
USAID Activity Number	U.S. Department of State
Budget	
Web Reference	http://www.socialauditor.org/

Strengthening Labor Justice in Central America

Duration	2007-2009
Objective	Strengthen capacity and compliance of labor justice institutions in the CAFTA-DR countries.
Description	The project includes the following three program components: 1. Expedited court procedures for labor cases, including electronic case tracking, case management, and jurisprudence systems 2. Training of court personnel and other labor justice system operators on labor justice principles, procedures, and related topics 3. Strengthen judicial schools and other training institutions on labor justice issues 4. Streamlining judiciary procedures, including for conciliation and oral proceedings.
Implementer	Management Sciences for Development, Inc. and partners
USAID Activity Number	Task order under the Rule of Law IQC.
Budget	$7.3 million (FY 2005-2007)

Web Reference http://www.tradeagreements.gov/TradeAgreementNews/FactSheets/PROD01_005129.html

Trade Capacity Building Program and Micro and Small Enterprise Facilitation, Andean Region & Peru

Duration	2006-2009
Objective	Improving the trade and investment capacities of Andean countries, with a regional component (Andean TCB) and a bilateral component (MYPE Export Facilitation Program in Peru).
Description	Labor sector activities undertaken under the SEGIR/GBTI2 task order included: *Bolivia* • Corporate social responsibility training program for quinoa, coffee, and apparel producers *Colombia* • Training in Social Accountability 8000 • Diagnostic of labor union archives for Ministry of Social Protection's Training, Labor, and Employment Department *Ecuador* • Developed training program for new labor inspectors • Developed national labor rights communications and outreach campaign with Ministry of Labor • Developed management information system for inspection and labor justice administration • Developed web-based information system on labor practices and benefits for Ministry of Labor • Linked labor indicator information system with other national statistics offices *Peru* • Developed methodology for selecting new labor inspectors • Developed training program for new labor inspectors, and trained trainers • Helped to develop labor inspections protocols for textiles and garments, hotels and restaurants, and civil construction sectors
Implementer	Nathan Associates Inc.
USAID Activity Number	GEG-I-00-04-00002-00, TO.339
Budget	
Web Reference	http://nathaninc.com

TRADE UNION AND OTHER LABOR SECTOR ORGANIZATION PROGRAMS

Civil Society Strengthening Program

Duration	2001 – 2008
Objective	The core agreement identifies six activity areas eligible for support under the CSL mechanism: 1. Establishing legal frameworks to protect and promote civil society 2. Increasing citizen participation in policy processes, implementation, and oversight 3. Increasing institutional and financial viability of civil society organizations

4. Enhancing the free flow of information
5. Strengthening democratic political culture and gender equality
6. Supporting activities under the State Department's anti-sweatshop initiative.

Description	AED's Anti-Sweatshop activities, for example, aim to improve conditions for workers in sweatshops by strengthening South-South and North-South linkages between organizations within the Anti-Sweatshop movement. AED provides small grants to four non-profit, non-governmental organizations working to improve sweatshop labor conditions in El Salvador, Mexico, South China, and India. The organizations funded by the project have conducted a ground-breaking study on working conditions in the electronic export processing zones in India; established the Occupational Safety and Health Resources and Education Center for South China; supported a capacity-building training program for women's rights groups working with maquiladora workers on the Mexican border and established a website with monthly summaries of developments for Guatemala, El Salvador, and Honduras.
Implementers	Pact, Academy for Education Development (AED)
USAID Activity Number	USAID/DCHA/DG, Leader with Associates Award
Budget	
Web References	Pact: http://www.pactworld.org/cs/csl_overview AED: http://www.aed-ccsg.org/mechanisms/lwa/gcss.html

Danish International Trade Union Development Cooperation

Duration	Ongoing
Objective	To support democratic development of the trade union movements in Africa, Asia and Latin America and to contribute to democratic development in the societies in which the unions operate.
Description	Technical and economic support provided for the development of labour movements in a number of developing countries, focusing on the following four areas for strategic initiatives to create a sustainable labour market: Democracy - social dialogue in the labour market; labour rights; poverty eradication, distribution policies and the informal economy; and occupational health and safety and HIV/AIDS.
Implementer	LO/FTF Council, established by Danish Federation of Trade Unions (LO) and the Danish Confederatin of Salaried Employees and Civil Servants (FTF)
USAID Activity Number	N/A
Budget	
Web Reference	http://www.ulandssekretariatet.dk/node/694

International Trade Union Program

Duration	Ongoing
Objective	Because social justice is a fundamental building block of social democracies, Germany's Friedrich Ebert Stiftung supports trade unions, central actors in the promotion of democracy and social justice.
Description	FES support of social dialogues and social partnership working relations, and thus of unions, is a central task of our international work in all of the approximately 100 countries in which we work. The dynamics of globalization, well recognized by all economic interests today, has deepened social marginalization and exclusion and worsened the living conditions for millions of workers. Together with our partners we are engaged in these areas, so that global rules can be established and norms respected that will assist with social regulation of these effects. Globalization is also an stark reality for trade unions. At the national level we support unions as efficient representatives of their membership

	and as democratic actors in enterprises. We also support international unions to reinforce workers' perspectives into global debate.
Implementer	International Trade Union Confederation
USAID Activity Number	
Budget	
Web Reference	http://www.fes.de/gewerkschaften/

Labor Union and NGO Strengthening

Duration	2001-December 2009
Objective	Support transitions to, and the consolidation of, participatory democratic processes worldwide.
Description	The Solidarity Center's work is based on three fundamental issues: adherence to core labor standards, gender integration, and the use of partnerships and communications technology to promote coalitions across civil society and national borders. Technical assistance is provided to (1) promote the adoption and effective enforcement of core labor standards; (2) establish legal frameworks to protect and promote civil society; (3) increase citizen participation in policy processes, implementation, and oversight of public institutions; (4) increase institutional and financial viability of labor unions and labor NGOs; (5) enhance free flow of information; (6) strengthen democratic culture and gender equity; (7) support anti-sweatshop activities; (8) promote broad-based, equitable economic growth; (9) build human capacity through education and training; and (10) improve health through workplace and peer-to-peer health education and prevention.
Implementer	The Solidarity Center (also referred to as the American Center for International Labor Solidarity, the international nonprofit organization associated with the American Federation of Labor-Congress of Industrial Organizations, created in 1997).
USAID Activity Number	DGC-A-00-02- 00002-00
Budget	
Web Reference	http://www.solidaritycenter.org/

Labor Union Strengthening Program, Mexico

Duration	
Objective	Program supports activities that strengthen the democratic organizing and bargaining capacity of independent unions and grassroots organizations. (See Global example above)
Description	Activities are focused on key sectors of the Mexican economy (e.g., auto parts, metals and mining, print media, telecommunications sectors). Program activities conducted with the Economic, Social and Cultural Rights Program (PRODESC), the campaign against protection contracts initiated by the Trade Union Confederation of the Americas (TUCA) and the Global Union Federations (GUFs), promote USAID/Mexico's principal objective of strengthening the rule of law. Program also provides concrete instruments for advocating for core labor rights at the international, regional, national and local level, including innovative public-private initiatives around corporate social responsibility. Program also

	supports another USAID/Mexico key objective, "promoting competitiveness," by assisting the work of the Institute for Labor Studies (IET) on developing best practices for unions to increase productivity through collective bargaining at the workplace and industry levels.
Implementer	Solidarity Center
USAID Activity Number	
Budget	
Web Reference	

Support for Croatian Trade Unions

Duration	October 2003-July 2004
Objective	The goal of this program was to assist the trade unions of Croatia
Description	Focuses of the program included: • Collective bargaining: SC training helped many unions hone their tactical approach to bargaining at the enterprise, regional and national level. • Labor education: SC training emphasized a thoroughgoing tactical knowledge of the assets and liabilities of companies, with the results that labor leaders involved in negotiations had a clearer conception of what was realistically attainable, allowing negotiations to be concluded peacefully and legitimately. • Labor management partnerships • Interest-based bargaining • Dispute resolution
Implementer	Solidarity Center, AFL-CIO
USAID Activity Number	Cooperative Agreement # 168-A-00-04-00107-00
Budget	
Web Reference	http://pdf.usaid.gov/pdf_docs/PDACG857.pdf

Swedish International Trade Union Development Cooperation

Duration	Ongoing
Objective	To promote the development of free, democratic trade unions.
Description	The LO-TCO Secretariat sponsors approximately 180 projects in 70 countries. Support is usually given to basic trade union training, education in human rights, leadership, the work environment, equal opportunities and the effects of globalization or HIV/Aids. Project may also include support for the development of administrative capacities and networks connecting different unions or sectors.
Implementer	LO-TCO Secretariat of International Trade Union Development Co-operation, comprised of the Swedish Trade Union Confederation and the Swedish Confederation of Professional Employees.
USAID Activity Number	N/A
Budget	
Web Reference	http://www.lotcobistand.org/our-activities-and-network

Trade Union Strengthening, Colombia

Duration	February 2009-February 2012
Objective	Work with Colombian unions, the Colombian government, and other stakeholders to develop and promote legal reforms, allow the inclusion of workers in unions under a wide variety of contract arrangements, and permit unions to organize by economic sector at regional and national levels.
Description	Support trade unions in Colombia through organizational development to organize Colombia's most vulnerable workers (service cooperative workers, subcontracted workers, and workers hired under repeated fixed-term contracts), support for efforts to reform Colombia's labor code, and skills-building for union leadership and members.
Implementer	Solidarity Center
USAID Activity Number	Award number AID-514-A-09-00002
Budget	$1,500,000
Web Reference	For background on Solidarity Center's work in Colombia, see http://www.solidaritycenter.org/content.asp?contentid=442; for USAID announcement, see http://www.usaid.gov/press/releases/2009/pr090226.html.

Worker Participation in Civil Society, Bosnia-Herzegovina

Duration	March 2004-April 2007
Objective	The goal of this program was to assist the trade unions of Bosnia and Herzegovina (BiH) in building their capacity to more effectively represent their members, to protect worker rights, and to actively and effectively participate in the development of economic reform.
Description	Eight areas of program activity were at the core of the SC's joint programs with BiH unions during the cooperative agreement: • Providing enterprise and branch-level education programs on how to better participate in the economic reform process and how to protect workers' rights during and after restructuring and privatization; • Developing strategies and pilot efforts to organize new unions in the private sector; • Supporting collective negotiation and social dialog; • Providing technical assistance in areas of economic analysis and policy development for enterprise, branch, entity and joint state-level union initiatives through the SC's Joint Economic Education Program; • Developing the capacity for better union communication programs, both internally and externally; • Modernizing inadequate labor market structures, policies and institutions that restrict labor mobility and constrain workers' ability to find decent work in formal employment settings; • Assisting the unions to play a useful and constructive role in the October 2006 Parliamentary elections; and • Building joint structures and holding bi-entity leadership meetings to promote multi-ethnic tolerance and cooperation among unions.
Implementer	Solidarity Center, AFL-CIO
USAID Activity Number	Cooperative Agreement # 168-A-00-04-00107-00
Budget	
Web Reference	

In addition to the examples above, the National Endowment for Democracy (NED) supports four core institutes through its Grants Program, including the American Center for International Labor Solidarity (ACILS, now known as the Solidarity Center). In 2008, NED made 45 grants to the Solidarity Center, totaling over $14 million. Some of the grants were for country-specific programs, others tackled regional and global issues. Grants and themes are summarized by region in Table 4 below.

TABLE 4: NED GRANTS TO SOLIDARITY CENTER

Region	Countries	Themes
Africa	DR Congo, Zimbabwe, East Africa, Southern Africa, West Africa	Union strengthening, union participation in national governance, advocacy of informal sector rights, capacity-building of sector-specific unions, development of women's union leadership
Asia	Burma, Indonesia, Nepal, Pakistan, Sri Lanka, Thailand, Southeast Asia	Workers' rights, free trade union strengthening, advance political participation by unions, promote youth leadership in unions, strengthen collective bargaining capabilities, promote rights of migrant workers in Gulf region, enhance women's and child rights, improve rule of law, capacity-building in of sector-specific unions
Eurasia	Georgia, Russia, Ukraine, Eurasia	Freedom of association, rule of law, rights of migrant workers in Russia, promote dialogue between trade unions and local government officials, promote women's union leadership
Latin America & Caribbean	Brazil, Haiti, Mexico, multi-country	Union strengthening, participation in democracy, promote participation by marginalized workers, multi-country union leadership training by sector
Multiregional/ Global		Outreach, policy analysis, use of multimedia, dialogue on democracy-migration linkages, institution strengthening

Source: National Endowment for Democracy, Grants Program (www.ned.org/grants/grants.html), accessed December 7, 2009

LABOR MARKETS PROGRAMS

Advancing Learning and Employability for a Better Future, Morocco

Duration	December 2004 – November 2008 (*Note: Project website is still active as of January 2009)*
Objective	The ALEF project, developed in response to the workforce challenges presented by the U.S.-Morocco Bilateral Free Trade Agreement and other trade liberalization programs in Morocco, contributes to Morocco's ongoing efforts to strengthen the quality of its workforce by providing young people with skills that respond to the needs of the changing marketplace.
Description	ALEF works collaboratively with public and private partners to strengthen the relevance of basic education and vocational training, thereby increasing job opportunities. At the same time, the project builds the capacity of educational institutions to provide job counseling and placement services. Information and communication technologies are integrated into all project activities to strengthen the capacities of partners, as well as provide students with important skills for today's marketplace. Special attention is given to assuring gender equity and responding to the specific needs of young women in target communities and schools.
Implementer	Academy for Education Development, with Management Systems International, Morocco Trade & Development Services, & REDA International
USAID Activity Number	
Budget	$24 million

Web Reference	http://www.alef.ma/

Building and Rehabilitating Infrastructure for Development and Growth in Employment (BRIDGE), Armenia

Duration	2005-2010
Objective	To assist vulnerable communities in achieving greater self-sufficiency by providing them with vocational training in construction skills and employment opportunities on public works projects that rehabilitate community-prioritized infrastructure.
Description	There are three components to the BRIDGE Program: • Community Participation with a Public-Private Approach: Participatory approach with stakeholders from government, business, and community to prioritize needs and select infrastructure projects of high importance. • Vocational Training: Opportunities for vocational training in construction skills to help create short- and long-term employment for members of the most vulnerable households in the target communities. • Public Works Projects: To generate short-term employment for the vulnerable in each community, public works projects, designed to be labor-intensive, give preference to those who are unemployed for more than six months prior to the program; women heads of households with dependent children, in particular, young children ages 0 – 5; youth ages 18 – 30, in particular school drop-outs and recent graduates who have never been employed; and single breadwinners of large nuclear or extended families with young children, the handicapped and the elderly.
Implementer	CHF International
USAID Activity Number	
Budget	
Web Reference	http://bridgearmenia.am/

Competitive Armenia Private Sector (CAPS), Armenia

Duration	2005-present
Objective	CAPS uses a cluster approach to improve the business environment and foster cooperation among enterprises in three target sectors: information technology, tourism, and pharmaceuticals.
Description	Specifically CAPS focuses on 1) building cluster competitiveness, 2) strengthening business capacity, 3) developing policy and advocacy capacity of associations and think tanks, and 4) enhancing workforce and skills development by improving the skills of the workforce while building job-seeker networks to match suitably qualified labor with employer needs. CAPS co-sponsors pilot training initiatives, assists in the development and placement of new curricula, and provides consulting and training to add capacity to job seeker network managers.
Implementer	Nathan Associates Inc., with J.E. Austin Associates, Emerging Markets Group, and Economy and Values Research Center
USAID Activity Number	111-C-00-05-00059-00
Budget	$9.6 million
Web Reference	http://www.caps.am/

Connecting Regional Economies (CORE) Program, Sri Lanka

Duration	2008-2011
Objective	Connecting Regional Economies (CORE) is designed to increase social and economic security in Eastern Sri Lanka. By addressing the disparity in economic development between Eastern Sri Lanka and the more prosperous Western Province, CORE will work to create conditions so that sustained private sector-led economic development can be launched.
Description	CORE works to achieve five objectives through the following activities: 1) support livelihood development for vulnerable populations; 2) promote the competitiveness of agriculturally-based value chains; 3) ensure that groups in conflict-affected areas benefit from participation in selected value chains; 4) implement a workforce development strategy; and 5) promote a business enabling environment.
Implementer	AECOM International Development, with Nathan Associates, Inc., the International Organization for Migration (IOM), and Texas A&M University.
USAID Activity Number	
Budget	About $13.5 million for three years beginning October 2008; includes $5 million of host-country owned local currency.
Web Reference	http://srilanka.usaid.gov/programme_core_description.php?prog_id=10

Garment Industry Productivity Center, Cambodia

Duration	October 2005-January 2009 (continued through 2012 under the Cambodia Micro, Small, and Medium Enterprise II project, MSME2)
Objective	GIPC's mission is to boost the productivity of the Cambodian apparel industry (and thereby improve its competitiveness in the wake of the elimination of global trade quotas), while preparing Cambodians for leading roles in a stable and diverse manufacturing economy, characterized by the principles of sound economic governance and supported by a shared vision for productivity and prosperity.
Description	GIPC developed a cadre of Cambodian production technicians to provide training and advisory services to over 50 garment factories. Courses offered through GIPC include training for garment industry supervisors and middle managers in time study, production supervision and control, and quality control. In addition, GIPC conducted a workforce assessment to gauge skills gaps faced by garment factory employers, prepared skills standards templates, and introduced garment business curricula and prepared college professors to deliver an introductory, college-level course on textiles and garments in the global economy adopted by four post-secondary educational institutions. Under the MSME2 project, the Cambodia Skills Development Center (CASDEC) has been founded, a Cambodian NGO under which GIPC is now housed. MSME2 resources are focused on developing a sustainable business plan for CASDEC as it expands its delivery of services to footwear, SME, and other industries.
Implementer	Nathan Associates Inc., with Werner International and Associates for International Resources and Development (under subcontract to DAI, Inc. under MSME2 project)
USAID Activity Number	SEGIR GBTI PCE-I-00-98-00016-00, TO 30
Budget	$3.4 million (+ $1 million, 2009-2012)
Web Reference	http://www.gipc.org.kh

Global Workforce in Transition IQC

Duration	2002-2007
Objective	GWIT provided expertise and support to USAID Missions, Bureaus and other operating units to develop sound workforce development systems that support economic growth and poverty reduction and increase countries' competitiveness in the global marketplace.
Description	GWIT carried out workforce assessments and labor market analyses in nearly 20 countries.
Implementer	Education Development Center, with Associates for International Resources and Development, Booz Allen Hamilton, Development Informatics, J.E. Austin Associates, Opportunities Industrialization Centers International, Regional Technology Strategies, and Research Triangle Institute.
USAID Activity Number	
Budget	
Web Reference	http://www.gwit.us

Greater Access to Trade Expansion (GATE) Project

Duration	2004-2009
Objective	Funded by USAID's Office of Women in Development (WID), the GATE project supports USAID missions to integrate the needs of the poor, and particularly poor women, into their trade and economic growth activities.
Description	GATE works in Albania, Bangladesh, the Dominican Republic, Kenya, Nigeria, Peru, and South Africa. Project activities include:

- *Albania*: GATE is supporting micro and small entrepreneurs, and is also conducting a study exploring the gender dimensions of the Albanian labor market including both the formal and the informal economy.
- *Bangladesh*: GATE conducted *inter alia* a pro poor value chain analysis of the shrimp sector; research on the economic and legal/regulatory impacts of selected past and expected trade policies and agreements on gender and poverty indicators; a study on remittances to review women's experience as migrants and receivers of remittances; and a study on the Ready-Made Garment industry to understand restructuring taking place within the sector and impact of the Multi-Fiber Agreement (MFA).
- *Dominican Republic*: GATE is conducting studies that examine the impact of job losses in the garment sector to document the economic and socio-cultural effects of job loss on both men and women displaced by Free Trade Zones (FTZ). GATE evaluates potential sectors of alternative employment for the absorption of displaced workers and determines sectors likely to provide new opportunities for male and female workers and the associated skill-sets required. Furthermore, GATE analyzes the change in industry and male/female labor composition in the FTZ to understand the trends and possible factors influencing investment and employment decisions.
- *Nigeria*: GATE is conducting an assessment of the market value chain approach within the cowpea sector in Kano, and will provide recommendations on how to enhance the current strategy by incorporating pro-poor policies and activities.
- *Peru*: GATE is designing a gender and trade handbook to train and assist stakeholders in understanding gender issues within the economic growth and trade portfolio, conducting a gendered value chain analysis of the artichoke sector, and studying micro and small business with a focus on gender constraints.
- *South Africa*: GATE has conducted two studies examining the gender dimensions of trade liberalization at the household level. The project is currently conducting a gender analysis of

trade liberalization's impact of small, medium, and micro enterprises (SMME).

Implementer	Development & Training Services, Inc.
USAID Activity Number	
Budget	
Web Reference	http://www.onlinedts.com/Projects/content.cfm?a0=2a

Pension and Labor Market Reform Project, Bulgaria

Duration	1998-
Objective	
Description	CARANA has successfully completed an integrated effort to carry out the reforms in the public sector of the country's pension system (Pillar I) and to develop a mandatory private system (Pillar II) while also providing support for a voluntary Pillar III system. We were deeply involved in creating the appropriate statutory and policy environment and establishing a pension regulatory agency that would remove remaining legal and regulatory barriers to the pension reform, ensure adequate consumer protection and transparency in pension asset management, and develop safeguards to minimize fraud. CARANA worked with the National Social Security Institute (NSSI) to develop an integrated social security system featuring all three pillars with particular attention to the NSSI information system, uniform identification number system, and data quality. We are currently assisting the government of Bulgaria in implementing its new pension system. An important component of all CARANA pension reform activities has been a comprehensive public education campaign designed to educate key decision-makers and the general public on benefits of the new pension system. The project has been expanded to include further technical assistance in the realm of labor markets, pension, unemployment, and related social assistance policies.
Implementer	Carana Corporation
USAID Activity Number	
Budget	$4 million
Web Reference	http://www.carana.com/index.php?option=com_content&view=article&id=101&Itemid=61

Poverty Reduction by Increasing the Competitiveness of Enterprise (PRICE), Bangladesh

Duration	2008-2013
Objective	PRICE works to reduce poverty in Bangladesh by supporting the creation of sales, jobs and investment in the aquaculture, horticulture and leather products sectors, particularly for the benefit of women, young adults, and small and medium enterprise (SME) suppliers.
Description	PRICE works throughout the value chain to arrange training and technical assistance, find buyers, organize SME suppliers, and source equipment and financing to create sales, jobs, and investment and thereby promote sustainable, equitable private sector growth. PRICE uses three mechanisms: 1. Facilitating sales transactions through business service centers that offer training and technical assistance; 2. Designing and implementing strategic technical activities to promote growth throughout the value chain, and 3. Identifying policy issues that act as constraints to sector growth and advocating for policy reform.
Implementer	Chemonics International

USAID Activity Number	
Budget	
Web Reference	http://www.chemonics.com/projects/

Sewing a Healthy Future, Cambodia

Duration	Pilot, 1998-2000; Project, 2001-2005
Objective	Increase garment workers' access to information and health services on sexual reproduction health and HIV/AIDS
Description	Working in 25 garment factories, delivery of capacity-building of factory health staff, networking with government health service providers, development of holistic training approach to health education, delivery of health education to garment workers through participatory learning and action methods, advocacy to government and private sector to improve workplace HIV/AIDS prevention programs.
Implementer	CARE
USAID Activity Number	Funding provided by European Commission, United Nations Population Fund, and USAID
Budget	
Web Reference	

Social Protection Programs

USAID has provided pension reform assistance throughout Central Europe, as seen in the table below.

TABLE 5: USAID PENSION REFORM ASSISTANCE

Armenia. Social Protection Systems Strengthening project is working on national pension reform and social protection programs. http://www.spss.am
Bosnia. Provided assistance in improving existing PAYG institutions.
Bulgaria. Supported design of reform strategy, drafting laws and regulations, public education, and development of a contribution registration and tracking system.
Croatia. Provided public education campaign to support the reform effort, as well as assistance with pension fund auditing and supervisory training for the supervisory agency (HAGENA), and information technology (IT) systems design for the collection and record-keeping agency for the second pillar (REGOS). See http://pdf.usaid.gov/pdf_docs/PNADJ987.pdf.
Hungary. Assisted the development of the Hungarian pensions regulator for the mandatory funded component.
Kazakhstan. Advised on conceptualization of the reform, modeling, drafting legislation and regulations, and establishment of a regulator.
Kosovo. Advised on conceptualization of the reform, modeling, drafting legislation and regulations, establishment of a regulator, development of new institutions to run the PAYG and funded components, and all aspects of implementation.
Lithuania. Provided assistance in a supporting role.
Macedonia. Advised on conceptualization of the reform, and on creation and training of an independent supervisory agency.
Montenegro. Assisted in analyzing the current system, evaluating comprehensive reform options, and improving efficiency and transparency of the current system.
Poland. Provided assistance to aspects of implementing the funded pillar, and also public information and regulatory assistance.
Romania. Provided assistance to discussions on reform design over the course of several governments.
Russia. Capital markets assistance helped design the third-pillar law.

Serbia. Assisted in analyzing the current system, evaluating comprehensive reform options, and improving efficiency and transparency of the current system.
Slovakia. Supported an internship for senior government officials to attend an internship with the Public Employees Retirement System in Idaho.
Ukraine. Assisted with conceptualization of the reform, related modeling, drafting legislation and regulations, public education, and improving administrative efficiency of the existing system.
OECD. Helped establish the International Network of Pension Regulators and Supervisors by supporting institutional development, a number of key forums, and also the E&E Regional Network of the INPRS.

Source: Snelbecker (2005), based on information provided by Denise Lamaute, Senior Pension Reform Advisor, EGAT/EG/EDFM USAID.

Support for East European Democracy Programs

Duration	1997-mid 2000s
Objective	Active labor market programs (ALMPs) were introduced in many East European countries in the wake of the collapse of the Soviet Union, sometimes coupled with local economic development programs.
Description	Worked with public employment agencies to develop client-focused services, such as vocational guidance and counseling, job search training, interview and résumé assistance, employer outreach, job fairs, pre-layoff assistance, and job clubs. ALMPs carried out in the region in Bosnia-Herzogovina, Bulgaria, Macedonia, Poland, Romania, Serbia, Ukraine.
Implementer	WorldWide Strategies Inc.
USAID Activity Number	
Budget	
Web Reference	http://www.w-s-i.net/employment.html

Women in the Labor Market, Russia

Duration	2009-2012
Objective	Addressing the issue of women's rights in the labor market, an increasingly critical issues, as women make up the bulk of the unemployed and low-paid populations.
Description	Project will advance women's economic and social rights, promote networking among women's rights activists, and build the capacity of local NGOs to advocate for women's rights. The project's training campaigns and outreach programs are expected to involve over 3,500 people, including representatives of labor unions, community activists, local government officials and human rights ombudsmen in seven Russian regions.
Implementer	Institute for Comparative Labor Relations Studies (Moscow)
USAID Activity Number	
Budget	
Web Reference	http://russia.usaid.gov/publications/news/20090929/Sept09Women/

Jordan, Youth:Work Program

Duration	2009-2014

Objective	To provide opportunities for marginalized youth 15–24 years of age who face significant challenges being out of school and unemployed.
Description	Youth:Work will equip youth with the necessary skills to find employment, become active and positive agents of change within their communities, lead healthier lifestyles, and access public services that respond to their needs.
Implementer	International Youth Foundation
USAID Activity Number	
Budget	$30 million
Web Reference	

APPENDIX C: REFERENCES

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APPENDIX D: INSTITUTIONAL RESOURCES

This table presents a selection of non- and for-profit research, consulting, and advocacy organizations and companies that work on labor sector issues around the globe.

Partner	Mission
Abt Associates www.abtassoc.com	Abt Associates provides research and technical assistance in a wide range of areas, including international economic growth and workforce development.
Academy for Education Development www.aed.org	AED is an independent, nonprofit organization whose education programs, *inter alia,* include youth, workforce development, and employment dimensions.
ACDI/VOCA www.acdivoca.org	ACDI/VOCA is a private, nonprofit organization originally specializing in the establishment of agricultural cooperatives, now providing training and assistance in the areas of *inter alia* agribusiness, community and enterprise development.
ARD, Inc. www.ardinc.com	ARD provides a range of analytic services to USAID's Democracy and Governance Office that includes labor sector analytic work.
Booz Allen Hamilton www.boozallen.com	Booz Allen's international development and diplomacy practice has worked with USAID *inter alia* in the areas of trade and investment, organizational strengthening, judicial reform, business enabling environment, and economic policy.
Business for Social Responsibility www.bsr.org	BSR networks more than 250 member companies to develop sustainable business strategies and solutions in areas that include economic development and human/labor rights.
Carana Corporation www.carana.com	Carana is a leading international economic development consulting firm, working in a range of topic areas that includes competitiveness, labor market reform and flexibility, workforce development, vocational training and certification, and pension reform.
Carnegie Endowment for International Peace www.carnegieendowment.org	The Carnegie Endowment for International Peace is a private, nonprofit organization dedicated to advancing cooperation between nations and promoting active international engagement by the United States. Its Trade, Equity & Development program considers, *inter alia,* labor-related issues.
Center for International Private Enterprise www.cipe.org	The Center for International Private Enterprise (CIPE) strengthens democracy around the globe through private enterprise and market-oriented reform. CIPE is one of the four core institutes of the National Endowment for Democracy and a non-profit affiliate of the U.S. Chamber of Commerce.

Partner	Mission
Chemonics International www.chemonics.com	An international development consulting firm that includes employment and livelihood dimensions in many of its economic growth and private sector development projects around the world.
CHF International www.chfinternational.org	Originally known as the Cooperative Housing Foundation, CHF International works on pro-poor economic development, including *inter alia* in the areas of agricultural development, cooperatives, and workforce development, and in governance and civil society using their Participatory Action for Community Enhancement approach.
Cornell University's School of Industrial & Labor Relations www.ilr.cornell.edu	Cornell's ILR School is the leading college of applied social sciences that focuses on national and international work, employment, and labor policy issues and practices, and the only undergraduate program that offers a four-year degree focused on work and employment.
Creative Associates International www.caii-dc.com	Creative Associates works in the areas of democracy and governance and education, featuring work on transition countries, out-of-school youth, anti-trafficking, child labor, and workforce development.
Deloitte www.deloitte.com	Deloitte LLP completed its acquisition of BearingPoint's North American Public Services practice (including its international development group) in May 2009. The firm provides a wide range of private sector services, including competitiveness and economic advisory services.
Development Alternatives Inc. www.dai.com	DAI's practices include a "Global Social Strategy" group that supports corporate social responsibility and global development alliances, many with labor-related dimensions, in development projects around the globe.
Development & Training Services, Inc. www.onlinedts.com	dTS specializes in integrating gender dimensions and the concerns of underrepresented populations into development programming. It implements the Greater Access to Trade Expansion (GATE) project that builds strategies to better link women in USAID partner countries to trade opportunities.
Education Development Center www.edc.org	EDC is a global, nonprofit organization whose Global Learning Group believes that preparing people for jobs and livelihoods is a primary responsibility of the education sector. Its workforce activities focus on out-of-school youth, workforce education, and workforces in transition.
Emerging Markets Group www.emergingmarketsgroup.com	EMG is a private consulting group working on agriculture and agribusiness, private sector development, competitiveness, trade and investment, and human capacity development.
Fair Labor Association www.fairlabor.org	FLA is a nonprofit organization dedicated to ending sweatshop conditions in factories worldwide.
Federal Mediation & Conciliation Service www.fmcs.gov	The FMCS provides mediation and arbitration services to industry, communities, and government agencies worldwide, in order to improve labor-management relations, promote collective bargaining, and enhance organizational effectiveness.
Freedom House www.freedomhouse.org	Freedom House is a nonprofit, nonpartisan organization that works to advance the causes of democracy and freedom around the world. It produces an annual publication that tracks, *inter alia,* civil liberties, including freedom of association, in countries around the world.

Partner	Mission
Global Fairness Initiative www.globalfairness.org	Global Fairness is a nonprofit organization dedicated to promoting a more equitable and sustainable world for all people, and guided by the ideas and opportunities that come from partners in poor and marginalized communities.
Harvard University, Harvard Law School, Labor & Worklife Program www.law.harvard.edu/programs/lwp	Harvard Law's LWP brings together multidisciplinary scholars to analyze labor issues in the law, economy, and society. Its Harvard Trade Union Program is the world's oldest executive training program.
Institute for the Study of Labor www.iza.org	IZA is a private, nonprofit, independent research institute based at the University of Bonn (Germany), which conducts nationally and internationally oriented labor market research. IZA sees itself as an international research institute and a place for communication between academic science, politics, and economic practice. A number of renowned economists involved in specific research projects cooperate with IZA, either internally or on a "virtual" basis. Beyond fundamental research, IZA offers policy advice on today's labor market issues and provides relevant information to the general public
International Finance Organization www.ifc.org International Labor Organization www.ilo.org	IFC and ILO launched the Better Work program in 2006, modeled on the Better Factories Cambodia experience (www.betterfactories.org) to improve labor standards, based on national labor law and core ILO labor standards, and competitiveness in global supply chains.
ILO International Institute for Labor Studies www.ilo.org/public/english/bureau/inst/	An autonomous facility of the ILO, the IILS promotes research, public debate, and knowledge sharing on emerging issues of interest to the ILO and its constituents (governments, business, and labor).
International Labor Rights Forum www.laborrights.org	ILRF is an advocacy organization dedicated to achieving just and humane treatment for workers worldwide, with projects focused on child labor, working women, creating a sweatfree world, and ending violence against trade unions.
International Trade Union Confederation www.ituc-csi.org	The ITUC's primary mission is the promotion and defense of workers' rights and interests, through international cooperation between trade unions, global campaigning, and advocacy within the major global institutions.
International Youth Foundation www.iyfnet.org	IYF builds and maintain a worldwide community of business, governments, and civil society organizations committed to empowering youth to be healthy, productive, and engaged citizens. IYF programs are catalysts of change that help young people obtain a quality education, gain employability skills, make healthy choices, and improve their communities.
JBS International www.jbsinternational.com	JBS International, Inc. is a women-owned business that provides a broad and diverse set of management and information technology services to public- and private-sector clients. Selected labor sector services include conduct of the National Agricultural Workers Survey, funded by the U.S. Department of Labor, as well as support of federal programs to combat human trafficking and smuggling.
Management Sciences for Development www.msdglobal.com	MSD is an international development consulting firm that specializes in rule of law and human rights, civil society strengthening, and access to health and social services; it administers a regional labor justice program in Central America.

Partner	Mission
Nathan Associates Inc. www.nathaninc.com	Nathan Associates' Trade, Business, and Economic Growth practice explored the impact of trade liberalization on labor markets, and incorporates labor productivity training and workforce development dimensions in several of its enterprise, economic growth, and competitiveness projects around the globe.
Peterson Institute for International Economics www.iie.com	A private, nonprofit, nonpartisan research institution devoted to the study of international economic policy, the IIE's research programs include a focus on globalization and labor issues.
Regional Technology Strategies Inc. www.rtsinc.org	RTS specializes in regional economic development, cluster promotion, competitiveness, and workforce development strategies.
Social Accountability International www.sa-intl.org	SAI is an international, nonprofit, human rights organization dedicated to the ethical treatment of workers around the world. SAI's social standard, called SA8000, is designed to ensure compliance with the highest ethical sourcing standards by integrating management tools that serve the needs of workers and businesses alike.
Solidarity Center www.solidaritycenter.org	To tackle the enormous challenges workers face in the global economy, the American Federation of Labor-Congress of Industrial Organizations (AFL-CIO) launched the American Center for International Labor Solidarity in 1997. The Solidarity Center is a non-profit organization that assists workers around the world who are struggling to build democratic and independent trade unions. The Solidarity Center provides a wide range of education, training, research, legal support, organizing assistance, and other resources to help build strong and effective trade unions and more just and equitable societies. The Solidarity Center receives funding from both public and private non-profit sources, including the U.S. Agency for International Development, the National Endowment for Democracy, the U.S. Department of State, the U.S. Department of Labor, the AFL-CIO, private foundations, and national and international labor organizations.
Link to U.S. university labor studies and training programs http://edu.teamster.org/edulinksuslaborstudies.htm	Link provided by the International Brotherhood of Teamsters
The Asia Foundation www.asiafoundation.org	A non-profit organization, TAF supports programs in Asia that help improve governance, law, and civil society; women's empowerment; economic reform and development; and international relations.
Verité www.verite.org	Verité is an independent, nonprofit, socially responsible auditing, training, capacity building, and research organization focused on ensuring that people worldwide work under safe, fair, and legal working conditions.
Worker Rights Consortium www.workersrights.org	WRC is an independent labor rights monitoring organization that conducts investigations of working conditions in factories around the globe.
World Learning www.worldlearning.org	World Learning's international development programs include those that work with children at risk of abuse and exploitation in labor situations.
Worldwide Strategies Inc. www.w-s-i.net	A woman-owned, small business based in Boise, Idaho with a global clientele, WSI's team of experts brings decades of experience with employment, training, and economic development organizations to the complex problems of social sector and labor market reform.

APPENDIX E: ROSTER OF LABOR SECTOR EXPERTS

International labor sector experts who have participated in the labor analytic work undertaken to date include:

Labor Lawyers

- Lance Compa, Cornell University Law School
- Angela B. Cornell, Cornell University Law School
- Barbara J. Fick, University of Notre Dame Law School
- Kevin Kolben, Rutgers University Business School
- Michael Lerner, ARD, Inc.
- Ashwini Sukthankar, ARD, Inc.
- Chantal Thomas, Cornell University Law School
- Jeffrey S. Wheeler, ARD, Inc.

Political & Social Scientists

- Kristina Burgess, Ph.D., Fletcher School of Law and Diplomacy, Tufts University
- Linn Hammergren, Ph.D., ARD, Inc.
- Paul Lubeck, Ph.D., University of California at Santa Cruz
- Lincoln Mitchell, Ph.D., School of International and Public Affairs, Columbia University
- Rhys Payne, Ph.D., ARD, Inc.
- Jeffrey Saussier, ARD, Inc.
- Louise D. Williams, ARD, Inc.
- Asta Zinbo, U.S. Agency for International Development, Bureau of Democracy, Conflict, and Humanitarian Assistance

Economists

- Med Chottepanda, Ph.D., ARD, Inc.
- Denise Lamaute, U.S. Agency for International Development, Europe & Eurasia Bureau
- Theodore Moran, Ph.D., Georgetown University
- Borany Penh, U.S. Agency for International Development, Bureau of Economic Growth, Agriculture, and Trade
- B. Lynn Salinger, Nathan Associates Inc.

Local Experts

- Rabeya Rowshan, Jafrul Hasan Sharif, and Arifur Rahman (Bangladesh)
- Tsiuri Antadze (Georgia)
- Jorge Ponce Turcios (Honduras)
- Graciela Bensusan (Mexico)
- Sam Amadi (Nigeria)
- Evance Kalula (South Africa)
- Olga Kupets (Ukraine)

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