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Global Labor Sector
Analytic Initiative

WHY LABOR MATTERS

PRACTICAL FINDINGS OF THE GLOBAL LABOR SECTOR ANALYTIC INITIATIVE



OCTOBER 2010

This publication was produced for review by the United States Agency for International Development. It was prepared by ARD, Inc.

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This overview was produced for review by the United States Agency for International Development under the Analytical Services II Indefinite Quantity Contract Core Task Order (DFD-I-00-04-00227-00), implemented by ARD, Inc. It was prepared by Robin Johnson (ARD, Inc.) and Lynn Salinger (Nathan Associates, Inc.). Dr. Kimberly Ludwig, Senior Civil Society and Labor Advisor, USAID Office of Democracy and Governance, is the Technical Advisor to the Global Labor Sector Analytic Initiative (kludwig@usaid.gov). Dr. Rhys Payne is ARD.’s Senior Technical Advisor for the Global Labor Sector Analytic Initiative (rhys.payne@tetrattech.com).



Why labor matters – To people and to development

The International Labor Organization (ILO) reports that 500 million young people will enter the global workforce in the next decade. Yet in developing countries today the informal economy provides half to three-quarters of all non-agricultural employment.

How will these young people be meaningfully absorbed into the world of work? Will tomorrow’s economy provide decent work opportunities for them? Will they have the skills and education needed to meet them? How to assure that democratic trade unions represent them and protect their rights and interests?

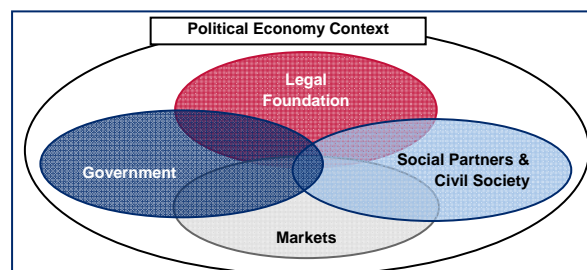
A reliable livelihood that provides a decent standard of living is a basic human need. It underpins stability and sustainable development. Achieving it in countries with high unemployment, a preponderance of women-headed households, or a burgeoning youth population entering the workforce is a pressing and complex development challenge that requires a whole-of-government approach.

An emerging international consensus recognizes that international labor issues are a key component of the global economic recovery. This message was underscored in both the April 2010 Washington meeting of Labor and Employment Ministers from G20 countries and the Oslo conference of the ILO and the International Monetary Fund held in September 2010.

In response to an increasing recognition of the importance of the labor sector to development, the U.S. Agency for International Development’s Bureau

for Democracy, Conflict, and Humanitarian Assistance (USAID/DCHA), in cooperation with its Bureau for Economic Growth, Agriculture, and Trade (USAID/EGAT) and the U.S. State Department’s Bureau for Democracy, Human Rights, and Labor (State/DRL), engaged political scientists, labor lawyers, and economists in a Global Labor Sector Analytic Initiative (GLaSAI). The Initiative developed a new conceptual framework for analyzing development challenges in the labor sector and identifying opportunities for foreign assistance programming.

This new conceptual framework views labor rights, social partners and other labor sector organizations, government institutions, labor markets, and the political economy as an interdependent whole — “*the labor sector*” — summarized in the figure below.



GLaSAI has striven to support this new approach by providing an integrated framework for understanding the issues, a dynamic knowledge bank, practical tools, and a forum for collaboration and innovation.

The human angle – Empowering workers and engaging them in their countries’ development

To Chhenda in Cambodia, Victor in Ukraine, or Maria in Honduras, the interconnections among rights, labor sector organizations, government, and job markets are not abstract concepts

Chhenda left her rural home in the Mekong River Basin to join her older sister in Cambodia’s capital city, Phnom Penh. She found work in a garment factory and is proud that she can



afford to send a third of her income home to help her brother attend school and purchase a water buffalo for the family’s rice farm. Work hours in the factory are long, but she earns more with the overtime. Chhenda joined a trade union that has helped some of her friends recover back wages owed to them. Since the global economic crisis, the price of rice and the cost of rent have risen, and her union is bargaining for higher wages for all the factory’s workers. But she suddenly found herself without work when her employer disappeared, breaking its collective bargaining agreement with the union – whether to move to another neighborhood under a different corporate name or to another country, is unclear. As Chhenda lacks savings and access to social protections such as unemployment benefits, the loss of work for Chhenda affects not only her ability to support herself, but also her brother’s educational opportunities and her rural family’s assets.

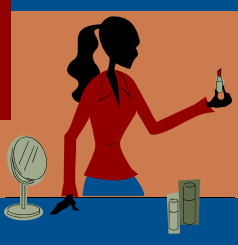
Victor followed his father into the coal mines in Ukraine. He was optimistic that the job would provide stability so that he and his girlfriend could marry and start a family.



But on the day of his hire, his employer made him sign “his” resignation letter. It was put away to be used by his employer to fire him at will, if layoffs are needed, contrary to the employment security guaranteed in the local labor laws. Moreover, Ukraine’s mining industry has been hit hard by the global economic downturn. Demand for steel, and thus the coal with which to make it, fell off

dramatically. Payments of miners’ wages were suspended during the worst of the crisis, though Victor’s union bargained hard for minimum salary payments until work resumed. With no opportunity in sight to earn income to support a family, Victor is likely to join the many young people leaving Ukraine to find work elsewhere, contributing to the shortage of young workers to support the country’s increasingly problematic pension system.

Maria grew up in the Honduran countryside, where her family grows corn and beans and coffee. Finding it hard for the family to make ends meet, Maria’s father left their village when she was very young and emigrated to the United States where he found a job on a poultry farm. He sends home money each month, without which Maria’s mother would have had



difficulty putting food on the table, much less getting the healthcare needed for Maria’s sickly younger sister. At age 18 Maria, too, left the family homestead, not to emigrate but to join her cousin in San Pedro Sula. She hoped to find work in one of the apparel factories nearby, but for now is employed in a small “informal” shop in town. Unlike her cousin, who enjoys workplace protections through her union, no minimum wage or overtime benefits are guaranteed for Maria, nor can she turn to anyone for help if the shop owner withholds her pay. Maria has heard that a women’s rights group in San Pedro Sula might help informally employed women to organize, in concert with one of the national trade unions, to press the government for social protection for informally employed workers. She hopes that she’ll soon find a good job like her cousin’s in one of the factories with union protections, to be able to help with her sister’s medical bills.

Note: Stories in this section are composites, not actual individuals interviewed during the assessment process.



Challenging the dichotomy between labor rights and economic growth

A comparative analysis of labor sectors in eight countries in Africa (Nigeria, South Africa), Asia (Bangladesh, Cambodia), Europe (Georgia, Ukraine), and Latin America (Honduras, Mexico) was undertaken by GLaSAI between 2007 and 2010.

The work provides rich detail about the specific labor sector challenges faced in different political and economic contexts, illustrating both the need for country-specific and well-targeted assistance to the labor sector. Among the many challenges observed were the following:

- Labor rights may be addressed in a country's constitution, laws, and implementing regulations, but the necessary institutional mechanisms required for enforcement often do not exist, or are too poorly resourced to be effective.
- In most countries studied, the numbers of well trained and impartial labor inspectors, lawyers, and judges are insufficient.
- Too often, intimidation and violence prevent independent, democratic trade unions to associate and organize workers, even though their rights to do so are guaranteed under the law.
- Youth leave school without adequate education, either because they leave early or because what they learn does not build the skills needed in the

workplace; as a result, they often face rates of unemployment much higher than average.

- Many of the neediest workers are informally employed, and few are organized in trade unions or assisted by NGOs that can help them advocate for their rights and social protections.

An overarching finding across the eight countries is the presumption that a trade-off must be made in choosing between labor rights “or” economic growth. The tension exists in every country studied, and, not surprisingly, is mirrored within the broader development community. Such tension arises as technical experts and development objectives get “stove-piped” by development frameworks and associated funding streams.

Program examples surfaced in the eight country assessments belie the false dichotomy between labor rights “or” economic growth. Recognition of the contributions of good labor relations to increased productivity and competitiveness leads instead to a new development hypothesis:

By leveraging the synergies between labor rights and economic growth, a more balanced, effective, well-functioning labor sector can emerge, which both contributes to the country's sustainable development and improves the lives of working men and women and their families.



Aiming for good governance-economic growth synergies

Successful outcomes of good governance and economic growth programming can be enhanced by taking advantage of opportunities for synergy between the two. Here are a few examples identified by GLaSAI labor sector assessments.

Bringing the benefits of globalization to workers

Development aims to bring the benefits of globalization and free trade to workers, while promoting respect for labor rights *and* raising productivity.

In Cambodia the Better Factories program brings garment worker unions, producers, government, and international buyers together to monitor working conditions and report factory compliance with labor rights. In Mexico, the Solidarity Center works with the Institute for Labor Studies to identify collective bargaining best practices that will help unions to negotiate wage increases linked to productivity progress.

Improving social protection for all workers Labor sector organizations seek inclusive strategies to improve livelihoods prospects for informal economy workers.

In Honduras, for example, several labor union confederations include peasant, community, and ethnic organizations as well as representation from

the informal sector. In South Africa, the Congress of South African Trade Unions is working with the national government to develop an alternative social security scheme, delinked from formal sector employment, to extend basic income protection to the vast majority of South Africans.

Promoting multi-actor collaboration on labor sector issues Recognition of the labor dimensions to issues addressed by civil society organizations helps them to improve their relevance to men's and women's working lives.

In Ukraine women's organizations working on anti-trafficking programs with USG assistance have begun to provide career counseling and skills training to women who participate in their programs. Moreover, the country's Public Employment Service collaborates with some of these organizations, which in turn have reached out to labor unions to extend their outreach.

Adopting this synergistic approach to labor sector programming suggests that U.S. foreign assistance organizations and implementing partners may need to collaborate, experiment, and seek ways to leverage program mechanisms across development sectors and across partners, sharing both the risks and the rewards of program innovation.



Mitigation of risks through labor sector innovation

The consequences of failing to address labor sector issues are also apparent in our analyses.

Failure to correct asymmetrical access to resources may increase a country's vulnerability to social and political dislocations. These in turn can adversely affect democracy, stability, and economic growth.

In Bangladesh the number of youth workforce entrants is increasing, but unemployment of 15-24 year olds is twice the national rate. Unemployment can leave disaffected adults and youth vulnerable to potential insurgency.

A country that fails to protect workers' rights to organize and bargain collectively not only risks disaffected workers, increased incidence of workplace confrontations, and weakening confidence of international investors in a country's stability, but it can be politically destabilizing as well when workers feel their voices are not heard. In Georgia the trade union confederation is shedding its Soviet image, improving its internal management, and striving to become a more effective voice for members in dialogue with government and employers. Through increased union participation, workers may learn how joining with others can help individuals to achieve rights and solve problems.

A country that cannot offer the prospect of employment to its labor force may lose its youngest and most able workers to foreign labor markets, as in Ukraine. Outmigration leaves behind a growing population of pensioners with ever fewer taxpayers to support them. Ukraine's Ministry of Labor and Social Policy is developing a new labor paradigm that

includes a three-pillar pension system to provide social protection.

Renegotiation of social contracts may be needed. In Nigeria, for example, the petro-dollar economy generates plentiful resources that are controlled by and benefit a minority of the population. At the same time, Nigeria's rapidly growing youth cohort, especially in its cities, is growing up without appropriate skills or employment opportunities. Investing petro-dollar resources in workforce development to ensure that Nigerian youth face a brighter future is becoming not only an economic, but a political, imperative.

In all of the countries we studied, failure to provide appropriate knowledge and skills to the workforce through education and training results in weak productivity and thus threatens competitiveness in the global market. In order to be able to benefit from new trade opportunities created by globalization, countries must ensure that management, technological, and production skills respond to the needs of global companies.

Countries that cannot assure working conditions compliant with international standards or cannot provide stable labor relations are less attractive to foreign investment. In Honduras, however, fines for non-compliance are so low that they barely create incentives to comply with labor laws. Moreover, systematic violators are rarely taken to court.

Addressing these risks may require multi-disciplinary approaches to the labor sector, involving, for example, improving the ability of trade unions to engage workers and teach them the benefits of public

participation, tripartite dialogue for improving labor conditions and productivity, and creating workforce development solutions that educate and train

countries' workforces with knowledge and skills sought by local employers. GLaSAI findings in these areas are summarized below.

Indicative Approaches to Addressing Labor Sector Risks

Country	Improving Trade Union Capacity to Engage Workers and Encourage Participation	Expanding Tripartite Dialogue to Improve Labor Conditions & Productivity	Introducing Workforce Development Programs that Respond to Market Needs
Nigeria	Nigerian Labor Congress previously mobilized labor and civil society in public strikes, now seeking to reassert itself as a transformative force for reform	Industry and labor representatives acknowledge the importance of forging an "alliance for productivity"	Labor force is mobile, flexible, and in abundant supply; with English widely spoken, there is potential to train workers in information technology and related services
South Africa	Trade unions are actively involved in defending workers' rights, advocating industry-level bargaining, and taking public positions in protest of employer or government policies negatively affecting workers	National Economic Development and Labor Council seeks to promote economic goals while reaching consensus on social growth policies	Focusing on vocational education and skills training can help strengthen the collective bargaining mechanism before it tackles more sensitive issues of wages
Bangladesh	Union weaknesses have led to innovations regarding "networked labor governance," that incorporates various transnational movements – foreign buyers, transnational labor NGOs, and foreign labor unions – to shore up domestic unions and advocate for workers	Promising examples emerging at local level as firms beginning to recognize the connection between greater competitiveness and investment in human capital, integrating new production techniques and technologies with workforce training	Bangladesh suffers from shortage of skilled and semi-skilled workers, reflective of widespread illiteracy, especially among women and rural workers; technical and vocational education opportunities are limited, though some formal sector employers now investing in training
Cambodia	Labor union strengthening programs have built foundation for unions to function as civil society organizations that promote broader change in governmental practices	Potential for employer association and government to engage unions in seeking productivity solutions	System of workforce development not well matched with employers' needs; opportunities exist for tripartite collaboration to improve skills development
Georgia	Labor unions are a potential channel for citizens' voices to be heard on national and local political, rule of law, and governance issues	Tripartite Social Dialogue off to a good start, but needs to be developed and institutionalized	Potential exists for social dialogue to improve labor sector linkages, particularly to improve relevance of vocational training to employers' needs
Ukraine	Unions may seek to improve their ability to mobilize workers by improving bottom-up communication and consultation to ensure that leadership is aware of members' concerns	National Tripartite Social Economic Council has been underutilized; persistent disconnect between weak productivity and increasing wages	Public Employment Service provides a range of modern active labor market program services to connect the unemployed with job opportunities; however, youth continue to aspire to careers that are unrealistic
Honduras	Unions continue to exert pressure for workers' interests, though density rate is declining	Problematic industrial relations are hampering productivity and thus competitiveness	Employers' association and union representatives participated in joint regional study tour to consider strategic reforms of Honduran workforce development system
Mexico	Mexican labor unions suffer from representation issues, regarding leadership selection and lack of decision making transparency	Stronger labor voice needed to convince companies that competitiveness requires improvements in quality and efficiency, rather than just low wages	Job training is constitutionally guaranteed, yet Mexico's economic growth strategy still presumes advantage through access to cheap (i.e., low-skilled) labor



Looking at the labor sector through the policy lens

Other key GLaSAI findings should persuade policy makers that labor matters to development success. The world of work is at the core of livelihoods, poverty reduction, and inclusive, sustainable development. Development's goal is not just about raising GNP, but about generating broad-based economic growth that generates jobs with fair wages, respects workers' rights, builds skills, and facilitates labor mobility.

Representative government and representative workplace democracy go hand in hand. Workers' empowerment through participation in free and democratic unions helps them learn to use organizations to solve problems. Evidence of this was found in Honduras, Nigeria, and South Africa. In Cambodia, women acquire leadership skills through participation in their trade unions. These skills in turn empower them to take action in other dimensions of their lives.

In all countries we visited, compliance of national labor laws with international core labor rights conventions is irrelevant to the average worker if there is no visible government capacity for oversight, adjudication, and enforcement. In order for workers to feel that the labor sector works for them, workers need a dispute resolution system that can achieve justice for the typically unempowered. Innovative practices in arbitration, conciliation, and alternative dispute mechanisms that can mitigate a corrupt or weak judicial system were observed in Cambodia, Nigeria, and South Africa.

Addressing labor sector imbalances can help to reduce the resources required to combat human trafficking and assist its victims. The contrast of limited opportunities for employment in rural areas and secondary towns with relatives' stories of abundant employment opportunities in the city or abroad often induces a father of six or a teenage girl to leave his or her family in search of a livelihood. Migration and even smuggling to elude immigration officials are common labor market responses. The most desperately poor are particularly vulnerable to exploitation by so-called trafficking-in-persons schemes. In Ukraine, CSOs offer workforce and women's empowerment training as part of anti-trafficking programs. Creating opportunities for job-led growth at home reduces the incentive to search for work abroad.

While GLaSAI does not purport to provide exhaustive empirical evidence, these findings suggest the need for policymakers to design coordinated, whole-of-government approaches to labor sector issues. Interventions in disparate areas such as trade policy, livelihoods, economic growth, gender, and vocational education and training lend themselves to such collaboration.

Policymakers may wish to explore how funding streams can be utilized within and across government agencies, or with other donors, to provide country teams with the resources needed to address these destabilizing gaps in a country's labor sector.



Using the labor sector lens to inform development strategies

Tripartite collaboration between government, industry, and civil society is essential to making policies that reduce the risk of conflict and help governments use limited resources more effectively. Tripartite collaboration is most effective when it incorporates social dialogue. Country team leaders may gain new insights and new points of strategic program leverage through support of such collaboration.

For example, in Bangladesh, Honduras, and Nigeria, employers' needs to maximize competitiveness require increased labor productivity. Innovations observed demonstrate that this can be best achieved when unions or employers undertake economic education programs to help membership understand goals and how they will share in their benefits. In Honduras, innovative banana plantation owners collaborating with the union COSIBAH have negotiated a link between improved productivity, higher returns, and wage increases. Helping such progressive employers gain access to more profitable fair trade markets through development assistance can help to incentive such “good behavior.”

The cross-country analysis found businesses recruiting foreign workers for high wage, high skill jobs in countries like Cambodia and South Africa that suffer from high domestic unemployment rates. This mismatch between workers' skills and employers' needs was also observed in Nigeria, Ukraine, and Georgia.

Promoting dialogue and collaboration between employers and workforce development institutions improves the likelihood of smoother articulation

between labor market supply and demand forces. Yet government (and donor) investments in vocational training and education, such as those being made in Georgia and South Africa, are at risk of proving ineffective. Tripartite dialogue is needed to provide input about how vocational education can be targeted to the skills employers need most and the geographic areas where they are needed. A foreign factory manager who participated in the training program offered by the Garment Industry Productivity Center in Cambodia praised it for increasing her returns *and* for raising the commitment of her workers and the unions that represent them to achieving that goal and improving their members' job security.

Tripartite collaboration is most effective when all three entities can come to the table as equals: country teams need a thorough understanding of the power balance within the labor sector.

Country team leaders can prepare for country strategy planning by conducting a Country Labor Sector Assessment (CoLSA) or a Labor Sector Strategic Outline (LaSSO). The CoLSA or LaSSO provides a gap analysis, develops a results framework, and makes recommendations for labor sector programming that leverages Democracy & Governance (DG) and Economic Growth, Agriculture, and Trade (EGAT) synergies, balancing interventions among the inter-related components of the labor sector.

Assessments also highlight how USG officers in health, education, gender, and environment can leverage labor union programs, vocational education programs, and livelihoods programs to advance

public health, combat discrimination, or promote environmental sensitivity. An **Assessment Guide** for preparing CoLSAs and LaSSOs is available on the GLaSAI website.

At a minimum, country team leaders would benefit from encouraging DG and EGAT offices to undertake joint strategic planning processes that

utilize the labor sector conceptual framework. Proposed DG and EGAT programming can be reviewed against the illustrative results (IR) frameworks. A prototypical framework is provided below, and country examples are available on the GLaSAI website.

Prototypical Labor Sector Results Framework

Assistance Objective: A functioning and balanced labor sector is in place with 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; 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 reductions in poverty or dependence on social services.

<p>IR1: Equitable legal framework and core labor standards adopted and are known, respected, and regulated</p> <p>Illustrative Indicators</p> <ul style="list-style-type: none"> • Adoption of core labor standards • Number of collective bargaining agreements established • Percentage of employees who understand their rights • Percentage of employers who know their responsibilities 	<p>IR 2: Legal institutions with capacity to enforce core labor standards and adjudicate disputes strengthened and are respected as the legitimate vehicle for resolution</p> <p>Illustrative Indicators</p> <ul style="list-style-type: none"> • 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 	<p>IR 3: Effective organizations that represent workers and employers strengthened to be able to engage with each other and government institutions</p> <p>Illustrative Indicators</p> <ul style="list-style-type: none"> • 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 	<p>IR 4: Labor markets are more transparent, open, and provide equitable opportunities to both labor and employers</p> <p>Illustrative Indicators</p> <ul style="list-style-type: none"> • Increase in formal employment • Increase in average wages • Increase in productivity
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Designing an integrated labor sector program

GLaSAI cross-country findings can inform technical officers in USAID, State/DRL, and DOL/ILAB as they develop Scopes of Work for more integrated labor sector programs that seek to leverage results across development objectives.

In addition to labor sector foreign assistance programs, unilateral trade preference arrangements and bilateral free trade agreements between the United States and its trade partners provide a strong lever to pull in support of workers' rights.

As the Obama Administration's recent efforts in Guatemala show, inclusion of a labor rights chapter in CAFTA, as in other FTAs and preference programs, allows the U.S., after careful examination, to file a case against a trade partner for labor rights violations. After grievances are heard in formal consultations, the U.S. may pursue a formal dispute settlement process if steps are not taken by the Guatemalan government to resolve the issues raised. Workers at home and abroad and the unions that represent them now know that the U.S. government stands behind them and will pursue steps to ensure that the benefits of liberalized trade benefit them, too.

Findings show that women are important innovators in the labor sector in countries like Bangladesh, Honduras, South Africa, and Cambodia. Support for women's civil society organizations such as

Bangladesh's Karmajibi Narin, the country's leading NGO advocating for women's rights in agriculture and the ready-made garments sector, soon to be expanded to informal sector workers, is therefore crucial.

Funds earmarked for gender programs can supplement DG or EG funding mechanisms in support of labor sector programming. In addition to building on programs regarding women's health in the workplace or women's roles in labor union leadership, gender funds could also be used to address labor sector issues faced by men in countries where economic growth favors women's employment.

The GLaSAI **Labor Sector Programming Handbook** presents labor sector programming examples in each of the strategic areas of USG foreign assistance and more generally, for each of the labor sector components. It includes a monitoring and evaluation framework to accompany labor sector programming and to assist with the collection of evidence-based best practice. The Handbook contains a Glossary of Labor Terms and an Inventory of Labor Sector 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.



Expanding the scope and expertise of labor sector implementing partners

GLASAI's country analyses indicate that results may also be enhanced if implementing partners are cognizant of higher level assistance objectives and aware of synergies with other donor-funded activities in the labor sector.

This insight may encourage implementers to partner with, or complement, other donor-funded activities for maximum, sustainable, cross-sectoral impact.

For instance, in Cambodia, Honduras, Nigeria, and South Africa, examples were noted of engagement by democratic and representative labor unions with other civil society organizations in advocacy for extension of social protections beyond the formal sector and/or for inclusion of informal economy workers in the unions. In countries where civil society is weak, such as Georgia and Ukraine, reform-minded labor unions may be best positioned to channel citizen frustrations into constructive political engagement or influencing political party platforms.

Another way in which labor sector interventions may work cross-sectorally is to target program activities across a broad organizational swath. An example is seen with regard to institutional and workforce development under Georgia's FORECAST ("Focus on Results: Enhancing Capacity Across Sectors in Transition") program. FORECAST applies a human resources lens to strengthen skills development and institutional capacity building across public, private, and civil society organizations in Georgia and the region, promoting good governance *and* economic growth in the process. Other goals, such as energy

and environment and health and social development are addressed as well. In applying labor sector interventions across the USAID/Caucasus portfolio, FORECAST contributes to higher level assistance goals.

Implementing partners working in the labor sector may also create alliances with international companies to achieve foreign assistance goals. For instance, in Bangladesh and Cambodia GLASAI observed that international companies were motivated by their own corporate social responsibility objectives and/or conditions of U.S. trade agreements to engage in such alliances. In both Bangladesh and Cambodia, best practices in workplace monitoring, dispute resolution, and stakeholder consultation were maintained even after the original trade agreement expired. The U.S. government also mandates labor rights and workplace conditions monitoring in Haiti, which benefits from preferential access to the U.S. market for its exports. Including international companies in local labor sector discussions may improve the local project's leverage and help to achieve broader and more lasting results.

USAID implementing partners may also find synergies with partners beyond the Mission portfolio. For instance, the Swedish International Development Cooperation Agency supports a Labor Market Dialogue program in a number of countries, including Ukraine, which fosters better mutual understanding of employer associations and labor unions to encourage cooperation in improving

competitiveness. In Latin America the Solidarity Center works with global union federations and international financial institutions to ensure that workers' voices are heard as national economic strategies are developed. Finding ways to collaborate, co-fund, and cooperatively assess impacts of such labor sector programs may help implementing partners strengthen their impacts and their core capabilities.

Furthering a labor sector research agenda

GLaSAI has developed a foundational framework for understanding the characteristics of a well-functioning labor sector, and why and how it contributes to development. In addition, tentative development hypotheses have been articulated, around which development programs may be designed.

The next step is to develop more rigorous qualitative and quantitative means of measuring how these characteristics contribute to well-functioning labor

Accessing GLaSAI's products

As stated at the outset, the goals of GLaSAI have been to provide a dynamic knowledge bank with state-of-the-art technical resources, target multiple audiences through the development of tools for development practitioners and labor sector implementing partners, and build a labor sector community of practice by providing physical and virtual spaces for collaboration and innovation.

The first phase of GLaSAI has produced a knowledge bank that includes a technical paper, handbooks for conducting labor sector strategic assessments and designing labor sector programs, eight country assessments, including illustrative results frameworks, and a searchable database of labor sector program interventions.

Together the eight country assessments comprise a bank of primary research upon which further collaboration between the technical development community and the academic community can be

These findings indicate the need for implementing partners to both reach across sector and donor divides to form partnerships around improving labor rights in tandem with economic growth, and to envision a broader role for democratic labor unions as catalysts for economic growth and social services that extend far beyond the collective bargaining agreement.

sectors and, in turn, how a well-functioning labor sector contributes to sustainable development.

USG's implementing partners in labor organizations, think tanks, research and consulting firms, and academia are invited to collaborate in future stages of GLaSAI research and analytical work. In addition, they may wish to seek funding to support a research agenda to study the contributions of integrated labor sector programming to sustainable development outcomes.

built, including testing of emerging development hypotheses.

Print materials produced to date, available from our "first-generation" website, www.glasai.com, include the following:

- **Technical Paper** to learn more about core labor standards, different kinds of trade unions, what tripartism is, for what aspects of labor administration governments are responsible, labor market issues, and U.S. trade policy and labor.
- **Technical Paper** to learn how various development themes – such as human rights, rule of law, political processes, civil society, governance, economic growth, and international trade – relate to labor sector issues.
- **Technical Paper** to explore some of the tensions and synergies that emerge when considering the multiple dimensions of the labor sector.

- **Assessment Guide** for suggestions on how to carry out country labor sector assessments and labor sector strategic outlines.
- **Programming Handbook** for a summary of what a “well-functioning labor sector” looks like.
- **Programming Handbook** for examples of program innovations that have been tried.
- **Country Assessments** for GLaSAI’s country labor sector analyses conducted to date.
- **Practice Community** to bring together leading experts in the labor sector for country analysis and collaboration, and to brainstorm new directions for research about the labor sector and development.
- **USG & Partners** to access links to USG agencies and international partners working on foreign assistance in the labor sector.



Your comments on any of these papers, or your own labor sector success stories or development challenges, are welcome at www.glasai.com.

Photos: All taken by the Global Labor Sector Analytic Initiative.

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