

## Trade Union Leadership Training Program

(TC-99-04-02-7-BR)

### EXECUTIVE SUMMARY

**Executing agency:** *Departamento Intersindical de Estatísticas e Estudos Sócio-Econômicos (DIEESE)*

<b>Amount and source:</b>	Modality:	Non-reimbursable
	MIF: (Facility II)	US\$1,534,000
	Local:	US\$1,534,000
	Total:	US\$3,068,000

**Objectives:** The Program's general objective is to enhance the effectiveness and level of efficiency of labor negotiations. Its specific objective is to develop a decentralized training system that will provide continuous training and upgrading of skills for labor leaders and negotiators in Brazil and in other countries in the expanded Mercosur<sup>1</sup> region.

**Exceptions to Bank policy:** There are no foreseen exceptions to Bank policies and procedures in the execution of this operation.

**Special contractual conditions:** The Beneficiary will grant the Bank a license that is irrevocable, royalty free, of indefinite use and containing the right to sublicense, regarding all the materials protected by copyright owned by the Beneficiary and that are related to the instruments and procedures for the training of union leaders already in existence before the Program. The Bank will grant back a similar license to the Beneficiary with regards to the materials related to the instruments and procedures for the training of union leaders originated during the Program.

Prior to first disbursement of funds, the executing agency must present, to the satisfaction of the Bank evidence that: (i) the executing unit has been established with its executive coordinator designated and the two technical experts hired; and (ii) the legal agreements with the Ministry of Labor [*Ministério do Trabalho*

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<sup>1</sup> The expanded Mercosur includes Argentina, Bolivia, Chile, Paraguay and Uruguay (in addition to Brasil).

(MTb)] and the Ministry of Science and Technology [*Ministério da Ciência e Tecnologia* (MCT)] have been finalized and signed giving DIEESE the necessary funds to comply with its counterpart commitments to this project (see paragraph 9.1).

## **I. COUNTRY AND PROGRAM ELEGIBILITY**

- 1.1 On February 9, 1995, the Donors Committee declared Brazil eligible for all modalities of financing provided for under the Multilateral Investment Fund (MIF). The proposed operation was declared eligible to receive MIF financing within the framework of the Human Resources Facility (Facility II), in that it contributes to the improvement of labor-capital relations in Brazil and within other extended Mercosur regions. This goal will be met through the development of training programs for union leaders in the country and the Mercosur region.

## **II. BACKGROUND**

### **A. Globalization and the transformations in the Brazilian economy**

- 2.1 In the last decade, economic globalization coupled with policies leading to a significant reduction in inflation rates and to the liberalization of the economy have had a deep impact on the Brazilian economy. With increased global and regional competition, all economic sectors have been pressed to implement new approaches in producing and managing their businesses. Flexibility, as such, has become an essential condition for market survival since it helps reduce the costs and risks of immobilized capital. Emerging forms of organizing and hiring workers like outsourcing, cooperatives, modulars consortiums and industrial condominiums<sup>2</sup> are becoming common and a means of attaining cost-efficiency.
- 2.2 This flexibility, which often entails job insecurity, faces much resistance on the part of workers in countries with strong unions, a long labor movement tradition and solid labor rights legislation. In a country like Brazil, frequent labor confrontations in the form of strikes, walkouts and other types of protest may result in a rather hostile environment, eventually hindering private investment and economic growth.
- 2.3 Even though the legal and institutional framework that regulates them has barely changed since it was consolidated in the early 40s, labor relations in Brazil, have been changing at a very fast pace in the last decade. As a result, in recent years, a previously confrontational agenda, mostly focused on strikes and walk outs for the recovery of the purchasing power of wages eroded by high inflation rates, has been replaced by one containing issues such as the flexibilization of wages, performance-based salary increases and profit-sharing<sup>3</sup>. Furthermore, the process of conducting labor negotiations itself has also changed, with Unions advancing a

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*In industrial condominiums, some chosen suppliers install themselves in the surroundings of the assembly plant in order to supply components – different from an industrial park, the assembler defines which suppliers should be located in the condominium. In the modular consortium, the assemblers still define the partner suppliers (called modulists) who are installed inside the assembly plant and are responsible for final assembly. In both cases, companies are dedicated to – or coordinated by – one assembler.*

<sup>3</sup>

*Source: DIEESE Bulletins.*

wider range of instruments and emphasizing the resolution of conflicts rather than disputes leading to direct confrontation.

- 2.4 Union leaders and negotiators, however, are not always familiar with all the complexities involved in many of the new, emerging issues that workers face in a changing economic environment. Sensing the need to provide Union leaders directly involved in labor negotiations with the necessary skills and instruments to establish a positive dialogue with their employers, the *Departamento Intersindical de Estatísticas e Estudos Sócio-Econômicos* (DIEESE) launched, in 1994, a Training Program for Union Leaders and Technical Staff, financed with resources from the *Fundo de Amparo aos Trabalhadores* (FAT) and from the Unions themselves.

## **B. DIEESE and the training of union leaders**

- 2.5 DIEESE – a non-governmental organization - was created in 1955 by the labor movement to provide technical assistance, information and training to labor unions, federations, confederations and their affiliates on all aspects related to labor negotiations. Throughout these years, DIEESE has developed a solid reputation as a reliable source of statistical information and technical support for workers in general, the labor movement in particular and society at-large. DIEESE's socioeconomic and demographic surveys like the Cost of Living Index and the Survey on Employment and Unemployment, are often used in conjunction with official indicators to identify short and mid-term trends in the Brazilian economy. DIEESE is also very active in the area of training, with training activities directed to different groups within the labor movement. These activities range from continuing education for union members to the more structured Training Program for Union Leaders and Technical Staff<sup>4</sup> (PCDA) in Negotiations.
- 2.6 The Program now presented to the MIF is part of a strategy to widen the scope and reach of that Program, thus meeting the demand for training DIEESE currently has not been able to meet at a reasonable pace. In four years, the PCDA has put a significant effort into training Union leaders from the Central Federations and affiliated unions and also into incorporating women leaders into training. However, in its present format, PCDA's expansion capacity is very limited, jeopardizing its capacity to provide timely responses to the existing and potential unions' demand for training<sup>5</sup>.

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<sup>4</sup> Reports prepared by consultants Maria Hermínia Tavares de Almeida (DIEESE's Training Program and the Labor Movement) and Mario Salerno (Productive Restructuring, Labor Negotiations and the *Programa de Capacitação de Dirigentes e Assessores Sindicais* (PCDA)).

<sup>5</sup> In its present format, even though the potential clientele for the PCDA in the whole country could be estimated at around over 40,000 people, the program only reached 312 people in the three courses implemented between 1994 and 1998. Program Performance and Benchmarks, reports prepared by consultants Maria Hermínia Tavares de Almeida (DIEESE's Training Program and the Labor Movement) and Mario Salerno (Productive Restructuring, Labor Negotiations and the PCDA).

- 2.7 In addition to expanding its reach in terms of total beneficiaries, the new Program would also diversify its beneficiary pool, incorporating small unions in the more remote areas of the country as well as organizations other than Unions, such as non-governmental organizations (NGOs), and even government organizations interested in honing their staff's negotiation skills.
- 2.8 The proposed Program represents an effort on the part of DIEESE to consolidate its past experience and boost its provision of services. Building upon the organization's experience, it expands and enhances DIEESE's ability to supply union leaders with the information and the instruments required for them to become more effective actors and partners in the economic transformations Brazil is currently undergoing.

### **III. PROGRAM OBJECTIVES AND BASIC COMPONENTS**

#### **A. Program objectives**

- 3.1 The general objective of the Program is to enhance the effectiveness and level of efficiency of labor negotiations. The specific Program objective is to develop a decentralized training system on labor negotiations that will provide continuous training and upgrading of skills, to labor leaders and unions in Brazil and in other countries in the expanded Mercosur region who have already expressed a keen interest in joining the Program.
- 3.2 At its completion, it is expected that union leaders who will have participated in the Program will have gained theoretical and practical knowledge of new negotiation techniques and labor relations issues, as well as effective instruments and skills to be applied on basic, day-to-day labor relations at the plant level, and in successful negotiations with employers. It is anticipated that the knowledge, instruments and skills acquired will keep labor negotiations primarily confined to the parties involved (labor, board and upper management) and thus significantly contribute to further reduce labor confrontations leading to strikes or to lengthy, difficult and costly labor court disputes.
- 3.3 It is expected that the major outcomes of this Program would be: (i) the enhancement and expansion of the present training activities of DIEESE in the area of labor negotiations, through the development of a flexible training system, adaptable to specific sectoral and regional needs, and with a more effective capacity to respond to the training needs of unions; and (ii) the development of a decentralized system of training through the use of certified trainers (multipliers) and the consolidation of a network of regional trainers and negotiators.

3.4 To achieve these goals, the Program will consist of the following components:

**1. Component I: Improvement of instruments and procedures for the training of union leaders in labor negotiations (US\$494,710, MIF; US\$422,600, Counterpart)**

3.5 The goal of this component is to develop the instruments, the methodology and the institutional capacity for the training of Union leaders in emerging negotiation issues as well as negotiation techniques. This component includes two subcomponents: (i) the production of training kits; and (ii) the development of the Group of Specialists on Negotiations (GENE).

**a) Production of training kits**

3.6 The Program would finance the development and production of 16 modular training kits, covering issues in the following areas: (i) theory and practice of negotiations such as types and models of negotiation, planning for negotiations, stages in the negotiation process, strategies and tactics for negotiation, preparation and behavior of negotiators in the negotiation process; and (ii) thematic issues in labor negotiations such as modalities of retribution for work; types of labor-hiring contracts; management and organization of labor, productive restructuring, professional training, international labor issues (such as child and forced labor), gender and environment in the workplace (there included occupational health and safety issues), etc., among other issues which are or may eventually become part of a labor negotiations agenda.

3.7 The preparation and production of training kits will extend for a period of 32 months. The kits will be developed by special work groups, integrated by consultants especially hired by the Program, DIEESE staff both from headquarters and from its regional offices, and Union representatives.

3.8 Prior to their release, each kit will be tested in pilot seminars to include a mixed audience of potential clients, other interested participants and previous trainees familiar with the Program's previous format so as to ensure quality control of the new product. There will be a total of 32 pilot seminars, two for each modular kit.

3.9 Activities to be financed include workshops and meetings to discuss the content and format of kits, pilot seminars to test their applicability, and the graphics production of the kits. In addition, the six basic kits on the theory and practice of negotiations will be translated into Spanish to be used to train and certify multipliers in the Mercosur region.

**b) Expert group on negotiations (GENE)**

3.10 The Program would finance the training of a core, high-level, technical group of approximately 40 specialists from DIEESE, of which 25 would originate from DIEESE's regional offices. Responsibilities of this group would include the

training and supervision of multipliers; the definition of training standards and certification procedures for multipliers, the analysis of negotiation processes, the supervision of the network of multipliers and negotiators and other key strategic activities for the effective operation of the Program.

**2. Component II: Communication, dissemination and response to demand (US\$369,710, MIF; US\$373,475, Counterpart)**

- 3.11 This component is organized in three subcomponents: (i) Training of Multipliers; (ii) Development of a Network of Multipliers and Negotiators; and (iii) Dissemination and Access to Information.

**a) Training of multipliers**

- 3.12 Using the methodologies developed in Component I, 155 multipliers will be trained and certified. Activities in this component include the (i) five national training workshops; (ii) two workshops for the re-certification of multipliers; and (iii) an international workshop for the training and certification of Mercosur multipliers.
- 3.13 Multipliers to be trained will be nominated by unions, federations and confederations and other interested agencies and organizations. The nature of the Program's training activities requires multipliers to have at least high school and preferably college education. From DIEESE's previous experience with the PCDA, it is expected that most multipliers will be professionals from the Training and Human Resources Divisions of the interested unions and organizations. The Program will be demand-driven. However, the criteria to select nominated individuals to attend training will take into account a regional, sector and gender balance in the representativeness of the different unions, federations and confederations these individuals represent.
- 3.14 Through retraining activities, DIEESE will periodically re-certify these multipliers in order to ensure that the minimum standards of training are maintained. Two national workshops for the recertification of multipliers are scheduled during Program execution to test the recertification procedures while training the multipliers in the use of the newly released kits.

**b) Development of a network of multipliers and negotiators**

- 3.15 The Program would also finance the development of a network of multipliers and negotiators to facilitate the exchange of information on new labor relation practices and negotiation processes. This subcomponent would finance the development and maintenance of an electronic information exchange network of multipliers and negotiators, to collect, organize, update and make available a database on negotiations. The database would include information on strategies adopted, the content of demands and the development of the negotiation process, the length of the negotiation, its net results, demands for technical support during

the negotiation process, as well as other information deemed important for the follow-up and monitoring of labor negotiations.

**c) Availability and public access to information**

- 3.16 The Program would support the development of an information system incorporating DIEESE's existing databases and developing additional databases eventually required to make this system available on line to multipliers, negotiators as well as DIEESE members and the interested public in general – scholars, students, governmental and non-governmental organizations. For promotion purposes, DIEESE's journal will also be upgraded and improved to make it more accessible to a wider and more diverse readership pool.

**IV. EXECUTING AGENCY AND PROGRAM EXECUTION MECHANISM**

**A. Executing agency**

- 4.1 The Program's executing agency will be the *Departamento Intersindical de Estatísticas e Estudos Sócio-Econômicos* (DIEESE), a non-governmental organization created by the labor unions of Brazil in 1955. DIEESE provides technical assistance, information and training on labor issues and labor relations to unions, federations and confederations and their affiliates and leaders. Since 1994, DIEESE has been conducting the Training Program for Union Leaders under its *Programa de Capacitação de Dirigentes e Assessores Sindicais* (PCDA).

**B. Program execution**

- 4.2 For the execution of the Program, DIEESE will establish an executing unit, with an executive coordinator, a technical project officer expert on training methodologies, a promotion supervisor and an administrative-financial officer. The **executive coordinator** will be responsible for supervising the development of the methodology and for the overall supervision of all training activities, together with the other two project technical officers. The **methodology expert** will be responsible for overseeing the team that will develop the methodologies and training materials as well as organizing the workshops for the core specialists within DIEESE that will provide the training of trainers (multipliers) services. The **promotion supervisor** will be responsible for organizing all the national and international training workshops for the trainers (multipliers), developing the network of multipliers on a national basis, and providing information and technical assistance on access to the information system for negotiators. The **administrative-financial officer** will supervise and assist the executive coordinator on all activities relating to disbursements and the financial management of the Program.



- 4.3 The executing unit will be housed within DIEESE headquarters in São Paulo. DIEESE's 15 regional offices will be used to the extent possible to carry out the training of activities in the different states of the nation.
- 4.4 DIEESE will benefit from a short-term consultancy service to guide the institution on upgrading its administrative and management information systems to ensure that it can properly administer an increased number of beneficiaries and provision of services to the public. The Program would also finance a consultancy for updating and improving DIEESE's price policy for its products so as to provide the organization with a sustained source of additional resources. During the Program's execution phase, DIEESE and its staff will receive technical assistance in several areas to strengthen its capacity and ensure the success of the Program. The acquisition of all goods and services will be performed in accordance to Bank rules and norms.

### **C. Beneficiaries**

- 4.5 The Program would have two principal groups of direct beneficiaries(i) **trainers** (multipliers) who will receive training and will expand the reach of the Program to a greater and more diverse group of labor negotiators and leaders in Brazil and other Mercosur regions; and (ii) **negotiators and labor leaders**. The Program intends to train 155 multipliers (125 in Brazil and 30 from other Mercosur regions). During the operation's pilot phase, 640 negotiators and labor leaders will be trained in the new negotiation methodologies developed under the Program. Once the 155 multipliers are trained and certified, the Program will have the potential to train at a minimum 1,250 negotiators and labor leaders per year in Brazil and approximately 300 in other participating Mercosur regions.

### **D. Environmental and social impact**

- 4.6 The Bank's Committee on Environment and Social Impact (CESI) considered this operation in its TRG meeting of March 03, 2000 and recommended that the Program should include the following aspects: occupational health and safety regulations, non-discriminatory practices in the work place, and international labor issues related to core international standards that might affect international trade or investment eligibility.

### **E. Project readiness**

- 4.7 DIEESE's PCDA program will serve as a basis for the systematization and development of the new training materials for labor leaders. The terms of reference for the executive coordinator and the two project technical officer were reviewed by the Bank team. DIEESE has received letters of intent from the Ministry of Labor [*Ministério do Trabalho* (MTb)] and Ministry of Science and Technology [*Ministério da Ciência e Tecnologia* (MCT)], both of which will be channeling funds to the project to cover DIEESE's counterpart commitments with the Bank. The actual contracts finalizing these agreements are forthcoming and

by all estimates the negotiations will be concluded prior to DIEESE's signing the contract with the Bank.

## V. PROGRAM COSTS AND FINANCING

### A. Cost

- 5.1 The total cost of the Program is estimated to be US\$3.068 million, of which US\$1.534 million would be provided by the MIF and US\$1.534 million by DIEESE. The counterpart consists of at least a 50% cash contribution. The execution period for the project will be 42 months and the disbursement period will be 48 months. A revolving fund of 5% of MIF resources would be established once the conditions prior to first disbursement have been met.

**Table V-1: Program Cost**

Components	MIF	Counterpart In-kind	Counterpart In-cash	Total	%
Component I: Improvement of instruments and procedures for the training of union leaders in labor negotiations	494,710	0	422,600	917,310	29.9
Component II: Communication, dissemination and response to demand	369,710	208,225	165,250	743,185	24.2
<b>Sub-total</b>	<b>864,420</b>	<b>208,225</b>	<b>587,850</b>	<b>1,660,495</b>	
Evaluation	65,350	7,525	56,000	128,875	4.2
Executing Unit	338,850	61,600	143,700	544,150	17.8
Technical Assistance	81,700	169,200	0	250,900	8.2
Equipment	12,500	3,550	0	16,050	.5
Administration	29,200	296,350	0	325,550	10.6
Contingencies	141,980	0	0	141,980	4.6
<b>Sub-total</b>	<b>669,580</b>	<b>538,225</b>	<b>199,700</b>	<b>1,407,505</b>	
<b>TOTAL</b>	<b>1,534,000</b>	<b>746,450</b>	<b>787,550</b>	<b>3,068,000</b>	<b>100.0</b>

### B. Sustainability

- 5.2 This Program is intended to systematize and expand an already successful training experience currently being implemented by DIEESE. To this end, the Program's focus is on training and developing a cadre of certified trainers (multipliers) in a newly enhanced negotiation training methodology. This investment will have a multiplier effect as DIEESE's current capacity will be expanded almost tenfold. DIEESE already applies cost-recovery in its training activities and will continue to do so during Program execution and after its completion. Payments by unions and interested organizations to DIEESE for the training of multipliers will be part of the counterpart funds of the Program, and DIEESE will not require any future training to be subsidized. Furthermore, the Program will also finance consulting services for the definition of a price policy for DIEESE's products, which will complement resources from four other major sources of funding: (i) unions, federations and confederations; (ii) FAT resources from technical cooperation agreements with the Ministry of Labor; (iii) MCT resources; and (iv) contracts and technical cooperation agreements with other public and private sector

organizations, at state or municipal level. These resources fund programs designed to improve industrial competitiveness, such as the Program of Quality and Productivity and the Support Program for Industrial Technology, as well as other activities of interest both to organized labor and to the private sector.

## **VI. PROGRAM JUSTIFICATION AND RISKS**

### **A. Benefits**

- 6.1 By equipping Union leaders and negotiators with the necessary instruments to increase the chances of win-win situations in labor negotiations, the Program will contribute to a significant reduction in the hidden and overt costs of lengthy or failed negotiations, and thus bring an important contribution to a positive environment for private sector investments in the country.
- 6.2 The proposed Program's modular format contributes to the potential for broadening DIEESE's services, since it allows for the permanent and systematic updating of its content. Once the overall Program structure and methodology are defined, new modules may be prepared into kits and incorporated as needs to deal with new issues in labor negotiations or specific aspects of interest for participating organizations arise.
- 6.3 Because of DIEESE's ties with other Unions and agencies in the region, the Program would also lend itself to expansion to other Latin American countries. Once the kits are translated into Spanish, they will become fully operational, not only in the Mercosur countries which have already expressed an interest in the Program, but also in other Latin American countries.
- 6.4 Finally, this Program is consistent with the bank's strategy in the country and the sector, which includes the modernization of productive sectors among its four basic areas. Its positive contribution to improved labor relations and a more positive environment for private sector investment in the country has already been noted. To a certain extent, the proposed Program could complement the efforts of TC-96-07-08-9 (Programa de Fortalecimiento de la Negociación y Mediación de Disputas Laborales), approved in 1999. If successful, a reduction is expected in the number and intensity of deadlocking collective negotiations requiring the intervention of neutral, third party negotiators, who will be trained under the previously approved TC. However, unsuccessful negotiations or individual ones will still require mediation for which the alternative methods of conflict resolution developed under the previously approved TC will be very useful.

### **B. Risks**

- 6.5 The possibility exists that the Program would not be able to attract a sufficient number of interested and qualified candidates to receive the training to become a trainer (multiplier). This is particularly true in the more remote areas of the

country where the educational levels are very low. The Program has two features built into its design to mitigate this risk. First, the Program has allocated an important amount of resources towards the promotion of this project. In addition, DIEESE's notable reputation and credibility among the labor unions and labor confederations will permit widespread dissemination and promotion via the communication channels of the labor movement. An additional incentive would be the possibility that, once part of the network of multipliers and trainers, multipliers and negotiators would have permanent access to DIEESE's technical assistance. The training for the first group of 155 trainers, to be trained during the life of the project will be partly paid for with Program resources. It is anticipated that this first group will serve as an important demonstration effect for future cadres of trainers.

## VII. PROGRAM PERFORMANCE AND BENCHMARKS

### A. Monitoring

- 7.1 A permanent monitoring system will be established and will remain after the life of the project. This system will be used to perform periodic evaluations that will provide the necessary feedback for the systematization of the methodology and the validation of its results as well as the modification of its content during the course of project's execution. This monitoring will provide ongoing feedback on the experiences of the instructors, which will enrich the methodology and optimize the use of the training resources by trainers and negotiators.
- 7.2 The information compiled will be analyzed by the Executing Unit and submitted for the Bank's no-objection in the form of: (i) annual plans that will include among other things, quantified objectives and timetables for execution, the means of achieving these objectives, and a financing plan that establishes a schedule of payments for counterpart contributions; (ii) annual progress reports on Program execution that outline the extent to which the stated objectives have been met; and (iii) annual financial audits and management reports conducted by an independent auditing firm acceptable to the Bank.

### B. Evaluation

- 7.3 Resources provided under the Program will finance an initial **evaluation framework** and set of performance indicators and baseline data to be utilized through the life of the Program. Also based on the recommendations of DIEESE, the Bank will select and hire an independent consulting firm to prepare a mid-term evaluation and an ex-post evaluation. The **mid-term** evaluation will be conducted when either 50% of the MIF funds have been disbursed or at a time mutually agreed upon by the Bank and executing agency. The **expost evaluation** will be carried out six months after completion of the project's execution phase. The evaluations will analyze the extent to which objective were met, in

accordance with the logical framework (Annex VII-1) and other indicators to be developed during the initial consultancy.

### **VIII. EXCEPTION TO POLICIES AND PROCEDURES**

- 8.1 There are no exceptions to Bank policies and procedures foreseen in the execution of this operation.

### **IX. SPECIAL CONTRACTUAL CONDITIONS**

- 9.1 9.1 The Beneficiary will grant the Bank a license that is irrevocable, royalty free, of indefinite use and containing the right to sublicense, regarding all the materials protected by copyright owned by the Beneficiary and that are related to the instruments and procedures for the training of union leaders already in existence before the Program. The Bank will grant back a similar license to the Beneficiary with regards to the materials related to the instruments and procedures for the training of union leaders originated during the Program.
- 9.2 In addition to the Bank's general contractual conditions applicable to this operation, prior to first disbursement of funds the executing agency must present, to the satisfaction of the Bank, evidence that that: (i) the executing unit has been established, the executive coordinator designated, and the two technical experts hired; and (ii) the legal agreements with the Ministry of Labor and the MCT have been signed giving DIEESE the necessary funds to comply with its counterpart commitments to this project.

## LOGICAL FRAMEWORK

OBJECTIVES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
ase the efficiency of labor	<ul style="list-style-type: none"> <li>• 20% increase in the number of issues negotiated in 4 years</li> <li>• Emergence of at least two new types of negotiating forums<sup>1</sup> in 4 years</li> <li>• Average dispute settlement time reduced by 50% in 4 years.</li> </ul>	<ul style="list-style-type: none"> <li>• Conditions on guidelines and collective contract</li> <li>• Labor courts</li> <li>• Regional Labor Offices (DRTs)</li> <li>• SACC</li> <li>• Unions</li> </ul>	<ul style="list-style-type: none"> <li>• Changes in labor legislation strengthen negotiation</li> <li>• Strengthening and increasing presence of unions in the w</li> </ul>
<b>ompletion)</b> system for continuous negotiators at national and created (Mercosur)	<ul style="list-style-type: none"> <li>• Group of 40 qualified negotiating specialists for multiplier training, negotiation analysis, and advisory assistance in negotiation process at the local level.</li> <li>• A permanent network of 150 accredited multipliers upon completion of the program at the national and regional level (Mercosur)</li> </ul>	<ul style="list-style-type: none"> <li>• Accreditation system</li> <li>• Network of multipliers</li> <li>• Network of negotiators</li> <li>• Semiannual progress reports</li> <li>• Mid-term and final evaluation reports</li> </ul>	<ul style="list-style-type: none"> <li>• Union resources contribute for training</li> <li>• Union coordination with M</li> <li>• Network of multipliers and in place</li> <li>• Accreditation and certification place</li> </ul>
nancement for union leadership negotiating processes	<ul style="list-style-type: none"> <li>• 16 national kits prepared and validated – 5 in year one, 5 in year two, and 6 in year 3 of the program</li> <li>• 6 kits for Mercosur prepared and validated in year three of the program</li> </ul>	<ul style="list-style-type: none"> <li>• Semiannual progress reports to the IDB and evaluations</li> </ul>	<ul style="list-style-type: none"> <li>• PMU set up</li> <li>• Counterpart agreements in</li> <li>• Union Federations and asso including those in Mercosur with training proposal</li> </ul>

g forums — types of negotiation determined on the basis of their nature: purpose, frequency, participants and their constituency, dates and duration, etc. If the negotiation, new participants in the process, intermediary negotiations not in the data base, then new negotiating forums are considered to be newly created.

OBJECTIVES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
	<ul style="list-style-type: none"> <li>• 40 negotiating specialists trained for decentralized activities</li> <li>• 155 multipliers accredited upon completion of the program</li> </ul>		
<p>and dissemination of and meeting demand related</p> <p>Technical Workshop</p> <p>Development of national training</p> <p>Seminars</p> <p>Production of kits</p> <p>Workshop to prepare Negotiation Specialists Group (GENE)</p>	<ul style="list-style-type: none"> <li>• Network of multipliers and negotiators in place</li> <li>• Negotiation information system in place</li> <li>• Issue 0 of DIEESE magazine distributed</li> <li>• 1 2-day Technical Workshop with 30 participants held</li> <li>• 16 national kits prepared and validated at the end of year three of the program (5 in year one, 5 in year two, and 6 in year 3)</li> <li>• 6 kits in Spanish for Mercosur prepared and validated in year 3 of the program</li> <li>• 32 3-day pilot seminars with 640 participants for validation of kits held during the first 3 years of the program (10 in year one, 10 in year two, and 12 in year 3)</li> <li>• Production of 180 copies of each national kit and 50 copies of the Mercosur kit for total of 3,180 copies three and one half years into the program (900 in year one, 900 in year two, 1,080 in year three, and 300 in Spanish in year four)</li> <li>• Four 6-day Workshops for 40 participants, one per year</li> </ul>	<ul style="list-style-type: none"> <li>• Semi-annual reports, records, and evaluations</li> <li>• Semi-annual reports, records, and evaluations</li> <li>• Semi-annual reports, records, and evaluations</li> <li>• Semi-annual reports, records, and evaluations</li> <li>• Semi-annual reports, records, and evaluations</li> </ul>	<ul style="list-style-type: none"> <li>• Technical team with negotiation experience</li> <li>• Annual production of kits</li> <li>• Technical workshop held</li> <li>• GENE workshop held</li> <li>• Visual communications prepared and developed</li> <li>• Testing held through pilot</li> <li>• Preliminary version of kits and workbook prepared, if</li> <li>• Kits developed and tested</li> </ul>

OBJECTIVES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p>International Multiplier Training Workshop</p>	<ul style="list-style-type: none"> <li>125 multipliers trained at 5 12-day workshops with 25 participants each</li> </ul>	<ul style="list-style-type: none"> <li>Semi-annual reports, records, and evaluations</li> </ul>	<ul style="list-style-type: none"> <li>Intermediate workshops held</li> <li>Technical team with experience in negotiation/training trained</li> </ul>
<p>National Multiplier Training Workshop for Mercosur</p>	<ul style="list-style-type: none"> <li>1 8-day workshop for 30 participants</li> </ul>	<ul style="list-style-type: none"> <li>Semi-annual reports, records, and evaluations</li> </ul>	<ul style="list-style-type: none"> <li>5 –6 kits produced per year</li> <li>Specialists group trained</li> <li>Multiplier network in place</li> <li>Accreditation plan prepared</li> </ul>
<p>Refresher Training Workshop for Multipliers</p>	<ul style="list-style-type: none"> <li>2 three-day refresher workshops for 100 participants (25 in the first and 75 in the second)</li> </ul>	<ul style="list-style-type: none"> <li>Semi-annual reports, records, and evaluations</li> </ul>	<ul style="list-style-type: none"> <li>Kits prepared and translated</li> <li>National network of multipliers</li> <li>Accreditation plan functioning</li> </ul>
<p>Development and establishment of a negotiator network</p>	<ul style="list-style-type: none"> <li>At least 500 negotiators using network regularly and systematically for consultation and input of information</li> </ul>	<ul style="list-style-type: none"> <li>Semi-annual reports, records, and evaluations</li> </ul>	<ul style="list-style-type: none"> <li>National Multipliers Training Workshops held</li> </ul>
<p>Development and establishment of multiplier network</p>	<ul style="list-style-type: none"> <li>At least 120 multipliers using network regularly and systematically for consultation and input of information upon completion</li> </ul>	<ul style="list-style-type: none"> <li>Semi-annual reports, records, and evaluations</li> </ul>	<ul style="list-style-type: none"> <li>Multiplier network established</li> <li>Negotiator network established</li> <li>Certification plan functioning</li> </ul>
<p>Accreditation and certification system</p>	<ul style="list-style-type: none"> <li>System developed and in place</li> <li>25 multipliers accredited in year 2, 50 in year 3, and 50 in year 4</li> </ul>	<ul style="list-style-type: none"> <li>Semi-annual reports, records, and evaluations</li> </ul>	<ul style="list-style-type: none"> <li>Multiplier network established</li> <li>Negotiator network established</li> <li>Certification plan functioning</li> </ul>
<p>Computerized SE information system</p>	<ul style="list-style-type: none"> <li>Technical information computerized and accessible to users</li> </ul>	<ul style="list-style-type: none"> <li>Semi-annual reports, records, and evaluations</li> </ul>	<ul style="list-style-type: none"> <li>Multiplier and negotiator network established</li> <li>Methodology for analysis of negotiations developed</li> </ul>
<p>Methodology for analysis of collective bargaining</p>	<ul style="list-style-type: none"> <li>Methodology for standardization of information on collective bargaining analysis agreements established and functioning in 12 months</li> </ul>	<ul style="list-style-type: none"> <li>Semi-annual reports, records, and evaluations</li> </ul>	<ul style="list-style-type: none"> <li>Availability of information</li> <li>Team trained</li> </ul>



OBJECTIVES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p>Technical cooperation</p> <p>DIEESE magazine</p> <p>Product pricing policy</p> <p>Product promotion activities</p>	<ul style="list-style-type: none"> <li>• Technical proposal for year one of program presented 6 months into the program</li> <li>• Timetable for years two and three established at the beginning of each year</li> <li>• First issue ready by the end of year one</li> <li>• Consultants hired to design and implement a marketing strategy and pricing policy for DIEESE products in 12 months</li> <li>• 30 promotion activities held for DIEESE products over the 42-month duration of program (3 in year one, 8 in year two, 12 in year three, and 7 in year four)</li> </ul>	<ul style="list-style-type: none"> <li>• Semi-annual reports, records, and evaluations</li> <li>• Semi-annual reports, records, and evaluations</li> <li>• Semi-annual reports, records, and evaluations</li> <li>• Semi-annual reports, records, and evaluations</li> </ul>	<ul style="list-style-type: none"> <li>• Technical cooperation with Science and Technology</li> <li>• Communications project established</li> <li>• Marketing strategy established</li> <li>• Magazine edited</li> <li>• Kits produced</li> <li>• Multiplier and negotiator established</li> <li>• Information system made</li> </ul>
<p><b>IMPLEMENTATION UNIT</b></p> <p>Operation and handling of project-technical and administrative</p> <p>Development of an administrative –financial management model</p> <p>Consultants hired to devise a methodology and establish indicators for monitoring and evaluation</p>	<ul style="list-style-type: none"> <li>• 1 coordinator designated and 3 technical experts hired one month after signature of letter-agreement</li> <li>• Installation of physical area</li> <li>• Installation of equipment and furniture</li> <li>• Consultants hired to devise a management plan and mechanisms in 12 months</li> <li>• Administrative and financial management system in place by end of year three</li> <li>• Consultants hired in month two to devise an administrative and financial management model</li> <li>• Management system in place by the end of year 3</li> </ul>	<ul style="list-style-type: none"> <li>• Semi-annual reports, records, and evaluations</li> <li>• Semi-annual reports, records, and evaluations</li> <li>• Semi-annual reports, records, and evaluations</li> </ul>	

OBJECTIVES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p>evaluation</p> <p>use of resources (lending) for in accordance with the Bank's standards</p> <p>uation</p>	<ul style="list-style-type: none"> <li>• Consultants selected by DIEESE and approved by the Bank</li> <li>• Midterm evaluation workshop held</li> <li>• Annual audits conducted</li> <li>• Auditor selected and approved by the Bank</li> <li>• Establishment of methodology and indicators in month 7 of the first year of program</li> <li>• Evaluation workshop held 6 months after completion of program</li> </ul>		

PROPOSED RESOLUTION

BRASIL. NONREIMBURSABLE TECHNICAL COOPERATION FOR A TRADE UNIONS  
LEADERSHIP TRAINING PROGRAM

The Donors Committee of the Multilateral Investment Fund

RESOLVES:

1. That the President of the Inter-American Development Bank, or such representative as he shall designate, is authorized, on behalf of the Multilateral Investment Fund, to enter into such agreements as may be necessary with the "Departamento Intersindical de Estatísticas e Estudos Sócio-Econômicos (DIEESE)" and to adopt such other measures as may be pertinent for the execution of the plan of operations incorporated in the donors memorandum referred to in Document MIF/AT-\_\_\_\_\_ with respect to a technical cooperation for a Trade Unions Leadership Training Program.
2. That up to the amount of US\$1,534,000 is authorized for the purpose of this resolution, chargeable to the Human Resources Facility of the Multilateral Investment Fund.
3. That the above mentioned sum is to be provided on a nonreimbursable basis.