

# The Living Wage Eastern Africa project

2013 –2016

## **MID-TERM EVALUATION FINAL REPORT**

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## ACRONYMS

<i>AIAS</i>	<i>Amsterdam Institute for Advanced Labour Studies</i>
<i>ATE</i>	<i>Association of Tanzania Employers</i>
<i>CBA</i>	<i>Collective Bargaining Agreement</i>
<i>CBO</i>	<i>Community Based Organisation</i>
<i>CETU</i>	<i>Confederation of Ethiopian Trade Unions</i>
<i>CMA</i>	<i>Council for Mediation and Arbitration (in Tanzania)</i>
<i>COTU</i>	<i>Central Organisation of Trade Unions ( in Kenya)</i>
<i>CTA</i>	<i>Confederação das Associações Económicas de Mocambique</i>
<i>EEF</i>	<i>Ethiopian Employers Federation</i>
<i>FBO</i>	<i>Faith Based Organisation</i>
<i>FKE</i>	<i>Federation of Kenya Employers</i>
<i>FUE</i>	<i>Federation of Uganda employers</i>
<i>ILO</i>	<i>International Labour Organisation</i>
<i>LESCO</i>	<i>Labour, Economic and Social Council (in Tanzania)</i>
<i>LWEA</i>	<i>Living Wage Eastern Africa</i>
<i>MW</i>	<i>Minimum Wage</i>
<i>NOTU</i>	<i>National Organisation of trade unions in Uganda</i>
<i>NGO</i>	<i>Non-governmental organisation</i>
<i>OTM</i>	<i>Organização dos Trabalhadores de Moçambique</i>
<i>RNE</i>	<i>Royal Netherlands' Embassy</i>
<i>SEO</i>	<i>Search Engine Optimization</i>
<i>TUCTA</i>	<i>Trade Union Congress of Tanzania</i>

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## 1. INTRODUCTION

### 1.1 Background

The WageIndicator Foundation was launched in 2001 to contribute to a more transparent labour market for workers and employers. The WageIndicator Foundation collects, compares and shares labour market information through (online & offline) surveys and desk research. It combines online and offline operations and serves as an online library for wage information, labour law and career advice. The WageIndicator Foundation is assisted by world-renowned universities, trade unions and employers' organisations and currently operates in over 89 countries. Internationally there are some 100 specialists connected with WageIndicator.

#### What is the project about?

The starting point of the Living Wage<sup>1</sup> Eastern Africa project (LWEA) was the preceding project 'Decent Work Checks Southern Africa', implemented in South-Africa, Zambia and Mozambique in the period 2009-2011. The LWEA is a follow-up project financed by the Dutch Ministry of Foreign Affairs and runs from 2013-2016. Enhancing food security in developing countries was one of the overarching policy aims of Dutch development cooperation in 2013. This position links up with United Nations policies. Their joint concern is prompted by the fear that the food crisis will be worsening over the coming decades. This combination of national and international priorities led the WageIndicator Foundation to design the LWEA project.

WageIndicator believes that through the Living Wage project it can contribute to a better understanding of the income dimension in the food chain and by doing so improve food security in the Eastern African region as a whole. The project addresses the income dimension in 9 countries of East Africa: Mozambique, Tanzania, Kenya, Uganda, Rwanda, Burundi, South Sudan, Ethiopia, and Egypt and aims to realise three objectives:

- Objective 1: Provide individual workers/ employers and social partners with labour market information regarding their rights and obligations to enable well-informed decision-making;
- Objective 2: Contribute to a better understanding of the Institutional framework, and amendments required regarding minimum wage(s) and Decent Work agenda in the food supply chain;
- Objective 3: Contribute to a better enforcement and compliance of labour laws regarding the minimum wage and Decent Work agenda in the food supply chain.

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<sup>1</sup> Separate from the LWEA project WageIndicator introduced in 2013 concept of a globally comparable living wage that informs on how costly it is to lead a decent life in different parts of the world. WageIndicator statisticians calculate living wages based on data collected through offline surveys and web surveys via the national WageIndicator websites

<http://www.wageindicator.org/main/salary/living-wage/faq-living-wage>

### Food supply chain

The food supply chain refers to the entire spectrum from production to consumption, including food production (staple crops, cattle-rearing, poultry, horticulture, floristry, fisheries), food processing and packaging, transport and storage, marketing, trade and distribution for the domestic as well as for the export markets, and commercial food services (catering, hotels). The great majorities of the populations in the focus countries work in agriculture and related sectors such as fisheries and aquaculture production, transport and storage, marketing, trade and distribution, and commercial food services (catering, hotels). Living Wage addresses food security from the angle of Decent Work and Decent Wages and departs from the understanding that Decent Work in the food supply chain relates to wages, working hours, working conditions, and health & safety. Ensuring Decent Work requires a national and institutional framework of labour law, minimum wage setting, collective bargaining and individual labour agreements, which should not just be in place, but also be respected, protected and enforced<sup>2</sup>.

### Project specifics

Compared to the earlier Decent Work Checks project, the LWEA project offers as extras an additional focus on collective agreements and on compliance. The establishment of a Collective Bargaining Agreement (CBA) database is a major element of the LWEA project, because better CBAs lead to increased income. Furthermore, the project provides for fact-finding, solution oriented mini-social dialogues and compliance sessions.

## 1.2 Primary purposes of the evaluation

The overall objective of the midterm evaluation is to assess the relevance and effectiveness of the activities, tools and strategies applied by WageIndicator in order to realize the development and specific objectives of the LWEA project at the end of the project period. The conclusions and recommendations will be used by WageIndicator for steering the implementation of this project and other projects, to become more effective and increase the prospects of sustainability.

## 1.3 Approach

The evaluation has been carried out in March and April 2016. The evaluation focused on the project and not on the WageIndicator Foundation as such. One of the key methodological issues has been how far the project objectives have been achieved in terms of benefits for the target group and more specific in terms of change through information on minimum wages, collective agreements, debates, the mobile judge and compliance sessions. Participatory approaches have been applied through key informant interviews, focus group discussions, storytelling, a partnership dynamic survey and user oriented questioning. In this way partners and stakeholders have been invited to reflect on and to share their experiences with the implementation of the LWEA project. Clusters of inquiry have been used as a tool for question classification in order to assess what has been learned in a structured way from three vital perspectives: **the quality of project design, the benefits for the target group and partnership dynamics.**

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<sup>2</sup> BuZa-LWEA Proposal



### 1.4. Data Collection

The evaluation aimed at answering the evaluation questions as presented in the ToR, based on an analysis of 4 key resources:

1. **Internal documents.** The desk study, related to the three clusters of inquiry, focussed on all countries.
2. **A survey on partnership dynamics.** The names of the people who received a questionnaire have been provided by WageIndicator. The Coalition Factory sent out a reminder to encourage the response.

Total Invitations: 72 (2 bounced) - Reminder message: 52

Responses: 29 of which 24 complete (82.8%) and 5 partial (17.2%)

Response Rate: 41,4%

Response categories	Number
WageIndicator Amsterdam	2
WageIndicator Specialists worldwide (database, survey, SEO, web managers etc.)	12
Trade Unions	5
Employers organisations	6
Universities	3
ILO	1
Total	29

**Table 1:** Response categories partnership dynamics survey

### 3. Country visits

In order to focus on elements that are specific for the implementation of the LWEA project, such as the CBA database and the Mobile Judge television show in Mozambique and to avoid overlap with the Enabling Social Dialogue Project<sup>3</sup>, WageIndicator proposed to visit the following countries:

1. Ethiopia (new country for WageIndicator, presence in CBA database);
2. Kenya (highest number of web visitors in Africa, except South Africa, large presence in CBA database, active trade union as well as employers' association);
3. Mozambique (successful Mobile Judge show, many web visitors, presence in the CBA database);
4. Tanzania (the CBA database is maintained by the University of Dar es Salaam).

This appeared to be a good mixture of countries with existing and newly created websites, with different activities and differences in number of web visitors.

#### Organisation of the country visits

Following up on the introduction letter of WageIndicator, the organisation of the country visits took place as follows:

**Ethiopia:** The country visit in Ethiopia took place from 5-9 April. The evaluation was hosted by the Confederation of Ethiopian Trade Unions (CETU), being the project's main counterpart in the country since October 2014. After a couple of pre-visit contacts and information exchanges by mail and telephone, an inception meeting was held upon arrival with senior CETU officials to

<sup>3</sup> 2011–2017

plan and fine-tune the meeting schedule, which included employees, the Ethiopian Employers Federation, the ZAMI radio station, two website users and the Ministry of Labour and Social Affairs. At closure of the evaluation visit, a wrap-up meeting with the project's coordinator was organized during which comments were received on the preliminary country evaluation findings.

**Kenya:** The country visit in Kenya, which has been carried out from 11 -14 April, started with a meeting with the project management team (Annex 1) to prepare the field work and focus group meetings with employers, employees, and officers from the Federation of Kenya Employers (FKE) and the Central Organisation of Trade Unions (COTU). In order to understand the project dynamics in Kenya, space was made available to meet with the past project coordinator at COTU. The visit included written exchange with a representative of the media as well as a meeting with the assistant labour commissioner at the Ministry of Labour to hear the experiences and appreciation from the third party in the tripartite structure.



**Mozambique:** In Mozambique the visit has been organised between 9-14 April and was hosted by the acting Project Coordinator. The visit included meetings with representatives of the Confederation of Trade Unions (OTM), the Employers Association (CTA), representatives of employers, the First Secretary for Economic Affairs, Food Security and PSD at the RNE, the ILO project office in Mozambique and media professionals and a former mobile judge. At the closure of the evaluation visit, a wrap-up meeting with the acting Project Coordinator was organized in which comments were received on the presentation of the preliminary evaluation findings.

**Tanzania:** The country visit in Tanzania took place from 16 – 22 April and started off with a meeting with the project team (Annex 1) to plan the visit and to get feedback on matters related to the coordination of the project. Feedback has been collected from employers, employees and media regarding the benefits of the project and suggestions for improvements. A meeting with a member of the WageIndicator CBA database team shed light on challenges and the way forward of the CBA database. A wrap up meeting has been organised with the project team.



Data collection and interpretation has been influenced by the fact that:

1. Planned results, interventions and reports of the LWEA project partly overlap with those of other past and ongoing projects. Although this is not unusual, it influenced somehow the extent to which results can be attributed to a particular intervention of the LWEA project;
2. The composition of people involved in the formulation and implementation of the project changed over time. In Kenya the COTU project manager was fired a few days before the evaluator came. The project manager in Mozambique has been replaced in November 2015. This has had implications for the level on which country specific information was available and collected information from the country visits could be compared. The implementing organisation in Ethiopia, CETU, has been working on the project as of October 2014. The project period going back to January 2013 could not be covered in the interviews during the country visit.
3. Visual story telling was planned for two countries. The choice was made for Ethiopia and Mozambique. In Ethiopia, it was decided to put the trade union at the centre of attention. In Mozambique a wider view on beneficiaries in terms of users of the project's website has been taken.

## 1.5 Report

The results of the questionnaires and country visits are evidence of a range of observations, which can be traced back to the own reality, role and position of the actors involved. Although the report does not include all details of what has been written in the questionnaires or has been said during the country visits, the report tries to do give meaning to the diversity of observations, the combination of influences, opinions and the underlying dynamics that have influenced the results of the project so far.

### Report structure

After the summery and introduction, the report reviews in chapter 2 the quality of project design. Chapter 3 draws attention to the interventions in terms of the level of implementation, unforeseen changes, problems encountered and how intermediaries valued the quality of interventions. Chapter 4 addresses benefits for the target groups related to the planned results. Partnership dynamics are featured in chapter 5. Chapter 6 summarises country related lessons learned and overall recommendations. The names of interviewees during the country visits and the partnership dynamics survey are provided as annexes at the end of the report.

### Acknowledgement

The Coalition Factory wishes to thank WageIndicator most sincerely for the supportive way in which it has facilitated the evaluation and the hosts persons in Ethiopia, Kenya, Mozambique and Tanzania for their contributions in any form made during the country visits.

## 2. PROJECT DESIGN

### 2.1 Quality of the project plan

#### Clarity, completeness and quality of the project plan

The proposal confirms that all project phases have been properly designed in order for the project to successfully realise its objectives. The project proposal describes the industrial relations and wage setting in the 9 countries and the ratification of ILO Conventions. The work plan 2013-2016 is related to the different result areas and highlights the time table of online and offline activities in the different countries (web site start-up and maintenance, minimum wages, labour law and collective bargaining agreements, surveys and checks, fact-finding debates, campaign and compliance interventions).

#### Consistency between project objectives and proposed activities

The project includes a clear description of the obstacles to address: a widespread lack of awareness about minimum wages, labour rights and collective agreements, lack of labour law enforcement and non-compliance with regulations and inadequate protection of Decent Work in the food supply chain in national labour laws and in collective agreements. Proposed activities are well-suited to address problems and needs identified before the project started and to achieve set project objectives. The project proposal illustrated that information dissemination of minimum wages and collective agreements is relevant, and a feasible undertaking for the LWEA project. The project proposal has been written prior to the discussions about the food supply chain. WageIndicator's line of thought relates to the broader and broadly accepted concept of food security meaning that not only increased agricultural production leads to improved food security, but also increased income can lead to better food security. Following this line of thought, the beneficiaries in Tanzania for example were included in the activities regardless of their occupations, even though many were food related. A new project targeting actors in the food supply chain might require a more explicit focus in the project proposal document on offline activities for specific food supply chain related occupational groups.

#### Existing and relevance of quality control measures

##### At the level of WageIndicator

WageIndicator ensures that project implementation is completed on time and to budget through several instruments which allow project partners to take necessary and timely corrective measures. As agreed in the contract, all contracted parties with a reporting requirement have to submit twice a year financial and combined narrative reports about all projects that they implement together with WageIndicator. While the mid-term report (January-June) focuses on progress of activities and outputs, the annual report (January-December) is also meant to describe progress on outcomes. If the reports or other sources of information show significant differences between the planned and achieved results, this must be explained by the partner. The reporting format touches upon a variety of reporting areas



that are meaningful to get a picture of the implementation. Country specific annual plans provide detailed information amongst other about activities, participants, expected output, location, focus (like hotel industries in Rwanda), planning and implementing partners. They include work plan and budget instructions.

**Baseline:** The project proposal included a base line survey focussed on the international level of ILO Conventions, national level labour laws and company level (collective agreements) to be used as a monitoring tool for reference across countries and trend watching, including web statistics of WageIndicator websites, CBA changes and coverages and media partners.

**Annual Narrative reports.** WageIndicator compiles narrative reports on an annual basis. These reports are informative. Reporting categories are in general the same. The annual reports do not include a chapter dedicated to reporting on WageIndicator's own project management and coordination role.

**Outcome monitoring project:** Online activities are already being closely monitored through online systems (for example: the number of website visitors, survey respondents, number of people which complete complaint forms or submit questions through the legal helpdesk). WageIndicator actually carries out an outcome monitoring project in order to have an insight of the impact of transparent labour market information on the users of this information and to identify effective and efficient monitoring tools to be used by the national project partners to monitor the impact of the WageIndicator sites and activities on the ground. This project takes place from October 2015 until June 2016 in five African countries.

**Evaluation:** The LWEA proposal didn't foresee appropriate evaluation activities at critical stages. The mid-term evaluation should have been foreseen at the end of 2014. However, in 2014, a Mid-Term Evaluation of the Enabling Social Dialogue Project of WageIndicator has been carried out, which included four of the nine countries involved in the LWEA project: Kenya, Rwanda, Tanzania and Uganda and touched upon several issues that are also applicable for the LWEA project<sup>4</sup>. It is understandable that WageIndicator did not chose for two evaluations at the same time. Furthermore, delay, caused by the time it took to get the ToR approved and the evaluation started, created little space to improve future performance of this specific project. However, it has certainly been possible to explore specific impacts and it supports learning about 'what worked' within the project's lifespan. In this way the LWEA evaluation informs future projects and investments.

#### At the level of national partners

The national partners use monitoring in order to improve implementation of the project as follows:

**Ethiopia:** In the regional offices of CETU the implementation of awareness raising events and fact-finding debates have been monitored on a regular basis. The radio broadcasts took place in a limited period of time and were also closely watched and monitored.

<sup>4</sup> Source: Enabling Social Dialogue Project of WageIndicator, A report of a Mid-Term Evaluation by David Sogge and Gisela Dütting, 29 December 2014.

**Kenya:** CBAs are not simply filed after they are negotiated between employers and employees. Before they are filed with the courts in Kenya, the Ministry of Labour (the Commissioner for Labour) goes through the CBAs to ensure that they do not contravene the law or go against accepted norms in the country. This is what is termed as “quality control” of the CBAs. Furthermore, Internal joint reviews between FKE (employers) and COTU (employees) have been instrumental in striking common ground. The government is also invited to these review sessions. In some cases, the person handling input of data into the database was alone. This might have led to errors passing into the database. Direct transfer of data from the facility of the union to the facility of WageIndicator was not possible. The partners reported the software used by WI did not accept the usual formats used by unions. Direct uploading has not been possible and may have caused errors.

**Mozambique:** The cases presented to the mobile judge were reviewed and screened by the project coordinator prior to inclusion in the show. An external lawyer was consulted to give advice on cases and information was cross-checked with the parties involved.

**Tanzania:** The project coordinator has sent quarterly reports to the Secretary General of TUCTA (employees) and the Executive Director ATE (employers). The value of this mechanism is doubted by the project manager as no feedback on the reports was given by them.

#### **Quality of cooperation and coordination**

The requirements set for a partnership within the framework of a multi actor project are much more stringent than for a one-on-one relationship. Partners should be able to view themselves in relation to others and the project’s objective. Their contributions, interests, and ideas will only gain meaning in relation to the contributions, interests, and ideas of others. The organisational culture and values are highlighted in the project proposal. Since the project is characterised by multi-actor collaboration, the cooperation arrangements and coordination mechanism should also have been described in the project proposal document.

#### **Extent to which the project allocated/ allocates appropriate resources to each activity.**

##### **The costs and benefits of the websites versus offline activities**

The social benefits of the online and off line activities implemented by the project from 2013-2015 cannot be expressed in a common denominator which would provide a comparison over the nine project countries or which would highlight the value of one activity, a tactic or an intervention compared with another. While social media reach, media coverage, signs of progress towards policy are tangible, attitude and value shifts and behavioural change are more problematic to measure. Furthermore, each country represents a unique context of operation in terms of internet coverage and access, the period that a website has been on air and thereby has been able to accumulate benefits, literacy rates etc. The nature and volume of fact-finding debates, awareness raising campaigns, compliance sessions and media programmes have also varied substantially among the countries. For example, in Ethiopia the website was new which resulted in a different set of offline activities compared to other countries – generating benefits at another level compared to a country with an existing website. The benefits of the offline mobile judge TV show in Mozambique cannot be compared to other countries within the project on the basis of financial costs.

### Allocated budget

Several partners reported that the allocated budget was not sufficient, that coordination meetings require a small budget and that more financial support would have led to better results. Although there are no signs that the resources in general have not been allocated in an appropriate way, the budgets for media, meetings and project coordination have not been realistic and didn't support good project implementation. In Kenya budget levels were held constant over the years since 2011. Wages and project expenses went up. Some activities had to be scaled down and the time and effort of the coordinators was held constant at the cost of the partners. It has been mentioned that the budgeting part did not consider opinions or proposals from partners. Some reluctance was thus apparent from the partners in implementing some activities. In lots of cases other workers from the coordinator's office got involved into coordination without due consideration as to paying for their time. These include legal counsels who often support the coordinators in handling online queries and even accompany coordinators to some meetings, support staff who participate in facilitating meetings, etc. The rates, used to pay for the involvement of project coordinators, has remained the same since 2011. This, in addition to the above factors, have led to some dissatisfaction among chief executives as the project appears to eat into other budgets more than proportionately. Some radio and TV series were approached, but these were reportedly dropped on account of costs. In Tanzania the budget allocated for media coverage has been considered inadequate. However, it must be understood that WageIndicator didn't allocate a budget for extensive media coverage on purpose, assuming that building up in the beginning would require less funding in the years after.

In this respect, it should be noted that the investments in free online data and information for each country is a major contribution by WageIndicator to the availability and improvement of salary, labour law and career information in each country. The occasional shortage of funds for offline activities as sometimes experienced by partners, should be seen in relationship to all funds and support made available by WageIndicator through LWEA and other projects.



### 3. INTERVENTIONS

#### 3.1 Quality and feasibility

##### **Solid arguments**

The proposed interventions have been built on solid arguments. The great majorities of the population in the targeted countries are dependent for their livelihoods on the food supply chain. Most work is in the primary agricultural sector. In general, agriculture in the region is known for its poor, erratic earnings and tough working conditions. Factual information on minimum wages, labour law, and on collective agreements was at the moment of project design largely lacking and not readily available in most African countries. According to WageIndicator a more detailed and profound understanding of the income dimension throughout the food chain (wages, working conditions, and institutional arrangements) was urgently needed in the Eastern African region in order to design strategies for the way up. WageIndicator assumed that poor knowledge of the law and lack of compliance with the law are directly related<sup>5</sup>. Therefore, publishing information and promoting knowledge about national labour law provisions with the aim to improve the implementation of the law into the real lives of workers was required.

##### **Appropriate to broader project aims**

The proposed methodology is appropriate with a view to producing expected results. The interventions relate to the core business and unique capacity of WageIndicator: it specializes in enhancing labour market transparency by collecting and making accessible information on minimum wages, collective agreements, current wages, labour law, debates, and compliance sessions. The fact that all of its data are internally compatible and internationally comparable, puts WageIndicator in the position to work in all countries and sectors simultaneously towards similar goals. The WageIndicator approach of combining online and offline operations is also applied in the LWEA project.

WageIndicator has been realistic about contextual influences and the specific challenges they entail. By offering a variety of interventions, WageIndicator goes beyond a 'one size fits all' approach. In Kenya it has been underlined how important it is to customise or contextualise the selection of interventions to concrete operating environments. In Kenya the employers in general were more interested in dialogue with the government and compliance than employees. Employers already knew the law and knew what needed to be changed while employees were still struggling to understand the law.

The interventions brought added value and had direct impact on the achievement of project results. There seemed to be a constraint on budget allocations. The number of participants and volume (days and facilitators) were determined by funds especially in Tanzania. In Kenya the

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<sup>5</sup> WageIndicator Country profiles



volumes were higher in rural (suburban) areas as participants had more time than in the city centre. So, volume by way of number of days, the type of facilitators, number of participants depended largely on availability of funds and location of the activity. In Kenya the geographical dispersion of activities was good. In Tanzania most activities happened in Dar es Salaam, except the one in Morogoro (sugar plantation).

#### **Based on existing knowledge and practice**

The project proposal has taken existing knowledge and practice into account. The dual approach of providing information about basic rights and wages first, then debate on how to reach better standards and finally focus on compliance already proved its relevance in the preceding project Decent Work Checks Southern Africa (2009-2011). This combined online and offline approach was piloted and met with astounding success in this region, for use in other countries also. Besides, WageIndicator has achieved promising results in working jointly with employers and workers organisations in earlier projects, in both Africa and on other continents. The Enabling Social Dialogue project (2011–2017) was the first project where both trade unions and employers associations were involved. The experience with the cooperation between the trade union confederation and the employers association in each of the countries was very fruitful. It was therefore decided to involve, where possible, also the employers associations in the LWEA project and to identify the existence of both employers and trade unions as a condition for the country selection of the project.

### **3.2 The level of implementation**

As has been announced in the project proposal not all objectives could be realised in all countries in the same manner or degree. The outcomes depended on country practicalities in terms of what was possible, what was already available or funded otherwise and language barriers. While in Egypt and South Sudan only online activities are implemented, i.e. the establishment and expansion of wages and labour law information on the websites, the other countries were involved in online and off line (debates, radio and TV-shows, such as the mobile judge in Mozambique). Although it was hoped for that the situation in South Sudan might change in the course of the project it didn't allow the implementation of active offline activities. There has been regular contact between WageIndicator and the trade union and researchers in South Sudan, and the website and all databases continue to be active and updated. In Burundi the political crisis and security situation influenced the implementation up to a certain level because people worried about their safety. However, the website and databases are doing very well and the team is doing much more than expected given the circumstances.

The focus of the off line activities in **Ethiopia** has been from 2013 onwards on awareness raising activities and debates. In **Kenya** the project was carried out largely as planned. The partners performed their part in implementing the project. In most cases the planned targets were significantly achieved. Activities were carried without targeting the food supply chain in a specific way. In **Mozambique** the Mobile Judge show was funded until December 2014. It managed to continue the programme in 2015. However, initial attempts to have the

programme integrated further in Miramar failed and the programme stopped in 2016.<sup>6</sup> In **Tanzania** the project was not completely carried out as planned, because it took long for implementers to internalise what was expected of them. For instance, it took a while to get to understand what “food supply chain” meant within the framework of the project. The problem at hand, poor wages and working conditions, were applicable to all activities in the country. It was thus difficult to tell when an intervention was meant for specific target groups in the food supply chain or not. Although the project was implemented without specifically targeting the food supply chain, the food supply sector was involved at the end of the day.

COUNTRIES	PLANNED NTERVENTIONS 2013-2016					
	Online (the establishment and expansion of wages and labour law information on the websites)	Media Campaigns	Create, distribute, collect and analyse compliance forms	National fact-finding debates	Compliance/mediation sessions	Mobile Judge Television Show
Burundi	x	x	-	x	-	
Egypt	x	-	-	-	-	
Ethiopia	x	x	-	x	-	
Kenya:	x	-	x	x	x	
Mozambique	x	-	-	-	-	x
Rwanda	x	x	x	x	x	
South Sudan:	x	-	-	-	-	
Tanzania:	x	-	x	x	x	
Uganda	x	-	-	x		

Table 2: Planned Interventions LWEA project

*Objective 1: Provide individual workers/employers and social partners with labour market information regarding their rights and obligations to enable well-informed decision-making.*

### *1.1 Develop WageIndicator websites, including general (career) content, Search Engine Optimization (SEO) marketing techniques and media cooperation*

In 2013 the new websites for Burundi, Ethiopia and South Sudan were built and filled which provided access to relevant and systematic information about Minimum wages and actual wages on the basis of a minimum of 1500 face surveys per country and labour laws. In the other countries the websites were maintained and updated. Although it takes time before a website attracts large number of visitors<sup>7</sup>, as expected, the number of website visitors increased since the LWEA project started (Table 2). All sites received permanent SEO. Focus on smart SEO seemed to be more efficient in terms of outreach, impact and effect than dealing with a media partner. The exception is Mozambique where the cooperation with media (Miramar) has been core to the program. As planned, in the countries that already had a WageIndicator website, the focus from 2014 onwards has been on compliance, while in the countries with a new website the focus has been on awareness raising.

<sup>6</sup> Annual report 2015

<sup>7</sup> BuZa-LW proposal : Experience has learnt that it takes one to two years before a site really takes off, and then numbers start multiplying.



Country	Launch website	Increase in visitors since the project started			Most popular topic	Website
		Visitors 2013 <sup>8</sup>	Visitors 2014	Visitors 2015		
Burundi	2013	913	6432	9424	Job Search	Votresalaire.org/Burundi
Egypt	2012	50790	137228	194664	Social Security	Rawateb.org
Ethiopia	2013	2680	24841	36621	Public Sector Wages	Mywage.org/Ethiopia
Kenya	2011	119541	165580	322570	Employment Security	Mywage.org/Kenya and Africapay.org/Kenya
Mozambique	2008	149221	169585	221104	Public Sector Wages	Meusalario.org/Mocambique
Rwanda	2013	16550	25334	30505	Public Sector Wages	Mywage.org/Rwanda
South Sudan	2013	1600	2500	4555	Job & Salary	Mywage.org/SouthSudan
Tanzania	2011	46492	71034	102785	Employment Security	Mywage.org/Tanzania Africapay.org/Tanzania
Uganda	2012	14308	19839	35482	Job & Salary	Mywage.org/Uganda Africapay.org/Uganda

**Table 3** Number of website visitors <sup>9</sup>

**1.2** *Collect and disseminate online relevant national information concerning minimum wages, labour law, and collective agreements, and edit this data for publication on the websites, as well preparing a baseline survey and relevant context analysis*

**Minimum wage – Labour law**

All nine countries have up-to-date sections on minimum wages, DecentWork Checks and comparable Labour law sections. Information concerning labour law consists of user-friendly texts about main topics in labour law written in Frequently Asked Questions style and posted on the national WageIndicator websites. A huge data collection of 1500 interviews per country has taken place in Rwanda, Kenya, Tanzania, Uganda, Mozambique and South Sudan. For each country there is a database with wages in key occupations in the food supply chain, collected by means of online surveys and easily accessible through the Salary Check<sup>10</sup>. National WageIndicator websites, prints and debates are the main channels to distribute this information.

**CBA database**

The CBA database is operational and successful. It organises CBAs according to 11 topics subdivided into 80 sub topics<sup>11</sup>. The database contains CBAs from 29 countries, including Burundi, Ethiopia, Kenya, Mozambique, Rwanda, Tanzania and Uganda. Information concerning collective agreements has been collected in cooperation between national social partners, the University of Dar es Salaam and the University of Amsterdam. All collected collective agreements have been posted on the pages in the collective agreements section / database of the national WageIndicator websites - coded and annotated in such a way that international comparison of trends and national labour law is possible. It is free to copy from, and to adopt best examples and clauses from agreements of related sectors, regions, or companies.

<sup>8</sup> The numbers for Burundi, Ethiopia and South Sudan are for eight months, as their sites were launched in April 2013

<sup>9</sup> Source Annual Narrative report 2015 and Country Profiles

<sup>10</sup> The classification of occupations is based on the International Standard Classification of Occupations (ISCO) provided by the International Labour Organization (ILO).

<sup>11</sup> The topics were identified in close cooperation with the Amsterdam Institute for Labour Studies (AIAS)

Based on the CBA database WageIndicator publishes a monthly newsletter on 'The Best of CBA database'. Reports were published on CBAs, informal jobs and a manual for the CBA database. The CBA database has several advantages<sup>12</sup> like:

- Comparing and monitoring over time levels of salaries & pay, working time and social security;
- Comparing clauses in countries/sectors/regions in Africa (West, East, South, Central and North) and across continents as well;
- Monitoring gaps between national Labour Law and CBA's;
- Annotating the CBA's in order to compare with CBA's in other countries;
- Global transparency: real insight into what is happening in the labour market.

The CBA database generates lots of success on the ground with CBAs with good formats and clear language. Apparent intensive usage of the CBA database (see chapter 4) indicates growing awareness and interest in the database. WageIndicator recognises that constant inflow of CBAs and renewal of those that expire are important to keep the database up-to-date and hence assure sustainability in the long run. Interest among stakeholders may wane if this does not happen.

### ***Wages in Context***

Although not formally part of the LWEA project, WageIndicator put the Living Wages in a broader context: Wages in Context.<sup>13</sup> The Living Wages are compared to World Bank and national poverty lines, statutory minimum wages, and actual wages for low and high skills (often wages that are agreed upon in Collective Agreements). Wages in Context are available for 80 countries, including most of the countries in the LWEA project. The new concept of WageIndicator 'Wages in Context' won the third prize in the Living Wage Innovating Justice Challenge organized by HiiL and C&A<sup>14</sup>.

### ***Cost of Living Surveys***

In 2013 WageIndicator started calculating Living Wages<sup>15</sup> and developed its own database of prices, which is collected through the Cost of Living Surveys. WageIndicator developed the Cost of Living Survey, stimulating web visitors to add information on the cost of living. This survey takes into account that the food basket is different in each country and the collected data will result in a more precise and realistic calculation of the living wage in each country. These can be found on the national WageIndicator websites and can be filled online and offline. As people are always concerned about the price of products, they are eager to fill in these prices in the surveys. The information is used to calculate Living Wages, using international standards, which makes it possible to compare across borders. The Living Wages are region, family and time specific. WageIndicator trained 70 shop stewards in price data collection. In Ethiopia the federations worked on the collection of data on costs of living, in order to calculate an actual

<sup>12</sup> Source 5th Global WageIndicator Conference- August 26 - 28, 2013

<sup>13</sup> [www.wageindicator.org](http://www.wageindicator.org)

<sup>14</sup> <https://innovatingjustice.com/en/projects/living-wages-in-context-throughout-the-supply-chain/plan>

<sup>15</sup> Narrative report 2014

living wage by asking during meetings what the costs of living are, according to participants. Also a request was done through their Facebook page, which attracted 7,000 visitors.<sup>16</sup>

### Country Profile Reports

In 2013, for the first time the WageIndicator Foundation created Country Profile Reports for 30 Countries. The profiles aim to inform users and partners about the progress made in different countries.

#### 1.3 Collect and disseminate national data on wages in key occupations in the food supply chain for Salary Checks for WageIndicator websites (1.1), the debates (2.1) and compliance by means of online and offline surveys

### Salary check

WageIndicator collected and disseminated national data on wages through Salary Checks in key occupations in the food supply chain. Salary check calculations take place twice per year in all nine countries in the project. For each country there is a database with wages by occupation, easily accessible through the Salary Check, based on the data collection per country (see 1.2).

### Salary/income surveys

The completion of surveys is not in the same ratio with the number of visitors as in more developed countries. 60% of the users in Africa come in by mobile phone. Others make use of computers at their workplace or in internet cafes, which makes internet time limited for filling out surveys. In some countries there is no culture of completing forms.

Salary / Income surveys (online)			
	Completed surveys in 2013	Completed surveys in 2014	completed surveys in 2015
<b>Burundi</b>	3	23	14
<b>Egypt</b>	160	38	622
<b>Ethiopia</b>	23	38	74
<b>Kenya:</b>	1,170	1.210	1.368
<b>Mozambique</b>	285	520	689
<b>Rwanda</b>	32	61	72
<b>South Sudan:</b>	13	12	28
<b>Tanzania:</b>	254	177	252
<b>Uganda</b>	75	108	124
<b>Total</b>	2.015	2.187	3.243

Table 4: Online surveys

In the LWEA project proposal it has been taken into account that face-to-face salary/ income surveys were done in the Enabling Social Dialogue project for Tanzania, Kenya, Rwanda and Uganda. In 2013 salary/ income face-to-face surveys have been collected in Burundi (1,679), Ethiopia: (2,126), Mozambique (1,283) and South Sudan (1,326). The results are included in the salary check and in reports.

<sup>16</sup> annual report 2015

*Objective 2: Contribute to a better understanding of the institutional framework, and amendments required regarding minimum wage(s) and Decent Work Agenda in the food supply chain*

### *2.1 Organize and moderate national fact-finding debates with representatives of stakeholders*

#### **Fact Finding Debates - 'a most effective avenue for expressing workers concerns'**

Fact-finding debates were organised in order to find out the most urgent issues in the food supply chain. The debates, also referred to as 'mini social dialogues' are managed by the national teams themselves as included in their work plans and had a direct impact on the achievement of project results (Chapter 4). The debates provided concrete information on which issues to focus site content and media campaigns. In South Sudan and Egypt no debates were planned due to the political situation. Mozambique continued with the Mobile Judge. Updated labour law pages (FAQs) and decent work checks have been used to initiate debates on labour rights. In Burundi trade Union and Employers' Association decided together on how debates should be conducted. They shared tasks by taking for example 5 debates for unions and 5 debates for the employers' organization.

Countries	National Fact finding Debates			
	Number of Debates			Total Number of debates
	2013	2014	2015	
<b>Burundi</b>	3	12	3	18
<b>Ethiopia</b>	5	7	2	14
<b>Kenya</b>	-	3	-	3
<b>Rwanda</b>	10 <sup>17</sup>	2	-	12
<b>Tanzania</b>	2	2	-	4
<b>Uganda</b>	1	2	1 <sup>18</sup>	4
	21	28	6	55

**Table 5** :National Fact finding debates

In **Burundi**, where the knowledge about labour laws and wages appeared to be low, the debates involved the public, private and informal sector, all dealing with the food chain. The main topics that were discussed during the debates were labour and wages, job security and social security. It has been suggested to revise labour laws, to establish a clear wage policy and to strengthen the agricultural sector to increase production. In **Ethiopia** government employees and employees with different occupations have been invited at different locations in the country<sup>19</sup> through the 9 national industrial federations (amongst others hotel, beverage and food enterprise). it has been mentioned that expanding awareness is vital to achieve the intended goal. More so, the involvement of employers, government officials and labour inspectors reminded labour inspectors to carry out their work periodically as stipulated in the Law. This has provided a balanced power and voice for workers and better understanding and increased respect of employers and government officials of worker's rights. In **Kenya** debates

<sup>17</sup> Referred to as 'consultative meetings'

<sup>18</sup> Postponed from 2014

<sup>19</sup> Oromiya Regional State; South Nation National State; Addis Ababa city; Amhara Regional State

and dialogue, amongst others in sectors breweries and meat processing with specific attention for occupational health and safety and wages, have proven to be great intervention methodologies and contributed most to the three objectives. Debates appeared to be a good channel to challenge data openly. Union leaders were challenged during debates to either confirm or reject such data. Particular attention was drawn by special invitation to government officials both locally where the debates were conducted and nationally by way of inviting officials from the relevant ministry. The employers' organisation organised two stakeholder forums, a chairman's dinner for high level stakeholders and a meeting through IHRM, a body affiliated to FKE for human resource officers.

Debates in **Mozambique** have been framed in the mobile judge show. This form of debating was illustrative for labour issues that people are confronted with and gave room for the wider public to take note of it. In fact, this manner of debating in Mozambique has had a high pay-off as all listeners could form their own opinion about the case dealt with in the talk sessions, not just the participants in the debate itself. In **Rwanda**, the trade union confederation organised in 2014 two debates, one in a tea factory and one in a sugar factory. The employers' organisation PSF conducted ten consultative meetings to discuss the revision of minimum wages with their members. Payment of minimum wages, or lobby for a minimum wage policy/law came out as the main issue to focus on.

In **Tanzania** the turnout was not always as envisaged. The government was sparsely represented as it was believed that they would work on outputs from negotiations between employers and employees. Debates were free and attractive to non-governmental organisations. Representatives of CBOs, NGOs and FBOs attended forums and debates to collect information on the working conditions of employees and their concerns. During debates some real issues were hardly discussed for fear of personal victimisation. In **Uganda**<sup>20</sup> debates have been organised in the hotel and transport sector in 2014 and in the agricultural sector in Western Uganda in 2015. They proved to be very effective as a platform in demanding for workers' rights. The debates have been described as 'a most effective avenue for expressing worker's concerns'. Representatives of governments and non-government projects and projects were invited to participate in debates.

### ***Decent Work Check List***

This tool is made available in printed form for use in the fact finding debates, organized together with social partners. It has been effective at multiple levels. In Ethiopia<sup>21</sup> it appeared to be an efficient way to get a quick understanding of labour laws, wage policies and the most pressing issues, it increased awareness of participants on facts and has been used as an ice breaker or as ignition to the discussion on the minimum wage. The use of the Decent Work checklist has been appreciated by participants and organisers because instead of political discussions, personal opinions and experiences were shared.

<sup>20</sup> Uganda Narrative report January -June 2015

<sup>21</sup> Narrative report 2013

*2.2 and 2.3 Design campaign material and design and roll out awareness-raising media campaigns to widely promote the websites and disseminate the outcomes of the debates through media channels (social partner newsletters, newspapers, television, radio, internet)*

The media paid quite some attention to the site in South Sudan in 2013. In 2013 **Burundi**, **Ethiopia** and **South Sudan**, started preparatory work for the media campaign. In 2014 there was a lot of media coverage in **Kenya** and **Tanzania** because of the launch of the complaint forms. In the other countries the debates attracted some media attention. No campaigns were specifically focussed on living wage. The focus was more on minimum wages, which was the wish of the East African trade unions.

**Burundi** distributed leaflets on core provisions of labour and social security regulation and considered campaigning as useful.<sup>22</sup>

**Ethiopia** printed and distributed the latest – up to date - version of the Decent Work Check and selected change agents to distribute information and knowledge and used Zami radio and Addis TV to transfer information about MW and labour conditions. Zami Radio, that has a limited geographical coverage in the country, also had a smart phone app available (both for iOS and Android) which stimulates dissemination of info in particular among young people. Zami radio and Addis TV were used to discuss the issues of working conditions, Minimum Wages and the industrial relations between employers and workers. Approximately two million people watched and listened to these programmes. During the discussion programme on ZAMI a tripartite platform was created for public discussion of labour issues, for example regarding minimum wage establishment for the private sector. Listeners were invited to call in and present their questions to the forum. This media campaign in Ethiopia was appreciated by all parties involved.

The **Kenya** campaign materials included flyers and cards with the Mywage website on them. The latter were pocket size cards for ease of participants in debates and those reached at workplaces to carry for onward reference to access the website. In Kenya formal media appeared not to be effective in attracting stakeholders to use the websites. Some stripped information was also reportedly used to scroll on TV sets during prime time news. These were stopped on account of costs as well and in response to an internal review<sup>23</sup>, that showed that they were not as effective as intended. According to interviewees in Kenya media campaigns and newsletters had insignificant impact.

In **Tanzania** various campaign materials were reportedly used including cards and car wheel covers. In 2013 Tanzania managed to have a weekly slot on radio. The content of this programme focused on providing information on labour laws. While media coverage of events especially campaigns is effective in ensuring wide reach among the public, it is being considered by interviewees as an expensive method.

<sup>22</sup> For example LA CAMPAGNE NATIONALE SUR LES SALAIRES ET LE TRAVAIL DECENT TENU EN DATE DU 10 AVRIL 2015

<sup>23</sup> COTU and FKE had a practice of reviewing internally the effectiveness of methods employed in the implementation without involving external or independent parties.

**Rwanda** printed leaflets in Kinyarwanda on minimum wage and used presentation on television and awareness raising meetings. PSF, the employers' association printed several materials such as banners and shirts, as part of the Labour Day campaign. They were also present in a TV talk show where they explained the role of PSF in promoting labour relations within private companies and requested to comply with labour standards, including freedom of trade unions, wages, social security funds and health insurance fund for employees. They organized two large events, attracting a total of 1300 people. At one of those events, they offered information on the labour market and career guidance and connected employers and Jobseekers. On the other event, the Occupational Health and Safety Policy, new regulation for the hotel industry and the beekeepers' union were launched. In **Uganda**, campaigns have been conducted through radio and campaign materials like brochures and leaflets on minimum wage, maternity protection and Occupation Safety and Health (OSH). Media campaigning was put in the hands of a private agency.<sup>24</sup> In 2015 it has been decided that debates cause a better impact to workers than campaigns.<sup>25</sup>

*Objective 3: Contribute to a better enforcement and compliance of labour laws regarding the minimum wage and Decent Work Agenda in the food supply chain*

### *3.1 Provide online legal advice services*

There is a legal helpdesk in all WageIndicator websites which responds to individual labour-related questions.

### *3.2 Create, distribute, collect and analyse compliance forms*

Compliance forms focus on compliance with minimum wages, as this makes the form easy to fill, and to compare and analyse. They have been used in Kenya, Rwanda and Tanzania temporarily. Tanzania started experimenting with compliance forms in 2013. They distributed 300 forms and collected 216 forms. The instalment of new minimum wages in 2014 resulted in quite some friction between the trade union federation and the employers' association, which was not a good basis to mediate on minimum wage and made the mediation sessions and the compliance form less suitable for Tanzania for a while. In Tanzania it appeared that a large number of workers filled the forms anonymously, out of fear for repercussions from their employers. This made it hardly possible to use these forms for mediation cases. In Kenya complaints were collected from those who could not access internet or those who felt "let down" by their leaders by not filing their complaints with the authorities. They were not very popular to employers, as they tended to be used by employees to complain against employers. In Mozambique the compliance forms were replaced by the television shows, as it integrates all elements. Since Uganda does not have a minimum wage, this form was not suitable for Uganda.

### *3.3. Organise compliance mediation sessions with concerned workers and employers*

Compliance sessions took off from 2014 onwards in Kenya, Rwanda and Mozambique. In Ethiopia, Burundi, Uganda and Tanzania the focus was more on awareness raising activities. In

<sup>24</sup> Enabling Social Dialogue Project of WageIndicator, A report of a Mid-Term Evaluation by David Sogge and Gisela Dütting 29 December 2014

<sup>25</sup> Narrative report National Organization of Trade Unions 2015



2014 the trade union confederation in Rwanda analysed complaints of a number of companies and subsequently visited the companies to meet with workers and employers to jointly explore the potential for mediation based on negotiation and the law governing the work. Six mediation sessions have been carried out in 2015. All issues were solved and judicial intervention was not needed. During the focus group discussions in Kenya, participants mentioned that *'the best mediation happened during CBA negotiations'*. In Kenya these were many and literally an ongoing process of negotiations. There was no mediator as such but in some cases a facilitator was there to lead the negotiation process. "Mediation" as such was never necessary to those with CBAs. Conflicts were handled by the labour commissioner.

### Mobile Judge

The Mobile Judge received a modest financial contribution from this project, the larger part of the funds is generated through other projects. The Mobile Judge began in the second half of 2012 as a pilot program. In 2012 alone the Mobile Judge could help more than 753 people (of which 339 women). It featured on six prime time television programs of one hour each, reaching over four million viewers per broadcast. At the end of its first six months, it had proven to be an effective extra-legal and informal mechanism for labour conflict resolution. Broadening its outreach, in the first half of 2013 the Mobile Judge managed to meet and solve 1081 cases, of which 682 were women in seven group cases. The number of individual cases was 281. In the same period 17 TV programs were presented. Labour disputes were solved at different locations without the involvement of the courts. In 2015 Law specialists and the mobile judge produced 50 hours of TV shows on labour law and decent work, compliance and work contracts and mediated successfully 100 labour disputes in 12 months.<sup>26</sup> Ten cases were mediated and definitively resolved without any intervention from legal authorities such as Courts, Labour Inspectorate and or trade Unions. The rest of the cases were duly channelled to appropriate instances and legal counselling was provided to those cases that suggested appropriate expertise. The number of requests from citizens for brokering their cases grew exponentially as the program became more and more important. The Mobile Judge also provided counselling sessions and referral of cases to various organs such as courts and unions.<sup>27</sup> In December 2013 the Mobile Judge programme won the Innovating Justice Award. The mediation for labour disputes done in the mobile judge TV show was valued high by the media professionals interviewed during the country visits. Although not all information published earlier in various project reports could be verified during the visit, the strong impression appeared that a good use of mass communication channels has been made by the project in Mozambique. The central question whether solutions were found that went beyond the interest of individual persons, was answered positively for orphans of policemen who now

<sup>26</sup> Mobile Judge report Jan-Dec 2015

<sup>27</sup> Source: 5th Global WageIndicator Conference- August 26 - 28, 2013 - Why is the Mobile Judge so successful in Mozambique? In Mozambique, the power of the press is overwhelming. The Mobile Judge maximizes this power through research and negotiation techniques, which serve to bring parties with conflicting interests to a common understanding within the shortest period of time. The Mobile Judge also supports those in need with free counselling and referral to the formal judiciary. In fact free counselling is the basic prerequisite for the success of the entire trial process. The Mobile Judge uses investigative journalism techniques, labour conciliation and mediation rules to bring the parties together for mutually beneficial results. The impact of its TV shows encourages the labour inspectorate (for example) to follow up other pending cases. In Mozambique there are 11 official Labour Mediation and Arbitration centres installed in provincial capitals. Until the first half of 2013, they managed to reach 1222 agreements, out of 1911 cases involving labour disputes that requested mediation. A total of 424 cases recorded deadlock and other 265 are pending (o Pais, May 7, 2013, cf: <http://goo.gl/U3W36>). This number is almost the same as the record of the Mobile Judge for the same period



are given access to Eduardo Mondlane university and the pension payments of retirees in the health and education sectors.

During the country visit in Mozambique, the media representatives said to believe that the use of mass communication is appropriate and that counselling via TV has the potential to reach more people at once. Representatives from trade unions, the employers' association and intermediary partner ILO indicated to have some doubts about coverage and appropriateness of the mobile judge show. On coverage it was mentioned that the broadcasting times (weekdays from 11 am till 1 pm) are not suitable for workers who are busy at their workplace; for appropriateness it was said that labour disputes and law issues would be too complex to be dealt with in a popular TV show. These institutions value the popular media channels differently compared to the more institutionalized framework for labour affairs and conflict mediation. The level of knowledge of journalists on labour issues has been criticised by the vested institutions. Following the choice of liaison in Mozambique, i.e. a journalist as Project Coordinator, the project had fewer entry points to vested labour institutions like trade unions and employer associations.

### Tanzania

The attempt at compliance mediation did take off, but it was a new idea, which appeared to follow closely the CMA (Commission for Mediation and Arbitration) trajectory without any legal backing. Facilitating compliance mediation outside the legal framework appeared difficult while attempting to legalise the same appeared as an attempt to create a parallel mechanism to the CMA.

### Unforeseen changes in the project

The following changes were not foreseen at the start of the project:

1. **Scale of campaigning and media coverage:** In **Kenya** the costs for the media campaigns precluded the scale of campaigns that were envisaged. In **Tanzania** the media turned out to be too expensive as a tool to promote the project goals and even for normal news coverage. Participation was limited as journalists were invited as normal participants to debates and forums<sup>28</sup>.
2. **Project coordination:** Shifting coordination roles or departure of project coordinators without immediate succession measures in place affected the consistency and implementation of the project and the quality of the institutional memory in all visited countries (see Chapter 1). In **Ethiopia**, CETU took the role as project coordinator in 2014 over from an Economist. In **Kenya** the project coordination was exceeded as the planned times of the officers were almost always surpassed with supplementary staff, time and facilities being called into action. According to interviewees in **Mozambique**, the departure of the project coordinator interrupted the implementation of project activities and influenced the project's image in media circles.
3. **Level of cohesion:** In **Tanzania** it was assumed that employers and employer federations would show some resistance regarding labour matters and that trade unions were united and open as they were fighting for better wages and decent working conditions. The trade

<sup>28</sup> This is in line with WagelIndicator's policy which underlines that in principal journalists are not paid food/fees/presents to write/broadcast stories, for the simple reason that it stands in the way of the independent journalism – BuZa-LW Proposal 2012

unions turned out to be reserved and some arguments between them narrowed down united action.

### 3.3 Problems encountered

**Ethiopia - Attitude of employers and government:** In some debates in Ethiopia the employers did not come, in others they were not very cooperative and were of the opinion that labour problems are trade union and employees' problems and not their problems.<sup>29</sup> Some employers are reluctant to negotiate a CBA, and it is also not obliged to sign a CBA. In 2015 some government officials and owners of companies show resistivity against having trade unions and even MW policy as well. Besides, despite of the number of website visitors and the availability of the website in Amharic, there is still a low culture of reading online.

**Kenya - Absence of distribution mechanism:** According to interviewees a system should be designed to ensure monitoring of the distribution of the newsletters right down to the last intended users, especially those meant for employees. This will create awareness among the critical mass with a potential for greater impact and sustainability of the project.

**Mozambique - Lack of participation of companies:** Dealing with powerful companies that didn't want to expose themselves to TV screens was no easy. Sometimes media team members had to take risks in order to get the story screened on TV. Pressure to them mounted as the program gained more notoriety.

**Rwanda - Resistance of employers;** In Rwanda there is still a resistance of employers in the mediations. It is a positive sign that discussion about this problem with the employer's organization (PSF)<sup>30</sup> is taking place.

#### Tanzania –

- **Lack of confidence:** The major hindrance has been some attitudes among unions and till certain extent the Government still believing that CBAs are confidential documents. Many CBAs are suspected to be held under lock and key by unions, the government and the employers' associations. This has led to high staff attrition and successful pressure from activists to have the CBAs accessible to all;
- **Monitoring of data:** Online activities were limited by fear among the public on the newly enacted Cyber Crimes Act. They feared that data transmitted online may lead to interrogations. Data produced was doubted and there was no monitoring mechanism to check them.

**Uganda –** Men still dominate participation in the project activities. This has been solved by mentioning names of men and women to participate in the invitation letters.

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<sup>29</sup> Annual report 2013

<sup>30</sup> Annual report 2015

### 3.4 Influence of off line activities on the use of the website

WageIndicator emphasised to all partners to increase promotion of the interactive features of the websites, such as the completion of surveys and sending questions and remarks via the online legal helpdesk. Campaigns, compliance/mediation activities resulted in more traffic to the sites, more visibility for the organisations and more social media engagement<sup>31</sup>. In **Ethiopia** leaflets and business card hand-outs were produced to promote the usage of the website Mywage. In **Kenya** participants of offline activities were always referred to the website for further self-searching for data in respect of those areas that were discussed on the offline contact. Quite a few first time participants did not go back for further clarification the moment they visited the website except where access to internet was difficult or when they found the website to be complex. Data gathered offline was used to enrich the database so that online visitors would find appropriate data. The online and offline activities made the work of the tripartite easier in Kenya especially in collecting data on various labour matters, creating awareness on rights and obligations and in convincing parties to come to the table and agree on productivity as well as remuneration levels for CBA purposes. Offline enquiries were also sometimes more than could be accommodated from the time and resources allocated by the project. All in all, the quality of enquiries was good in that the partners benefited by having more enlightened members. In **Tanzania** offline activities included promotion activities as well as compliance forms that supplemented offline advisory services for those who walked in with questions or concerns. Persons reached were always referred to the websites for more information. Once they visited the websites quite a few reported to have found a wealth of information there that they could use beyond the subject matter that brought them in contact with project personnel. The employers' association ATE and the trade union TUCTA trained regional and local representatives in order to reach a larger group of workers, employers and other stakeholders, to spread awareness about the content of the WageIndicator websites.

### 3.5 How did intermediaries value the quality of interventions?

**Ethiopia:** The ZAMI radio station very much underwrites the project goals. They happily cooperated with the project in broadcasting the discussion programmes. The Ministry of Labour and Social Affairs appreciates the project and its work.

**Kenya:** In Kenya the general feedback was that the interventions were of optimal quality given the level of understanding of the target groups at the time the project commenced. The media used the website, Mywage, to confirm events and prepare adverts and other broadcasting materials. They found the website rich. Mywage was the popular website, while Africapay appeared to be less known as could be expected since the focus is on employers, who are less in number compared to workers. News coverage in relation to labour matters has been enriched by the website. An example of benefit to intermediaries was the nationwide teachers' strike of 2015 that was dealt with through lobbying between the employer (the government) and the teachers. An enlightened public that knew rights and obligations of employees as well as an enlightened employer who recognised the same, made this possible. Parents, mediators and even the media gained from this intervention.

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<sup>31</sup> Annual Narrative report 2015

**Mozambique:** The media in Mozambique were effectively the project partners till late 2015, not intermediary partners. They valued the mobile judge intervention as high quality. ILO, an intermediary partner, would have preferred a better connection between the project and the labour working group and mailing list in the country, and have a better rapport with institutions like the Observatorio do Mercado de Trabalho and INEFP (Instituto Nacional de Emprego e Formação Profissional).

**Tanzania:** In Tanzania the media valued the outputs of the project, especially the websites and debates for their investigative reporting related to labour matters. For instance, they used these sources to pay attention to the importance of easily-understood contracts and the payment of statutory wages. The media proposed to include the government and even the parliament more directly in the project in order to ensure prompt and appropriate action on labour matters by policy makers.

### **Large academic interest**

The web-based WageIndicator Collective Bargaining Agreement Database with uniformly coded agreements, that are both collected and made accessible online has been used in 2015 for an academic article presenting a quantitative multi-country comparison of the inclusion and contents of the clauses in the agreements. This study is unique because of its focus on the content of collective bargaining agreements. The authors are the first to be able to show empirically which clauses are included in existing collective agreements in developing countries.<sup>32</sup> The article has been well received and shows that there is large academic interest in the dynamics of collective bargaining in Africa.

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<sup>32</sup> Janna Besamusca Kea Tijdens , (2015), "Comparing collective bargaining agreements for developing countries", International Journal of Manpower, Vol. 36 Iss 1 pp. 86 - 102

## 4. BENEFITS FOR THE TARGETGROUP

### 4.1 Contribution to objectives and impact

*Objective 1: Provide individual workers/employers and social partners with labour market information regarding their rights and obligations to enable well-informed decision-making.*

*Planned results:*

- 1.1 *More and better informed workers, employers, and other stakeholders, i.e. members of parliament, media, government officials, other civil society organizations*
- 1.2 *Workers (formal/informal) know their rights, know their wages, and know where to get compliance*

The general reaction from the public is that the information is new to them. Those who use the sites, or participate in offline activities have increased knowledge and understanding about wages and labour laws.<sup>33</sup> The desk study, the country visits and the partnership dynamic study revealed the following results:

#### *Increased knowledge*

- ❖ *enabled trade unions in general to address labour issues and to promote compliance with regulations;*
- ❖ *reached workers in the agro processing sector in **Burundi** and reduced labour conflicts in companies;*
- ❖ *enabled the trade union in **Ethiopia** to gain some momentum in the 10-year long discussion with employers and the government about minimum wage;*
- ❖ *improved negotiations in **Kenya**;*
- ❖ *equipped union leaders with information to use in LESCO sessions and increased safety at the Sugar Company in **Tanzania**;*
- ❖ *helped workers in **Rwanda** to express themselves about working conditions;*
- ❖ *elevated the level of discussions in **Uganda**.*

Trade unions and employer's organisations are important beneficiaries of the project, who use labour market information for more efficient CBA negotiations. In **Ethiopia**, the implementing partner CETU has its majority of members in the agro-industrial federation and therefore the food supply chain is targeted relatively more by the Living Wage project than other economic sectors. It is the largest workers' organization in the country, an umbrella organization for nine National Trade Union Industry Federations and 1182 basic trade unions at enterprise level<sup>34</sup>. Two project officers of the CETU, **Biniyam Negesh** and **Assefa Belay** illustrated how building

<sup>33</sup> Narrative report 2014

<sup>34</sup> Narrative report CETU 2015

their knowledge enables them to address labour issues, to promote compliance with regulations or to assist decision-making and change through increased understanding of issues, alternatives or solutions

## LET US TELL YOU OUR STORY

### UNDERSTANDING BY COMPARING IN ETHIOPIA

We are young Ethiopian men and we work for the national trade union as the International and Public Relations Officer and Senior Personnel Officer. We write articles on labour information and gather news for our members. We are interested in information from all parts of the world, in particular labour costs and minimum wages are relevant to us. Not sure whether you know, but still a number of countries don't have a minimum wage, our trade union is working hard on it. For Ethiopia and our members, it is an urgent and burning issue. We have listened to the radio programme and watched the TV show. It helped people to know more about labour issues, like social security and pension schemes. The perspectives of employers and the government were good to hear.

As a trade union we want to support our members and all other employees in knowing their income situation. That's why the website mywage.org is very useful. We learned about the site during a training which we received at the trade union earlier on. At present we are working on employee arrangements in our country for public holidays and annual leave. So we turned to the website to find out about the holiday situation in other, neighbouring countries. We made good use of the labour proclamation of South Africa, not Europe as it differs too much from our situation. South Africa presents arrangement which are great for workers and can offer solutions for our country. Information from Uganda might even be more applicable because South Africa has a stronger economy which makes it difficult to relate all information directly to Ethiopia. The mywage.org site gives detailed and reliable labour-related information of all sorts, including CBA agreements and information on minimum wage and salary scales. Colleagues earlier on were only looking at a few, locally available salary scales. Now we are happy to have this new and important source of information in place. We will use the info from the CBA database also for the new salary scales in our own organisation. For us it is clear that in order to understand your own situation you can best look at the situation of others and compare. That's why trade unions and their members greatly benefit from information coming from other countries. Besides, the career part of the website is useful for our personal development and allows us to discover our own market value! What's next? We don't know, but WageIndicator is going to be helpful, that is for sure.

**Ethiopia The** Ethiopian Employers Federation (EEF) has particularly valued the website for its information on CBAs. This comes from their internal priority to produce a model-CBA for use in the manufacturing industry, which is still in progress. They have found it very useful to learn from other CBAs that are documented in the database. The fact that media communication for the project has been limited to the capital city and internet coverage is yet to expand further in Ethiopia, has influenced the number of workers that has been reached.

In **Burundi** workers are highly informed on labour and social security legislation through debates, the website, sensitization campaigns and trade union training which comprised 11

trade unions from the agro processing sector. The interventions increased knowledge and reduced labour conflicts in companies. Workers and employers met especially in Rumonge province expressed their satisfaction in terms of new knowledge acquired in labour legislation. The employers' organisation often receives requests for additional training especially from the informal sector.

In **Kenya**, trade unions used available data mainly for educational and CBA negotiation purposes. The individual trade unions in COTU have education units that used the data to reach current and potential members. The CBA database has been an important reference point for those involved in CBA negotiations. New insights are picked from the database by referring to CBAs of equal industry from countries of more or less the same economic development. With an increased number of CBAs in place the efficiency and effectiveness of negotiating are enhanced as enhanced working relationships can be demonstrated from other companies. The CBA database worldwide was in Kenya used by way of referring to what was available on the websites. Besides, once the complexity of navigating through the database and websites has been explained to a few then peer education sets in for others to use it as well. A large proportion of interviewees for jobs visit the websites for guidance.

In **Rwanda** workers are now able to express themselves at any issue regarding to their working condition. Informal workers became trade union members where they get access to information about their rights and compliance.

In **Tanzania** some aspects of the database equipped union leaders with information to use in LESCO sessions. This was especially the case with the Secretary General of TUCTA and the delegation that benefitted from these inputs while attending LESCO sessions. Information improved the safety situation in the Kilombero Sugar Company, where workers (not the employer!) did not care about using safety gear even if provided and also did not take care of their equipment for their own safety. Besides, workers in Tanzania mentioned that they gained from the project in terms of knowing duties and obligations of employer and employee, knowing comparable salaries being paid elsewhere, learning about the importance of pension schemes, knowing the importance of safety at the workplace and taking precautions and obtaining a working contract. They suggested to explore minimum wages further especially in the hotel industry.

In **Uganda** the increased level of information workers, employers and Government has been achieved through involvement of all parties in the project activities. They have been provided with enough information through joint debates and mass media. Workers are increasingly visiting the websites and are aware of their rights. This elevated the level of discussions in decision –making interventions among all parties.

**Mozambique:** During the country visit it has been mentioned that Mozambique is being characterised by an 'embedded culture of secrecy' and requires more transparency when it comes to salary information. Interviewees highlighted the importance of the CBA database as example for collective agreements and underlined that having CBAs in place reduces the potential for labour conflict in the country.





The future generation of journalists in Mozambique shared their experiences with the Meusalario website on a video. Read here in short a few of their remarks.

## LET US TELL YOU OUR STORY

**Ms Berta Madime:** “The information about maternity leave was particularly interesting to me. This type of information is not readily available in Mozambique. I like it even more because it comes from ourselves – it doesn’t come from a third source like it happens so often for developing countries for information of this type”



**Mr. Alcides Madeira:** “We are yet to develop further our concept of labour and salaries. I believe that Meusalario shows us the fruit of our work here in Mozambique until now. All that we have accomplished together over the last years in the domain of labour, comes together on this website, I find it so nice! It strengthens my argumentation in addressing wage discrimination”



**Ms Cacilda Siteo:** “An important point for Meusalario is that it is typical for Mozambique!, The information is quite unique in its value. An example is that the purchasing power for USD 100 in USA is very different from USD 100 here, via the living costs information this becomes clear. Freedom of and access to labour information is guaranteed by WageIndicator’s work, which I applaud being a journalist!”



In **Tanzania** trade unions used data produced by the project during CBA negotiations. Individuals used the data more in negotiating for personal work improvements.

### *Quotes from the partnership dynamics survey*

- ❖ *“I’m impressed by the quality of the updated information that is available for every country and in every language, shared in a way that everybody locally can understand it”*
- ❖ *“The CBA database is excellent – encourages unions and employers to strike better CBAs and still remain in business with good industrial relationships”*

Respondents of the user satisfaction survey find the fact-finding debates and compliance sessions important to very important sources of information because *‘they Inform workers and*



*employers deeply on labour laws hence making CBA negotiation easy'; 'they provided a good information flow and addressed many labour issues'; 'you get to hear views from different people and get different perspectives'; 'they provided information on wage indicators in the world; 'I got more knowledge'; 'It opened my mind to what I did not know'; 'I learnt a lot and later applied the same at the workplace'; 'Informed me even about people living with HIV/AIDS and improved my working conditions'; 'I am now able to negotiate CBAs more efficiently'; 'I gain strength in negotiations and handling challenges'; 'The interaction raised awareness and brought parties together to share ideas and bring areas of concern to the government together'; 'matters are now being addressed with understanding'.*

*Quote from the partnership dynamics survey*

*'I have seen on many levels that the debates are a good instrument to make new (less politicized steps). To listen, to understand each other, many, many became friends'.*

Respondents would like to participate in this kind of activities again because *'It is interactive and informs on the need for decent wages'; 'one can choose the best options by hearing different perspectives and views from others about a particular subject matter'; 'a continuous process of learning and engagement with employees and employers is necessary'; 'I need to expand my knowledge on facing challenges at the workplace'; 'they update me on matters regarding wages, wage indicators and CBAs'; 'these activities open doors to get more information and new concepts as a trade unionist'; 'it enables me to handle complaints from members and participate in CBA negotiations'; 'It will enlighten me further and probably make me the best ambassador to others'.*

*Objective 2: Contribute to a better understanding of the institutional framework, and amendments required regarding minimum wage(s) and Decent Work Agenda in the food supply chain*

**Planned results:**

*2.1 Amendments to the institutional framework have been proposed and/or are implemented*

In 2014 workers and employers reached a common position in **Burundi** on the emergent need to review the minimum wage and in 2015 a Social Dialogue National Council was established with provincial and district committees<sup>35</sup>. In **Ethiopia**, the government signed the ILO tripartite convention 144 in 2015. It is hoped that this will lead to better industrial relations and working conditions. Labour law amendments are expected in 2016<sup>36</sup>. In 2014 the Ministry of Labour, Social Security and Services in **Kenya** started the process of reviewing the labour laws after years of advocating.<sup>37</sup> As a result of the 10 consultative meetings conducted by the employers' association in 2013 in **Rwanda**, PSF wrote a position paper about minimum wages and suggested amounts for different sectors<sup>38</sup>. This was approved by the tripartite council and

<sup>35</sup> Annual reports 2014-2015

<sup>36</sup> Annual NR Report 2015

<sup>37</sup> Annual NR report 2014

<sup>38</sup> Annual report 2013,2014,2015

under discussion by the President and Cabinet. Since the trade union CESTRAR also prepared a position paper, both the opinions of the employers and the workers were represented in the tripartite council. In 2014 minimum wages per sector were installed. In 2015 position papers of minimum wage, and labour code revision has been made by CESTRAR and submitted to the concerned institutions as well. In **Tanzania** the views, that were collected on minimum wages, were in 2013 used by the government for benchmarking. Since 2014 labour related issues are included in the national Big Results Now initiative. In **Uganda** the project has contributed to a better understanding of the institutional framework and the process to establish a minimum wage restarted<sup>39</sup>. NOTU and FUE managed to get the Minimum Wage Advisory Board reinstalled, the first step towards a revised Minimum Wage. The Minimum Wage in Uganda dates back from 1984, and is thus no longer adequate. Thanks to the project FUE and NOTU started working together, and their cooperation intensified along with the project progress. Both agreed that a proper Minimum Wage would be good for the labour market as a whole and they decided to write and submit a joint position paper. Since both the employers and workers' representations urged for a revised Minimum Wage, the Minimum Wage Advisory Board came into being. Apart from Rwanda and South Sudan all countries reported in 2015 improvement in labour laws. Egypt reported some improvements in law and especially in relation to Minimum Wage/low skilled wages, which may be valued as an important step on the road to living wages.

*Objective 3: Contribute to a better enforcement and compliance of labour laws regarding the minimum wage and Decent Work Agenda in the food supply chain*

**Planned results:**

3.1 Workers (formal/ informal) making use of the legal advice and compliance services enjoy improved labour rights and conditions, and/or more pay

Online requests have been answered that came in through the website. Many questions also came in via telephone or email, especially in Mozambique.<sup>40</sup>

	Burundi	Ethiopia	Egypt	Kenya	Mozambique	Rwanda	South Sudan	Tanzania	Uganda
2013	4	6	10	100	4	11	6	50	14
2014	8	12	28	118	30	6	0	36	6

**Table 6:** Online requests for legal advice 2013-2014 through the website

In **Burundi**, COSYBU's affiliated unions and their members have been given full access to COSYBU's legal teams/assessors. Many workers and employers in all sectors received guidance and more information related to social security, labour legislation, labour standards, which has led to a salary increase in some companies. **Uganda** provides labour law information to employers and workers through the websites. Workers from informal and formal sector seek legal advice and compliance services and have begun to enjoy improved labour rights and working conditions.

<sup>39</sup>Annual report 2013-2015

<sup>40</sup> No information was found of the number on online requests in 2015

### 3.2 More workers join trade unions and more employers join employers' organizations

All trade unions indicate that membership numbers increased through the activities such as the debates and media campaigns, but most of them cannot provide figures. In Burundi workers from the fishing sector met with COSYBU's leaders who helped them to start the process of creation of their trade union in order to express their concern, advocate for better work condition and to negotiate with employers about collective conventions governing the sector. CESTRAR affiliates members of The Trade Union Centre of Workers of Rwanda increased by 20% because of debates and mediation sessions. The membership of the employers association in Tanzania, ATE, increased by 11%. In Uganda it has been mentioned that workers have really understood the benefit of the project through awareness raising activities on labour laws and consequently joined unions.

### 3.3 More and better Collective Bargaining Agreements are negotiated and reached

#### *The CBA database*

- ❖ *encouraged workers from the fishing sector in **Burundi** to start negotiations with employers about collective bargaining agreements for their sector and has been instrumental for fruitful debates*
- ❖ *inspired the employers' organisation in **Ethiopia** to produce a model-CBA*
- ❖ *is given prominence in the labour market in **Kenya** and intensified cooperation....'there is a spiral effect among the three parties'*
- ❖ *improved the social dialogue culture between employers and employees in **Rwanda** and has been key to increased production and upgraded working conditions in sugar and tea companies*
- ❖ *eased negotiations between employers and employees in **Tanzania** where CBAs are reported to have significantly improved since the project started*
- ❖ *enhanced the quality of negotiation between employers and workers in **Uganda***

The CBA database led to more efficiency among social partners in negotiating more and improved CBAs. Having an overview of CBAs helped trade unions and employers to negotiate more efficient, as they do not have to start from scratch, but can instead use clauses from the database and compare clauses in different sectors, companies and countries.

In **Burundi**, COSYBU conducted a workshop to train trade union provincial and district leaders on how to undertake social dialogue activities in their respective provinces and district. Collective Bargaining Agreements were highlighted as the best way to promote decent work<sup>41</sup>. A campaign activity that has been held in 2016 was focused on opportunities and preconditions to update the minimum wage in Burundi. Employers and workers decided to set up a tripartite technical team to discuss the issue and to search fund for a study of reference. Outcomes of meetings were published through the monthly newsletter of the Employers' Association of Burundi. The Employers Association in Burundi "AEB" and trade union COSYBU have been conducting joint activities geared at promoting better relations between employers and

<sup>41</sup> Narrative report Trade Unions Confederation of Burundi "COSYBU" 2015

workers. These activities have greatly contributed to better understanding between the two parties *“Employers and Workers were able to sit under the same roof and debate fruitfully”*. In Burundi dialogue is considered as the best way to find solutions in case of labour conflicts. Social partners plan to work towards a joint position for an improved labour law.

Number of CBAs in LWEA countries 2014-2015		
Country	2014	2015
Burundi	5	5
Egypt *1	-	-
Ethiopia	34	49
Kenya:	56	83
Mozambique	7	15
Rwanda	1	3
South Sudan *1	-	-
Tanzania:	22	32
Uganda	16	16

**Table 7** Number of CBAs in LWEA countries 2014 - 2015<sup>42</sup>

\*1 South Sudan and Egypt do not have CBAs

In **Kenya**, cooperation among the tripartite groups improved a lot. It takes less time to strike CBAs and the number of CBAs that are rejected or returned for correction by the government has reduced. The government has been made aware of new developments in CBAs through referring to the database, attending debates, attending forums and inviting representatives of employers and employees to participate in national labour related committees and other government forums. In this way cooperation is enhanced and the CBA database given prominence in the labour market in Kenya. The greatest benefit to FKE and COTU was the bringing together of these two to work together in labour matters. The close working relationships between FKE and COTU has been very instrumental. There is clear demarcation of spaces between the two but clear meeting points as well that have been nurtured over time. This has created a lot of confidence in the two partners by the government that finds it easy to assimilate data coming from the two knowing that there is little room for disagreement between employers and employees. The absence of friction between them in core areas and the pooling of resources and effort in discussing labour matters brought comfort to both. Clarity of rights and obligations on both sides brought harmony. The government also benefitted as enforcement of compliance was no longer as difficult as before. As one of the interviewees underlined *“there is lots of synergy among the three – cooperation is intensifying, ....there is a spiral effect among the three parties”*. Peer pressure among employers and employees has helped to some extent to ensure compliance and to create harmony between workers and employers where minimum wages and conditions have been met or where CBAs have been negotiated.

In **Rwanda** the CBA database improved the social dialogue culture between employers and workers. One CBA in ASOPTHE was signed this year, another CBA in the tea factory and plantation SORWATHE has been under revision and others are ongoing.

<sup>42</sup> In 2013 the database contained around 150 CBAs from 18 different countries, including Kenya, Tanzania, Uganda, Rwanda, Mozambique, Burundi and Ethiopia, but specific numbers have not been found.

In **Tanzania** cooperation between the employers and employees was evaluated and found to be relatively good. The CBA database eased negotiations between employers and employees. CBAs are reported to have significantly improved since the project commenced. Visitors to the websites increased over time and online queries also grew both in numbers and in diversity of content. Debates were also quite inviting and subsequent dialogue and CBAs showed some effect coming from the debates. CBAs were enriched and demands for particular interventions were received immediately after the debates. However, the increased efficiency in negotiating the CBAs and the subsequent increased quality of CBAs could be attributed to more factors than the LWEA project: increased political awareness among the citizens, coming onto play of better activists working around human rights, enlightened and modern entrepreneurs who recognise that increased productivity is directly related to good working conditions including good living wages and even the unemployed youths being better educated than in the past.

In **Uganda** information enhanced the quality of negotiation between employers and workers. Some of the labour laws like that of maternity protection, OSH and Decent Work Agenda, among others have been enforced and the majority of employers are increasingly compiling with labour laws. A number of clauses and those pertaining to women concerns have been negotiated for and incorporated in CBAs. A positive result from the debate in the fisheries sector in Jinja in 2013 was the establishment of a local tripartite platform where workers, companies involved in fishing and the local labour commissioner joined. However, it is not clear whether or not follow up has been given to this initiative.

The respondents to the partnership dynamics survey confirm that the debates improved the cooperation between the tripartite target groups (trade unions, employers' associations, and labour inspectors (table 8).

<b>Collaboration between trade unions, employers and labour inspectors</b>		
<b>The debates improved the collaboration between trade unions, employers and labour inspectors in our country.</b>		
Answered 25 Skipped: 4	<b>Response Frequency</b>	<b>Response Count</b>
<b>Strongly agree</b>	44.00%	11
<b>Agree</b>	20.00%	5
<b>Neither agree or disagree</b>	4.00%	1
<b>Disagree</b>	0.00%	0
<b>Strongly disagree</b>	4.00%	1
<b>N/A</b>	28.00%	7
<b>Total</b>		25

**Table 8 Collaboration** between trade unions, employers and labour inspectors

3.4 Through transparency employers have more motivated and productive employees; and are aware of the commercial benefits of being a 'good employer'

#### *Improving productivity in return for fair share of net incomes*

In general turn-over reduced at workplaces, where compliance cases were settled. In **Burundi** a better understanding of rights and duties generated the willingness to sign CBAs on issues that created conflicts between employers and employees before. Employers understand more and

more that they have nothing to lose by providing better working conditions to their workers ‘*as a happier worker is a more productive worker*’. The employers contacted during the last debate in Rumonge indicated that they have totally changed the way they treat their workers because of what they learnt from the debates concerning the commercial interest of being a good employer and the link between good relationships at the workplace and production growth. Workers confirmed that. In **Kenya** a lot has been done to uplift the understanding of the target parties and now negotiations for CBAs are from parties that are more aware of their rights and obligations than before. It is generally accepted now among trade unionists that “*no productivity means no right to demand enhanced wages and working conditions*”. Likewise, employers have accepted commitment on the part of employees not to compromise productivity and to engage in innovative ways of improving productivity in return for fair share of net incomes from their enterprises. Joint engagement with the government is also unique in Kenya with the government becoming a ready partner in establishing national laws and regulations while amending existing ones to match the new stance shown by the employers and the employees. In **Rwanda**, it has been observed that the employers are now flexible for mediation<sup>43</sup>. The CBA signed became the main key of increased production and improvement of working conditions according to testimonies received from companies like SORWATHE (Tea) and KABUYE (Sugar). In **Uganda**, the culture of appraisal is being adopted and some employers are awarding the best performers of the year.

## 4.2 Gender<sup>44</sup>

Reporting about gender has not been guided by clear instructions on what to report on. Partners either report on effects which relate to the position of women in society and/ or the workplace or on the level of participation of women in project activities. In **Burundi**, the gender effect was the fact that information to employers about maternity leave to the labour law and international conventions ratified by Burundi, increased the number of women employed in the informal sector. As far as participation is concerned in **Ethiopia** and **Kenya** women participated in all project activities, while in **Tanzania** men were sometimes more represented in activities than women. In **Kenya** the constitution requires at least one-third participation of women in every undertaking. Most CBA negotiations centred on protecting women at the workplace. Responses indicated that even as a lot had been achieved for women there was still room for improvement. It was concluded however that the effects of the project in Kenya were at par both for men and women. In **Rwanda**, men and women participated in mediation sessions. In **Tanzania**, the results of the activities were the same for men and for women depending on what was needed at a particular time. Dealing with issues raised productivity and relations at the workplace to the advantage of both men and women in terms of wages and decent working conditions relative to the needs of the respective sexes. In **Uganda**, an increased number of women participated in WageIndicator activities<sup>45</sup> and are represented in decision making fora's, though their numbers are still minimal.<sup>46</sup>

<sup>43</sup> Annual report 2015

<sup>44</sup> The cases dealt with by mobile judge in Mozambique

<sup>45</sup> Unspecified in the annual report

<sup>46</sup> The involvement of different target groups, like the youth, women, legal personnel, CSOs, academia and health, media and members of community in the LRW project added value to the understanding of workers' rights and particularly Labour Rights for Women.

### 4.3 Unplanned results

In the annual reports of **Burundi**, no unplanned results were reported. While discussion and awareness programs were conducted in **Ethiopia** using TV and radio airtime, there were critical comments on Ethiopian Law implementation aspects and the negative attitude that some National and Foreign investors have against trade unions.<sup>47</sup> In **Kenya**, the admission of walk-in enquiries has enriched compliance and other aspects of the project among employers in the city centre who walk into FKE offices for a one-on-one discussion with officers, which included the use of online data. The nature of project activities in **Mozambique** implied that any issue or case could be raised by the general public in one of the TV shows. The access for orphans to Eduardo Mondlane university was not foreseen, nor the uninterrupted pension payments to retirees in health and education sectors. Yet, they are a direct result of the project's presence in the country. In **Rwanda** workers have got more knowledge regarding the labour movement through debate. From the different debates, mediation and meetings the membership increased at enterprise level.<sup>48</sup> The project contributed to build capacity of CESTRAR to advocate for labour issues regarding workers. In **Tanzania** internal cohesion within individual trade unions improved. This was not foreseen in the project results. The unions had space, while working on the project activities, to dialogue and resolve their internal disputes (for example the trade union branch at Kilombero Sugar Company Limited). In **Rwanda**, the mediation sessions worked well to further improve the reputation as CESTRAR as a reliable and informed partner, for workers as well as employers. In **Uganda**, the website has been introduced to Ugandans who have poor reading culture and low levels of computer literacy. This increased social media engagement and has prompted workers to acquire basic knowledge on computer. They are increasingly accessing online information of WageIndicator. The cost of living survey is being considered as an unplanned and important result of the LWEA project at **global** level.

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<sup>47</sup> Annual report 2015

<sup>48</sup> Annual report 2015



## 5 PARTNERSHIP DYNAMICS

### 5.1 Project partners

WageIndicator is not a top-down organisation with an emphasis on hierarchy, but fosters a strong collaborative culture and learning environment, characterised by exchange, co-creation, an open attitude to learning and innovation, and fast decision making whenever that is possible. It is easy to contact people. They react quickly to any questions partners may have. The WageIndicator operates globally through a network of associated, yet independent regional and national partner organisations (trade unions and employers organisations) and individual (legal, internet, media) specialists, with whom WageIndicator engages in long lasting relationships. This approach enables the WageIndicator Foundation to keep its overhead expenses at the lowest possible level.

Country	WageIndicator Foundation active in the country since	Partners
Burundi	2013	COSYBU Confederation of Trade Unions and Employers Organisation of Burundi AEB
Egypt	2011	NSCE
Ethiopia	2013	CETU -Confederation of Ethiopian Trade Unions and EEF - Ethiopian Employers Federation
Kenya	2011	Trade Union Confederation COTU and Employers organisation FKE
Mozambique	2008	Miramar (media) and OTM (Organização dos Trabalhadores de Moçambique)
Rwanda	2012	Trade Union Confederation CESTRAR and Employers Organisation PSF
South Sudan	2013	Partner contracts not yet signed
Tanzania	2011	Trade union Confederation TUCTA and Employers Organisation ATE
Uganda	2012	Trade Union Confederation NOTU and Employers Organisation FUE

**Table 9 National partners** <sup>49</sup>

#### Country teams

In most of the countries project teams are formed consisting of project managers of employers' organisations and trade unions. The roles and responsibilities of the country teams derive from the annual work plans. If there is sufficient journalistic capacity within one of the organisations, articles are provided by this organisation. Otherwise independent journalists are added to the team. Sometimes they served as national project managers, implementing the project together with the trade union and the employers' organisation. In Mozambique the cooperation with media (Miramar) is core to the program. Many of the partner organisations started off as project partners of previous projects, and were invited on the basis of the quality of their work to continue the partnership in new projects and/or in core WageIndicator work. Partners in India, Pakistan and Tanzania are specialists<sup>50</sup>, working on behalf of all or most countries.

<sup>49</sup> Source Country Profiles

<sup>50</sup> Such as IIMA in India on minimum wages, and CELSI on Salary Check calculations, data and survey management, and the Ponce team from Buenos Aires on technical design, and the university of Dar es Salaam for offline data collections and the collective agreements database



### Specialists

WageIndicator works with teams of specialists (CBA's, Labour Law, Minimum Wage, Living Wage, salary calculation, surveys and analysis, website marketing, website design, journalists, IT). The specialists work from different set ups like universities, research institutes, trade unions, labour service organisations, media houses, individual professionals, small enterprises and make up a diverse, solid and dedicated group in terms of age, gender, ethnic origins, fields of expertise<sup>51</sup>. The specialists meet at the WageIndicator conferences together with social partners / National teams. People know each other. National teams who have issues to discuss or ideas to share can approach specialists directly. Feedback from the team in Uganda has had a direct effect on the improvement of the salary checks worldwide.

### 'the factory'

Processes related to databases, on line operations, search engines, surveys and press releases reflect a long production line, referred to as 'the factory', and include high level and effective teamwork between specialists from the University of Amsterdam, the Ahmedabad team (Minimum wages), the Islamabad team (Labour Law), the Bratislava team (wages and cost of living) and the CBA team (Dar es Salaam/ Venice). The processes<sup>52</sup> include design, programming, translating, testing, data cleaning rounds, calculations and regular updates in sites. Regional teams and the Search Engine Optimisation (SEO) team are involved in the news part of the websites. The processes are being managed by the director of WageIndicator Foundation and are focussed on efficiency and quality. National teams are participating in these processes through information sharing, ongoing exchange with and testing draft tools. The factory provides output online in the sites and in PDF for prints (amongst others DecentWorkchecks for debates, CBA reports for the ILO, the global supply chain report on garment for the Dutch Ministry of Foreign Affairs and Wagesindexes).

### Reasons to join the project

The factors which played a role for partners to join the project can be divided into four groups: drive, organisational and intellectual benefits and relational advantages.

1. Drive – Mentioned are *'the need of knowing the labour market; the need of promoting decent work and the need of having updated minimum wages laws'; 'the need for decent working conditions to workers or employees'; 'the objectives of WageIndicator are within our preoccupations namely the defence of workers' interests including decent work, decent pay and working conditions'; 'the willingness to improve fair wages and compliance with labour law and standards'; 'the importance attached to labour regulation awareness and social dialogue promotion'; 'more options to have more workers covered by CBAs'; 'the linkage of food and income security, both of which being eventually dependent on awareness about rights, especially labour rights since work is the most important activity in our lives and has the capacity to bring millions out of poverty trap';*
2. Organisational benefits – Mentioned are *'Enhancing organizational visibility'; 'the lack of knowledge of our members on decent work working conditions and labour laws'; 'the opportunity to discuss challenging issues';*

<sup>51</sup> Source BuZa-LW Proposal

<sup>52</sup> Managed through ASANA and chatbox

3. Intellectual benefits – Mentioned are *‘research for policy analysis’*; *‘the fact that there is so much to learn everyday about the labour market, labour law, wages and worker's rights’*; *‘the collection of otherwise unavailable data that would benefit workers and researchers in Africa’*;
4. Relational advantages – Mentioned are *‘the value of being related to WageIndicator who is bridging the gap between ignorance and information and passionate of making information available for the public’*; *‘to work with people from different cultures’*; *‘the benefit of deepening and extending connections in East Africa’*, *‘the need to promote good working relationships between employers and employees’*.

## LET US TELL YOU THE TITLES OF OUR STORIES

The following titles of stories have been given by respondents to the partnership dynamics survey in answer to the question: If you were asked to tell a story about your experience with the WageIndicator Foundation in the Living Wages project (which includes debates, the Collective Bargaining Agreement (CBA) database and the website Mywage, Africapay and Meusalario), what would be the title of that story? The titles indicate the essence of the the project for respondents

- ❖ Improving food security through increased awareness on labour rights
- ❖ The wonderful and exciting experience of creating a CBAs database
- ❖ Social dialogue is the core principle for decent work and decent wage promotion.
- ❖ Do you know your wage?
- ❖ From information to individual awareness
- ❖ Debating on issues of minimum wage
- ❖ Hope of light at the end of the tunnel
- ❖ Information and data are the basis to get living wages for all
- ❖ improving wages though internet
- ❖ Enhancing collaboration between labour bilateral partners
- ❖ Responsibility and Commitment
- ❖ Bargaining in the Horn
- ❖ Collecting wage data and other data that allows for a worldwide comparison, great!
- ❖ Innovation, search for how to improve living wages numbers and the actual wages
- ❖ The collection of issues that makes a living wage
- ❖ Trends in pay scale in Rwanda
- ❖ Enabling social dialogue
- ❖ Internet creates awareness
- ❖ Spreading the Good News
- ❖ Promoting harmonious industrial relations
- ❖ Inspired leadership, community outreach
- ❖ Improving the future through better wages and salaries
- ❖ Transparency and information sharing: the way to decent work and wage

## 5.2 Ownership and result responsibility

"Ownership"<sup>53</sup> is a key indicator for multi actor processes and refers to the capacity, power or influence of partners to set and take responsibility for a collective agenda. One of the recommendations of the previous evaluation<sup>54</sup> was to create more ownership at the level of the national organisations in order to anchor the sites and the labour market information in their daily activities. As table 10 illustrates, a large group of the survey respondents certainly felt a sense of ownership. Respondents stated: *'We were involved from the beginning and discussed everything we would need'* and *'I felt really all the time as part of the project'*.

<b>OWNERSHIP</b>		
<b>Our voices have effectively been heard during all phases of the project</b>		
Answered 24 Skipped: 5	Response Frequency	Response Count
Strongly agree	58.33%	14
Agree	33.33%	8
Neither agree or disagree	4.17%	1
Disagree	0,00%	0
Strongly disagree	4.17%	1
N/A	0,00%	0
<b>Total</b>		<b>24</b>

Table 10: Ownership

Ownership has not been felt by all partners. In **Mozambique** employers and trade union representatives would like to have been more included in a project management role at country level right from the start. The employers in Mozambique also expressed their concern about the ownership and judicial responsibility for website information. WageIndicator in Amsterdam responded that for this reason, amongst others, project management in Mozambique has changed in November 2015. Although the LWEA project has been discussed with partners in **Tanzania** and **Kenya**, they didn't feel enough involved in the planning. It has been remarked that expected results and indicators were not shared from the beginning and that the project activities could not be integrated in the daily work of the partners. According to interviewees, this was mostly due to the planning stage not involving the top management of the partners. *"The project came as a unique and separate package and it was implemented as such"*. It has been remarked that *"LWEA should not be an island"* in the context of partners' work. The benefit to the partners in terms of enhanced efficiency could not be easily assessed as the outcomes were not measured along their regular outcomes. Some "latent" outcomes only could be seen especially in the increasing quality of the CBAs. Integration of the activities would call for organisation-wide awareness and involvement in the project. In **Ethiopia** the project clearly is a limited add-on project for CETU. The disadvantage is that the project can be easily made subordinate to other goals and objectives of the implementing organisation. Some project activities were actually non-existent at the level of partners: In **Kenya** awareness raising

<sup>53</sup> Local ownership and development co-operation – the role of Northern civil society- An Issues Paper

<sup>54</sup>Source : Enabling Social Dialogue Project of WageIndicator, A report of a Mid-Term Evaluation by David Sogge and Gisela Dütting, 29 December 2014

was the preserve of some individual unions that would train their own members in labour matters.

### Result responsibility

The Financial & Organisational Procedures, Manual Finance and Operations, sets out to provide clear and unambiguous rules, guidelines, principles and values on the operations of WageIndicator, and thereby providing transparency and direction for all parties with whom the WageIndicator is engaged or will be engaged. The manual is available either online through access codes for all contract partners, funding agencies, and upon request for other organisations and individuals with whom WageIndicator is engaged or in communication. The document is binding for contract partners<sup>55</sup>, and covers topics like payments, eligible costs requirements regarding financial and narrative reports and sanction and anti-fraud policy. With all WageIndicator partners, whether individuals, organizations /companies, annual contracts are agreed in order to create space to adapt the focus if required. The disadvantage of annual contracts in general is that partner organisations lack a long term perspective and might feel less connected to or responsible for a specific project. It is therefore important to offer a long term perspective while financial arrangements can be agreed upon on an annual basis.

### Guidance

According to respondents of the survey it has been clear what was expected from them in terms of project results (Table 11). They also feel well informed about the role and responsibilities of the other organisations that were involved in the project (Table 12).

<b>RESULT RESPONSIBILITY</b>		
<b>It has been clear to us what was expected from our organisation in terms of project results</b>		
Answered 25 Skipped: 4	Response Frequency	Response Count
Strongly agree	48.00%	12
Agree	40.00%	10
Neither agree or disagree	0.00%	0
Disagree	0.00%	0
Strongly disagree	4.00%	1
N/A	8.00%	2
Total		25

Table 11: Result responsibility

<b>KNOWING ROLES AND RESPONSIBILITIES OF OTHER ORGANISATIONS/ ACTORS INVOLVED</b>		
<b>We have been well informed about the role and responsibilities of the other organisations that were involved in the project</b>		
Answered :25 Skipped: 4	Response Frequency	Response Count
Strongly agree	40.00%	10
Agree	36.00%	9
Neither agree or disagree	4.00%	1
Disagree	8.00%	2
Strongly disagree	4.00%	1

<sup>55</sup> WageIndicator Foundation - 'Manual Finance and Operations', June 2013

N/A	8.00%	2
<b>Total</b>		<b>25</b>

**Table 12:** Knowing the roles and responsibilities of others

Some partners propose to improve the way objectives and results are described and communicated at the starting of each phase of the project by providing clear guidance on how activities are expected to be carried out and which concrete results are expected at the end of each phase. It has been suggested to ask each organization to provide a concept note at the start of the project taking into consideration each country's particularities. Countries that are involved in more than one WageIndicator project should be well informed about overlap and differences between the projects. Although WageIndicator addressed that issue in 2014 and in the reporting format, it might require an extra effort to check if the differences are well understood by partners.

### Time

A further noted hitch is the wave of information from the websites that partners needed to be abreast with in order to administer the project efficiently. There is a feeling that the information is too much for the available time. For instance, some project coordinators were not aware of the newsletters at all. Benefits from the newsletter on the websites may have not been attained. The work of project coordinators (and country managers) is involving and requires specific skills that are gained over time and through training. Some tasks demanded more time than envisaged like preparing and attending meetings, responding to online queries, compiling reports etc. It has been proposed to create clear mechanism to ensure smooth transitions at the level of project coordination (succession plan).

## 5.3 Information, coordination and communication

For all project related documents and budgets a special Google Doc is created. Contract partners are to ensure, that they are subscribed to the required/ agreed modes of communication, including Gmail/Google Docs and Skype. Smartsheet<sup>56</sup> is being used by WageIndicator and contractors as a project management tool and contains among others partner related contracts, invoices, reports of debates and global work plans. The format of work plans and the annual report have been adjusted during the project period of the LWEA project in order to provide more clarity regarding the relationship between activities and projects. WageIndicator paid attention to this as well during international conference and the regional meeting in Uganda in 2015.

Respondents consider the quality of information which they receive from WageIndicator as 'very ok', 'clear' and 'transparent' throughout the project and they feel well informed by email, skype and meetings. They mention: '*timely information and responses*'; '*good communication about funds, objectives and project partners*'; '*the information on objectives and other relevant issues was quite clear and we made clear programs to make progress on areas needing attention*'; '*the quality of information has always been of a very high standard*'; '*templates*

<sup>56</sup> Smartsheet is a cloud based application, that facilitates online information and document management in the context of task oriented programme management. The system is secure, easy to learn, low cost and accessible through a browser, even in low bandwidth contexts ([www.smartsheet.com](http://www.smartsheet.com)).

*from WageIndicator were clear and useful’; ‘we are very sure about what our project objectives are, who we need to communicate with, how and when to report, and how to best use communication methods - even though some of us are spread far apart, around the globe. It is run very well’; ‘the Living Wages project is a very complex project, but WageIndicator provided all the information related to different aspects of it’.*

However, it has been mentioned that the feedback mechanism could be improved. Information is assumed to have arrived and to be appropriate without monitoring to ensure that information has indeed arrived and is useful or not. On the other hand partners themselves also can play a more proactive role, when they receive information which they don't understand or is not useful.

Respondents consider the coordination efforts by the international, regional and national levels that were involved in this project, effective (table 13). Basic information about collaboration principles, coordination mechanisms and communication channels for everyone who is new to WageIndicator could be an improvement.

<b>Coordination</b>		
<b>The coordination efforts by the international, regional and national levels that were involved in this project, have been effective</b>		
Answered: 24 Skipped: 5	Response Frequency	Response Count
Strongly agree	41.67%	10
Agree	37.50%	9
Neither agree or disagree	4.17%	1
Disagree	0.00%	0
Strongly disagree	4.17%	1
N/A	12.50%	3
<b>Total</b>		<b>24</b>

**Table 13:** Coordination

**Internal meetings:** Partners organise on a regular basis internal meetings regarding WageIndicator projects.

**Regional Meetings:** On 22 and 23 January 2013 WageIndicator Foundation organised a regional meeting in Dar es Salaam with partners from Kenya, Rwanda, Uganda, Egypt and Ethiopia<sup>57</sup> to reflect on the progress and to make work plans per country for the coming year. In October 2015 a regional meeting has been organised in Uganda with partners from Tanzania, Kenya, Uganda, Rwanda, Burundi and Ghana. Although the main purpose of the meeting was the starting up of the outcome monitoring project, attention has been given to the plans for 2016 also related to the Living Wages project. The meetings generated feedback from country teams and had a great effect on improvements to make, reflected in the ‘to do lists’ for the factory, like additional translations and improvement of the cost of living survey.

**Global WageIndicator Conferences:** The international conference serves as a platform to exchange experiences and share lessons learned, in order to further improve future activities

<sup>57</sup> The contact persons from Burundi and Mozambique could not manage to come, and the situation in South Sudan has set the priorities different.

and results. The progress and successes were celebrated at the international WageIndicator conference in August 2015, where all project partners from the LWEA project (except TUCTA) were present. During the international conference a lot of attention has been paid to Living Wages<sup>58</sup>. It has been observed that meetings give positive energy to improve.

### Understanding the dynamics behind the CBAs

Cross-country communication and collaboration is at the core of WageIndicator's approach and is more intensive at the level of specialists, and between specialists and the national teams than between the national teams. Bilateral exchange has taken place between national teams in terms of sharing of information and for example between Ethiopia and Tanzania on how to collect CBAs. During the country visit to Kenya it has been observed that partners would be very interested in more exchange about the country related dynamics behind the CBAs within East Africa.

### Support from WageIndicator Foundation

WageIndicator has provided support in various ways: personal contact, support from specialists, information on the website, updates about visitor's statistics, a variety of tools, reporting and work plan formats and support regarding CBA's. Survey respondents express their high appreciation for the support they received from WageIndicator, which some of them describe as 'significant', 'excellent', 'timely', 'transparent', 'effective', *transparent leadership*. 'they are always able to hear and help you timely and effective', 'they supported us through the Living Wages Project in the capacity building of our members'. Several respondents mention that personal engagement of the WageIndicator director has meant a lot and broke the ice in many cases.

#### Quality of support from WageIndicator

**The support from WageIndicator has been relevant, timely and effective, including the support of regional site managers, international managers related to wages and labour law, and support that is related to (financial) management**

Answered 25 Skipped: 4	Response Frequency	Response Count
Strongly agree	72.00%	18
Agree	12.00%	3
Neither agree or disagree	0.00%	0
Disagree	0.00%	0
Strongly disagree	4.00%	1
N/A	12.00%	3
<b>Total</b>		25

Table 14: Quality of support from WageIndicator

On the question what has worked well in the collaboration survey respondents mentioned that report writing, annotation of CBAs in Cobra<sup>59</sup>, monthly newsletters, informal network between project managers and some trade union leaders in Tanzania, the presence of both trade unions

<sup>58</sup> Conference reader 5th Global WageIndicator Conference- August 26 - 28, 2013

<sup>59</sup>The annotation section in COBRA has a total of 11 topics containing over 80 questions to be answered as well as their corresponding clauses selected. These questions fall under the following topics: General CBA-data, Job titles, Social Security & Pensions, Training, Employment Contracts, Sickness & Disability, Health & Medical Assistance, Work and Family Arrangements, Wages, Working Hours and Coverage



and employers in meetings, the support provided by WageIndicator Foundation and the positive relationships supported the success of the Living Wages project and generated positive moments in the process. Others underline that *'the continued efforts of WageIndicator Foundation were instrumental and indispensable in the creation of a cooperative environment with the partners'*, that *'collaboration and communication with other partners was always easy and well-managed'*, or speak about *'very cordial cooperation'*. In general survey respondents don't feel that coordination and collaboration could have been done better.

## 5.4 Academic collaboration

### *Quotes from the partnership dynamics survey*

- ❖ *'The best part of the collaboration from the academic point of view is how much we can depend on local knowledge';*
- ❖ *'Constant interaction with trade union and employers in many countries was amazing'.*

Academic support and collaboration has played an important role in the project. The University of Amsterdam, Amsterdam Institute for Advanced Labour Studies, has been responsible for the design of the CBA database, and preparing reports on offline salary data sets in cooperation with CELSI/Bratislava and the University of Dar es Salaam. Trade unions have been involved both as a source and as 'users' of the CBA database, which implied constant collaboration. Collective bargaining agreements are usually collected by the partner trade union and employer association in each country and sent to the university of Dar es Salaam for annotation in cobra. The team, which is responsible for the CBA database, collaborates on a daily basis using spreadsheets / chat boxes and drop box.

The collaboration between these team members has been described as follows; *'wonderful', 'the project unearthed a lot of evidence about collective bargaining agreements that was previously unknown, like solving a mystery. The teams really had to set up a lot of cooperation to acquire the agreements, get them into readable files and then code them. They did a fantastic job, allowing us to solve the mystery about what social partners had actually agreed in the course of the collective bargaining process', 'the best part of the collaboration from the academic point of view is how much we can depend on local knowledge.*

*The team members are very well informed about the situation in their own countries and are able to help the academic world to understand and interpret the data', 'our continuous learning focus is on how to collect data in developing countries and how to ensure that we are also building capacity in African universities', 'the cooperation with amongst others the university of Dar es Salaam has been very fruitful'.* The University of Dar es Salaam already has gained experience in wage surveys and reports writing through initiatives of both the University of Amsterdam and the Central University of Budapest in inviting students. However, the University of Dar es Salaam would encourage new exchange programs with regard to research in order to improve report writing. The University of Amsterdam considers it a further challenge how to give the local PhD students the opportunity to move beyond data collection and coding into the interpretation of the data and writing up of results.

## 5.5 Beyond the project boundaries

### Was the project complementary to other projects at country level?

In **Ethiopia** the project implementing organisation, CETU, has a high interest in raising and upholding the minimum wage discussion in the country. This priority coincides with the project goal of normative setting of wage levels and salary transparency. It can be argued that the Living Wage project complements existing priorities and strengthens efforts in these areas. In Ethiopia opportunities for further collaboration are present. Radio and TV channels that broadcast country-wide can be new ways for collaboration and dissemination of information. The current understanding with the Ministry of Labour and Social Affairs (MOLSA) is good. Once the political environment becomes conducive for minimum wage establishment, the collaboration with MOLSA might become bigger and the project possibly can connect more with government institutions. The planning of the project did not appear to have recognised other initiatives in **Kenya** related to the same objectives. Incorporation of the LWEA into existing trajectories would have led to enhanced success. In **Mozambique** the project is additional to more regular projects that aim to strengthen transparency and advocacy in labour and employment affairs. The project is innovative by making use of mass communication channels, which other entities that flag labour issues do not use. The project interacted very successfully with the media, since it has been the main avenue for the project's offline activities in the country. The interaction of the project with other activities and projects in trade unions and employers associations was not observed during the country visit. Through the presence in the media, contacts existed for the project with the CCT (conselho consultivo de trabalho (the advisory commission on labour) and the Ministry of Labour. Opportunities may exist in setting up collaboration with the international business community, the Dutch embassy may be willing to play a role in it. In **Tanzania** no specific complementarity has been found with other projects.

### Collaboration with the food sector

As has been explained in chapter 2 WageIndicator's line of thought relates to the broader and broadly accepted concept of food security meaning that increased income can lead to better food security. Therefore the focus has been on CBAs, and information on labour laws and minimum wage, which cover a large area of the food sector and function as catalysers for the promotion of food security. Within this broad concept good collaboration with social partners has been at the centre of attention as well as good relations with ministries of labour, labour inspections, the ILO and sometimes courts. WageIndicator collaborates and shares information and data with the East Africa Trade Union Confederation (EATUC) and involves the International Trade Union Confederation (ITUC) in Brussels (head office) and in Africa at many levels. Collaboration with the newly established East African Employers' Organisation (EAEO) has not been intensive since the EAEO is still in an early stage of development.

## 5.6 Will partners continue?

Respondents to the survey show a high level of engagement to promote and defend worker's rights and to continue with awareness raising activities, publication of labour laws, lobby, debates, collecting CBAs and improving the database. Personal blogs will also be used to

provide debates on employment.<sup>60</sup> During the country visits, interviewees underlined that they will gauge improvements of wages and working conditions, refer other trade unionists and workers to the website, will pass on new knowledge to other workers and use acquired knowledge in presenting better negotiation initiatives. Some are exploring possibilities to continue the debates everywhere in the country. The urgent need to continue to collect, to analyse and to publish CBAs and CBA and living wages related data is being recognised by everyone. However, as has been the case with the Enabling Social Dialogue project<sup>61</sup>, the organisational anchoring of the LWEA project in the current partner organisations, is limited as well. Most offline activities have been a success because of the financial and technical project support. In **Rwanda**, contribution fees will be used for the activities, but it is not clear up to which level and with which activities. In **Kenya**, the parties believed that with enhanced incorporation of the activities into the individual plans of the partners internal funding would be possible to a large extent. However, follow up strategies for offline activities are not in place and the scale of these activities might be reduced, due to financial implications. In **Tanzania**, the value of the project is very much felt and its continuation would be desirable but the funding part may be a challenge as well.

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<sup>60</sup> [www.olhodocerebro.blogspot.com](http://www.olhodocerebro.blogspot.com)

<sup>61</sup> Enabling Social Dialogue Project of WageIndicator , A report of a Mid-Term Evaluation by David Sogge and Gisela Dütting  
29 December 2014



## 6. LESSONS LEARNED AND RECOMMENDATIONS

### 6.1 General lessons learned

#### 1. High quality project design

The added value of the Living Wage Eastern Africa project has to be understood within the broader goal of the WageIndicator Foundation, hereafter referred to as WageIndicator, which is the promotion of the labour market transparency. The project proposal of the LWEA project<sup>62</sup> shows a high level of consistency between project objectives and proposed activities, presents a proper design of all project phases, includes relevant control mechanism and has taken existing knowledge and practice into account. The proposed interventions have been built on solid arguments and the proposed methodology has been appropriate with a view to producing expected results. A new project targeting actors in the food supply chain might require a more explicit focus in the project proposal document on offline activities for specific food supply chain related occupational groups. Since the project is characterised by multi-actor collaboration, the cooperation arrangements and coordination mechanism should have been described in the project proposal document. Clearer guidelines might improve reporting about gender aspects. As far as the allocated budget is concerned the investments in free online data and information is a major contribution by WageIndicator to the availability and improvement of salary, labour law and career information in each country. The occasional shortage of funds for offline activities and coordination as sometimes experienced by partners, should be seen in relationship to all funds and support made available by WageIndicator through LWEA and other projects.

#### 2. Obvious benefits for the target groups

The intervention strategy of WageIndicator encompasses a chain of interrelated projects that are implemented through similar and complementary actions and financed through different channels. Therefore, to a certain extent results can not only be attributed to the particular interventions of the LWEA project. However, the interventions which have been implemented within the LWEA project brought concrete added value and had direct impact on the achievement of the objectives. Wider country and project related issues influenced the project results like the enabling environment for social dialogue, the stage of development and representativeness of trade unions, the level of awareness about labour laws, the technology landscape, the available budget, the level of inclusion of employers and employees in the project and the quality of project coordination and support. WageIndicator rightfully takes into consideration that high-quality information and analysis is not enough on its own to influence decisions and policies. The evaluation findings underline that the combination of online and offline interventions has been and is a key vehicle for change in informed decision making. Users of the websites consider the information excellent and quite unique in its value since information comes from the countries themselves and not from a third source. It has been observed that the CBA database, the fact finding debates and mediation contributed the most

<sup>62</sup> BuZa-LWEA Proposal

to the three objectives and impact of the LWEA project. The CBA database has been an important reference point for those involved in CBA negotiations and led to significant improvements and more CBAs. New insights are taken by referring to CBAs of equal industries from countries with more or less the same economic development. The database eased and enhanced the quality of negotiations and improved cooperation, production and working conditions. By using digital technology, offering evidence based information, participatory collection of information and offering offline support activities, like the fact finding debates and mediation, WageIndicator

- ❖ reached more people who have access to better information and are more aware of wages and labour laws;
- ❖ encouraged workers in food related sectors and companies to express themselves and to start negotiations;
- ❖ contributed to the reduction of labour conflicts in companies;
- ❖ improved the social dialogue culture and the efficiency of the wage bargaining practice;
- ❖ gave a more powerful voice to trade unions to address labour issues, to handle complaints from members, to participate in CBA negotiations and to promote compliance with regulations;
- ❖ strengthened the understanding, flexibility and responsiveness of employers;
- ❖ inspired and empowered both employers and employees to create a better, safer and decent work environment.

### 3. Effective partnership dynamics.

WageIndicator created a cooperative environment with the partners. Collaboration has been effective at many levels. The inclusion of specialists to collect, handle and analyse the high volume of data effectively, the variety of competences of the actors involved and the ability to make them work together for a common goal have been key to the success. Survey respondents express their high appreciation for the quality of information, coordination, collaboration and the support which they received from WageIndicator. In some countries specific attention is required for ownership, especially the involvement of top management of partner organisations, the integration of the project activities in the daily work of the partners and follow up strategies. As far as the relation with the external environment is concerned, the focus on CBAs, and information on labour laws and minimum wage covers a large area of the food sector and function as catalysers for the promotion of food security. Therefore good collaboration with social partners has been at the centre of attention as well as good relations with ministries of labour, labour inspections, the ILO and sometimes courts. A specific asset of the LWEA project is the large academic interest and the high quality of collaboration between academic institutions. The LWEA project unearthed a lot of evidence about collective bargaining agreements that was previously unknown. The urgent need to continue to collect, to analyse and to publish CBAs and CBA and living wages related data is being recognised by everyone.

## 6.2. Country specific lessons learned

Within the framework of the mid-term evaluation process the following country specific lessons learned<sup>63</sup> have been captured during the country visits that might be useful for future initiatives.

### ETHIOPIA

<b>Lesson 1</b>	<b>LWEA filled the role of broker amidst different interests at the right time</b>
<b>Context from which the lesson has been derived</b>	One of the social partners, the confederation of trade unions, has for one decade now flagged the issue of minimum wage establishment for the private sector in the country
<b>Causal factors</b> <i>explanations for “how” or “why” something did or did not work</i>	The LWEA project came at an appropriate moment to keep the discussion going among stakeholders; even more so, it increased and emphasized the efforts made by CETU in this respect.
<b>Project goals - any influence on the broader goals of the program, if relevant</b>	The establishment of minimum wage does fit with the broader goal of WageIndicator that salaries are set at appropriate levels (living wage) for similar work in similar sectors under similar conditions.
<b>Who?</b> <i>target groups /stakeholders affected by the lesson learned</i>	All stakeholders in the project are exposed to the debate on minimum wage, not just the trade union confederation.
<b>Future action</b> <i>Indicates if the lesson specifically suggest what should be repeated or avoided to guide future action</i>	Timing of the project is relevant; when it comes at the right moment then the subjects and issues it advocates for will be accelerated in public discussion programmes and debates. Offline and online activities then start to reinforce each other.

<b>Lesson 2</b>	<b>INVOLVEMENT OF BOTH THE WORKERS ORGANISATION AND THE EMPLOYERS ASSOCIATION WILL BENEFIT THE PROJECT'S IMPACT</b>
<b>Context from which the lesson has been derived</b>	The project has been coordinated by CETU, the confederation of trade unions. CETU has tried to involve employers and the employers' organisation in its activities but that has not been easy <sup>64</sup> ,
<b>Causal factors</b> <i>explanations for “how” or “why” something did or did not work</i>	The employers association is not connected with the project in a way that the trade union is. Contradicting opinions about the level of implication of EEF in the project might indicate that dialogue about roles in the project could have been better.
<b>Project goals any influence on the broader goals of the program, if relevant</b>	EEF didn't play a proactive role in the project
<b>Who?</b> <i>target groups /stakeholders affected by the lesson learned</i>	As project matters have a multi-stakeholder character, the active involvement of both employees and employers is essential for project success
<b>Future action</b> <i>Indicates if the lesson specifically suggest what should be repeated or avoided to guide future action</i>	Joint agenda setting and action by CETU and EEF might be beneficial for the project in future

### KENYA

<b>Lesson 1</b>	<b>THIS PROJECT PHASE IS A “PILOT” PHASE AS FAR AS THE THREE OBJECTIVES ARE CONCERNED</b>
<b>Context - from which the lesson has been derived</b>	All partners in the project have just found their ground around the food supply chain.

<sup>63</sup> A Lesson Learned is an insight derived from project or program implementation that imparts new knowledge or understanding about a given implementation approach, and may benefit those embarking upon similar activities in the future.

<sup>64</sup> Annual Narrative report 2014

	This is a novel idea that took some time to comprehend. Changes are on the drawing boards of many unions, employers and even the government
<b>Causal factors</b> <i>explanations for “how” or “why” something did or did not work</i>	The approach of the project is new to the country but very useful. Some aspects of the project like the database, the websites and even the use of media in campaigns are only catching up now. Trade Unions and employers are only now finding their comfort zones in working together.
<b>Project goals - any influence on the broader goals of the program, if relevant</b>	All project goals (objectives) would benefit from adjusted approaches as learnt from this and other evaluations for enhanced outcomes.
<b>Who?</b> <i>target groups /stakeholders affected by the lesson learned</i>	Employees are now waking up to their rights and obligations, employers are now acknowledging the benefits of remunerating their workers optimally while working in close cooperation with them, and the government is now working to revive committees and forums that involved workers and employers in managing labour relations – new methodologies are also on the drawing board in conjunction with the workers’ unions and employers’ federation.
<b>Future action</b> <i>Indicates if the lesson specifically suggest what should be repeated or avoided to guide future action</i>	This evaluation and other feedback from various sources should be used to prepare an “implementation phase” based on the lessons learnt from the current phase. There is no single objective that has been achieved fully. All challenges are within reach of the parties involved if some funds can be earmarked. The parties believed that with incorporation of the activities into the individual plans of the partners internal funding would be possible to a large extent.

<b>Lesson 2</b>	<b>PLANNED ACTIVITIES THROUGH THE MEDIA WOULD HAVE MADE A BIG IMPACT ON THE IMPLEMENTATION</b>
<b>Context from which the lesson has been derived</b>	Inadequate involvement of the media affected some campaign measures.
<b>Causal factors</b> <i>explanations for “how” or “why” something did or did not work</i>	Media campaigns were deemed, rightly, to be effective means but the budget for these measures was low.
<b>Project goals - any influence on the broader goals of the program, if relevant</b>	Campaigns and promotion of the database/websites were not achieved to the envisaged level.
<b>Who?</b> <i>target groups /stakeholders affected by the lesson learned</i>	Employers, employees and the government
<b>Future action</b> <i>Indicates if the lesson specifically suggest what should be repeated or avoided to guide future action</i>	Funding and other matters related to the project should be raised in meetings of the target groups (employers, employees and government) so that they are streamlined into their respective budgets and activities.

<b>Lesson 3</b>	<b>THERE IS POTENTIAL AND DEMAND FOR FURTHER COVERAGE BY THE PROJECT IN THE COUNTRY.</b>
<b>Context from which the lesson has been derived</b>	Despite the relatively wide reach of the project in the country, there are still some areas that need to be reached especially those without internet access and not reached by offline activities.
<b>Causal factors</b> <i>explanations for “how” or “why” something did or did not work</i>	Awareness creation is yet to cover the whole country especially where websites, databases, newsletters and even mode of media used would demand access to internet or to media.
<b>Project goals - any influence on the broader goals of the program, if relevant</b>	Awareness creation on labour matters is still needed in some places.
<b>Who?</b> <i>target groups /stakeholders affected by the lesson learned</i>	Employees, both current and prospective.
<b>Future action</b> <i>Indicates if the lesson specifically suggest what should be repeated or avoided to guide future action</i>	Further use should be considered of local FM radios, select social media, debates focussed on the youth, road shows (with controlled content) and special sessions for factory shop workers.



avoided to guide future action

## MOZAMBIQUE

<b>Lesson 1</b>	<b>BALANCED PRESENTATION OF LABOUR DISPUTES DOES IMPROVE SOLUTION FINDING AND ACCEPTANCE</b>
<b>Context from which the lesson has been derived</b>	Working with labour disputes in mass media communication channels, in particular the mobile judge show.
<b>Causal factors</b> explanations for “how” or “why” something did or did not work	Emphasis on the interest of workers may cause problems in the collaboration with government institutions regarding the project.
<b>Project goals - any influence on the broader goals of the program, if relevant</b>	If not corrected, the impression may exist that the project is biased and seeking to support a particular cause, while its goal is to support the wider goal of wage information and employment transparency in society.
<b>Who?</b> target groups /stakeholders affected by the lesson learned	All stakeholders are affected: now that the situation is corrected, all of them benefit from the new situation that the mobile judge is widely accepted.
<b>Future action</b> Indicates if the lesson specifically suggest what should be repeated or avoided to guide future action	Balanced story telling is essential to take along all stakeholders in a dispute and greatly contributes to acceptance of the mobile judge show including the solutions found

<b>Lesson 2</b>	<b>THE PROJECT REQUIRES INCLUSION OF BOTH MEDIA AND VESTED LABOUR INSTITUTIONS</b>
<b>Context from which the lesson has been derived</b>	WageIndicator employed a journalist/ mass media specialist to implement the supporting activities in Mozambique. The project was less connected and owned by the vested labour and employment institutions in the country, in particular trade unions and the employers association.
<b>Causal factors</b> explanations for “how” or “why” something did or did not work	All activities (fact-finding debates, awareness raising campaign and compliance sessions) have been concentrated in the mobile judge TV show, in which trade unions and employer associations didn't feel involved
<b>Project goals - any influence on the broader goals of the program, if relevant</b>	The vested labour and employment institutions in the country felt less ownership of the project.
<b>Who?</b> target groups /stakeholders affected by the lesson learned	If things remain the same, further dissemination of information on salaries and labour law via Meusalario is less likely to be positively influenced by trade unions and the employers association
<b>Future action</b> Indicates if the lesson specifically suggest what should be repeated or avoided to guide future action	Future connection by the project with key persons in trade unions and employers association, next to journalist(s), is expected to contribute to a better embedment in labour circles

## Tanzania

<b>Lesson 1</b>	<b>THE MEDIA CAN BE UTILISED FOR ENHANCED OUTCOMES</b>
<b>Context from which the lesson has been derived</b>	The media can reach a large population in the country simultaneously.
<b>Causal factors</b> explanations for “how” or “why” something did or did not work	Word on the media is usually instant and some media can reach far and wide unlike leaflets and such means of information distribution.
<b>Project goals - any influence on the broader goals of the program, if relevant</b>	Awareness creation on labour matters would be achieved sooner and even more efficiently through the media.
<b>Who?</b> target groups /stakeholders affected by the lesson learned	The most affected group here would be the workers directly.
<b>Future action</b> Indicates if the lesson specifically suggest what	The media in Tanzania needs to be incorporated in the project more proactively through special sessions on the part of the media in improving labour matters as well

<i>should be repeated or avoided to guide future action</i>	as seeking their ideas on how best to reach the target groups.
<b>Lesson 2</b>	<b>COOPERATION AMONG COUNTRY PARTNERS IS CRUCIAL FOR THE SUSTAINABILITY OF THE PROJECT</b>
<b>Context</b> from which the lesson has been derived	ATE has, for long, been more active than TUCTA in the project.
<b>Causal factors</b> explanations for “how” or “why” something did or did not work	TUCTA does not seem to have the motivation, skills and funds necessary to contribute to the project
<b>Project goals</b> - any influence on the broader goals of the program, if relevant	All project goals may be affected.
<b>Who?</b> target groups /stakeholders affected by the lesson learned	All beneficiaries to the project may be affected.
<b>Future action</b> Indicates if the lesson specifically suggest what should be repeated or avoided to guide future action	ATE should be encouraged to continue spearheading the project while strategies are found to assist TUCTA get more involved in the project.

## 6.3 Recommendations

### Project design

#### 1. Participative planning at country level

More explicit inclusion of leaders of partner organisations at country level is important in an early stage to co-design the proposal in order to ensure ownership and effective integration of project components in their daily activities, including budgeting, succession plans, inclusion of media, sustainability strategies and relationship management regarding other projects working in the living wages arena;

#### 2. Targeting of beneficiaries

Space should be made available for exchange with partners about who should be considered as beneficiaries of off line activities at country level in terms of food supply chain related occupational groups;

#### 3. Control mechanism

WageIndicator’s annual reports should include a chapter dedicated to reporting on its own project management and coordination role. Reporting guidelines for partners should include clear instructions on what to report on regarding gender;

#### 4. Distinction between coordination and implementation

The extent and cost implications of project coordination need to be adequately addressed so that coordination expenses are not mixed with other implementation expenses;

#### 5. Cooperation and coordination

Since the project is characterised by multi-actor collaboration, the project proposal document should include information about cooperation arrangements and national and international coordination mechanism.

### Quality of interventions

#### 1. Physical demonstration of the website

Although millions of people already use the websites without training, physical demonstration of the website and its contents to leading persons first, and thereafter in key

member meetings, can greatly foster the introduction of the site and the information it offers to new users;

## 2. Confidentiality

Although WageIndicator already has many CBAs from Tanzania online, it has been mentioned that more CBA's could be online if a particular trajectory could be tailored into the project in Tanzania to address the attitude of trade unions, employers and the government treating CBAs as confidential documents. The rationale of getting CBAs in the open for all to see and contribute to, should be dealt with in greater depth and with particular reference to attendant rules, laws, regulations and good practices;

## 3. Legal backing for the Compliance Mediation interventions

The compliance mediation intervention in Tanzania should be revisited for it to take off. It is still required among the project beneficiaries. The close semblance with the CMA without a legal backing is making it difficult to be implemented: the processes are pretty the same but the outcomes will not be legally binding and hence appearing to be a waste of time and resources for those targeted. A proposal by the project managers is to move the mediation to the Labour Inspection Department of the Ministry of Labour to give the exercise some legal backing;

## 4. Mass media

A continuation of the mobile judge TV show for Mozambique in 2016 would have been beneficial for the project. As public exposure of labour issues has been great via the mobile judge, a continuation into 2016 would have attracted more people to know about labour issues and dispute solving. The concept could be replicated in other countries if a strong connection with trade unions and employers would be assured, if the timing would allow workers to look at it and if a conducive environment in general exists in the country. An important point is availability of funds for (co-) financing the broadcasts and affinity of the show makers with labour issues. A further connection with mass media entities can be helpful in Ethiopia. After the successful experience with ZAMI, an exploration of broadening the experience to other TV and radio stations that also cover other geographical parts in the country and in other countries could accommodate the widening of the project's impact.

## Benefits for beneficiaries

### 1. Reach

More emphasis could be put on "marginalised" beneficiaries, those without access (or with limited access) to internet through means easily available to them. Training of shop stewards might be considered on how to access the internet so that they can help those without access. In terms of reach it could also be helpful to strengthen social media traffic around specific issues and then refer to the websites, to mainstream the websites in programmes at colleges to attract attention of students as future employers and employees, to organise specific debates for the youth around the WageIndicator initiatives and to use experts in forums that would create interest by initiating different ideas. Some more contextualisation may be considered for employees who can hardly read and/ or don't understand the law. In addition to social media/mobile phones which are already used to login to WageIndicator websites, campaigns should be held on FM radios as much as possible. These use contextualised jargons and are usually relatively cheap.

## 2. Coverage

Extend offline activities in other districts / rural areas to cover more regions and to disseminate information to a greater workforce;

## 3. in-company social dialogue

Since debates and dialogue have proven to be great interventions, and the CBA database contributed to the reduction of labour conflicts, it has been proposed to promote in-company social dialogue.

## Partnership Dynamics

### 1. Orientation

Basic information about collaboration principles, coordination mechanisms and communication channels for everyone who is new to WageIndicator could be an improvement;

### 2. Relation with the external environment

Parliamentarians and organisations which work on corporate social responsibility could be included at country level. In Ethiopia, the input from ILO and possibly RNE can be looked into in order to complement all existing activities and ideas in the project.



## ANNEX 1

# COUNTRY VISITS

## List of persons interviewed

Country: Ethiopia		Name of Consultant: Jan Gerrit van Norel	
Date	Type of meeting	Name	Relation to the project
05-04-2011	Inception meeting	Mr Hunde Gudeta Gelashe, Sr Expert Educ & Training + Project Coordinator WageIndicator; Mr Tessema Heramo, Head Education & Training Dept; Mr Measho Berihu, Head International & PR Dept; Mr Ayalew Ahimed, Vice-President.	Project partner (CETU)
	Meeting regarding the Evaluation questions	Mr Hunde Gudeta Gelashe,	Sr Expert Educ & Training + Project Coordinator WageIndicator
06-04-2016	Interview	Ms Mimi Sebhatu, director and owner	Intermediary partner, director and owner ZAMI radio station
	Ad-hoc group discussion	38 Trade unionists	(Intended) project users
	Follow up meeting	Mr Hunde Gudeta Gelashe,	Sr Expert Educ & Training + Project Coordinator LWEA
	Interview	Mr Tessema Heramo	Head Education & Training Dept; Mr Measho Berihu, Head International & PR Dept.
07-04-2016	Group Discussion	Mr Mekonnen Takelo Mr Giraw Kebede Mr Adame Celtinet Mr Asfaw Abebe Mr G/Selassie Tesfaye Mr Chanyalew Aweke Mr Fikadu Ayele Mr Alemayehu Debele Mr Mesfin Adenew Mr Belete Haile Mr Hayato Ushi Mr Etalemahu Adami Mr Tesfaye Tsegaye Mr Mekuria Mamo Mr Haile Tesfaye Mr Mohamed Nur Keita Mr Tesfaye Diribo Mr Firda Teklu Mr Bonsa Gutacho	(Intended) project users from multiple trade union federations (all affiliated with CETU) from different parts in the country, all employed in a private sector company
	Working lunch	Mr Tessema Heramo, Head Education & Training Dept in CETU + Mr Ayalew Ahimed, Vice-President of CETU	Project partner
	Evaluation interview	Mr Yadetá Dirisa, and Saud Mohammed,	EEF: incoming CEO and Project Manager

		Mr Mesfin Yinma,	Intermediary partner: Head of Harmonious Industrial Relations directorate in Ministry of Labour and Social Affairs (MOLSA)
08-04-2016	Story telling	Mr Biniyam Negesh and Mr Assefa Belay	Website users
	Final evaluatory meeting	Mr Hunde Gudeta Gelashe	Coordinator of LWEA project within CETU
	Wrap-up meeting	Mr Hunde Gudeta Gelashe,	Project partner ; Sr Expert Educ & Training, also representing Mr Tessema Heramo, Head Education & Training Dept

## List of persons interviewed

Country: KENYA Name of Consultant: STEPHEN SHAYO			
Date	Type of meeting	Name	Relation to the project
06-04-2016	CBA Database Acquaintance	Ngeh Ernest Tingum	Database consultant at University of Dar es Salaam
11-04-2016	Preparation for Field Work in Kenya	Irene Kendi	Project Coordinator – COTU
		Terry Omulama	Project Officer – COTU
		Gentrix Juma	Project Coordinator – FKE
	Courtesy Call and Preparation of Field Work in Kenya	Stephen Obiro	Manager of the Unit that is coordinating the project at FKE
12-04-2016	Focus Group Discussion	Sister Monica Kola	Employee
		Miss Edna M. Chirande	Employee
		Ms Gentrix Juma	Project Coordinator – FKE
		Mr Laban Kagwi	Employer
		Mr Patrick Karanja	Employee
		Mr Dickens M. Ouma	Legal Officer – FKE
		Mr Elvis Mang'unyi	Website Administrator - COTU
		Mrs Grace Njine	Employer
		Ms Irene Kendi	Project Coordinator – COTU
		Ms Terry Omulama	Employee
		Mrs Mildred Anyika	Employee
		Mrs Jescah Akasina	Employee
		Ms Lilian K. Mulamula	Employee
		Ms Maclanta Mbala	Employee
		Mr Maurice O. Kola	Employee
		Mr Joseph Odukado	Employee
		Miss Mallo Luchiri	Employee
		Mr Dan Omundi	Employer – Industrial Relations Officer – FKE
		Mr Stephen Obiro	Employer – Research & Advocacy Manager – FKE
	Confirming Tripartite Involvement and Benefits	Mary Kezzah	Assistant Labour Commissioner at The Ministry of Labour
13-04-2016	Confirming COTU involvement and project management in Kenya	Jane Masta	Immediate past Project Coordinator at COTU (Project Manager for Kenya)
13-04-2016	Clearance of Outstanding Matters on the Visit	Irene Kendi	Project Coordinator – COTU
		Terry Omulama	Project Officer – COTU
		Gentrix Juma	Project Coordinator – FKE
14-04-2016	More Information on Project Coordination at COTU	Irene Kendi	Project Coordinator – COTU
	Evaluation of Beneficiary Stakeholder	Mark Faustin Macharia	Media Person with Nation Media Group – worked closely with the

			project. (Evaluated online via email)
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## List of persons interviewed

Country: Mozambique		Name of Consultant: Jan Gerrit van Norel	
Date	Type of meeting	Name	Relation to the project
09-04-2016	Introductory meeting	Mr Rogério Marques Benedito Júnior,	Since Nov 2015 he is responsible for the website and the Facebook page, / acting project coordinator
10-04-2016	Introductory meeting	Mr António Francisco Geraldo Gaveta,	Translator/ Interpreter during the visit in Mozambique
11-04-2016	Project related issues	Mr Rogério Marques Benedito Júnior,	Acting Project Coordinator
	Meeting with OTM	Mr Daniel Ngoqye Mr Rafael Dava,	National trade Union
	Meeting OTM Member Unions	Mr Guillermo Chavana of SINTIE, Mr Simao Eduardo Cumba of SINTIME, Mr Lino Zefanias Jamisse of SINTMAP	Representatives of OTM member unions SINTIE, SINTIME and SINTMAP
12-04-2016	Interview of intermediary partner	Mr Igor Felice,	Chief Technical Advisor ILO Projects Office in Mozambique
	Interview project user	Muzila Nhatsave of AMABIG	General Secretary of industrial vessel owners body – member of CTA
	Meeting with CTA/ Employers association	Ms Leticia Klemens, Mr Zefanias Manhique, Mr José Mussane	
13-04-2016	Meeting with project partners	Mr Ernesto Martinho	MIRAMAR, tv station of Globe
		Mr Sergio Banze,	Mobile judge in person during some 6 months in 2013
	Visual Story Telling	Ms Berta Madime, Ms Cacilda Siteo, Mr Alcides Madeira	Meusalario website users
14-04-2016	External environment	Mr Ton Negenman,	HMA Maputo / RNE Mozambique First Secretary for Economic Affairs, Food Security and Private Sector Development
	Wrap-up meeting	Mr Rogério Marques Benedito Júnior	Acting Project Coordinator



## List of persons interviewed

Country: Tanzania		Name of Consultant: STEPHEN SHAYO	
Date	Type of meeting	Name	Relation to the project
06-04-2016	CBA Database Acquaintance	Ngeh Ernest Tingum	Database consultant at University of Dar es Salaam
	Meeting with Project Coordinators	Oscar Raphael Mkude	Project Manager, Tanzania
		Patricia Chao	Project Coordinator, ATE
22-04-2016	Exit Meeting with Project Coordinators	Oscar Raphael Mkude	Project Manager, Tanzania
VARIOUS	User Satisfaction Survey (through questionnaires received on various dates)	Jocktan Mapunda	Employer (Assistant Human Resource Manager – Azam Bakheresa)
		Rest O. Mhina	Employer (Marketing Manager – Solidarity Car Rental)
		Mike Langaël Maphie	Employee (Fleet Controller, Kilombero Sugar Company Ltd)
		Ernest Samson	Employee (Security, KK Securities at Kilombero Sugar Company Ltd)
		Beatrice Selemani	Employee (Attendant, Peacock Hotel)
		Malik Munisi	Employee (Machine Operator, Kilombero Sugar Company Ltd)
		Felix Lazaro	Media Person

## ANNEX 2

**QUESTIONNAIRE**

Mid Term Evaluation of the Living Wages in East Africa project, a WageIndicator Foundation project including activities like debates, Collective Agreement Database and the website Mywage, Africapay and Meusalario

The development objective of the Living Wages project is:

To improve decent work and decent wages in the food supply chain.

This is subdivided in three project objectives:

1. To collect and share with stakeholders relevant data on Minimum Wage and Decent Work agenda items
2. To support awareness raising and enhanced management amongst stakeholders
3. To contribute to improved compliance with existing labour law and new and improved labour law

**CLUSTER OF INQUIRY 3 : PARTNERSHIP DYNAMICS**

We kindly request you to fill out the general information and **PART 1 and PART 2** of this questionnaire, as far as the questions are applicable for your situation, before the 25<sup>th</sup> of March 2016

General information	
Name	
Your role related to this specific Living Wage project	
Organisation	
Country	

**PART 1**

	QUESTION	ANSWER
1	If you were asked to tell a story about your experience with the WageIndicator Foundation in the living wages project, which includes debates, the Collective Agreement Database and the website Mywage, Africapay and Meusalario, what would be the title of that story and why?	
2	Which factors played a role in the decision of your organisation to participate in the Living Wages project ?	
3	What is your appreciation of the quality of information which you received from WageIndicator about the objectives of the project, the actors involved, reporting standards, collaboration principles, monitoring and evaluation, coordination mechanism and communication channels ? What can be improved?	
4	Could you describe how the selection of project activities, like debates and collecting collective agreements has taken place in your country?	
5	Did you cooperate with other countries? Which ones and how?	
6	What is your appreciation of the quality cooperation between the countries that are involved in the Living Wages project?	
7	In which way have the Trade Unions in your country been involved in the Living Wages project?	
8	In which way have the employers' associations in your country been involved in the Living Wages project?	
9	Which parts of the websites made your work easier and more efficient? (think of the Minimum Wages, Labour law section, collective agreement database, debates, others)	
10	Did you cooperate with other organisations that are working on living wages. Which ones?	
11	Please describe what has worked well in the collaboration? (what supported the success of the living wages project or generated positive moments in the process)	

12	What could in your opinion have been done differently/ better regarding coordination and collaboration?	
13	What are for you / your organisation the key learning points from the collaboration and coordination in the living Wage project?	
14	Are you planning to continue collaboration, doing debates and collecting collective agreements after the project ends. If yes, how? If not, why not?	
15	Other observations that you would like to share regarding the Living Wages project?	

**PART 2 :** Place an X in the box (see Table ) that best reflects your opinion in each of the areas mentioned below using the following scale: **1 = Strongly Disagree, 2 = Disagree, 3 = Neither Agree or Disagree, 4 = Agree, 5 = Strongly Agree** and motivate your answer.

AREA	1 Strongly Disagree	2 Disagree	3 Neither Agree or Disagree	4 Agree	5 Strongly Agree	Motivation
Our voices have effectively being heard during all phases of the project						
It has been clear for us what was expected from our organisation in terms of project results						
We have been well informed about the role and responsibilities of the other organisations that were involved in the project						
It was easy for us to integrate the activities like debates, collecting Collective Agreements in our daily work.						
The support from WageIndicator has been relevant, timely and effective (think of the support of regional site managers, international managers related to wages and labour law. and support related to (financial) management).						
The coordination between the international, regional and national levels that were involved in this project was effective						
The debates improved the collaboration between trade unions, employers and labour inspectors in our country						
The decent work agenda is more in reach thanks to this project						