

project, *Strengthening Labour Administration in Southern Africa*.

- Work closely with ministries of labor, employer associations, and trade unions of the project countries to reach consensus on the project strategy.

- Build upon existing tripartite (*i.e.*, government, employer, and worker) institutions and mechanisms that are critical to dialogue among key sectors of civil society and in developing national positions regarding all aspects of labor policy.

- Develop regional activities to facilitate cooperation among neighboring states regarding labor-related matters, exchange information on best practices, and reinforce on-going efforts to harmonize labor standards within Southern Africa.

#### E. Expected Outcomes/Project Outputs

By the end of the grant period, the project will have increased labor law compliance in the project countries through: (a) A greater knowledge of national laws, legal processes and their application among employers and workers, (b) the strengthened capacity of labor ministries to effectively enforce labor laws, and (c) the implementation of more effective systems to resolve industrial disputes

Applicants are expected to describe in their technical proposal: (a) The strategy that they will adopt to achieve these outcomes within the stated timeframe and available USDOL funds; and (b) the indicators and system of data collection they will use to measure the achievement of these outcomes (*i.e.*, increased labor law compliance, greater knowledge of national labor laws and their application, and more effective industrial dispute resolution systems), as well as all key outputs of the project.

#### F. Conditions Precedent

Prior to providing any technical assistance to any project country, the level of political commitment of each government to increase labor law compliance must be demonstrated in a clear and measurable way. Past experience has demonstrated that without the political will of the benefiting institutions to provide the necessary resources and support to effect change, no international project or form of assistance will achieve its stated objectives. Accordingly, applicants are requested to provide in their technical proposal a methodology for assessing the political will of the governments of Botswana, Lesotho, Namibia and Swaziland to increase labor law compliance. Such information will be utilized by USDOL, in consultation with

the Grantee(s), for deciding how to allocate project assistance.

#### G. Deliverables

Following the award of the grant, the Grantee(s) shall collaborate with USDOL/ILAB to:

- Develop a Project Document (including a project budget) that will set the technical parameters and provide guidance to the project. It should include all information and be prepared according to the standardized format outlined by USDOL. While the Applicant's original proposal will serve as the basis of the Project Document, in every case USDOL has found it advantageous to visit the field and reach consensus on the project strategy with host country counterparts in order to further inform the project design. USDOL must receive a draft of the Project Document 45 days after returning from travel to the relevant area(s). The Project Document must be finalized no later than 30 days after receipt of USDOL comments on the draft.

- Establish a Workplan identifying major project activities, deadlines for their completion, and person(s) responsible for completing these activities (within 60 days after the Project Document is finalized).

- Set project indicators, including indicators that support ILAB's Government Performance and Results Act (GPRA) goal: "Improve living standards and conditions of work for workers in developing and transition countries." (within 90 days of finalizing the Project Document).

- Create a Performance Monitoring Plan (PMP) to establish the data needed to measure achievement of project indicators and the methods for collection and reporting. It should include all information and be prepared according to the standardized format outlined by USDOL (within 90 days of finalizing the Project Document).

The Grantee(s) must submit copies of all required documents to USDOL by the specified due dates. Other documents that may be produced are to be submitted by mutually agreed-upon deadlines. The Project Document, Workplan, project indicators, PMP, and data collection system are subject to final approval by the Grant Officer's Technical Representative (GOTR) responsible for monitoring the grant.

#### H. Special Program Requirements

##### 1. USDOL Responsibilities

Following the award of the grant(s), USDOL shall:

- Provide the Grantee(s) with programmatic support to help ensure

effective implementation of the project, including training and consultation in USDOL/ILAB management, monitoring, and evaluation systems and standard operating procedures.

- Provide advice and consultation to Grantee(s) on specific program criteria.

- If, based upon the responses to this solicitation and subsequent to the award, USDOL determines that it is necessary, travel to the field with the Grantee(s) and other technical experts for a project design mission before finalizing the project design and the Project Document. USDOL will procure the services of technical experts if it determines that such expertise is necessary for the project design mission.

- Fund at least two project evaluations—a mid-term evaluation at approximately the midpoint of the grant period and a final evaluation approximately two months prior to the end of the grant period. USDOL/ILAB—in consultation with the Grantee(s)—will be responsible for drafting and finalizing all evaluation Terms of Reference (TOR), procuring the services of an independent evaluator (who will write the evaluation report), and providing at least one representative from USDOL/ILAB to participate on the evaluation team, when appropriate. USDOL/ILAB may choose to perform additional evaluations as appropriate.

- Have the right, at all reasonable times, to review all documents pertaining to the project, participate on field missions (including monitoring and evaluation missions), and to discuss administrative and technical issues pertaining to the project with the Grantee.

##### 2. Grantee Responsibilities

Following the award of the grant(s), the Grantee(s) shall:

- Establish the institutional and management systems and means necessary to provide and monitor the delivery of services and distribute wages and material effectively.

- If USDOL determines that it is necessary, travel to the field with USDOL and other technical experts for a project design mission before finalizing the project design and the Project Document. The Grantee(s) shall bear the financial costs for having its representative(s) participate on the project design mission.

- Assist in project evaluations, including reviewing and providing comments on the evaluation Terms of Reference (TORs) drafted by USDOL and evaluation reports written by the lead evaluator. If invited to participate on an evaluation mission by USDOL, the Grantee(s) shall bear the financial