

## Findings at a Glance

### PROJECT OVERVIEWS

**Building the Capacity of the Peruvian Labor Inspectorate (PLIP)** built the labor law enforcement capacity of its key beneficiary, the National Superintendence of Labor Inspection (SUNAFIL), particularly to inspect abusive short-term contracting. Implemented by Capital Humano y Social Alternativo (CHS) and Programa Laboral de Desarrollo (PLADES).

**Building Union Capacity to Reduce Precarious Employment in Peru (BUCCPEP)** strengthened worker organizations to engage members, employers, and the Government of Peru in reducing abusive short-term employment contracts and illegal subcontracting. Implemented by the American Center for International Labor Solidarity (Solidarity Center).

	PLIP	BUCCPEP
Resources	<ul style="list-style-type: none"> <li>\$2 million (Dec 2014–Jun 2019)</li> </ul>	<ul style="list-style-type: none"> <li>\$1 million (Dec 2015–Nov 2017)</li> </ul>
Activities	<ul style="list-style-type: none"> <li>Assisted in SUNAFIL's transition to a newly legislated centralized system</li> <li>Provided training for labor inspectors</li> </ul>	<ul style="list-style-type: none"> <li>Provided training to union members and officials on educating and representing workers to address abusive short-term contracts and illegal subcontracting</li> </ul>
Key Results	<ul style="list-style-type: none"> <li>Enhanced SUNAFIL's institutional capacity to manage and target inspections</li> <li>Enhanced capacity of labor inspectors to conduct inspections, particularly of abusive short-term contracting</li> </ul>	<ul style="list-style-type: none"> <li>Improved labor rights knowledge and worker-education skills of union members</li> <li>Supported labor unions to represent workers to employers and the government</li> </ul>

### KEY INFORMANT QUOTES

#### PLIP

"A 4-year project is not sufficient to change the use of these contracts. Projects need much more time and continuity."  
- *International Stakeholder*

"Strengthening the union movement is key, but we also need to work with employers to transform the system."  
- *International Stakeholder*

"Now we have to use money from our regional budget for inspector trainings. Our budget is already very low."  
- *Government of Peru, Ica*

"Inspection is an important tool to promote the formalization of labor."  
- *Government of Peru, Lima*

#### BUCCPEP

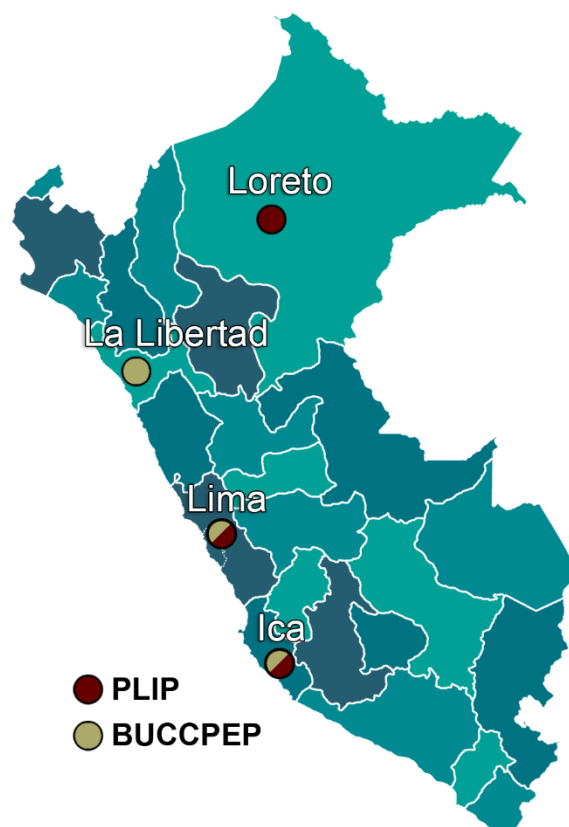
"Two years is not enough to build up adequate capacity. Promoters don't have the ability or resources to continue this work alone."  
- *Lima Stakeholder*

"Today, more than ever, employers are using aggressive strategies because they are scared of what we have learned and can do."  
- *Lima Stakeholder*

"We planted some seeds, but we need to strengthen the unions and federations more; they need more formal structures to give life to the trainings."  
- *Lima Stakeholder*

"Resources were sufficient to only educate a small group of workers in a limited manner."  
- *Lima Stakeholder*

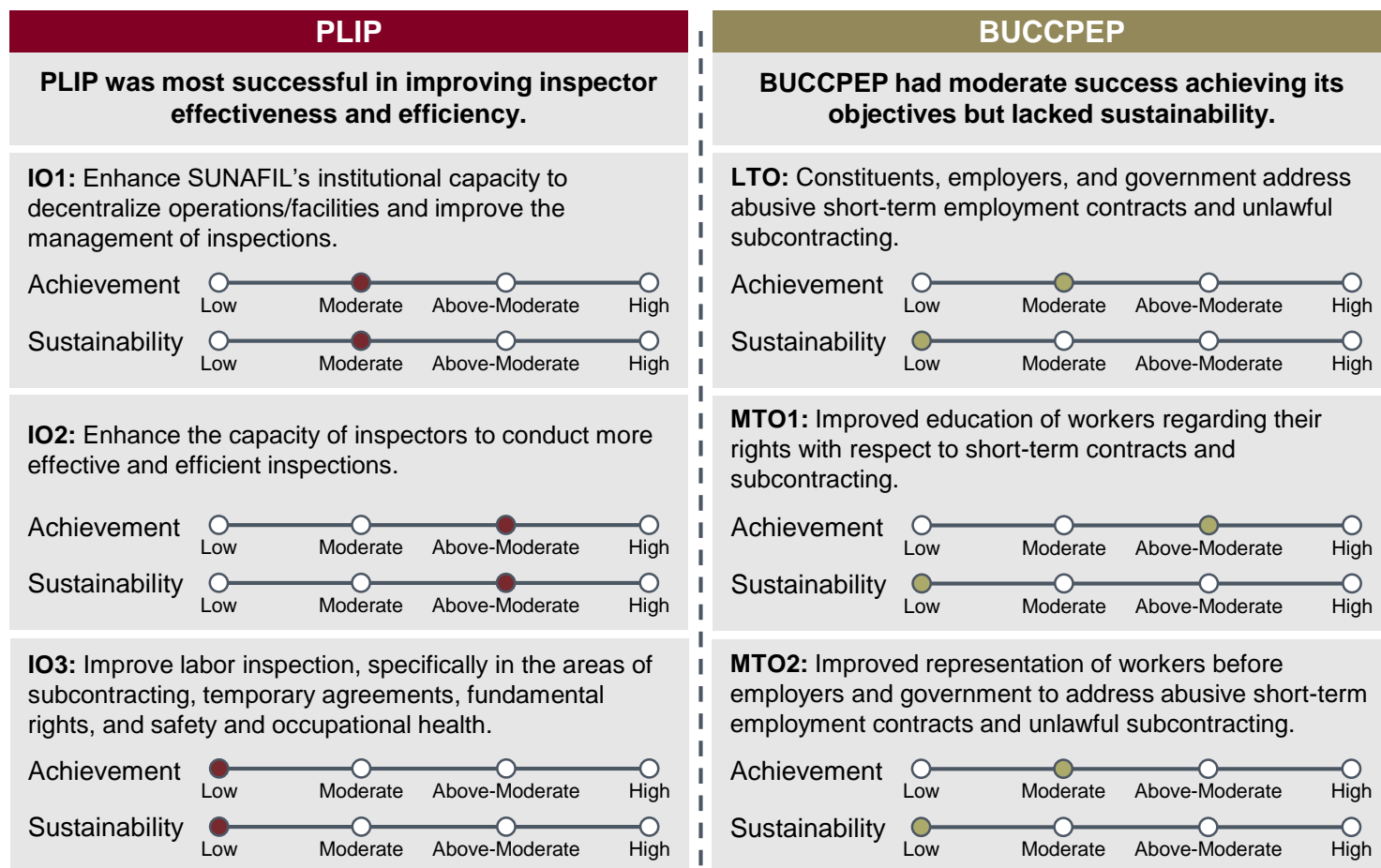
### PROJECT SITES








\*Fieldwork took place in the cities of Lima and Ica from April 4 through 17, 2019.

## CONCLUSIONS

### Evaluation Ratings of Project Objectives and Outcomes\*\*



## KEY RECOMMENDATIONS

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**Long-Term, Consolidated Programming Approach.** An investment that aims to facilitate improvement should be strategic, consistent, and intense over a longer period of time. Short-term, intermittent programming will have limited effects. A programming strategy that has multiple, ongoing, low-investment projects targeting different tripartite actors is not optimal for Peru.
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**Finding the Optimal Issue Intersect for U.S. Department of Labor (USDOL) Interventions.** Short-term contracting arrangements are indeed a serious and persisting issue in Peru. However, the Government of Peru is not yet ready or willing to address this issue head-on. There should be an honest discussion between MPTE/SUNAFIL and USDOL if there is intent for future programming.
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**Consider Requiring Approaches Such As “Do No Harm”.** A “Do No Harm” approach can maximize assistance in conflict scenarios and limit negative repercussions. This or a similar tool could be useful in preventing or limiting negative effects of labor programming in Peru.
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**USDOL Project Design Review Committee.** In both projects, problems with the theories of change led to difficulties. USDOL should designate a project design review committee composed of internal and external members close to the project, issue, or country. It should vet and strengthen a given project's theory of change and its corresponding results framework, including its cost-realism.
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**Consistent Project-Level Monitoring & Evaluation (M&E) Support.** The evaluation encountered significant challenges with baseline studies, targets, results statements, indicators, data collection instruments, and approaches. USDOL should invest in a standard training that helps implementers maximize M&E management across their projects.

\*\*The Evaluation Rating Scale comprises the following points: low, moderate, above-moderate, and high. It was used to identify progress made for evaluation questions 1 (results achievement) and 4 (sustainability).