

CURRICULUM VITAE OF DAVID TAJGMAN

FULL NAME: David Tajgman
NATIONALITIES: Danish, American
DATE OF BIRTH: 20 September 1957

BUSINESS ADDRESS

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8210 Aarhus V, Denmark
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QUALIFICATIONS:

Education: Bachelor of Science in Industrial and Labour Relations
Cornell University, 1979

Juris Doctorate in Law
University of California, 1982

Masters of Science in Financial Economics
University of London, 2003

Professional Certificate, International Programme for
Development Evaluation Training (IPDET)
Carleton University/World Bank, 2015

Languages: English, Danish, French

Professional: Member, State Bar of California
Member, International Industrial Relations Association

OVERVIEW:

David Tajgman blends and applies his labour relations and legal background with field experience in labour-related matters in a unique manner, resulting in a disciplined approach to development issues. He has worked in virtually all the English-speaking countries of Africa, as well as in Bangladesh, Cambodia, China, India, Indonesia, Jordan, Laos PDR, the Maldives, Mongolia, Nepal, Pakistan, Philippines, the Russian Federation, Sri Lanka, Thailand, Ukraine, United Arab Emirates and Vietnam. Using his labour background as a base, he has been engaged in diverse related subjects ranging from labour law and organizational labour policy reform, sectoral labour relations analysis, and structural adjustment, to gender policy, industrial policy, child labour, the rights of the disabled, the informal economy, labour-based employment programmes, small/micro enterprise development, labour clauses and standards in public procurement and corporate social responsibility initiatives, and development programme design and evaluation.

Mr. Tajgman has a strong background in international labour and related human rights standards, including 9 years of work with the ILO in the field and at its headquarters. Much work has made use of these standards in assessing related international trade and economic development issues, and more recently in the design of development and trade supporting projects. Practical experience at the country level contributes to Mr. Tajgman's ability to appreciate the difficult political, social and economic issues related to the application of national and international labour standards. The result is a distinctly practical approach underpinned by an ability to precisely analyze and highlight the broad developmental benefits of the rule of law in these areas. Mr. Tajgman has demonstrated strong writing skills, having published books and articles in the United States, Canada, South Africa, and the United Kingdom, as well as through the International Labour Office in Geneva, Turin, and Bangkok. Complemented by a practical interest in media and technology, Mr. Tajgman is able to design, produce, and implement cost-effective content in his substantive field for the Internet. Professional interest and study in recent years has turned toward process, outcome and impact evaluation of development cooperation programmes and projects.

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I. CONSULTING ASSIGNMENTS¹

**Feb-Dec
2021**

Decent Work Country Program for Vietnam

International Labour Office Regional Office for Asia and the Pacific,
Bangkok, Thailand

International Labour Office for Vietnam, Hanoi, Vietnam

Team Leader for preparation and consultations of ILO 2012-2026 programme, implementing broad-ranging UN coordination programming reforms.

**May-Oct
2021**

Freedom of association training modules for the police

International Labour Office, Suva, Fiji

Engaged to design and prepare training modules for use by national training personnel.

**Nov-Dec
2020**

International Labour Standards Academy, ILS for Judges and Legal Educators

International Training Centre of the ILO, Turin, Italy

Supported Develop and implement concept of normative stocktaking report following on UN Reform mandate for the ILO, in three pilot countries.

**Aug-Dec
2020**

Normative Stocktaking for Decent work in Viet Nam, Sri Lanka and Mongolia

International Labour Office, Regional Office for Asia and the Pacific,
Bangkok, Thailand

Develop and implement concept of normative stocktaking report following on UN Reform mandate for the ILO, in three pilot countries.

**Apr-Aug
2020**

Social Auditor Distance Training

Spread the Word/Sedex, Washington, DC, USA/London, United Kingdom

Authoring of distance learning training course for social auditors in Gomo Learning.

**Sep-Oct
2019**

Desk review of Sri Lankan single Employment Act Draft

International Labour Office, Decent Work Team for South Asia, New Delhi,
India

Prepare an initial review of draft Employment Act in response to request for immediate technical support.

¹ Not all assignments are indicated.

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**Aug-Dec
2019**

Normative Stocktaking for Decent work in Bangladesh, Malaysia and Indonesia

International Labour Office, Regional Office for Asia and the Pacific, Bangkok, Thailand

Develop and implement concept of normative stocktaking report following on UN Reform mandate for the ILO, in three pilot countries.

**Jan-May
2019**

Decent work outcomes of collective bargaining in garment factories in Indonesia

International Labour Office for Indonesia, Jakarta, Indonesia

Evidence-based study of possible relationship between collective agreements and national labour law compliance as measured by Better Work Indonesia, using compliance data and agreements codes by WageIndicator.org.

**April-May
2019**

Guidance on evaluation methodologies that are adapted to ILO's normative and tripartite mandate

International Labour Office Evaluation Office, Geneva, Switzerland

Guidance note for evaluator and evaluation managers on the subject. Final version at www.ilo.org.

**Nov-Dec
2018**

Impact assessment of labour law reform on trade union development in Vietnam

International Labour Office for Vietnam, Hanoi, Vietnam

Study of effects of reformed, ILS compliant labour law on trade union development, based on comparisons with transitions in Indonesia, South Africa, Republic of Korea and Cambodia, with recommendations for reform content.

**Jun-Oct
2018**

Gap analysis of working condition and workplace compliance in Malawi's tea production sector

International Labour Office, Geneva

Study of law and practice in context of sectoral initiatives to improve conformity with international standards.

**Jun-Sep
2018**

Improved evaluation for normative and tripartite context

International Labour Office Evaluation Office, Geneva, Switzerland

Strategic study for improving global evaluation practice to better reflect normative and tripartite character of ILO work, and systematically capture their development results. Resulting [Think Piece No. 14](#).

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**Feb-May
2018**

**Gap analysis of working condition and workplace compliance in
Indonesia's palm oil sector**

International Labour Office for Indonesia, Jakarta, Indonesia

Study of law and practice in context of sectoral initiatives to improve conformity with international standards.

**Jan-Sep
2018**

A Guide on established practices across the supervisory system

International Training Centre of the ILO, Turin, Italy

Collaboration to conceptualize and elaborate the content of a Guide on ILO supervisory systems as part of ILO Standards' Initiative, in multiple media and formats as mandated by the ILO's Governing Body (published at <https://hostvg59.it/ils-normes/>).

**Sep-Dec
2017**

Continuing Legal Education in ILS Distance Learning Programme

International Training Centre of the ILO, Turin, Italy

Collaboration to develop global training programme coordinated with national CLE requirements, including construction of Moodle-based distance training course.

**May-Sep
2017**

International Labour Standards for Lawyers and Legal Educators

International Training Centre of the ILO, Turin, Italy

Course manager of inter-regional course, specially targeted to the legally trained. Evolution of the programme into a global CLE offering.

**Jun-Aug
2017**

Decent Work Country Review for Nepal

International Labour Office Regional Office for Asia and the Pacific,
Bangkok, Thailand

International Labour Office for Vietnam, Hanoi, Vietnam

Team Leader for review of ILO 2013-2017 programming instrument for Nepal.

**Jan-Apr
2017**

Maritime Labour Convention Distance Learning Programme

International Training Centre of the ILO, Turin, Italy

Collaboration to develop global training programme to improve reporting results.

**Jan-Feb
2017**

**Evaluation – Improving industrial relations in Cambodia's garment
industry**

International Labour Office for Cambodia, Lao PDR and Thailand

Final internal evaluation of public/private partnership project.

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**Apr-Nov
2016**

Decent Work Country Review and Program for Vietnam

International Labour Office Regional Office for Asia and the Pacific,
Bangkok, Thailand
International Labour Office for Vietnam, Hanoi, Vietnam

Team Leader for review of ILO 2012-2016 programming instrument for Vietnam; preparation and consultations of ILO 2017-2021 programme.

**Apr-Oct
2016**

Decent Work Country Program for China

International Labour Office for China and Mongolia, Beijing, China

Preparation and consultations of ILO 2016-2020 programming instrument for China.

**Mar-Apr
2016**

Evaluation – Improving the garment sector in Lao PDR: Compliance through Inspection and Dialogue

ILO Country Office for Thailand, Cambodia and Lao PDR, Bangkok, Thailand

Internal mid-term evaluation of project focused on improving labour standards compliance for improved employment outcomes through labour inspection methodologies.

**Aug-Dec
2015**

A comparative study of governmental industrial relations agencies in nine countries, and five related policy question papers

Vietnam/ILO Industrial Relations Project, Hanoi, Vietnam

Detailed study of arrangement and operation of governmental IR agencies in Australia, Indonesia, Malaysia, Philippines, Singapore, Slovenia, South Africa, Republic of Korea and the United States, with a view to supporting reforms in Vietnam.

**Jul-Oct
2015**

Decent Work Country Program and Country Analysis for Mongolia

International Labour Office for China and Mongolia, Beijing, China

Preparation and consultations on ILO 2016-2021 programming instruments for Mongolia.

**Apr
2015**

Results based management toolkit and how-to manual

Evaluation Office of the International Labour Office, Geneva, Switzerland

Preparation of toolkit and how to manual on results based design, monitoring, and evaluation for ILO staff.

**Jan
2015**

High-level consultation for revision of labour laws in Mongolia

International Labour Office for China and Mongolia, Beijing, China

Following up on labour law reform concept report prepared in 2011, presentation to national dialogue forum and drafting working group of comparator transition country experiences on selected pending issues leading up to submission of draft labour law to State Great Hural.

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**Dec
2014**

Project design labour standards in global supply chains: A programme of action for Asia and the garment sector

International Labour Office Regional Office for Asia and the Pacific,
Bangkok, Thailand

Preparation of project documentation, drawing upon and coordinating inputs with varied geographic and substance foci.

**Aug-Dec
2014**

Collective bargaining promotional materials

International Labour Office, Geneva, Switzerland

Preparation of country example materials supplementing handbook entitled "How to promote collective bargaining? What governments can do to?"

**Jan-Dec
2014**

Child Labour Reporting Distance Training Course

International Training Center of the ILO, Turin, Italy

Design and mounting of Moodle-based distance training course on the subject.

**Feb-July
2014**

Independent high-level of ILO strategy of global support in realizing Fundamental Principles and Rights at Work

International Labour Office, Geneva, Switzerland

Preparation of evaluation methodology (in accord with OECD/DAC Principles for Evaluation of Development Assistance), collaboration with evaluation team, preparation of country cases studies and evaluation report on this subject, covering the period 2008-2014.

**Sept-Dec
2013**

Thematic evaluation of support to capacity building of employers' and workers' organizations in Asia and the Pacific

International Labour Office Regional Office for Asia and the Pacific,
Bangkok, Thailand

Supervision of 7 national evaluators, preparation of evaluation methodology (in accord with OECD/DAC Principles for Evaluation of Development Assistance) and overall evaluation report on this subject, covering the period 2010-2013, for all the countries in the region.

**Aug-Sept
2013**

Background paper for the Meeting of Experts on Labour Inspection and the Role of Private Compliance Initiatives

International Labour Office, Geneva, Switzerland

Prepare a background paper to serve as basis for discussion of this subject by group of government, employers' and workers' organization experts, with a view to orient possible ILO activities in the domain.

**May-July
2013**

Labour market impact assessment of state owned enterprise restructuring
Asian Development Bank, Hanoi, Vietnam

Research and prepare a background paper and contribution to ADB/WB/ILO policy note on the subject, assessing the implementation of law and policy on the basis of comparative literature review and national case studies, in collaboration with national counterpart.

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**Feb-April
2013**

Public labour inspection service/Better Work interaction
World Bank, Lao PDR

Research and prepare policy paper finding lessons learned from Better Work country programme interactions with host country labour inspection services, to inform Lao PDR labour standards/manufacturing productivity improvement project.

**Jan-Feb
2013**

Discussion moderator – Asia Pacific Industrial Relations Network
International Labour Office Regional Office for Asia and the Pacific,
Bangkok, Thailand

Prepare background and discussion summary notes – and moderate Internet discussion – on the subjects of employment contracts, termination & outsourcing for the Asian Pacific region.

**Oct 2012 -
Feb 2013**

Training of freedom of association trainers
International Labour Office, Manila, Philippines

Engaged to train Philippine officials in international labour and freedom of association standards to a trainers' level, and to prepare manual for their doing so locally.

**Aug-Oct
2012**

Trade Development Facility – Labour standards and manufacturing productivity component
World Bank, Lao PDR

Engaged to consult on and prepare TDF component to improve labour standards in garment manufacturing with a view to boosting trade and employment in the sector.

**April-June
2012**

Project documents – Better Work Vietnam and Better Factories Cambodia
International Labour Office, Hanoi, Vietnam

Prepare project documents for funding of these two labour standards and employment promotion projects.

**Feb-May
2012**

Draft Employment Law review and reform
International Labour Office, Hanoi, Vietnam

Engaged to design project, prepared project document, review and advise on draft employment law for Vietnam giving regulatory foundations to labour market institutions.

**Dec 2011-
May 2012**

Freedom of association training modules for the police and military
International Labour Office, Manila, Philippines

Engaged to design and prepare training modules for use by national training personnel.

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**Oct-Nov
2011**

Industrial relations, labour law and wage policy reform in Vietnam
International Labour Office Regional Office for Asia and the Pacific,
Bangkok, Thailand

Engaged to design second phase of project and prepare project document in consultation with beneficiaries and other stakeholders.

**May-Nov
2011**

Labour law reform in Mongolia
International Labour Office Regional Office for Asia and the Pacific,
Bangkok, Thailand

Engaged to consult with stakeholders and review situation concerning government's plan to amend/reform the Labour Law of 1999, consider and propose possible reform tracks.

**Jan 2011-
Dec 2012**

Working conditions and labour standards promotion for "Green Production and Trade to Increase Income and employment Opportunities for the Rural Poor"
International Labour Office, Hanoi, Vietnam

Engaged to prepare strategy, guidelines and execution plan for working conditions track of multi-agency/track handicraft sector development project in 4 northern districts of Vietnam; follow-up in support of national execution plan.

**Sept-Dec
2010**

Background paper for the Tripartite Meeting of Experts to Examine the Termination of Employment Convention, 1982 (No. 158, and the Termination of Employment Recommendation, 1982 (No. 166)
International Labour Office, Geneva, Switzerland

Engaged to write background paper and supervise work of 10 national country experts. Paper as finalized within the International Labour Office at:
http://www.ilo.org/global/standards/subjects-covered-by-international-labour-standards/employment-security/WCMS_152871/lang--en/index.htm

**Jun-Sept
2010**

G-20 Follow-up to the Global Jobs Pact
International Labour Office, Geneva, Switzerland

Provide support to 60 national consultants in their national research on responses to the economic crisis, observe global trends and draw global conclusions concerns labour standards and rights under responses to the global economic crisis.

**Jan-July
2010**

Author, *Addressing child exploitation in conflict settings as the worst forms of child labour: A resource manual* (working title)
International Training Center of the ILO, Turin, Italy

Engaged to develop approach for humanitarian actors under EU funded project on the worst forms of child labour in conflict settings.

**Jun-Oct
2009**

Course designer, *Implementing core labour principles in global supply chains: A training course for social auditors*
International Training Center of the ILO, Turin, Italy

Engaged to develop a programme for a social auditors' audience on this subject.

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**Mar-Apr
2009**

Project document drafter, *Trade union reform in Vietnam*
International Labour Office, Bangkok, Thailand

Engaged to finalize a project document for funding under pilot One UN facilities for supporting trade union and industrial relations reform in Vietnam.

**Mar-Apr
2009**

Policy advice/law drafting, *A Trade Union Act for Cambodia*
International Labour Office, Bangkok, Thailand

Engaged to propose policy options and draft the outline of a law on trade unions aimed at addressing issues of trade union representation and multiplicity, industrial unrest, and employer harassment.

**Jan-Aug
2009**

Policy advice/author, *Integrating the ILO's Declaration on Fundamental Principles and Rights in the Decent Work Agenda: A manual for implementing and promoting the 1998 Declaration*
International Labour Office, Geneva, Switzerland

Engaged to consolidate policy on integration of the ILO's 1998 and 2008 Declarations and produce a manual explaining how fundamental principles and rights can be integrated into Decent Work programming.

**Aug-Oct
2008**

Course designer, *Corporate Social Responsibility, Labour Standards and Their Impact on the Development of Sustainable Enterprise in China*
International Training Center of the ILO, Turin, Italy

Engaged to develop a programme for business and academic audience on this subject.

**Jun
2008**

Trainer, *Aquaculture Training of Trainers Workshop*
GLOBAL G.A.P, Cologne, Germany

Engaged to design training on implementing labour standards provisions of a CSR initiative in the shrimp farming industry.

**Mar 2008-
May 2014**

Course designer/trainer, *Distance Learning Course on Best Practice in International Labour Standards Reporting*
International Training Center of the ILO, Turin, Italy

Engaged to design and produce training content in a range of media (interactive internet materials, films and graphics) on this subject, and to supervise programming, testing and execution of Internet training platform, <http://ils-reporting.itcilo.org>. Engaged to mount and supervise implementation of Spanish version in 2010. Tutoring of yearly editions since 2009.

**Mar-Jun 2007/
Jun 2009**

Course designer/trainer, *Workshop on Core Labour Standard for European Investment Bank Staff*
European Investment Bank, Luxembourg (through ITC/ILO)

Engaged to design training on this subject along with materials to make operational the Bank's social assessment guidelines and performance standards.

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**Sep-Oct
2007**

Training Needs and Feasibility Assessment of Caribbean Training of Trainers on Decent Work, International Labour Standards, Fundamental Principles and Rights at Work

International Training Center of the ILO, Turin, Italy

Engaged to make assessment, based on stakeholder workshop, and design viable project for the training of local trainers.

**Jan-May
2007**

Author/editor (initial draft), *Asian Decent Work Decade: Resource Kit*

Regional Office, Asia/Pacific, International Labour Office, Bangkok, Thailand

Engaged to conceptualize, coordinate and edit initial draft of 6-booklet web-based resource kit. Published as ISBN: 9789221217626; 9789221217633 (web pdf); 9789221217725 (CD-ROM).

**Jun-Aug
2007**

Author (first draft), *General Survey of the Labour Clauses (Public Contracts) Convention (No. 94) and Recommendation, 1949 (No. 84) by the ILO Committee of Experts on the Application of Conventions and Recommendations*

International Labour Office, Geneva, Switzerland

Engaged to draft for the further development, finalization and authorship by the Experts' Committee, a general survey on these international instruments dealing with labour standards in public contracts for the supply of goods and services.

2007-9

Course designer and trainer, *Communicating Labour Rights*

International Training Center of the ILO, Turin, Italy

Engaged to design and implement training course for lay journalists on using and promoting international labour standards in their work.

2006-8

Author, *Employment, Economic Activities, and Livelihoods: Implementing the Guiding Principles on Internal Displacement in Domestic Law and Policy*

Brookings Institution, Washington D.C., United States

Engaged to write and present paper on employment aspects of the UN Guiding Principles on Internally Displaced Persons, found in *Protecting Internally Displaced Persons: A Manual for Law and Policymakers*, Brookings Institution/University of Bern Project on Displaced Persons (Washington, D.C/Bern, 2008)

2005-9

Sustainable Compliance Training Platform, Materials and Events

Fair Labor Association, Washington D.C., United States

Engaged to write, coordinate and test training materials on human resource functions as they relate to compliance with a code of conduct; materials targeted to management and supervision in factories in global supply chains, with primary targets in Asia. Particular focuses on hours of work, industrial relations, and freedom of association. Engaged to prepare and execute training events in China and Thailand, develop Internet portal for global training delivery, produce multi-lingual training videos for presentation on the Internet.

2005

Advice to the Government of the United Arab Emirates

Government of the UAE (through Maxwell Stamps, PLC, London, United Kingdom)

Engaged to advise the Government of the United Arab Emirates on the negotiation of labour provisions of a free trade agreement with the United States of America.

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- 2005-6** **Project Coordination, Labour Law and the Informal Economy in Thailand, Mongolia and Cambodia**
Regional Office, Asia/Pacific, International Labour Office, Bangkok, Thailand
- Engaged to coordinate research work and papers of national consultants on the topic and to prepare a consolidating paper. Published as *Extending Labour Law to All Workers: Promoting Decent Work in the Informal Economy in Cambodia, Thailand and Mongolia* (September 2006) ISBN 92-2-118625-3 and 978-92-2-118625-0
- 2005-9** **Editor/Trainer, *Participatory Labour Law Making***
Social Dialogue Branch, International Labour Office, Geneva, and
International Training Center of the ILO, Turin, Italy
- Engaged to finish development of training materials on labour law making targeted to governments, employers, workers, and legal drafters. Participated in execution of course in 2006, 2008 and 2009.
- Sep 2004-
Jun 2005** **Author, *Training Materials for a Global Alliance Against Forced Labour***
International Training Center of the ILO, Turin, Italy
- Engaged to author training materials on forced labour in its traditional and modern forms, particularly targeted to governments, employers, workers, NGOs and civil society. (July 2006) ISBN 92-9049-413-1
- 2004/7** **Author, *Modern Policy and Legislative Responses to Child Labour***
International Programme for the Elimination of Child Labour, International Labour Office, Geneva
- Engaged to author book on legislative and policy responses to child labour; conceptualize, supervise and coordinate development of an internet based database to be used for related research. (2007) ISBN 978-92-2-120374-2
- Jun-Nov
2004-9** **Course coordinator/trainer, *International Labour Standards: Tools for a Globalized Marketplace & International Labour Standards and Corporate Social Responsibility: Tools For A Globalized World Of Work***
International Training Center of the ILO, Turin, Italy
- Participation in the preparation, coordination and execution of course in English and French.
- 2004** **Author, *Decent Civil Works in Nepal and Thailand: From Research to Action Planning***
Advisory Support Information Services and Training for Employment-Intensive Infrastructure (ASIST)/Asia, International Labour Office, Bangkok
- Consolidation and development of local research papers on working conditions in the construction sectors in Nepal and Thailand. (2005) ISBN 92-2-117787-4
- 2004** **Internal Training Materials for IPEC Programme Operations Manual**
International Programme for the Elimination of Child Labour, International Labour Office, Geneva
- Supervise and coordinate development of staff training materials.

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- 2003** **Project Mid-Term Evaluation, Southern African Labour Administration Strengthening**
InFocus Programme, Declaration of Fundamental Principles and Rights at Work, International Labour Office, Geneva
- Team Leader for evaluation of U.S. Department of Labour financed sub-regional project (Botswana, Malawi, Lesotho, Zambia) for improving freedom of association, tripartism, and enforcement of labour laws.
- 2003** **Time Bound Programme Manual for Action Planning**
International Programme for the Elimination of Child Labour, International Labour Office, Geneva
- Prepare a manual for development project planning in the area of child labour, in three media (book, CD-ROM, Internet). (2003) ISBN 92-2-115164-6
- 2003** **Country Procurement Assessment (CPAR) Mission Study, Labour Clauses in Ghanaian Public Contracts**
Employment Investment Policy Branch, International Labour Office, Geneva
- Conduct study preparatory to World Bank CPAR mission of country practices in the road sector.
- 2003** **Multi-media training materials complementing *International Labour Standards: A global approach***
International Training Center of the ILO, Turin, Italy
- Design and prepare multi-media training materials to complement the book of the same name. Published as International Labour Standards: A Global Approach – A Training Package (June 2006) ISBN 92-9049-412-3
- 2003** **Assessment of Social Development in Countries Benefiting from the EU GSP Special Arrangements to Combat Drug Production and Trafficking**
Directorate-General for Trade, European Commission, Brussels, Belgium
- Prepare technical assessment of social development in 13 countries covered by the provisions of Article 25 of Council Regulation 2501/2001 concerning special arrangements to combat drug production and trafficking under the European Unions' Generalized System of Preferences.
- 2002** **Consultation of monitoring international labour standards**
National Academies, Washington D.C., United States
- Prepare a paper "On Methods of Assessing National Law and Enforcement Mechanisms in Determining Compliance with International Labor Standards: Some practical observations". Presented at The National Academies' Committee on Monitoring International Labor Standards Workshop On Legal Frameworks And National Enforcement Mechanisms, November 15, 2002
- 2002** **Assessment (and Follow-up pertaining thereto) of the Request of Sri Lanka for Special Incentive Arrangements Concerning Labour Rights**
Directorate-General for Trade, European Commission, Brussels, Belgium
- Prepare technical assessment of the incorporation in domestic legislation of the substance of standards laid down in the ILO Fundamental Conventions, and measures taken to effectively apply and monitor them in Sri Lanka, as prelude for Commission decision on the request of Sri Lanka for special tariff reductions under the European Unions' Generalized System of Preferences related to labour rights.

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- 2002/3** **Assessment (and Follow-up pertaining thereto) of the Request of Ukraine for Special Incentive Arrangements Concerning Labour Rights**
Directorate-General for Trade, European Commission, Brussels, Belgium
- Prepare technical assessment of the incorporation in domestic legislation of the substance of standards laid down in the ILO Fundamental Conventions, and measures taken to effectively apply and monitor them in Ukraine, as prelude for Commission decision on the request of the Ukraine for special tariff reductions under the European Unions' Generalized System of Preferences related to labour rights.
- 2002** **Representation, Social Aspects of Construction**
Employment Investment Policy Branch, International Labour Office, Geneva
- Attend in a representational/expert capacity the closing project workshop of DFID Labour Standards in Construction.
- 2001** **Labour Law Review in Gambia**
Multi-Disciplinary Team of the ILO for West Africa, Dakar, Senegal
- Prepare technical memorandum and critical assessment of labour law in the Gambia with a view to drafting new legislation.
- 2001** **Guide for Applicants to the Fair Labour Association and Workbook for Application Workshops**
Fair Labour Association, Washington, D.C., United States
- Prepare Guide for applicant firms to the apparel and footwear industry's Fair Labour Association. Prepare a training and practical document for orienting smaller enterprises to monitoring programme under the code of conduct.
- 2001** **Co-author, *Eliminating the Worst Forms of Child Labour: A practical guide to ILO Convention No. 182***
International Programme for the Elimination of Child Labour, International Labour Organization, Geneva, Switzerland
- Prepare a handbook on the subject, in collaboration with the Inter-Parliamentary Union. Published in 2002. (ISBN 92-2-112900)
- 2001** **Social Dialogue in Crisis Prevention and Recovery**
InFocus Programme on Crisis Response and Reconstruction, ILO, Geneva
- Prepare analytical framework and three country case studies on the benefits to be derived from social dialogue in the context of crisis prevention and recovery.
- 2000-2003** **Assessment (and Follow-up pertaining thereto) of the Request of the Russian Federation for Special Incentive Arrangements Concerning Labour Rights**
Directorate-General for Trade, European Commission, Brussels, Belgium
- Prepare technical assessment of the incorporation in domestic legislation of the substance of standards laid down in ILO Conventions Nos. 87, 98, and 138, and measures taken to effectively apply and monitor them in the Russian Federation, as prelude for Commission decision on the request of the Russian Federation for special tariff reductions under the European Unions' Generalized System of Preferences related to labour rights.

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- 2000-2003** **Worker Rights, International Labour Standards and Globalization**
International Training Center of the ILO, Turin, Italy
- Fourth, fifth and sixth presentations of course. Course delivered simultaneously in English and French.
- 2000** **International Labour Standards for Lawyers and Legal Educators**
International Training Center of the ILO, Turin, Italy
- Second presentation of this course, specially targeted to the legally trained.
- 2000** **Promoting the ILO Declaration on Fundamental Principles and Rights at Work – Gulf States**
International Training Center of the ILO, Turin, Italy
- Contribute in the preparation and delivery of an 8-day residential training programme for participants from Bahrain, Kuwait, Oman, Qatar, Saudi Arabia and the United Arab Emirates.
- 2000** **Methodological Framework for Assessing Applications for the Special Incentive Arrangements Concerning Labour Rights**
Directorate-General for Trade, European Commission, Brussels, Belgium
- Prepare operational framework for analyzing, and preparing conclusions and recommendations on, country applications for special tariff reductions under the European Unions' Generalized System of Preferences related to labour rights.
- 2000** **Preparation of Ten Cases on the Practical Impact on International Labour Standards in a Broad Perspective**
Equality Branch and Washington Office, ILO, Geneva, Switzerland and Washington, D.C., United States
- Research and prepare critical, short expositions of 12 cases of impact on international labour standards for eventual use in promotional materials.
- 2000** **Workshop on Labour Policies and Practices in Namibia's labour-based Construction sector**
Advisory Support, Information Services and Training for Labour-based Road Programmes (ASIST)/ILO, Harare, Zimbabwe
- Prepare and present paper and workshop, in collaboration with the ASIST and local consultant and role players, with a view to policy formulation.
- 1999/2000** **Distance Learning, Internet-Based Training on the ILO Declaration on Fundamental Principles and Rights at Work and its Follow-up**
Bureau of Workers' Activities, ILO, Geneva and International Training Center of the ILO, Turin, Italy
- Prepare and present pilot course over the Internet, in collaboration with the Bureau of Workers' Activities of the ILO and the Turin Centre.
- 1999** **Design Workshop – Proposed Project to Strengthen Training Capacity in International Labour Standards and Human Rights - Indonesia**
International Training Center of the ILO, Turin, Italy
- Collaborate in design and execution of a workshop involving potential beneficiaries of a project on this subject with the object of designing an appropriate project document. Collaborate in inputs to the project document.

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- 1999** **Labour Rights, International Labour Standards and International Trade: English-speaking Africa**
International Training Center of the ILO, Turin, Italy
- Third presentation of this course.
- 1999** **International Labour Standards for Lawyers**
International Labour Standards and Human Rights Department, ILO, Geneva, and International Training Center of the ILO, Turin, Italy
- First presentation of this course, specially targeted to the legally trained.
- 1999** **Promotion of Good and Fair Working Conditions in Labour-Based Employment Programmes**
Development Policies Department, ILO, Geneva, Switzerland
- Develop a range of print and video materials based on *Employment-Intensive Infrastructure Programmes: Labour policies and practices* for global use by educators, employers, workers, technicians and other interested groups. Materials published and videos released in 2000.
- 1999** **Human Rights Approach to Poverty Alleviation Development Programming**
Development Policies Department, ILO, Geneva, Switzerland
- Prepare a paper demonstrating concretely how international human rights instruments and supervision can help orient poverty alleviation programming. Used as background and source paper for the United Nations Economic and Social Committee High-Level Segment meeting, July, 1999.
- 1999** **Maritime Labour Standards: Case and Participatory Training Materials**
Maritime Industries Branch, ILO, Geneva, Switzerland
- Prepare training materials using case and participatory methods on subjects covered by international maritime labour standards.
- 1999** **Briefing Material on Child Labour for the International Programme for the Elimination of Child Labour and the International Training Center of the ILO**
International Training Center of the ILO, Turin, Italy
- Prepare briefing material in written and Power Point Presentation format on the subject of child labour. (2000) ISBN 92-9049-370-4.
- 1998-2005** **International Labour Standards, Productivity, and Enterprise Development**
International Training Center of the ILO, Turin, Italy
- Prepare and present course, in collaboration with the Enterprise Department of the ILO and other ILO technical departments, a course on the subject.
- 1998** **Internet Site for the International Labour Standards and Human Rights Department of the International Labour Organization**
International Labour Standards and Human Rights Department of the ILO, Geneva, Switzerland
- Organization and preparation of content for the Site for the Department at www.ilo.org/public/english/standards/norm/index.htm, appearing in English, French and Spanish.

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- 1998** **Guidelines for Food for Work**
World Food Programme, Rome, Italy and the ILO, Geneva, Switzerland
- Develop guidelines for food for work [*Food for Thought: A Guide to Moving from Food for Work (FFW) to Food for Assets and Sustainable Employment (FASE)*], spanning all aspects of food assisted work programmes and aimed at project implementers in the field. Included field “fact-finding” and workshoping of draft. Resulted in Food for Assets programme of the WFP.
- 1999** ***Freedom of Association: A User’s Guide***
Freedom of Association Branch, ILO, Geneva, Switzerland
- Author a “user-friendly” guide to international labour standards, law, and mechanisms on freedom of association. Published as *Freedom of Association: A user’s guide* with Karen Curtis (1999) ISBN 92-2-110837-6.
- Jan-May 1997**
May 1998-2013
- Integrated Programme for Pre-International Labour Conference
Training for Government Officials in International Labour Standards**
International Training Centre of the ILO, Turin, Italy
- Developed, coordinated repeated presentations of the integrated role play/case study programme, in English, French, Spanish, and Arabic.
- 1997** **Labour Rights, International Labour Standards and International Trade:
English-speaking Africa**
International Training Center of the ILO, Turin, Italy
- Second presentation of course focusing on international labour standards and trade regimes for employer, worker, and government representatives from Ghana, Mauritius, Nigeria, Uganda, and Zimbabwe.
- 1997** **Global Guidelines for Labour Management Policies and Practices in
Labour Based Activities, *Employment-Intensive Infrastructure
Programmes: Labour policies and practices***
Development Policies Department, ILO, Geneva, Switzerland
- Develop practitioners’ manual on the subject, present draft for tripartite international review. Published in English 1998, in Spanish and French in 2000, Chinese in 2005.
- 1997** **Programme Development Assistance for International Labour Standards
Specialists in ILO Multidisciplinary Advisory Teams**
International Labour Standards Department, ILO, Geneva, Switzerland
- Develop and present the “International Labour Standards Update programme, adapted for the seven ILO Multidisciplinary Teams.
- 1997** **Work Norms and Wage Rate Consultancy in Bangladesh**
Study jointly commissioned by World Food Programme, CARE, and EU
Integrated Food Assisted Development Programme (IFADEP), Dhaka,
Bangladesh
- Develop socio-economic and productivity surveys and analyze data and make recommendations for the revision of work norms and wage rates/structures to be applied in all types of food assisted infrastructure development activities in Bangladesh.

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- 1996** **Drafting of Employment Act for Malawi**
Labour Legislation and Labour Relations Branch, ILO, Geneva, Switzerland
- Draft an Employment Act and technical memorandum for Malawi.
- 1996** **“The Productivity of Labour in Labour Based Infrastructure Works”**
Advisory Support, Information Services and Training for Labour-based Road Programmes (ASIST)/ILO, Harare, Zimbabwe
- Provide written inputs for technical guidelines on this subject.
- Sep-Dec**
1996 **“International Labour Standards and Migrant Labour Policy in Southern Africa”**
Southern African Multidisciplinary Team, Harare, Zimbabwe
- Write policy paper analyzing the regional migrant labour issue in light of international standards.
- 1996** **Promotion of Women Rights and Equality in Employment: Albania**
International Training Center of the ILO, Turin, Italy
- Provide technical inputs and present portion of a training programme in Tirana, Albania aimed at strengthening women’s organizations in transition.
- 1996** **“Labour Rights, International Labour Standards and International Trade: Asia”**
International Training Center of the ILO, Turin, Italy
- Prepare and present a course for employer, worker, and government representatives from Viet Nam, Laos, Indonesia, Thailand and Korea.

II. APPOINTMENTS:

AUGUST 1996 TO DATE

Independent Consultant, Labour in Development
See above Item I Consulting Assignments, at page 2.

AUGUST 2005 – 2014

EXTERNAL LECTURER
School of Law, Århus University, Denmark

Teach graduate courses in comparative labour law and industrial relations, international labour law and corporate social responsibility.

JUNE 2007 – AUGUST 2007

SPECIAL SHORT TERM OFFICIAL
International Labour Office
Geneva, Switzerland

Engaged to research and write draft General Survey report of the Committee of Experts on the Application of Conventions and Recommendations concerning the Labour Clauses (Public Contracts) Convention, 1949 and Recommendation (No. 84).

JANUARY 1993 - AUGUST 1996

NOVEMBER 1989 - JANUARY 1993

SPECIALIST, INTERNATIONAL LABOUR STANDARDS FOR SOUTHERN AFRICA
International Labour Office, Multidisciplinary Team
Harare, Zimbabwe

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and
REGIONAL ADVISER
International Labour Office
Geneva, Switzerland

Responsible for assisting English-speaking African countries in applying ratified international labour and human rights standards and complying with procedural reporting obligations; participation in and organization of national and regional programmes on international standards and country missions as needed. See list of missions attached. Provide assistance and liaison on national law and regulation in the light of international standards.

NOVEMBER 1987 - DECEMBER 1993

APPLICATIONS OFFICER
International Labour Office
Geneva, Switzerland

Responsible for reviewing national compliance with international labour standards, particularly forced labour and discrimination standards; preparation of Committee of Experts' comments on individual cases; secretariat of International Labour Conference Committee on the Application of Standards. From 11/89 undertook Regional Adviser functions while performing Applications Officer tasks.

SEPTEMBER 1986 - NOVEMBER 1987

ASSOCIATE GENERAL COUNSEL
Directors Guild of America, Inc.
Los Angeles, California

Responsible for prosecution/litigation of disputes arising under labour agreements with motion picture/television producers and television networks; advise as in-house counsel to labor organization.

SEPTEMBER 1985 - JANUARY 1986

SHORT TERM OFFICIAL
International Labour Office
Geneva, Switzerland

Engaged to research and write law and practice report on the use of reinstatement as a remedy to unfair dismissal in certain member States; designed and prepared external collaboration project on the reinstatement issue.

NOVEMBER 1982 - AUGUST 1986

FIELD ATTORNEY
National Labor Relations Board
Los Angeles, California

Duties of Counsel for the General Counsel including investigation and litigation of unfair labor practices and investigation and conduct of representation proceedings.

III. OTHER TEACHING APPOINTMENTS

OCTOBER 1989-DECEMBER 1989

INSTRUCTOR

Webster University, Geneva, Switzerland

Taught evening course in comparative industrial relations systems to graduate business students.

MARCH 1982 - JUNE 1982

LECTURER

California State University, Hayward, California

Taught undergraduate course in industrial relations covering law and history, labor relations practices, discipline and grievance handling and related matters.

ADDITIONAL INFORMATION

IV. ASSIGNMENTS DURING APPOINTMENT WITH THE ILO

A. FORMAL MISSIONS

- Direct Contacts Mission to Liberia (1989)
- Mission to Swaziland to advise on the ratification of Conventions Nos. 159, 160, 161 and 162 (1990)
- Mission to draft legislation on vocational rehabilitation for disabled persons in Swaziland (1991)
- Research Mission on structural adjustment and international labour standards in Ghana (1992)
- Mission to Namibia to advise on the ratification of international labour standards (1993)
- ILO/JASPA Mission to Ethiopia on employment and human resources (1993)
- Mission on structural adjustment in Zimbabwe (1993)
- Interdepartmental Mission on Equality for Women, Lesotho (1993)
- Mission to advise the Congress of South African Trade Unions and the National Economic Forum on Remuneration and Employment Conditions and Terms for the Public Works Programme in South Africa (1994)
- Mission on labour standards in labour-based road construction and maintenance projects in Namibia (1995)
- Mission on labour standards in Zambia's labour-based roads sector (1995)
- Mission on employment relations and labour law in the informal sector in Dar es Salaam (1995)
- UNDP mission evaluating South Africa's Community Public Works Programme (1996)

B. INFORMAL ADVISORY MISSIONS

- | | |
|-----------------------|-----------------------|
| ▪ Mauritius (1989) | ▪ Lesotho (1991) |
| ▪ Seychelles (1989) | ▪ Botswana (1991) |
| ▪ Tanzania (1990) | ▪ Zimbabwe (1991) |
| ▪ Uganda (1990) | ▪ Zambia (1991) |
| ▪ Nigeria (1990) | ▪ Malawi (1991) |
| ▪ Ghana (1990) | ▪ Eritrea (1993) |
| ▪ Sierra Leone (1990) | ▪ Sierra Leone (1993) |

C. SEMINARS (CONTRIBUTING AS FACILITATOR/RESOURCE PERSON)

LABOUR STANDARDS AND HUMAN RIGHTS

- Sixth African Regional Seminar on National and International Labour Standards, Harare, Zimbabwe (October 1989)
- National Seminar on International Labour Standards for Interested Persons and Ministries, Accra, Ghana (October, 1991)
- Tripartite National Seminar on International Labour Standards with emphasis on Equality and Freedom of Association Standards, Windhoek, Namibia (October, 1991)
- National Tripartite Seminar on International Labour Standards, Kampala, Uganda (September, 1992)
- Seminar on National Implementation of the African Charter on Human and Peoples' Rights in the Internal Legal Systems of Africa, Banjul, Gambia (October, 1992)

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LABOUR STANDARDS AND WORKERS' RIGHTS

- National Seminar on International Labour Standards sponsored by the Nigerian Labour Congress, Enugu, Nigeria (September, 1990)
- SACTWU Conference on Workers Rights in a Democratic South Africa, Capetown, South Africa (June, 1993)
- Sub-regional Workers Education Workshop on International Labour Standards for Rural Workers Organisations in Southern Africa, Gross Barman, Namibia (October, 1993)

RIGHTS OF DISABLED WORKERS

- SCIAT Workshop on Legislation for the Disabled, Lagos, Nigeria (November, 1992)
- Southern Africa Technical Meeting on National Disability Policy and Legislation, Harare, Zimbabwe (April, 1995)

LABOUR LAW AND LABOUR RELATIONS

- Tripartite Conference on Labour Code Order, No. 24 of 1992, Maseru, Lesotho (August, 1993)
- National Tripartite Industrial Relations Seminar, Siavonga, Zambia (May, 1995)
- Workshop on Employment Relations and Labour Law in the Informal Sector, Dar es Salaam, Tanzania (December, 1995)
- Conference on Unions and Management Solutions, Johannesburg, South Africa (September, 1995)

EMPLOYMENT PROMOTION AND LABOUR BASED STRATEGIES

- National Workshop on Application of Labour Based Road Construction and Maintenance Technology in Zambia, Mumbwa, Zambia (January, 1993)
- Workshop on Task-Based Payment Systems, Cape Town, South Africa (January, 1995)
- Subregional Employment Promotion Seminar, Harare, Zimbabwe (September, 1995)

LABOUR STANDARDS AND EMPLOYERS' RIGHTS

- Employer's Seminars on International Labour Standards, Harare, Zimbabwe (October, 1993); Windhoek, Namibia (November, 1993); Port Harcourt, Nigeria (November, 1993); Lusaka, Zambia (April, 1994).

VULNERABLE GROUPS

- Seminar on National and International Labour Standards on Child Labour, Dar es Salaam, Tanzania (March, 1995)
- Subregional Seminar on Gender Issues in the World of Work including International Labour Standards relevant to Women Workers, Lilongwe, Malawi (May, 1995)

MISCELLANEOUS

- National Seminar on the Plantations Sector, Morogoro, United Republic of Tanzania (April, 1990)
- International Labour Organization Familiarization Meetings for South Africa, Johannesburg, Cape Town, Port Elizabeth, Durban, Pretoria (March, 1994).

D. SEMINAR PAPERS

- For presentation at Technical Consultation on Labour Based Roads in Africa, Maseru, Lesotho (January 1992)
- For presentation at the National Seminar on the Plantations Sector, Morogoro, United Republic of Tanzania (April, 1990)
- "Promoting worker rights through constitutional and legislative mechanisms - the international experience," for presentation at SACTWU Conference on Workers Rights in a Democratic South Africa, Capetown, South Africa (June, 1993)

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- "International Labour Standards in Southern Africa: A technical paper on the agenda item presented to the Southern Africa Labour Commission," for presentation at annual meeting of the Southern Africa Labour Commission, Gaborone, Botswana (February, 1993)
- "Labour Standards and Labour-Based Employment Creation: A Developmental Perspective" for presentation at Employment Promotion Seminar, Harare, Zimbabwe (September, 1995)
- "Deregulation of the Domestic Labour Market: Achieving Policy Balance Considering Implications of Global Product Markets, Domestic Social Policy, and International Coordination of Labour Factor Competition" for presentation at Conference on Unions and Management Solutions, Johannesburg, South Africa (September, 1995)
- "Employment Relations and Labour Law in the Dar es Salaam Informal Sector: The Workshop Paper", for presentation at Workshop on Employment Relations and Labour Law in the Informal Sector, Dar es Salaam, Tanzania (December, 1995)
- "Managing labour in labour-based activities: An approach for sustaining labour-based contracting," for Fifth Regional Seminar for Labour-based Experts in the Roads Sector, Accra, Ghana (April, 1996)

V. PUBLICATIONS

1. "Political Resolutions in the International Labour Organisation: The Experience since 1964," Vol. 36, No. 3 (1981), *Relations Industrielles/Industrial Relations*, Universite Laval, Quebec, Canada.
2. "From Estes to Chandler: The Distinction Between Newspaper and Television Trial Coverage," 3 COMM/ENT 503 (1982). *COMM/ENT: A Journal of Communications and Entertainment Law*.
3. "A Media Labor Law Symposium - Introduction," 4 COMM/ENT 575 (1983). *COMM/ENT: A Journal of Communications and Entertainment Law*.
4. "A Primer to Labor Relations in the Entertainment Industries," Spring, 1984, *ILR Report*, New York State School of Industrial and Labor Relations, Cornell University, Ithaca, New York.
5. *Lovejoy's Shortcuts and Strategies for the LSAT*, (Monarch Press, 1983 & 1985). First and second editions (ISBN 0671553690).
6. *Lovejoy's Preparation for the LSAT*, (Monarch Press, 1984) (ISBN 067147362X).
7. "Structural Adjustment and International Labour Standards: The Case of Ghana," International Labour Office (April, 1993).
8. "International Labour Standards in Southern Africa," in *Southern African Labour Legislation*, Labour Law Unit, University of Cape Town, Republic of South Africa (1994). Published by the Labour Law Unit also as "Southern African Labour Monograph 4/94". Published also in *Industrial Relations Journal of South Africa*, Vol. 15, Nos. 2/3 (1995).
9. "Protecting Worker Rights: Constitutional and legislative mechanisms - the international experience" in *Worker Rights, From apartheid to democracy - what role for organised labour?*, Ebrahim Patel (ed.), Juta & Co. Ltd., Kenwyn, Republic of South Africa (1994) (ISBN 0702130761).

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10. "Employment relations and labour law in the Dar es Salaam informal sector", International Labour Office (June, 1996).
11. "Reflections on Labour Market Deregulation in South Africa," *International Journal of Social Economics*, Volume 23/7, 1996.
12. "Analysis of the legal framework for gender equality in employment: Lesotho, a case-study", with Evance Kalula, in *Promoting Gender Equality at Work: Turning Vision into Reality*, Zed Books, London, 1997 (ISBN 1 85649 453 5).
13. *Employment-Intensive Infrastructure Programmes: Labour policies and practices*, with Jan de Veen, ILO (1998). (Original in English, translations in French, Spanish, Russian, Chinese) (ISBN 92-2-111034-6).
14. "The European Union's Special Incentive Arrangements Concerning Labour Rights: A practical Look at Their Implementation," publication of Labour in Development, 1999. Updated and reprinted, 2002.
15. *Freedom of association: A user's guide*, with Karen Curtis, ILO (2000) (Original in English, translations in French, Spanish, Chinese, Thai, Russian) (ISBN 92-2-110837-6).
16. *Eliminating The Worst Forms of Child Labour: A practical guide to ILO Convention No. 182*, with Jack Martin, ILO and IPU (2002) (ISBN 92-2-112900-4).
17. *Time Bound Programme Manual for Action Planning*, International Programme for the Elimination of Child Labour, International Labour Office, Geneva (2003) (ISBN 92-2-115164-6).
18. "Methods of Assessing National Laws and Enforcement Mechanisms" in *Monitoring International Labor Standards: National Legal Frameworks, Summary of a Workshop*, National Academies Press (2003) (ISBN 0-309-51708-7).
19. *Decent Civil Works in Nepal and Thailand: From Research to Action Planning*, Regional Office for Asia and the Pacific, International Labour Office (Bangkok, 2005) (ISBN 92-2-117787-4).
20. *Training Materials for a Global Alliance Against Forced Labour*, International Training Center of the ILO (2006) (ISBN 92-9049-413-1).
21. *Extending Labour Law to All Workers: Promoting Decent Work in the Informal Economy in Cambodia, Thailand and Mongolia*, (editor) Regional Office for Asia and the Pacific, International Labour Office (Bangkok, September 2006) (ISBN 9221186253)
22. *Modern Policy and Legislative Responses to Child Labour*, International Programme on the Elimination of Child Labour, International Labour Office (2007) (ISBN 9789221203759).
23. "Chapter 11: Employment, Economic Activities, and Livelihoods," in *Incorporating the Guiding Principles on Internal Displacement into Domestic Law: Issues and Challenges*, edited by Walter Käln, Rhodri C. Williams, Khalid Koser, and Andrew Solomon, American Society of International Law (2010) (ISBN 978-0-9792329-2-3).

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24. "Corporate social responsibility meets traditional supervision of fundamental labour rights: Why CSR needs social dialogue to fill the governance gaps" in *The Role of Labour Standards in Development: From theory to sustainable practice?*, T. Novitz and D. Mangan, (ed.), Oxford University Press (2012) (ISBN 978-0-19-726491-1).

VI. OCCASIONAL AND CONFERENCE PAPERS

"Reflections on the normative context for evaluation in two international organizations," paper presented at 2nd Asia Pacific Evaluation Association (APEA) International Conference (Manila, 25 February – 12 March 2019).

"Voluntarism, self-help and training: A practical guide to international forced labour standards" (1993).

"The Impact of Interunion Jurisdictional Disputes and Industrial Peculiarities on the National Association of Broadcast Employees and Technicians and the International Alliance of Theatrical Stage Employees and Motion Picture Machine Operators," New York State School of Industrial and Labor Relations (1977).

"A Comparative Study of Dispute Resolution in Essential Services in Nine Developing Countries," International Labour Office (1976).

"Reflections on the normative context for evaluation in two international organizations," presented at Asia Pacific Evaluation Association (APEA) 2nd International Conference, Manila, Philippines, 25 February to 1 March 2019