TRADE UNION RESPONSES TO GLOBALIZATION

A review by the Global Union Research Network

Edited by Verena Schmidt

INTERNATIONAL LABOUR OFFICE • GENEVA
GLOBAL UNION RESEARCH NETWORK
CONTENTS

Acronyms .............................................................. vii
About the authors/editors ................................................. ix
Preface ................................................................. xvii
Acknowledgements ....................................................... xxi
Editorial overview (Verena Schmidt) ................................. 1

1  Sustainability and unions: International trade union action to implement sustainability norms at corporate level (Eberhard Schmidt) ........................................... 11

2  Social partnership at the global level: Building and Wood Workers’ International experiences with International Framework Agreements (Marion F. Hellmann) ........................................... 23

3  Integrating labour issues in global value chain analysis: Exploring implications for labour research and unions (Lee Pegler and Peter Knorringa) ................................. 35

4  Paving the path toward the unionization of high-tech sweatshops (Anibel Ferus-Comelo) ........................................... 51

5  Corporate governance reforms as a means of protecting and promoting worker interests: Shaping the corporation of tomorrow (Richard Tudway) ........................................... 63
Trade union responses to globalization

6 Multinational companies in Bulgaria: Impact on labour and social development (Nadejda Daskalova and Lyuben Tomev) ................. 73

7 Freedom of association and collective bargaining: The practice of multinational companies in Brazil (Clóvis Scherer) ................. 85

8 Trade and development in South Africa (Neva Seidman Makgetla and Tanya van Meelis) ......................... 97

9 Migration in the global economy: Challenges and opportunities for Caribbean trade unions (Ann-Marie Lorde) ......................... 113

10 European Union enlargement, workers and migration: Implications for trade unions in the United Kingdom and Poland (Jane Hardy and Nick Clark) ........................................ 125

11 More than bananas: Social responsibility networks and labour relations in the banana industry in the Urabá region of Colombia (Maria-Alejandra Gonzalez-Perez and Terrence McDonough) .......... 139

12 The Labour Platform: An alliance of trade unions in Turkey (Seyhan Erdoğdu) ........................................ 153

13 Transnational union networks, feminism and labour advocacy (Mary Margaret Fonow and Suzanne Franzway) ......................... 165

14 Action research in the garment sector in Southern and Eastern Africa (Esther de Haan and Michael Koen) ......................... 177

Conclusion ........................................................................... 191
### ACRONYMS

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACP</td>
<td>Africa, Caribbean, Pacific</td>
</tr>
<tr>
<td>AGOA</td>
<td>African Growth and Opportunity Act (US)</td>
</tr>
<tr>
<td>BWI</td>
<td>Building and Wood Workers' International</td>
</tr>
<tr>
<td>CIS</td>
<td>Commonwealth of Independent States</td>
</tr>
<tr>
<td>CPSU</td>
<td>Caribbean Public Sector Unions</td>
</tr>
<tr>
<td>CSR</td>
<td>corporate social responsibility</td>
</tr>
<tr>
<td>EFTA</td>
<td>European Free Trade Association</td>
</tr>
<tr>
<td>EU</td>
<td>European Union</td>
</tr>
<tr>
<td>GATT</td>
<td>General Agreement on Tariffs and Trade</td>
</tr>
<tr>
<td>GRI</td>
<td>Global Reporting Initiative</td>
</tr>
<tr>
<td>GUN</td>
<td>global union networks</td>
</tr>
<tr>
<td>GUF</td>
<td>Global Union Federation</td>
</tr>
<tr>
<td>GURN</td>
<td>Global Union Research Network</td>
</tr>
<tr>
<td>GVC</td>
<td>global value chain</td>
</tr>
<tr>
<td>FDI</td>
<td>foreign direct investment</td>
</tr>
<tr>
<td>ICEM</td>
<td>International Federation of Chemical, Energy, Mine and General Workers' Unions</td>
</tr>
<tr>
<td>ICFTU</td>
<td>International Confederation of Free Trade Unions</td>
</tr>
<tr>
<td>ICT</td>
<td>information and communication technologies</td>
</tr>
<tr>
<td>IFA</td>
<td>International Framework Agreement</td>
</tr>
<tr>
<td>IFBWW</td>
<td>International Federation of Building and Wood Workers</td>
</tr>
<tr>
<td>IFI</td>
<td>International Financial Institution</td>
</tr>
<tr>
<td>IMF</td>
<td>International Metalworkers' Federation</td>
</tr>
<tr>
<td>IMF</td>
<td>International Monetary Fund</td>
</tr>
<tr>
<td>ITGLWF</td>
<td>International Textile, Garment and Leather Workers’ Federation</td>
</tr>
</tbody>
</table>
Trade union responses to globalization

ITUC  International Trade Union Confederation
IUF  International Union of Food, Agricultural, Hotel, Restaurant, Catering, Tobacco and Allied Workers’ Association
LDC  least developed countries
MFA  Multifibre Agreement
MNE  multinational enterprise
ODM  original design manufacturer
OEM  original equipment manufacturer
OFR  operating and financial review
PSI  Public Services International
SADC  Southern African Development Community
SME  small and medium-sized enterprises
SRN  social responsibility network
TNC  transnational corporation
TUC  Trades Union Congress
TUAC  Trade Union Advisory Committee to the OECD
UNI  Union Network International
WCL  World Confederation of Labour
WFBW  World Federation of Building and Wood Workers
WSF  World Social Forum
WTO  World Trade Organization
ABOUT THE AUTHORS AND EDITORS

Esther Busser has been trade policy officer in the Geneva office of the International Trade Union Confederation (ITUC) since August 2003, responsible for trade issues as well as for activities on bilateral and regional trade agreements of the Global Union Research Network. She holds a Masters in Economic Policy from the University of Nijmegen, the Netherlands, and worked previously as a consultant for the Social Finance Programme in the ILO and the Competition and Consumer Policies Branch in UNCTAD. Contact details: ITUC Geneva Office, Avenue Blanc 46, 1202 Geneva; e-mail: esther.busser@ituc-csi.org

Nick Clark is a policy officer in the Public and Commercial Services Union General Secretary’s office in the United Kingdom. He worked in manufacturing before joining the independent Labour Research Department in 1983 and the research department of the print union SOGAT in 1987. Nick held lay union posts ranging from shop steward to national negotiator. From 1993 to 2005 he worked for the British Trades Union Congress (TUC), first leading a project setting up European Works Councils and ultimately covering migrant workers’ issues. He sat on the Ethical Trade Initiative (ETI) Temporary Labour Working Group, led the TUC’s Portuguese Workers Project and is TUC nominee on the Gangmasters Licensing Authority board. In 2003, he conducted a study programme on Migrant Workers and Trade Unions at Corpus Christi College, Oxford, and has published several papers on the subject.

Nadejda Daskalova is deputy director of the Institute for Social and Trade Union Research in Sofia, Bulgaria. The main research areas include trade union development, industrial relations and social dialogue, the labour market – in
Trade union responses to globalization

particular policies for social inclusion, gender issues, social impact of privatization in the public services, European integration and social dimensions of globalization.

Contact details: Institute for Social and Trade Union Research, 1 Macedonia Square, Sofia-1000, Bulgaria; e-mail: nadyadas@yahoo.com

Luc Demaret is the focal point on migrant workers in the ILO Bureau for Workers’ Activities. He previously worked at the ICFTU, first in charge of migration in the ICFTU Europe and Americas Department and later as Director of Information writing extensively on workers’ rights and migration issues. He represented the ICFTU in the European Trade Union Confederation working group on migration in the 1970s and 1980s and in the ILO Committee on the Application of Conventions and Recommendations from 1983 to 1989. In 1999 he chaired the Jury for the International Federation of Journalists Prize for Tolerance in Journalism. This award is supported by the Council of Europe, the European Commission and the City of Strasbourg and was organized by the International Media Working Group Against Racism and Xenophobia (IMRAX).

Lawrence Egulu has been the macroeconomist for the ILO Regional Office for Africa since March 2006, where he is in charge of guiding and conducting policy-oriented research and socio-economic analysis, and reviewing their implications for decent work in Africa. He is also responsible for strengthening ILO relationships with other regional and international organizations. He coordinates the GURN web pages on PRSPs/IFIs. In 2005, Mr Egulu served as Research Officer for the ILO Bureau for Workers’ Activities in Geneva on a short-term basis. Prior to joining the ILO, Mr Egulu was the Director of Economic and Social Policy at the ICFTU African Regional Organization (AFRO) from 1996. In 2003 he was seconded by the ICFTU to the World Bank headquarters in Washington, DC. He also worked with the National Organization of Trade Unions and the Ministry of Finance and Economic Planning in Uganda.

Contact details: ILO Regional Office for Africa, 6th Floor, Africa Hall, Menelik II Avenue, P.O. Box 2788, Addis Ababa, Ethiopia; mobile: +251-911-813251; fax: +251-11-5445573; e-mail: egulu@ilo.org

Seyhan Erdoğdu is teaching in the Department of Labour Economics and Industrial Relations at the Faculty of Political Sciences, Ankara University, Turkey. She is co-author of Sendikacı Kadın Kimliği (a book on trade union women in Turkey published by Imge Publication, Ankara, 1998) and author of Küreselleşme Sürecinde Uluslararası Sendikacılık (a book on the international trade union movement in the era of globalization, published by Imge
Publication, Ankara, 2006). She has written various articles on economic restructuring and labour issues in Turkey. She is active in the Turkish trade union movement as an advisor and educator.

Contact details: e-mail: serdogdu@politics.ankara.edu.tr

Anibel Ferus-Comelo has been engaged in labour research, education and training for the past ten years. She has worked extensively with unions and community-based workers’ centres supporting the rights of low-wage workers, who are mainly migrants, in the United States and the United Kingdom. Her doctoral research explored globalization and labour strategies in the global electronics industry with a comparative focus on Silicon Valley in the United States and Bangalore in India. She is currently developing an education programme for the New Trade Union Initiative, a national independent union federation in India.

Contact details: anibelfc@hotmail.com

Mary Margaret Fonow is Director and Professor of Women and Gender Studies at Arizona State University. She is a sociologist by training, with research interests in gender and social movements, including feminist transnational labour activism. Her book, Union Women: Forging feminism in the United Steelworkers of America (University of Minnesota Press, 2003) examines how a feminist agenda took hold in a male-dominated union. Fonow’s scholarship is both multi-disciplinary and international. She is the co-author with Suzanne Franzway of New feminist politics: Transnational alliances between women and labor (University of Illinois Press).

Suzanne Franzway is Associate Professor in Gender Studies and Sociology and is a Key Researcher in the Hawke Research Institute for Sustainable Societies at the University of South Australia. Her research focuses on gender, work and labour movements, with current projects on engineers and workplace culture; care workers in elderly care and childcare; and the impact of domestic violence on women’s work. Her books include Sexual politics and greedy institutions: Union women, commitment and conflict in public and in private (Pluto Australia, 2001) and Staking a Claim: Feminism, Bureaucracy and the State with R.W. Connell and Diane Court (Allen & Unwin, 1989). She is co-author with Mary Margaret Fonow of New feminist politics: Transnational alliances between women and labor (University of Illinois Press).

Contact details: School of International Studies, St Bernards Road, Magill, South Australia, 5072; e-mail: Suzanne.franzway@unisa.edu.au

Maria-Alejandra Gonzalez-Perez is a researcher at the Centre for Innovation and Structural Change (CISC) at the National University of Ireland,
Galway (NUIG). Her research interest is on corporate social responsibility, global production networks and international labour migration. Contact details: CISC, NUIG, Galway, Ireland; e-mail: magonzalez@nuigalway.ie

**Esther de Haan** has extensive experience in researching and documenting labour practices in the garment industry in Southern and Eastern Africa. Since 1997 she has worked with organizations and trade unions in the region on action research and campaigning initiatives. She works in the Netherlands for the Centre for Research on Multinational Corporations (SOMO) and is also a campaign coordinator for the Clean Clothes Campaign, an international network campaigning on improving labour conditions in the garment industry. For SOMO she is also involved in research and campaigning on labour conditions in the electronics industry, and recently is working with organizations in Southern Africa on researching the extractives industry.

**Pierre Habbard** is a senior policy advisor to the Paris-based Trade Union Advisory Committee to the OECD (TUAC). His portfolio includes corporate governance, trade and investment, pension regulation and public governance. He is a member of the Global Reporting Initiative’s Stakeholder Council. Born in 1972, he graduated from the Université Paris IX Dauphine and the London School of Economics and Political Science.

**Jane Hardy** is a Reader in Institutional Economics in Business School at the University of Hertfordshire, United Kingdom. Since 1990 Jane’s research has been concerned with the transformation of the Polish economy. Specifically Jane has focused on the impacts of foreign investment, and the gender and labour market aspects of transformation. In 2006 Jane was awarded a grant from the British Economic and Social Research Council for a research project to look at cooperation between Polish and UK trade unions in organizing Polish migrant workers. She authored a book *Restructuring Krakow: Desperately seeking capitalism* (1996) and is currently writing another book entitled *Poland’s new capitalism and its discontents* (2007). Jane is also an active trade unionist and on the national committee of the newly formed University and College Union.

**Marion F. Hellmann** is Assistant General Secretary of Building and Wood Workers’ International (BWI) and responsible for relations to the industry, international financial institutions and development banks, Europe and Middle East. He has worked since 1991 for the BWI in Geneva. He started his professional career as typesetter in the printing industry and then studied and received a Masters degree in Sociology from the Free University of Berlin in
Germany. He also worked as staff member in the European Parliament on legal and economic issues. In the German Wood and Plastic Workers’ Union (GHK), which merged with the German Metal Workers’ Union (IG Metall), he was first secretary of the board dealing with European Union matters, economic and environmental issues.

Contact: Building and Wood Workers’ International (BWI), 54 route des Acacias, Carouge, Geneva, CH-1227; e-mail: marion.hellmann@bwint.org

Michael Koen is part of the Civil Society Research and Support Collective (CSRSC) based in Durban, South Africa. He works extensively with organized labour in Southern and East Africa in research and facilitation. He has spent several years supporting garment sector initiatives of ITGLWF in Southern and East Africa including facilitating educational and strategic planning sessions with affiliates, developing educational materials, producing the ITGLWF Africa quarterly newsletter and conducting research in the sector at both regional and country level. He has also provided support for the South African labour movement, several Global Union Federations individually and collectively through the Africa GUF Forum and various international organizations that have labour-based initiatives in Africa.

Peter Knorringa is Associate Professor in Local and Regional Development at the Institute of Social Studies, The Hague, the Netherlands. He has worked on value chain analysis and the role of global buyers; small enterprise development, clustering and local economic development; the role of trust, social capital, and networks in industrialization. In recent years, Peter Knorringa has increasingly worked on income and employment generation as part of poverty alleviation programmes, and on fair and ethical trade. Most of his research and project work has been in India and Viet Nam, and some shorter research or advisory work in Indonesia, Ethiopia, South Africa and Siberia.

Ann-Marie Lorde was employed as a research officer of the National Union of Public Workers (Barbados) for more than nine years, and is presently employed by the Arawak Cement Company Limited as their Employee Relations Officer. Ann-Marie served as chairperson of the Caribbean Public Services Association Education and Research Committee for a number of years, and, until recently, was the National Coordinator for the International Migration of Women in the Healthcare Sector Project of Public Services International. Her research interests are trade union renewal, cross-border alliances and migration. She has presented a number of research papers in these areas to international forums and she is presently examining the possible link between cross-border alliances and migration to Caribbean public sector trade union renewal.
Trade union responses to globalization

Terrence McDonough is the director of the CentreSTAGE project at the Centre for Innovation and Structural Change (CISC) and Senior Lecturer in Economics at the National University of Ireland, Galway. His research interests include globalization, American and Irish economic history, political economy, the history of economic thought and economics education for labour and community groups. He is co-author of *Minding your own business: Business education for labour activists* (Oak Tree Press, Dublin, 2001), co-editor of *Social structures of accumulation: The political economy of growth and crisis* (Cambridge University Press, 1994) and editor of *Was Ireland a colony? Economics, politics, ideology and culture in nineteenth-century Ireland* (Irish Academic Press, Dublin, 2005).

Contact details: Department of Economics, NUI, Galway, Ireland; e-mail: terrence.mcdonough@nuigalway.ie

Lene Olsen works in the International Labour Organization’s (ILO) Bureau for Workers’ Activities (ACTRAV) in Geneva. She is in charge of environmentally sustainable development issues in addition to being involved in the Global Union Research Network and the Global Labour University (GLU). She also covers issues in relation to information technology. From 1999 to 2001 Lene worked on the ILO/ACTRAV environment project “Trade Unions and Environmentally Sustainable Development” and two child labour projects aiming at developing national and international trade union strategies to combat child labour as well as actions against child labour through education and training. Before joining the ILO in 1999 she worked for the Norwegian Confederation of Trade Unions’ Brussels Office for six years.

Lee Pegler spent a large proportion of his early career working as an economist/advisor to the Australian labour movement and various labour governments in that country. Further work has been carried out on labour relations in developed countries such as Japan, Sweden and the United Kingdom. Following an intense interest in developing countries, more recent times have seen him researching and publishing on the labour/industrial relations implications of “new” management strategies of TNCs in Brazil and Latin America in general. This has spread to a more focused interest in the implications of value chain insertion on labour/industrial relations, both for formal and informal workers, in countries such as Brazil, Colombia and Viet Nam. He currently works as a lecturer, project consultant and as convenor of the Human Resources and Employment Programme at the Institute of Social Studies, The Hague, the Netherlands.

Clóvis Scherer was a researcher at the Instituto Observatório Social, Brazil, from 2000 to 2004 and a research coordinator from 2004 to 2005. The institute carries...
out research on corporate performance related to social, labour and environment aspects. He is now responsible for the Inter-union Department of Statistics and Socio-economic Studies’ (DIEESE) office in Brasília, Brazil. DIEESE is the most important trade union research centre in Brazil covering the areas of public policy, labour market, collective bargaining, industrial relations, and so on.

Contact details: DIEESE, SQS 314-315 AE Proj 1, 1º andar, 70.383-400, Brasília, Brazil; e-mail: clovis@dieese.org.br

Eberhard Schmidt is an emeritus professor of political science at the Carl von Ossietzky University of Oldenburg, Germany. He is the coordinator of a network of academics and trade unionists dealing with problems of organizational learning in unions (www.hattinger-kreis.de) and works together with the Hans Boeckler Foundation.

Contact details: Eberhard Schmidt, Huchtinger Heerstr. 40, D- 28259 Bremen, Germany, e-mail: eberhard.schmidt@nord-com.net

Verena Schmidt is working in the ILO’s Bureau for Workers’ Activities in Geneva. She is coordinating the Global Union Research Network and teaching a course in the Global Labour University (www.global-labour-university.org). Her research interest is the social dimension of globalization, in particular with regard to trade unions, gender, migration and global production systems. Verena completed her BA at the London School of Economics and King’s College, her MSc at the University of Edinburgh and her PhD at the Ruhr University Bochum. Her recent publications include Gender mainstreaming – an innovation in Europe? The institutionalisation of gender mainstreaming in the European Commission (Barbara Budrich Publishers, Opladen, 2005) and “Temporary migrant workers: Organizing and protection strategies by trade unions”, in Merchants of labour, (International Institute for Labour Studies/ILO, Geneva, 2005).

Contact details: ILO/ACTRAV, 4, route des Morillons, CH-1211 Geneva 22; e-mail: schmidt@ilo.org

Neva Seidman Makgetla completed her degree at Harvard University, and her PhD in Economics in Berlin, with a dissertation on international financial flows and development. Thereafter she lectured in economics at universities in Africa and the United States, including as senior lecturer at the University of the Witwatersrand in Johannesburg from early 1991 to late 1994. In this period, she was a member of the Department of Economic Planning of the African National Congress of South Africa, and in 1993/4 was economics coordinator of the Reconstruction and Development Programme. In 1994, Neva Makgetla joined the National Labour and Economic Development Institute (NALEDI), which is

Lyuben Tomev is director of the Institute for Social and Trade Union Research in Sofia, Bulgaria. The main research areas include social policy, incomes and living standards, social impact of privatization in the public services, labour market, industrial relations, European integration and social dimensions of globalization. Contact details: Institute for Social and Trade Union Research, 1 Macedonia Square, Sofia-1000, Bulgaria; e-mail: ltomev@abv.bg

Richard Tudway is an economist by training. His career includes experience in the secretariat of the OECD, multinational companies and investment banking. He is currently a director of the Centre for International Economics and a Fellow of Huron University in London where he teaches on the university’s MBA programme. He has written widely on issues of corporate governance, and is an adviser to the Trade Union Advisory Committee (TUAC) to the OECD. He is also a non-executive director of the Centre for Corporate Accountability, a London-based NGO committed to improving standards of worker safety, and making directors responsible for corporate manslaughter. He is an expert in corporate governance. Contact details: www.tudway.com

Tanya van Meelis completed her Masters in Industrial Sociology at the University of Witwatersrand, South Africa. Her Masters thesis was on Social Movement Unionism in South Africa. After completing her Masters she worked as a researcher at the Sociology of Work Unit, at the University of the Witwatersrand. Her research focused on company and workers’ responses to increased competition in an era of increased globalization. After two years of working closely with and researching the glass manufacturing sector, she left the university to work as the restructuring coordinator for the Chemical Workers Industrial Union (CWIU). This involved doing research, developing positions, training and education and negotiating restructuring. While at CWIU, Tanya also represented COSATU in the National Economic Development and Labour Council (NEDLAC) – the structure set up by law to negotiate social and economic policy. After working for CWIU for a number of years she joined COSATU, where she worked from 2001 until 2006 as Trade and Industry Policy Coordinator. Since May 2006 Tanya has worked for Standard Bank as Head of Strategic Issues Management.
This book is about trade union responses to globalization from different parts of the world. Globalization is a complex and multi-faceted process for workers worldwide as are the strategies they must develop to face its challenges.

Successful policies for development and poverty alleviation require the involvement of workers’ representatives through trade unions in policy development and implementation. Trade unions are a crucial agent in implementing the ILO Decent Work Agenda and fighting for a fair globalization. This involves the struggle for transparent governance for a fairer globalization, the implementation of labour standards, employment creation, social protection, and poverty alleviation including meeting the UN’s Millennium Development Goals and gender equality. But to engage effectively, trade unions – like all civil society organizations – need access to thorough research on globalization and development to inform their arguments.

Trade unions throughout the world are facing the challenges of rapid economic and social changes through a globalization process that is undermining existing regulations and arrangements without providing an adequate new regulatory framework. On national and global levels, trade unions need to strengthen their analytical capacity, their organizational efficiency and their political ability to represent working people effectively in social and economic policy debates in general, and to achieve economic and social justice. The issues of good governance, civil society development and people’s involvement in development programmes within the Poverty Reduction Strategy Paper (PRSP) process or similar restructuring initiatives require a prominent role for workers’ organizations. The PRSP approach was initiated by the IMF and the World Bank in 1999. A PRSP describes the macroeconomic, structural and social policies and programmes that a country will pursue over several years to promote broad-based
Trade union responses to globalization

growth and reduce poverty. These issues are also reflected in the follow up activities on the World Commission Report on the Social Dimension of Globalization which was established by the ILO in 2002.

In response to this the Global Union Research Network (GURN) organized a workshop on “Trade Unions, Globalization and Development” which took place in January 2005 before the World Social Forum in Porto Alegre, Brazil. This book is an outcome of this workshop. All contributions in the book were selected by means of a call for papers and were edited by coordinators and network partners of the Global Union Research Network: Pierre Habbard and Clóvis Scherer on multinational enterprises and corporate governance; Esther Busser on bilateral and multilateral trade agreements; Lawrence Egulu on international financial institutions; Luc Demaret and Lene Olsen on migration and Verena Schmidt on trade union development.

The GURN (see: www.gurn.info) is a platform for trade unionists and researchers dealing with the challenges of globalization from a labour perspective. It is a cooperation project of the International Trade Union Confederation (ITUC), the Trade Union Advisory Committee to the OECD (TUAC), the Global Union Federations (GUFs), the ILO’s International Institute for Labour Studies (IILS) and the ILO’s Bureau for Workers’ Activities (ACTRAV). Currently, the ITUC, TUAC and ILO/ACTRAV form the steering committee of the GURN.

The objectives of the GURN are to:

- facilitate access to research carried out within the global trade union movement and allied research institutes;
- promote cooperation of trade unions and research institutes on common research issues;
- encourage knowledge and resource sharing, especially between the global North and South; and
- support efforts to enhance the capacity of trade unionists to develop analyses and to increase participation in debates and policy formulations.

The GURN initiates research, provides research information on issues relevant to the labour movement via the Internet, publishes regular newsletters, organizes workshops and online conferences on selected topics and facilitates the development of union-related networks. In cooperation with the Friedrich Ebert Foundation (FES), the GURN provides a database with the option to download labour-oriented research articles.
The GURN is currently focusing on the following topics:

- Bilateral and regional trade agreements
- Corporate governance
- OECD Guidelines for Multinational Enterprises
- Wages and collective bargaining
- Social security
- Economic alternatives and poverty eradication
- Poverty Reduction Strategy Papers (PRSPs) and International Financial Institutions (IFIs)
- Migration
- Global trade union strategies (union renewal)
- Sustainable development

The aim of the GURN and this book is to stimulate debate and discussion in trade unions about possible approaches to deal with globalization.

Guy Ryder  
General Secretary, International Trade Union Confederation

John Evans  
General Secretary, Trade Union Advisory Committee to the OECD

Dan Cunniah  
Director a. i., ILO Bureau for Workers’ Activities
ACKNOWLEDGEMENTS

Chapter 11

Financial support from the Irish Research Council for the Humanities and Social Sciences (IRCHSS), the Social Sciences Research Centre (SSRC) and the Centre for Innovation and Structural Change (CISC) at the National University of Ireland in Galway, and comments and suggestions by anonymous reviewers from GURN, are acknowledged by the authors.

Having promised anonymity, the authors are unable to mention the names of all banana workers, union leaders, political activists, government officials, engineers, academics, businessmen and other community members in Urabá who shared their experiences, energy, time and interest during our field work. Field research support by Vanessa González and Juan Carlos Henao Mejía is gratefully acknowledged.