

Legal Education Training Program in Cambodia Rigorous Evaluation

Submitted By Younge Consulting Strategies 2/16/16

Executive Summary

The Cambodian trade union movement mirrors the broader country itself in many ways; it is young and in a state of growth, with increasing investment in its future. At present unions do not have the capacity to address industrial disputes in an organized and legal way, leading to widespread industrial strife that in turn negatively affects economic growth, international investment and the development of a mature and independent trade union and industrial relations system. The Arbitration Council (AC), established in May of 2003, is an alternative dispute resolution tribunal responsible for addressing claims of labor rights violations and resolving workplace disputes through direct engagement of workers and employers. Solidarity Center (SC) implements capacity-building programs designed to enable cross-industry union leaders and activists to act as effective advocates and significantly increase the number of union/worker-side labor legal advocates capable of successfully defending worker/union interests. The legal training to-date has been provided on an as-needed basis, in order to meet the urgent needs of workers experiencing violations or preparing for an upcoming Council hearing. The SC promotes the growth and development of independent trade unions in each major sector of the Cambodian economy and is currently evaluating what impact the SC-training has had on advocates' ability to be successful in AC.

This rigorous evaluation compared the outcomes of SC- and non-SC trained advocates in five areas related to the AC. There were significant differences in all four of the five areas between the SC-trained advocates and the non-SC trained advocates on separate indicators related to demonstrated knowledge of AC issues. SC-trained advocates scored significantly higher than the non-SC trained advocates overall with the exception of Area #4, disputing an issue properly citing law and/or past AC decision. There were no significant differences demonstrated between SC- and non-SC trained advocates in the five areas related to the demonstrated knowledge of the AC process. The sample size in this portion of the evaluation may not have been large enough to detect significant differences. Based on the overall quantitative findings, the trainings provided by SC had a positive impact on the performance of SC-trained advocates with regards to their demonstrated knowledge of the AC issues.

Interview and focus group data collected in this evaluation further support the benefits of SC trainings. Advocates and trainers were randomly selected to participate in the interviews and additional participants who were available on the day of the focus groups. Three arbitrators were selected to be interviewed based on the number of cases they have heard (arbitrators with larger numbers of caseloads were selected) and their availability. A total of twenty-nine ($n=29$) individuals participated in the interviews and focus groups. Adequate preparation for AC hearings was a recurring and dominant theme reported by all of the participants in this evaluation. Key factors in successful AC hearing outcomes were, how well workers and advocates were prepared, the ability to provide sufficient evidence or documentation, knowledge of how to comport oneself appropriately during the hearing, and having a solid case. The major challenges reported were budget limitations of providing training. In addition, training did not always prepare advocates for companies with more resources including attorneys, funding, preparation time for hearings, time to conduct research and the ability to cite past cases to strengthen their current case. Despite receiving training, advocates described the challenges of collecting documentation from workers which may be different than the documents the companies have, use of manufactured documents, prepping workers to testify during the AC hearings, worker literacy and education levels, and appropriate behavior during the hearings (e.g., emotional or aggressive behavior by workers and advocates). Training is able to address only some of these

challenges, however, SC training has been beneficial to advocates as demonstrated by their demonstrated knowledge of AC issues.

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Preface

This report summarizes the Solidarity Center strategies that contributed to the accomplishments related to its goal to improve workers' rights and capacity in Cambodia through cases brought to the Arbitration Council. This report provides an opportunity for SC to reflect on its training and corresponding results to promote and infuse workers' rights into the Cambodian Trade Union Movement.

Younge Consulting Strategies would like to thank the leadership, guidance, and assistance provided by Danuta Dobosz (Director, Office of Program Reporting and Evaluation) and Sarya Sok (Monitoring and Evaluation Specialist). We would also like to thank EMC Consultants for the preliminary analyses and the Cambodia based Solidarity Center team members including Chenda Hun, for their feedback on earlier drafts of this report.

List of Acronyms

AC	Arbitration Council
CLC	Cambodia Labor Confederation
CLEC	Community Legal Education Clinic
CNC	Cambodian National Confederation
ILO	International Labour Organization
LO-FTF	Danish acronym for the Danish Federation of Trade Unions (LO) and the Danish Confederation of Salaried Employees and Civil Servants (FTF)
M&E	Monitoring and Evaluation
NGO	Non-government organization
RMG	Ready Made Garments
SC	Solidarity Center formerly named American Center for International Labor Solidarity

Program Background

The Cambodian trade union movement mirrors the broader country itself in many ways; it is young and in a state of growth, with increasing investment in its future. Simultaneously, the movement remains greatly divided, often along political lines. Cambodia is essentially a one-party state in a phase of political paralysis. Leaders from trade unions not closely allied with the ruling party on the national or local level who do speak out are often incarcerated, harmed, or killed. The labor movement also lacks the experience level that might lead to its optimal potential, and it is unable to rely on institutions or legal avenues to effect constructive, peaceful, and economically just pathways to growth. At present unions do not have the capacity to address industrial disputes in an organized and legal way, leading to widespread industrial strife that in turn negatively affects economic growth, international investment and the development of a mature and independent trade union and industrial relations system.

Enhancing rule of law and access to justice is one of the major objectives of the Solidarity Center's Global Labor Program. Access to justice and the expectation of the application of the rule of law in Cambodia is a powerful enabling factor that shapes the ability of unions to strengthen themselves and represent workers' interests. The creation of the labor Arbitration Council (AC) was a useful tool in this process. The AC was established in May of 2003 and is an alternative dispute resolution tribunal responsible for addressing claims of labor rights violations and resolving workplace disputes through direct engagement of workers and employers. Since its inception, it has helped resolve over 70 percent of the nearly 1,000 cases it has received, as of December 2010.¹ It is important to note that in a ratio of almost two-to-one in cases brought before the AC, lawyers are available to represent the employers' side as opposed to those available to the union/workers' side.

Solidarity Center (SC) implements capacity-building programs designed to enable cross-industry union leaders and activists to act as effective advocates and significantly increase the number of union/worker-side labor legal advocates capable of successfully defending worker/union interests. The legal training that is currently offered by SC-Cambodia consists of three general areas, and trainees may get some or all of the training areas depending on their experience and immediate needs:

1. Cambodian Labor Law – This area covers basic labor rights, human rights, and remediation processes as laid out in relevant legislation. Unionists with previous knowledge of the law may not receive this training.
2. Arbitration Council Process – This area covers the specific process of an AC hearing, including the pre-, inter-, and post-hearing activities. In the past, this training was given in some form primarily to unionists in advance of a scheduled hearing, but also to union members whose local leadership anticipated labor rights violations.
3. Strategy Development and Mock Council Hearing – This area walks trainees through developing their case strategy, use of evidence and witnesses, and a mock run-through of the actual hearing process. This has in the past only been provided to unionists in advance of a scheduled hearing.

¹ Noord, H.V., Hwang, H.S., & Bugeja, K. (2011). Arbitration Council: Institution-building in a developing country. *International Labour Office, Working Paper No. 24*

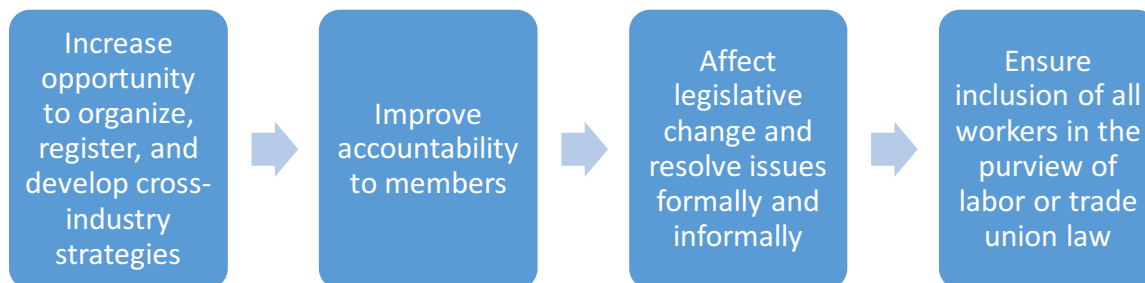
The legal training to-date was provided on an as-needed basis, in order to meet the urgent needs of workers experiencing violations or preparing for an upcoming Council hearing.

To build on the successes of the first four years of the program, SC maintained the same overall program structure during Year 5. The SC continued to promote the growth and development of independent trade unions in each major sector of the Cambodian economy. While continuing to devote significant effort to the ready-made garments (RMG) sector, SC also continues outreach to workers in the hotels and tourism, construction, and informal sectors (including domestic workers), as well as to teachers and civil servants, even though public sector workers are legally denied basic union organizing rights. SC continues its program of activities related to promoting trade union organizing, collective bargaining, gender equality, and internal democratic practices in each sector. As in the past, the trainings focus less on theory and more on actual, timely events, to the maximum extent possible. For example, organizing trainings are linked to actual efforts to organize and register independent trade unions, while collective bargaining trainings focus on assisting union partners to conduct and finalize actual ongoing negotiations.

Theory of Change

This evaluation used the following hypothesis and theory of change to evaluate programmatic goals and accomplishments. Development Hypothesis: For a significant and measurable change to occur in the Cambodian trade union movement, and for the rights of workers generally, the following progress illustrated by Figure 1, needs to occur.

Figure 1 Theory of Change



The following critical assumptions, as outlined in the results framework², provide the context in which SC operates and remains constant for the overall program implementation in Cambodia.

1. Democratic labor unions and civil society organizations are able to operate openly and without increased or additional interference by the Cambodian government.
2. Workers and their organizations are able to work collaboratively with their employers and the government or to overcome obstacles in the event of employer resistance to organizing and bargaining.
3. The global economic recovery continues, along with an increased demand for Cambodian manufactured goods, particularly in the Cambodian apparel industry, and an increase in tourism and foreign travel to Cambodia.

² USAID GLP Cambodia Country Program-Year 5

4. Foreign assistance to Cambodia continues at current or increased levels, including foreign aid for infrastructure assistance, governance improvements, anti-corruption efforts, and social welfare and education programs.

Methodological Approach

This evaluation used an explanatory sequential mixed method approach³ collecting both quantitative and qualitative data to explore the impact of SC legal training on the performance of advocates at the AC, and case outcomes. The quantitative data were collected first in the form of Issue and Process scorecards followed by the qualitative data in the form of interviews and focus groups. The data were then analyzed separately and later linked to further explain the differences between SC- and non-SC trained advocate performance.

Quantitative Design

The goal of this rigorous evaluation was to analyze whether the ‘labor legal advocates’ that emerge from the legal trainings provided by SC had a higher success rate in AC cases than non-SC trained advocates. This was purported to result in higher success rates in cases brought to the Council, as well as better overall preparation of cases for Council processes. The broader impact is that the labor advocates that SC partners with should be more capable of defending workers’ rights than other labor advocates. SC also conducts or is considering conducting such programs in other program countries, therefore, rigorous analysis of the Cambodia activities will inform programming at a global level.

Sample

The treatment units or experimental groups were cases brought before the AC by SC-trained legal advocates providing legal assistance to members of local unions under the Cambodia Labor Confederation (CLC) and the Cambodian National Confederation (CNC). The non-treatment units or control group was drawn from the set of cases brought to the Arbitration Council advocates for individuals in non-participating CLC unions, non-participating CNC unions, ruling party-affiliated federation unions, and independent local unions, matched at the group level for percentages of case categories (wages, unjustified termination, etc.).

Data for the rigorous study/ evaluation came from three sources:

- Case results at the AC;
- Scoring of the quality of documentation submitted for AC hearings by legal representatives of workers; and
- Scoring of the quality of AC hearing performance by legal representatives of workers

The quality scorings were conducted by an NGO experienced in rule of law issues; SC selected the NGO. Protocols for the two scoring activities were developed in collaboration with the selected NGO partner. SC’s M&E consultant and in-house M&E specialist provided training to personnel at the NGO on application of the protocols. Due to the potential need for scorers to attend hearings in-person periodically, and the small size of most Cambodian rule of law NGOs, it was decided that double-coding,

³ Creswell, J. (2014). Research Design: Qualitative, quantitative, and mixed methods approaches. Sage Publications: Thousand Oaks

while ideal, was not feasible. Instead, the NGO identified a staff person to review at least 20% of the scored cases each year. The consultant and specialist conducted oversight of the scoring process throughout the year.

A priori analysis indicated that the sample size in this design should provide sufficient power to reject the null hypothesis, using t-tests to analyze the means between the two independent groups with respect to the three evaluation data sources. Analyzing each of the three indicators is preferred because the results could also inform program design, i.e., place more emphasis on document submissions vis-à-vis mock arbitration hearings.

Independent-samples t-tests were used to compare the mean scores of the SC-trained and the non-SC trained advocates on the five different areas of the Issue and Process Scorecards. All analyses were conducted using the Statistical Package for Social Sciences (SPSS version 22).

Chi-square goodness-of-fit tests were also conducted to supplement the t-test analysis and investigate specific differences between the SC- and the non-SC trained advocates on certain indicators for which data were available in the five score card areas. Additional analyses were conducted on the subscales of the scorecards to determine the statistically significant difference between expected versus observed values between the SC and the non-SC trained advocates. Adjusted residuals of ± 1.96 were used to determine what cells produced the statistically significant chi-square results.

In order to determine the impact of the capacity-building program, the evaluation assessed two distinct abilities, thus resulting in two distinct datasets:

1. Demonstrated Knowledge of How to Present Case (Issue Dataset)
2. Demonstrated Knowledge of AC Process (Process Dataset)

Demonstrated Knowledge of AC Issues

Quantitative Findings

The issue scorecard dataset consists of data from 1,262 issues brought to the AC. Of these issues, 286 belong to the treatment group while 976 issues belong to the control group. Of the total 109 worker representatives, 22 belong to the treatment group and 87 to the control group.

The scoring of the “Demonstrated Knowledge of How to Present Case” is composed of 5 areas:

- Area 1: Statements of Issue and Demands
- Area 2: Facts of Issue
- Area 3: Use of Evidence
- Area 4: Use of Law and/or Past AC Decisions
- Area 5: Defense of Issue

For each of the 5 areas, one to four characteristics or indicators are used to assess the proficiency of the advocate in that area (See Appendix 1). Each characteristic includes a number of attributes. For example, “Opening statement clear about the issue” is a characteristic and “Yes” and “No” are attributes. Each attribute is associated with a number of points. The score of each area is computed as the sum of the points of each attribute pertaining to the area using equal weight. If an attribute is “Not Applicable,” it was given a null score so as to have a constant number of observations across all issues. The total score is computed as the sum of the scores of each area.

Several issue types are present in the dataset. “Wages and Bonuses” constitutes the largest issue type, representing 39% percent of total issues (Table 1).

Table 1: Breakdown of issues by type

Issue type	Freq.	Percent
Wages and bonuses	488	39%
General working conditions (not OSH), miscellaneous	159	13%
Occupational safety and health	127	10%
Discipline and termination	118	9%
Labor rights of women	91	7%
Leave	66	5%
Unions and worker delegates	68	5%
Labor and other contracts	55	4%
Employment Status	38	3%
Strike	27	2%
Work suspension	20	2%
AC jurisdiction and procedure	5	0%
Total	1,262	100%

Analytic Approach

The causal effect of the training provided by SC on the “Demonstrated Knowledge of How to Present Case” of the advocates was tested using independent-samples t-tests. These t-tests were conducted with unequal variances for each of the five aggregated scoring sections for the issue dataset as well as a grand total score. The total score is computed by summing the scores of the five aggregated scoring sections.

Empirical findings

Independent Samples T-tests

As observed in Table 2, across sections of the issue data, there is a positive and statistically distinguishable effect of treatment (using 95% confidence intervals), except for Area #4. It is also true with the aggregated total score.

Table 2: T-test analysis outcomes

	Area 1	Area 2	Area 3	Area 4	Area 5	Scorecard Grand Total	N
Non-SC Trained Advocates	M=.78 (SD=.39)	M=.53 (SD=.22)	M=.19 (SD=.20)	M=.86 (SD=.34)	M=.48 (SD=.19)	M=2.23 (SD=.87)	976
SC-Trained Advocates	M=.89 (SD=.30)	M=.62 (SD=.21)	M=.29 (SD=.23)	M=.45 (SD=.49)	M=.57 (SD=.19)	M=2.78 (SD=.86)	286
Difference	-0.11	-0.09	0.23	-.15	-.09	-.54	
t-statistic	-5.00	-6.08	-6.67	-9.11	-7.62	-9.33	
p-value	.00	-.00	.00	.00	.00	.00	

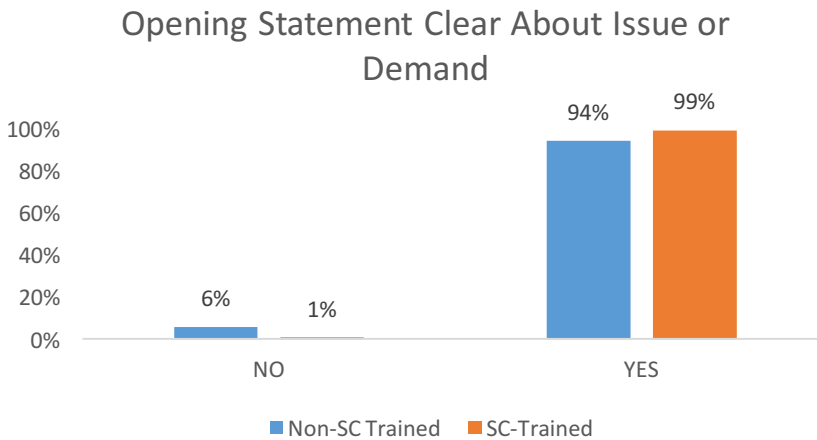
Note: M is used for the mean or average scores and SD is used for standard deviations.

Chi-Square Analyses

Area #1 Statements of Issues and Demands

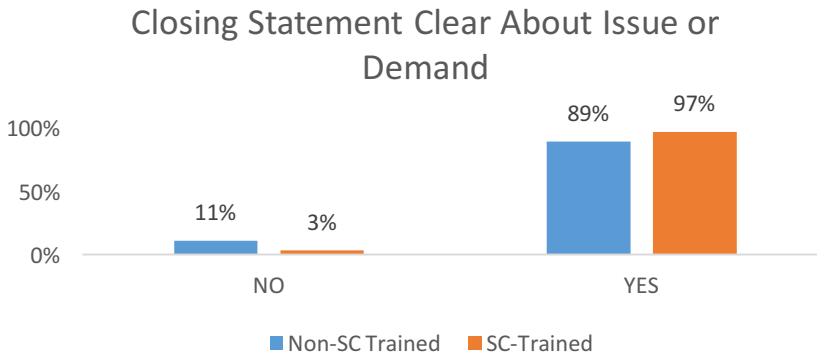
A chi-square goodness-of-fit test indicated that there was a significant difference in the proportion of SC-trained advocates and non-SC trained advocates who were able to make a clear opening statement about the issues or demands (Area 1) $\chi^2 (1, n=1,047) = 11.47, p<.00$. SC-trained advocates scored higher than their non-SC trained counterparts (see Figure 2).

Figure 2



A chi-square goodness-of-fit test indicated that there was a significant difference in the proportion of SC-trained advocates and non-SC trained advocates who were able to make a clear closing statement about the issues or demands (Area 1) $\chi^2 (1, n=913) = 11.86, p<.00$). SC-trained advocates scored higher than their non-SC trained counterparts (see Figure 3).

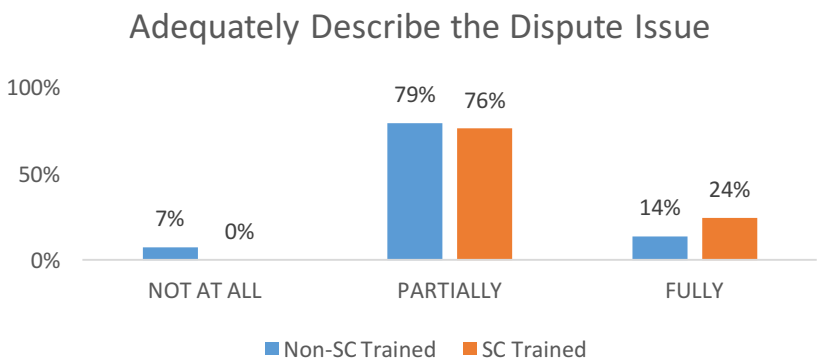
Figure 3



Area #2 Facts of Issue

A chi-square goodness-of-fit test indicated that there was a significant difference in the proportion of SC-trained advocates and non-SC trained advocates who were able to adequately describe the dispute issue (Area 2) $\chi^2 (2, n=1,262) = 11.47, p<.00$). Non-SC trained advocates scored higher than SC-trained advocates with respect to “not at all” adequately describing the dispute issue. SC-trained advocates scored higher than their non-SC trained counterparts in their ability to “fully” adequately describe the dispute issue (see Figure 4).

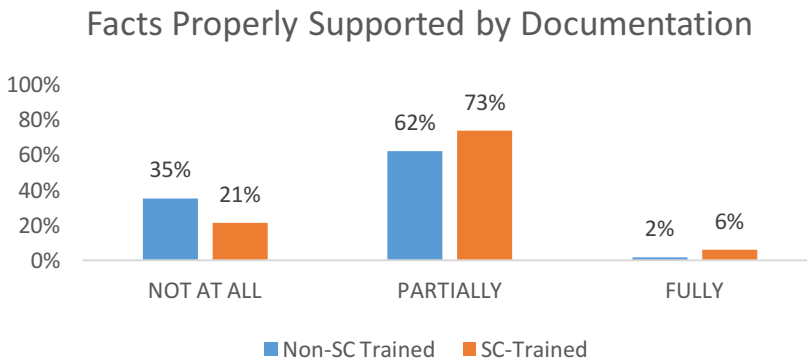
Figure 4



Area #3 Use of Evidence

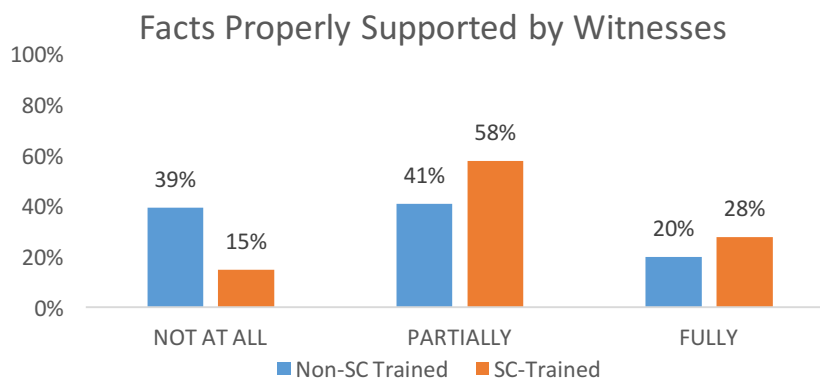
A chi-square goodness-of-fit test indicated that there was a significant difference in the proportion of SC-trained advocates and non-SC trained advocates whose facts were properly supported by documentation $\chi^2 (2, n=775) = 23.71, p<.00$. Non-SC trained advocates scored higher than SC-trained advocates with respect to “not at all” having facts that were properly supported by documentation. SC-trained advocates scored higher than their non-SC trained counterparts in their ability to “partially” or “fully” support their facts with documentation (see Figure 5).

Figure 5



A chi-square goodness-of-fit test indicated that there was a significant difference in the proportion of SC-trained advocates and non-SC trained advocates whose facts were properly supported by witnesses $\chi^2 (2, n=608) = 31.3, p<.00$. Non-SC trained advocates scored higher than their SC-trained counterparts with respect to “not at all” having their facts properly supported by witnesses. SC-trained advocates scored higher than their non-SC trained counterparts on “partially” or “fully” providing facts that were properly supported by witnesses (see Figure 6).

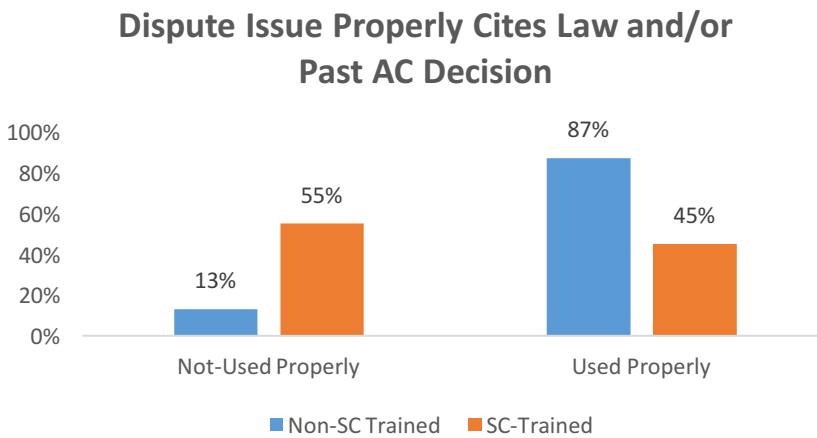
Figure 6



Area #4 Use of Law and/or Past AC Decisions

A chi-square goodness-of-fit test indicated that there was a significant difference in the proportion of SC-trained advocates and non-SC trained advocates whose dispute issue properly cited law and/or past AC decisions $\chi^2 (2, n=687) = 74.31, p<.00$. SC-trained advocates scored higher than their non-SC trained advocated counterparts in “not used properly” or properly citing the law or past AC decisions. Non-SC trained advocates scored higher than their SC-trained counterparts with respect to “used properly” or properly citing law and or past AC decisions (see Figure 7).

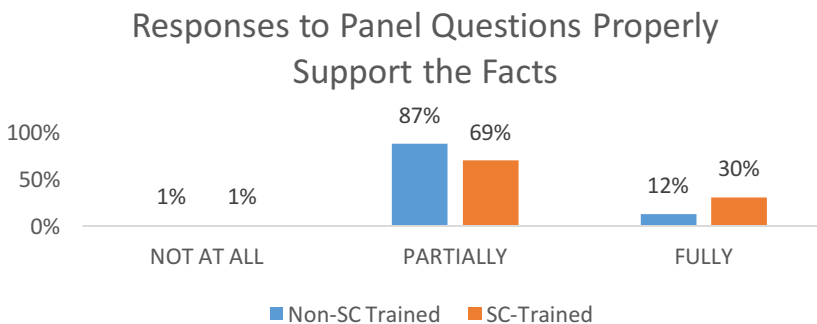
Figure 7



Area #5 Defense of Issue

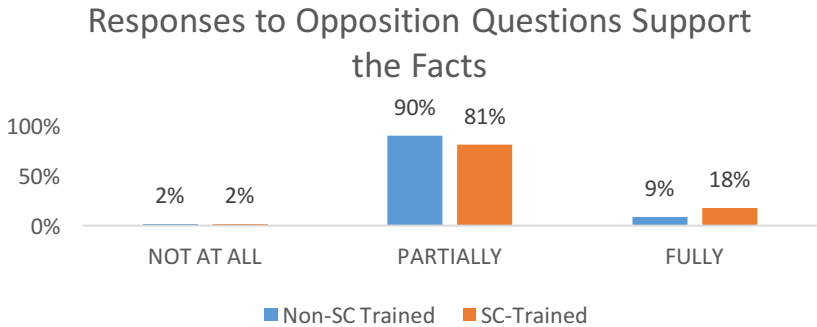
A chi-square goodness-of-fit test indicated that there was a significant difference in the responses to panel questions supporting the facts. The SC-trained advocates and non-SC trained advocates whose responses to panel questions supporting the facts differed significantly $\chi^2 (2, n=1,217) = 54.02, p<.00$. Non-SC trained advocates had higher scores than their SC-trained counterparts, with respect to “partially” properly supporting the facts. SC-trained advocates had higher scores on their ability to respond to panel questions properly to support the facts “fully” in comparison with their non-SC trained advocate counterparts (see Figure 8).

Figure 8



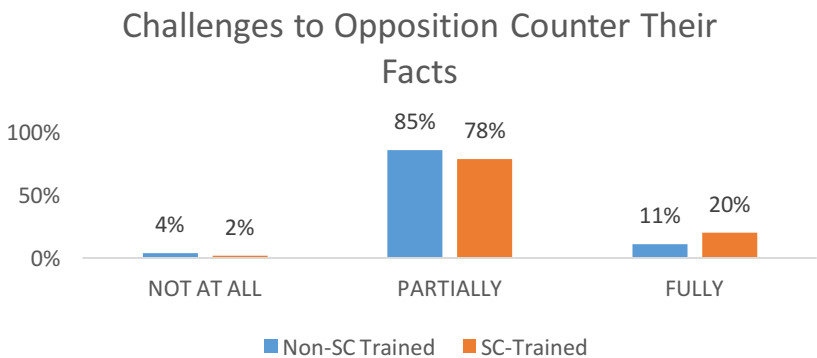
A chi-square goodness-of-fit test indicated that there was a significant difference in the responses to opposition questions supporting the facts. The SC-trained advocates scored higher in responses to opposition questions supporting the facts $\chi^2 (2, n=1,114) = 16.78, p<.00$. Non-SC trained advocates had higher scores than their SC-trained counterparts, with respect to “partially” responding to opposition questions to support the facts. SC-trained advocates had higher scores on their ability to respond to panel questions properly supporting the facts “fully” in comparison with their non-SC trained advocate counterparts (see Figure 9).

Figure 9



A chi-square goodness-of-fit test indicated that there was a significant difference in the challenges to opposition counter their facts between the SC-trained advocates and non-SC-trained advocates challenges to opposition counter their facts $\chi^2 (2, n=1,008) = 17.31, p<.00$. SC-trained advocates had scored higher in their ability to respond to the opposing parties challenges to the facts raised in the hearing. Non-SC trained advocates had higher scores than their SC-trained counterparts, with respect to “partially” being able to provide challenges to opposition to counter their facts. SC-trained advocates had higher scores on their ability to “fully” present challenges to opposition to counter their facts in comparison with their non-SC trained advocate counterparts (see Figure 10).

Figure 10



Demonstrated Knowledge of AC Process

Data description

This process scorecard dataset consists of data from 194 cases brought to the AC. Of these 194 cases, 47 belong to the treatment group while 137 belong to the control group. Of the total 109 worker representatives, 22 belong to the treatment or SC-trained group and 87 to the control or non-SC trained group.

This dataset examines the “Demonstrated Knowledge of AC Process”. The scoring is composed of 5 areas:

- Arbitrator Selection Process
- Documentation Delivery Procedures
- Submission of Proper Authorization of Representation
- Hearing Regulations
- Post-hearing procedures

For each of the 5 areas, one to two characteristics are used to assess the proficiency of the advocate in that area. Each characteristic includes a number of attributes. For example, “Submitted preferences or lottery choice” is a characteristic and “Yes” and “No” are attributes. Each attribute is associated with a number of points. The score of each area is the sum of the points of each attribute pertaining to the area using equal weight. If an attribute is “Not Applicable”, it was given a null score so as to have a constant number of observation across all issues. The total score is computed as the sum of the scores of each area. (See Appendix A)

We observed a high number of cases involving the Garment and Footwear sector, representing 84% of the cases. The manufacturing sector is the only remaining sector representing more than 10 cases. (See Table 3)

Table 3: Breakdown of cases by industry

Industry sectors	Number of cases	Percentage
Garment/Footwear	156	85%
Manufacturing	12	7%
Hospitality/Tourism	6	3%
Service Sector	3	2%
Transport	1	1%
Agriculture	2	1%
OTHER	1	1%
Construction	2	1%
Health	1	1%
Total	184	100%

Empirical findings

Independent-Samples t-test

There were no significant differences between the non-SC trained group and the SC-trained group in any of the five areas or the scorecard grand total (See Table 4).

Table 4: T-test analysis outcomes

	Area 1 ^a	Area 2	Area 3	Area 4	Area 5	Scorecard Grand Total	N
Non-SC Trained Advocates	M=1(SD=0)	M=.62 (SD=.48)	M=.70 (SD=.46)	M=.95 (SD=.22)	M=.92 (SD=.27)	4.11 (.99)	137
SC-Trained Advocates	M=1(SD=0)	M=.68 (SD=.47)	M=.81 (SD=.40)	M=.96 (SD=.20)	M=.93 (SD=.25)	4.25 (.87)	47
Difference		-0.06	-.11	.01	-.01	-.15	
t-statistic		-.74	-1.52	-.23	-.33	-.96	
p-value		.46	.16	.81	.73	.34	

- t cannot be computed because the standard deviations of both groups are 0.
- Missing responses reduced the total sample that was included in the analysis.

Overall Summary of Results

There were significant differences in four of the five areas between the SC-trained advocates and the non-SC trained advocates on the issue scorecard. SC-trained advocates scored significantly higher than the non-SC trained advocates overall with the exception of one indicator where non-SC trained advocates scored higher than their SC-trained advocates counterparts (i.e., dispute issue properly cited law and/or past or Area #4). The chi-square goodness-of-fit analyses demonstrated where these differences were demonstrated. There were no significant differences in the process scorecard between the SC-trained and the non-SC trained group in any of the five areas. The lack of significant findings in the process scorecard may be due to a small sample size that lacked the power to detect differences that may exist.

Qualitative Research Design

This evaluation used a convenience sampling strategy. Data were obtained in the form of individual interviews and focus groups. Advocates and trainers were randomly selected to participate in the interviews and additional participants who were available on the day of the focus groups. Three arbitrators were selected to be interviewed based on the number of cases they have heard (arbitrators with larger numbers of caseloads were selected) and their availability. A grand total of seven ($n=7$) interviews and two ($n=2$) focus groups were conducted along with one orientation session for the SC trainers. A total of twenty-nine ($n=29$) individuals participated in the interviews and focus groups. A separate orientation meeting was conducted for the SC-trainers and their data were used to provide context for the quantitative and qualitative data.

Interviews and focus groups were a combined effort of the evaluation team including two local Cambodian based SC staff and two DC-based SC staff with varying levels of English and Khmer fluency. Data were collected between December 14th to December 19th, 2015. All qualitative data were stored in a qualitative software database (Dedoose Software). A codebook was developed with the assistance of a staff member from the Solidarity Center. The goal of developing the codebook in collaboration with SC was to increase the validity of the codebook and increase inter-reliability to improve the veracity of the themes. An iterative process was used to code the data. Content analysis was used to systematically

identify topics. The number of times a topic was reported by individual participants was counted. Topics reported multiple times by an individual participant were only counted once. As a general rule of evidence for the qualitative data collection activities, all findings required two or more independent sources of data (e.g., individuals being interviewed or in a focus group) in order to be considered a finding in this report.

Qualitative Findings

Table 5: Total number of interviews and focus groups.

	Focus Group-Advocates	Trainer Interviews	Interviews Workers	Arbitrators	TOTAL
SC-Trained	n=9	n=2			N=29
Non-SC Trained	N=2 (n=7, n=2)				
Not Applicable			N=2 (n=3, n=3)	n=3	

Note: Some groups were mixed with Workers and Advocates. An orientation with trainers was not included.

Trainers and Training

Interview and focus group participants agreed about the benefits of receiving training in preparation for AC hearings. The interview and focus group findings provided a variety of perspectives about the trainings provided by the Solidarity Center and other non-government organizations. Trainers described how they were confronted with a number of challenges including budget, timing, location of the trainings, and communication. Depending on the education level of the audience, trainers must be flexible and adjust how they are providing information during the training. This ability to adjust, and also build relationships with workers and unions, has been beneficial and may account for the success demonstrated amongst the SC-trained advocates. At times, SC trainers are asked to work long hours and are understaffed. In addition to being flexible, trainers must have knowledge of the law and be able to coach and speak to individuals from different industries and of varying education and literacy levels.

“Sometimes using trainer language doesn’t work”- SC Trainer

Benefits of Training

Preferred Topics Covered in Trainings. There was consensus from the advocates and arbitrators that advocates must have more training in verbal and written skills (including how to write a “*Sarana*”⁴), in addition to knowing how to submit the proper documentation in a timely manner. The trainings also provided the advocates with confidence to participate in the AC hearings and defend the rights of workers.

Trainers’ Perspective. The trainers and the advocates both agreed that advocates need to continue to receive relevant and up to date training, including booster or follow-up sessions. Trainers described their dedication and at times the competition with other competing needs (e.g., family commitments, long hours).

⁴ A *Sarana* is a case brief or memo.

Advocates' Perspective. The majority of advocates reported wanting to receive more training (including paralegal training) on a variety of topics (e.g., working conditions, wrongful termination, maternity leave, overtime). Advocates also wanted follow up after the trainings and found the training they have received to be very useful and effective. In addition to knowledge of the law, a SC-trained advocate described the benefit of knowing the workers they are advocating on behalf and learning as much about their industry as possible. The advocates have stated that they would like the trainers to be at AC hearings to provide feedback, however given time and capacity limitations, it may be a challenge to make this a common practice.

After the training, members understood the processes before and during the AC. They were also good at addressing facts of cases during the AC. Factors that contributed to success, we communicated with SC on cases and sought legal supports. –SC-Trained Advocate.

Advocates

The ability and capacity of advocates varies but the majority of advocates agree that they would like to receive more training. Advocates are held in high regard by the workers and also have a number of strengths and challenges. There has been a noticeable increase in the quality of the advocates' performance in AC hearings (as reported by the Arbitrators) post 2013, after receiving training from the Solidarity Center. A common critique of the advocates by the arbitrators is the lack of linking current cases with past jurisprudences and lack of documentation or sufficient evidence for cases. This may be due to limited preparation time, documentation, and knowledge of the law. Advocates also discussed preparing workers to respond to opposition or authority leaders during AC hearings. One SC-trained advocate stated, *"Introduce the bravery, speaking, [and] response to opposition. They each have rights. Show them in the books that they have the rights already. Have experience talking. Encourage them. Rights of staff and union, there are rights to protect. Some don't think there aren't any rights. So when there is an issue, [they] don't know there is a way to protect it."* SC-trained advocate

Trained Advocates and Non-SC Trained Advocates. In the focus groups, there were some differences between the SC and non-SC trained advocates, but the groups also converged on a number of areas. The SC-trained advocates appeared to be more experienced than non-SC trained advocates, as SC trained advocates articulated their training needs in more detail than non-SC-trained advocates. Non-SC trained advocates did, however, receive training from other sources such as ILO and CLC. All (SC-trained and non-SC trained) advocates described having many trainings to choose from. Non-SC trained advocates described wanting training that was less didactic and "easier to remember" and that different organizations have a unique way of providing the trainings. SC trainers reported feeling as if the SC training is "clearer and more specific" than the training provided by other organizations (e.g., ILO, LOFTF, BWI). In addition, SC trainers reported having more arbitration training, including process and issues case preparation. It is difficult for some advocates to compare and contrast trainings if they have not been exposed to different types of training. Non-SC trained advocates self-reported a 90% win at AC hearings while SC-trained advocates reported many successes, but not an estimate of cases won.

Workers' Perceptions. Workers who were represented by SC-trained advocates were confident in their advocates' abilities and some of these workers have also benefited from trainings such as the Leadership, Organizing Strategy and Legal Advocate training provided specifically by an SC trainer on December 13th, 2015. The workers who received training from the SC-trained advocates reportedly being more vocal than those workers who received training from non-SC trained advocates.

"Normally they [unions] help coordinate the disputed parties outside the hearing processes and if both parties agree on some points, the AC also considers as results of the AC's settlement and concluded as collective agreement between the parties"- Non-SC Trained Advocate

Role of Unions. The unions also played a key role in advocating for workers' rights. The role of the union leader is different from that of an advocate, however, advocates or trainees are sometimes selected from unions or provide additional support during the AC hearing. Additionally, union leaders may also have specific information about the laws and company practices that may aid the advocate and workers' case.

Perception of SC. Several participants described the role of SC and held the organization in high regard and reported SC providing some validation of their work and also respect amongst other organizations and unions.

"We are very happy. We think SC is the strongest in the world. We are proud of work at the SC. Only the SC is one that all unions respect and recognize our work here." – SC Trainer

Arbitrators' Perspective on advocates.

Advocates must submit well-written documents and evidence in a timely manner-- one arbitrator stated that they need to see the case documents two days in advance. The arbitrators described a need for more training of the advocates including improvement of written documents, verbal skills during hearings, and providing sufficient evidence.

"Sometimes when they raise issues, still not very clear. They sometimes do not know the deep specifics of some of the evidence to prove worker's contracts, schedules, bills, exact dates."
- Arbitrators

The arbitrators interviewed all stated and provided suggestions for how the advocates can strengthen their capacities, while acknowledging the difficulties of being in opposition to companies. As noted, most arbitrators described a need for more training and one reported that the consultation with lawyers and the SC were beneficial to their cases. In addition, one arbitrator suggested developing a mentoring program. The mentor would be someone who would have knowledge, experience, and has won a case. The mentor could watch the advocates in the AC and provide critical feedback to the advocate.

Challenges

There was consensus around the challenges reported by the advocates. The majority of participants were aware of the budget limitations of providing training. In addition, training does not always prepare advocates for companies with more resources including attorneys, funding, preparation time for hearings, time to conduct research and the ability to cite past cases to strengthen their current case.

Despite receiving training, advocates described the challenges of collecting documentation from workers. The union documentation may be different than the documents the companies have, and vary by use of manufactured documents, prepping workers to testify during the AC hearings, worker literacy and education levels, and appropriate behavior during the hearings (e.g., emotional or aggressive behavior by workers and advocates). Training is able to address only some of these challenges.

Vignette

Below is a vignette that describes a successful AC hearing outcome. Many of the themes that resulted in the outcome are overlap with the findings section of this report. In the vignette, the successful outcome was largely attributed to the training provided by the SC.

The following vignette includes details reported in a key informant interview of SC-trained advocates. Direct quotes are provided and have been modified only slightly to improve readability.

SC-trained Advocate, Successful Case

There was a problem where the factory was making trouble for him [a worker], and terminated him without reason and that was not fair. It might be because it was a girlfriend who was upset with him at the factory and made problems for him. I went to SC to see what could be done. I was the union leader, so I helped him with the AC hearing. [The advocate] prepared the documents, then when I went to the hearing, I answered the arbitrator questions. [When asked about the main reason for the hearing]. [The worker] did not have any misconduct, so it was not fair for him to be terminated. AC asked for my paperwork to represent him and other documents for the hearing itself.

Result of the AC:

He was reinstated. So this was successful. We went to AC twice... I went to SC for guidance: [AC] representative authorization and then another [time for] documents/evidence to prepare will be necessary for the case. [I've] only worked with SC training. [When asked the reasons for your success] [SC] taught me how to be a union leader, how to prepare a case-- all of it all came from SC

Conclusions

Based on the quantitative findings, the training provided by SC had a positive impact on the performance of SC-trained advocates with regards to the issue scorecard or their demonstrated their knowledge of how to present an issue, with the exception of disputing an issue properly citing law and/or past AC decision. In contrast, our quantitative findings did not find a statistically significant difference between SC and non-SC trained advocates on the process scorecard or their demonstrated knowledge of the AC process. However, we note that this may be a feature of the relatively small number of observations (184 total, 47 treated) and due to factors outside of the AC hearing process. Having a higher number of cases to analyze is recommended in order to make more meaningful statistical conclusions about AC process. The Issues scorecard findings were statistically significant and based on the overall findings, we can conclude, that training provided by SC has had a positive impact on the performance of SC-trained advocates with regards to their knowledge of how to present a case in comparison with their non-SC trained counterparts (*refer to the vignette*).

Adequate preparation for AC hearings was a recurring and dominant theme reported by all of the participants in this evaluation. Key factors in successful AC hearing outcomes were, how well workers and advocates were prepared, the ability to provide sufficient evidence or documentation, knowledge of how to comport oneself appropriately during the hearing, and having a solid case. The quantitative data provides evidence of the successful impact of the SC training overall. The greatest proportion of cases were from the garment and footwear industries and the main topic being advocated for were wages and bonuses. The quantitative findings have been further supported by the focus group and interview data. The qualitative findings go one step further and provide some context for what factors are effective and the challenges that exist including limited time to prepare for AC hearings and to prepare evidence, file documentation, conduct research and working with workers. Based on these findings, we can conclude that training provided by SC was effective and has had a positive impact on the performance of SC-trained advocates and the outcomes of AC hearings. Most participants agreed that more training and different types of training (e.g., organizing, legal advocacy, leadership) would be beneficial.

The arbitrators provided many specific examples and factors that led to successful and unsuccessful AC outcomes. The arbitrators also reported a marked difference in the preparation of the advocates post 2013. SC trainings began in 2010 and in 2013, the SC program staff began the collection of data related to the trainings in order to document what characteristics of SC trainings were successful. This evaluation yielded a number of important recommendations (listed below) for future SC training implementation. One of the arbitrators recommended having at least two advocates represent the workers in case one person is unable to show up, which leads to cases being lost. Given budget and time limitations, it is unsure if this option is feasible. All participants recognized the systemic, micro and macro level challenges, confronted by advocates as well as the challenges confronting the Cambodian trade union movement and workers' rights overall. The current findings indicate the continued need for relationship building with the unions. Unions with strong leaders are able to inform and educate their workers, advocate for workers' rights and impact the initiation and outcomes of AC hearings.

In this evaluation, the strength of each individual case including workers, and advocates varies considerably. There are other contextual factors (e.g., gender, class, literacy level) that were indicated in these findings but warrant further, more in depth investigation and may have impacted the findings, or lack of significant differences found in the process scorecard outcomes. Subsequent investigation findings can be used to further inform and enhance the trainings provided by the SC. The primary question of whether the SC trainings have been effective has been affirmed and demonstrated through

the quantitative and qualitative findings. The specific aspects of training that appear to be particularly noteworthy include document and evidentiary preparation, mock trial experience, the ability to form valid arguments and counter arguments, and working effectively with workers to build strong cases. Despite the challenges and demands of being an advocate, the advocates interviewed reported being proud of the work they engage in and their association with SC.

Limitations of the Evaluation. This evaluation only provides a snapshot of what is going on during the present time, in addition to providing a limited perspective on ongoing processes. Small sample sizes in some instances, also limit the number of inferences that can be made about the quantitative data. Some of the focus groups and interviews were smaller than anticipated. With regards to the advocate group, there were some new advocates with little or no experience representing workers that participated in the focus groups or workers with little familiarity with their advocates, limiting the perspective that we were able to glean from these participants.

As in most evaluations, all self-reported data is subject to bias, therefore the data presented may not be completely accurate (e.g., percentage of cases won as described by the non-SC trained advocates). In addition, the selection of participants who participated in the interviews and focus groups, may have been subject to selection bias and their views may not be representative of all workers, advocates, trainers, and arbitrators. Finally, given the small number of participants and limited individual level data, it is difficult to distinguish the differences between the success rates of the SC- and non-SC trained individuals, qualitatively, however, the quantitative data indicate the SC-trained advocates as having more successes in the five various areas, in comparison with their non-SC Trained counterparts.

Recommendations

The following are recommendations specific to the current advocacy training programs:

- Two advocates for each case when possible (as suggested by an arbitrator);
- Increased support for both the advocates and the trainers in order to reduce burnout or decrease the potential of being overly taxed;
- Addressing cultural factors in trainings, interviews, and during AC hearings (e.g., the role of how to comport oneself appropriately, how to engage women or younger workers); and
- Advocate suggestions for trainings include:
 - Refresher trainings and/or have trainings every month;
 - Trainings that build on one another;
 - Creative mechanisms for obtaining evidence (i.e., bank statements vs. pay stubs);
 - Training on *Sarana* or fact sheet preparation, writing theses/ filing complaints;
 - How to debate or make counter arguments (i.e., conflict resolution);
 - Working with workers in different sectors (i.e., construction workers);
 - Collective bargaining and working with unions;
 - Mock trial experience; and
 - Mentoring program for other advocates.

Appendix A: Scorecards

Issue Scorecard: Demonstrated Knowledge of How to Present Issue

Case ID: _____ Issue # ____ of ____ Issue Code: _____

Please use this format for dates: (dd/mm/yyyy)

Date of First Hearing: _____ Date of Second Hearing: _____

Date of Third Hearing: _____ Date of Fourth Hearing: _____

Issue Final Result: Conciliated/Withdrawn before hearing Settled in the hearing
 Settled after hearing but before award Decision rendered (award)

Signatory of MoU: MOU Non-MoU

For case covered by MoU, please choose type of dispute Right Dispute Interest Dispute

Area #1: Statements of Issue and Demands	Points
Opening statement clear about issue/demand(s)	<input type="checkbox"/> Yes (1) <input type="checkbox"/> No (0) <input type="checkbox"/> N/A (excl)
Closing statement clear about issue/demand(s)	<input type="checkbox"/> Yes (1) <input type="checkbox"/> No (0) <input type="checkbox"/> N/A (excl)
Area #2: Facts of Issue	Points
Adequately describe the dispute issue	<input type="checkbox"/> Fully (2) <input type="checkbox"/> Partially (1) <input type="checkbox"/> Not at all (0)
Area #3: Use of Evidence	Points
Facts properly supported by documentation	<input type="checkbox"/> Fully (2) <input type="checkbox"/> Partially (1) <input type="checkbox"/> Not at all (0) <input type="checkbox"/> N/A (excl)
Facts properly supported by witness(es)	<input type="checkbox"/> Fully (2) <input type="checkbox"/> Partially (1) <input type="checkbox"/> Not at all (0) <input type="checkbox"/> N/A (excl)
Area #4: Use of Law and/or Past AC Decisions	Points
Dispute issue properly cites law and/or past AC decisions	<input type="checkbox"/> Used Properly (1) <input type="checkbox"/> Not Used Properly (0) <input type="checkbox"/> No citations (excl)
Area #5: Defense of Issue	Points
Responses to panel questions support facts	<input type="checkbox"/> Fully (2) <input type="checkbox"/> Partially (1) <input type="checkbox"/> Not at all (0) <input type="checkbox"/> N/A (excl)
Responses to opposition questions support facts	<input type="checkbox"/> Fully (2) <input type="checkbox"/> Partially (1) <input type="checkbox"/> Not at all (0) <input type="checkbox"/> N/A (excl)
Challenges to opposition counter their facts	<input type="checkbox"/> Fully (2) <input type="checkbox"/> Partially (1) <input type="checkbox"/> Not at all (0) <input type="checkbox"/> N/A (excl)

Date scorecard completed: _____ By: _____

Subscore for Area= (Σ of points)/(maximum points for non-excluded elements)

Overall Score for this issue: % [(Σ of five subscores)/(number of non-excluded areas)]

Process Scorecard: Demonstrated Knowledge of AC Process

Case ID: _____

Date Registered: / /

Industrial Sector: Garment/Footwear Construction Hospitality/ Tourism
 Manufacturing Education Transport
 Health Agriculture Others: _____

Award Application: Binding Non-binding

Signatory of MoU: MOU Non-MoU

Case Result: Withdrawn/Conciliated before the hearing Settled/Conciliated in hearing
 Settled after hearing but before award Decision rendered (award)

Area #1: Arbitrator Selection Process		Points
Submitted preferences	<input type="checkbox"/> Yes (1) <input type="checkbox"/> No (0)	
Met deadline	<input type="checkbox"/> Yes (1) <input type="checkbox"/> No (0)	
Area #2: Documentation Delivery Procedures		Points
Submitted proper number of copies (5)	<input type="checkbox"/> Yes (1) <input type="checkbox"/> No (0)	
Met deadline	<input type="checkbox"/> Yes (1) <input type="checkbox"/> No (0)	
Submitted complete set of required documents	<input type="checkbox"/> Yes (1) <input type="checkbox"/> No (0)	
Area #3: Submission of Proper Authorization of Representation		Points
Proper authorization of representation submitted for all worker representatives	<input type="checkbox"/> Yes (1) <input type="checkbox"/> No (0) <input type="checkbox"/> N/A (excl)	
Area #4: Hearing Regulations		Points
Abided by hearing regulations	<input type="checkbox"/> Yes (1) <input type="checkbox"/> No (0)	
Area #5: Post-hearing Procedures		Points
Complied with arbitration panel's instructions for post-hearing action prior arbitral award.	<input type="checkbox"/> Yes (1) <input type="checkbox"/> No (0) <input type="checkbox"/> N/A (excl)	

Date scorecard completed: _____ By: _____

Subscore for Area= (Σ of points)/(maximum points for non-excluded elements)
Overall Score for Process: (Σ of five subscores)/(number of non-excluded areas)]

Appendix B: Key Informant Interview Guide-Trainers

Key Informant Interview Guide – Trainers

Interviewee Name	
Background	Number of years working as a trainer _____
Facilitator(s)	
Note taker(s)	
Observer(s)	
Date/Time	

Introduction and purpose

Hello, my name is _____ and I'm a part of the Solidarity Center data collection team. We're happy you are interested in participating in our study which is designed to objectively explore the strengths and challenges of legal advocates who represent workers at the Arbitration Council in order to better understand what works well and identify areas for needed improvement for the advocates. Insights you share with us today is completely voluntary and we will keep your name confidential as we report the overall findings.

To help our team take notes, we'd like to use a recorder to help us capture all of your insights, if there is any part of the conversation you wish to keep off the record, we will turn it off.

Do we have your permission to record our discussion? [If yes, turn the recorder on.]

Do you have any questions for us before we begin?

Questions

1. In what ways does SC train and support legal advocates?

Probe: What is the process for identifying training/support needs, frequency, etc.?

Response:

2. What seems to be working well and what can be improved?

Probe: How can you tell that the training is working well? How do you identify the areas that need improvement?

Response:

3. Describe how other ACILS/SC programs (i.e. union capacity building, leadership training, etc.) complement the legal advocate training program.

Probe: In what ways do the multiple programs benefit workers in Cambodia?

Response:

4. Describe how other ACILS/SC programs (i.e. union capacity building, leadership training, etc.) complement the legal advocate training program.

Probe: In what ways do the multiple programs benefit workers in Cambodia?

Response:

Appendix C: Key Informant Interview Guide – Workers/Clients

Interviewee Name	
Background	<input type="checkbox"/> Represented by ACILS/SC trained advocate <input type="checkbox"/> Represented by non-ACILS/SC advocate
Facilitator(s)	
Note taker(s)	
Observer(s)	
Date/Time	

Introduction and purpose

Hello, my name is _____ and I’m a part of the Solidarity Center data collection team. We’re happy you are interested in participating in our study which is designed to objectively explore the strengths and challenges of legal advocates who represent workers at the Arbitration Council in order to better understand what works well and identify areas for needed improvement for the advocates. Insights you share with us today is completely voluntary and we will keep your name confidential as we report the overall findings.

To help our team take notes, we’d like to use a recorder to help us capture all of your insights, if there is any part of the conversation you wish to keep off the record, we will turn it off.

Do we have your permission to record our discussion? [If yes, turn the recorder on.]

Do you have any questions for us before we begin?

Questions

1. In your experience, how satisfied are you with your legal advocate?

Probe: In what ways has s/he demonstrated her/his level of preparedness, understanding of the processes, and overall representation of your case?

Response:

2. What were the strengths of your advocate?

Probe: What would a strong advocate do to best represent her/his client?

Response:

3. What should they do to improve?

Probe: What did your advocate do that you would liked that s/he did differently?

Response:

4. Thinking of legal advocates' capacity overall, what is your assessment of the capacity of your legal advocate to:

a. Address facts of the issue/demands?

Response:

b. Use of evidence and law and past AC's decisions?

Response:

c. Defend issues with arbitration panel and their opposing party?

Response:

5. For post-hearing action, what did your legal advocate do to comply with arbitration panel's instructions?

Probe: Please provide examples.

Response:

Appendix D: Key Informant Interview Guide- Arbitrators

Key Informant Interview Guide - Arbitrator

Interviewee Name	
Interviewee Role	<input type="checkbox"/> Employer <input type="checkbox"/> Ministry <input type="checkbox"/> Worker
Facilitator(s)	
Note taker(s)	
Observer(s)	
Date/Time	

Introduction and purpose

Hello, my name is _____ and I'm a part of the Solidarity Center data collection team. We're happy you are interested in participating in our study which is designed to objectively explore the strengths and challenges of legal advocates who represent workers at the Arbitration Council in order to better understand what works well and identify areas for needed improvement for the advocates. Insights you share with us today is completely voluntary and we will keep your name confidential as we report the overall findings.

To help our team take notes, we'd like to use a recorder to help us capture all of your insights, if there is any part of the conversation you wish to keep off the record, we will turn it off.

Do we have your permission to record our discussion? [If yes, turn the recorder on.]

Do you have any questions for us before we begin?

Questions

1. When you think about the most effective successful cases, describe for us the cases stand out in your mind?

Probe: What made these cases stand out? What was the advocate's role in that case (i.e. preparation of the advocate, presentation of evidence, comprehension of process or issues, etc.)?

Response:

2. What approaches does the ideal legal advocate utilize?

Probe: What would a strong advocate do to best represent her/his client?

Response:

3. In your experience, which legal advocates have been the most prepared and effectively represent their clients? Why do you think they were the most prepared and effective?

Probe:

Response:

4. Thinking of legal advocates' capacity overall, what is your assessment of the capacity of legal advocates to:

- d. Address facts of the issue/demands?

Response:

- e. Use of evidence and law and past AC's decisions?

Response:

- f. Defend issues with arbitration panel and their opposing party?

Response:

5. Thinking about the differences from before and after 2013, have you seen any changes in the capacity of legal advocates and their knowledge about AC process? If so, what were these changes in their capacity and knowledge?

Probe:

Response:

6. Considering the required documents delivery prior the hearing, to what degree have legal advocates complied with the deadline and required copies?

Probe:

Response:

7. Regarding hearing regulations, how well are legal advocates complying? What attitudes or behaviors demonstrate their ability to adhere (align with) the regulations? What are the areas of most and least compliance? What areas for improvements, if any, would you suggest?

Probe:

Response:

8. When legal advocates do not submit proper authorization of representation, how this affect the hearing? What are the implications?

Probe:

Response:

9. For post-hearing action, to what degree do the legal advocates demonstrate their compliance with arbitration panel's instructions? How is compliance measured?

Probe:

Response:

Appendix E: Focus Group Discussion Guide – Advocates

Participant name(s)	
Type of advocate	<input type="checkbox"/> ACILS/SC trained <input type="checkbox"/> non-ACILS/SC trained
Facilitator(s)	
Note taker(s)	
Observer(s)	
Date/Time	

Introduction and purpose

Hello, my name is _____ and I'm a part of the Solidarity Center data collection team. We're happy you are interested in participating in our study which is designed to objectively explore the strengths and challenges of legal advocates who represent workers at the Arbitration Council in order to better understand what works well and identify areas for needed improvement for the advocates. Insights you share with us today is completely voluntary and we will keep your name confidential as we report the overall findings.

To help our team take notes, we'd like to use a recorder to help us capture all of your insights, if there is any part of the conversation you wish to keep off the record, we will turn it off.

Do we have your permission to record our discussion? [If yes, turn the recorder on.]

Do you have any questions for us before we begin?

Questions

1. Describe your successes in representing workers at the Arbitration Council. What contributed to those successes?

Probe: Give specific examples of trainings, resources, courses, ad hoc case support that contributed to the successes and were most useful.

NOTE: If trainings are mentioned as one of the contributors, follow up and ask what part of the training could have been more useful?

Response:

2. What types of advocacy training, resources/course/ad hoc case support was not as helpful? Describe why some resources were not helpful/useful.

Probe: Provide examples.

Response:

3. Describe how did you manage Arbitration Council processes? What processes were challenging, if any?

Probe: Provide examples.

Response:

4. Reflecting on your experience, what do you wish you knew before advocating for your clients at the Arbitration Council (so that you could address challenges you encountered)?

Probe: What types of training, support, mentoring, advice, etc. would have been helpful?

Response:

5. Given your experience, what more did you need beyond the training you received?

Probe: Describe specific training content.

Response:

6. Imagine you started mentoring a new legal advocate, what lessons or advice would you share with your mentee?

Probe: Describe the advice or guidance you think is the most important.

Response: