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# PROGRAM HANDBOOK

## INVENTORY OF LABOR SECTOR

### PROGRAM EXAMPLES



JUNE 2010

This publication was produced for review by the United States Agency for International Development. It was prepared by ARD, Inc.

This publication was produced for review by the United States Agency for International Development by ARD, Inc., under the Analytical Services II Indefinite Quantity Contract Core Task Order (USAID Contract No. DFD-I-13-04-00227-00).

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# APPENDIX B: INVENTORY OF LABOR SECTOR PROGRAM EXAMPLES

Table 3 inventories labor sector programs recently completed or in progress; further information on each is provided below.<sup>19</sup>

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<sup>19</sup> Examples presented here are drawn from the labor analytic work already cited, as well as Hancock et al. (2003), Salinger et al. (2006), Spevacek (2008), and Ardovino (2009). In addition, USAID's Knowledge Services Center conducted a search of the Development Experience Clearinghouse (DEC) database, as well as USAID Mission websites and the Business Growth Initiative (BGI) database of enterprise development activities, were searched. Project documentation was searched using the following keywords: Labor Unions; Labor Relations; Labor Force; Labor Migration; Labor Supply; Trade Unions; Vocational Training; Wages; Income; Employment; Competitiveness; Child Labor; Socioeconomic Value of Children; Migration; Female Labor; Women and Employment; Trafficking; Trade; Worker Participation; Workforce Development; Trade Promotion; and Trade Negotiations.

**TABLE 3: SUMMARY OF LABOR PROGRAM EXAMPLES**

Country	Program	Supporters	Prime Implementer	Labor Sector Area				Geographic Coverage					
				Labor Rights & Legal Foundation	Government Institutions	Labor Sector Organizations	Labor Markets	Global	Africa	Asia/Near East	Europe & Eurasia	Latin America & Caribbean	
Global	Anti-Sweatshop Initiative	State	Various	X				X					
Global	Anti-Trafficking Program	State	Various	X			X	X					
Various	Better Work Program	Various	ILO/IFC	X	X				X	X			X
Global	Child Labor Programs	USDOL	Various	X				X					
Global	Codes of Conduct	Various	Varous	X				X					
Central America	Continuous Improvement in the Central American Workplace (CIMCAW)	USAID	DAI	X									X
Central America	Cumple Y Gana (Comply And Win)	USAID	Abt Associates	X	X								X
Bosnia-Herzegovina	Enabling Labor Mobility Program (ELMO)	USAID	BearingPoint	X	X							X	
Russia	Labor Rights Advocacy	USAID	Center for Social & Labor Rights	X								X	
Global	Labor Union & NGO Strengthening	USAID	Solidarity Center	X		X		X					
Andean/Peru	New Trade Capacity Building Program	USAID	<i>To be determined</i>	X	X								X
Global	Occupational Safety & Health Programs	USDOL	Various	X	X			X					
Peru	Private Sector Competitiveness & Poverty Alleviation	USAID	Chemonics	X			X						X
Central America	Promotion of Informal Labor Rights (PILAR)	State	Global Fairness Initiative	X									X
Global	Social Auditor Standards Project	State	Various	X	X			X					
Central America	Strengthening Labor Justice in Central America	USAID	MSD	X	X								X
Andean/Peru	Trade Capacity Building & MSE	USAID	Nathan Associates	X	X								X
Global	Civil Society Strengthening	USAID	PACT, Academy for Educ Dev			X		X					
Global	Danish International Trade Union Development Cooperation		LO/FTF Council			X		X					
Global	International Trade Union Program	Friedrich Ebert Stiftung	International Trade Union Confederation			X		X					

Country	Program	Supporters	Prime Implementer	Labor Sector Area	Geographic Coverage				
				Labor Rights & Legal Foundation Government Institutions Labor Sector Organizations Labor Markets	Global	Africa	Asia/Near East	Europe & Eurasia	Latin America & Caribbean
Mexico	Labor Union & NGO Strengthening Program	USAID	Solidarity Center	X					X
Croatia	Support for Croatian Trade Unions	USAID	Solidarity Center	X				X	
Global	Swedish International Trade Union Development Cooperation		LO-TCO Secretariat	X	X				
Colombia	Trade Union Strengthening Program	USAID	Solidarity Center	X					X
Bosnia-Herzegovina	Worker Participation in Society	USAID	Solidarity Center	X				X	
Morocco	Advancing Learning & Employability for a Better Future (ALEF) Building & Rehabilitating Infrastructure for Dev & Growth in Employment (BRIDGE)	USAID	Academy for Educ Development		X		X		
Armenia	Competitive Armenia Private Sector (CAPS)	USAID	CHF International		X			X	
Armenia	Competitive Armenia Private Sector (CAPS)	USAID	Nathan Associates		X			X	
Sri Lanka	Connecting Regional Economies (CORE)	USAID	AECOM		X		X		
Cambodia	Garment Industry Productivity Center (GIPC)	USAID	Nathan Associates		X		X		
Global	Global Workforce in Transition IQC (GWIT)	USAID	EDC		X	X			
Global	Greater Access to Trade Expansion (GATE)	USAID	Development & Training Services		X	X			
Bulgaria	Pension & Labor Market Reform Project	USAID	Carana		X			X	
Bangladesh	Poverty Reduction by Increasing the Competitiveness of Enterprise (PRICE)	USAID	Chemonics		X		X		
Cambodia	Sewing a Healthy Future	EC, UNPF, USAID	CARE Int'l UK		X		X		
Central Europe	Social Protection Programs	USAID	Various		X			X	
Central Europe	Support for East European Democracy Programs (SEED)	USAID	Worldwide Strategies Inc.		X			X	
Russia	Women in the Labor Market	USAID	Instit for Compar Labor Rel Studies		X			X	
Jordan	Youth Work Program	USAID	International Youth Foundation		X		X		

## LABOR RIGHTS, LEGAL FOUNDATION, GOVERNMENT INSTITUTIONS

### Anti-Sweatshop Initiative

<b>Duration</b>	2001-
<b>Objective</b>	Grants to support private sector efforts to end abusive working conditions and protect the health, safety and rights of workers abroad.
<b>Description</b>	Included in the State Department grants: <ul style="list-style-type: none"><li>• Implementation of Social Accountability 8000 standard, which promotes human rights in the workplace;</li><li>• Implementation of projects to promote labor rights and standards in Central America and the Philippines;</li><li>• Creation of network of accredited external monitors worldwide;</li><li>• Research on management systems used by multinational corporations to assure compliance with their company's labor standards;</li><li>• Awareness-raising and promotion of solutions to sexual harassment in the workplace.</li></ul>
<b>Implementers</b>	Grant recipients included American Center for International Labor Solidarity, Fair Labor Association, International Labor Organization, International Labor Rights Fund, and Social Accountability International
<b>Budget</b>	\$3.9 million
<b>Web Reference</b>	<a href="http://usinfo.org/wf-archive/2001/010116/epf205.htm">http://usinfo.org/wf-archive/2001/010116/epf205.htm</a>

### Anti-Trafficking Programs, Nepal, Philippines, & Vietnam

<b>Duration</b>	2006-2009
<b>Objective</b>	To combat trafficking of women and children.
<b>Description</b>	Numerous initiatives have been implemented. In Nepal, TAF has provided non-formal education, skills and vocational training, and placement and support to young women at risk for trafficking, to help them gain employment and thus reduce their vulnerability to trafficking.
<b>Implementer</b>	The Asia Foundation This is an example of anti-trafficking programs supported by U.S. Department of State G/TIP

### Better Work Program

<b>Duration</b>	2006-present
<b>Objective</b>	Better Work is a unique partnership between the International Labor Organization (ILO) and the International Finance Corporation (IFC) that aims to improve labor practices and competitiveness in global supply chains. Better Work supports enterprises in improving their labour standards based on core ILO labor standards and national labor law. This helps enterprises compete in global markets where many buyers demand compliance with labour standards from their suppliers. Improving labor standards can help enterprises become more competitive by increasing quality and productivity.
<b>Description</b>	Country programs are currently underway in Haiti, Jordan, Lesotho, and Vietnam.
<b>Implementer</b>	International Labor Organization and International Finance Corporation
<b>USAID Activity</b>	

Number  
Budget  
Web Reference <http://www.betterwork.org>

### **Better Factories Cambodia**

**Duration** Begun in 2001 as “ILO Garment Sector Project” under direct supervision of International Labor Organization, with USG funding; has since been converted to multi-donor supported program (US Department of Labor, USAID, Agence Française de Développement, Garment Manufacturers Association in Cambodia, Royal Government of Cambodia, and international garment buyers), with the goal of attaining financial sustainability by end of 2009.

**Objective** Better Factories helps to reduce poverty by monitoring and reporting on working conditions in Cambodian garment factories according to national and international standards, helping factories to improve working conditions and productivity, and working with the Government and international buyers to ensure a rigorous and transparent cycle of improvement.

**Description** *Better Factories Cambodia* conducts unannounced visits to garment factories to check on working conditions, following a checklist that is based on Cambodian labor law and ILO standards and is endorsed by government, employers, and labor unions. To ensure accuracy, workers and management are interviewed separately and confidentially. Interviews with workers usually take place away from the factory. Monitors also talk with factory shop stewards and union leaders.

Factory managers get reports of the findings that include suggestions for improvement. Suggestions are specific, touching on issues as diverse as child labor, freedom of association, employee contracts, wages, working hours, workplace facilities, noise control and machine safety. After time for discussion and follow-up action, the monitors again visit the factory to check and report on progress.

*Better Factories Cambodia* publishes synthesis reports on a semi-annual basis. These synthesis reports include easy-to-read graphs highlighting compliance trends, employment figures for the garment industry, and progress made on improving working conditions during the reporting period.

**Implementer** Better Factories Cambodia

**Web Reference** <http://www.betterfactories.org>, “About Better Factories”

### **Child Labor Programs**

**Duration** 1995-present

**Objective** Since 1995, the U.S. Congress has appropriated \$663 million to DOL’s International Labor Affairs Bureau (ILAB) for efforts to combat exploitive child labor internationally. This funding has been used by the Office of Child Labor, Forced Labor, and Human Trafficking to support technical cooperation projects to combat exploitive child labor in more than 80 countries around the world.

**Description** Technical cooperation projects funded by DOL range from targeted action programs in specific sectors of work to more comprehensive programs that support national efforts to eliminate the worst forms of child labor as defined by ILO Convention 182. DOL-funded projects seek to achieve five major goals:

1. Withdrawing or preventing children from involvement in exploitive child labor through the provision of direct educational services, including training services;
2. Strengthening policies on child labor and education, the capacity of national institutions to combat child labor, and formal and transitional education systems that encourage children engaged in or at-risk of engaging in exploitive labor to attend school;
3. Raising awareness of the importance of education for all children and mobilize a wide array of actors to improve and expand education infrastructures;

4. Supporting research and the collection of reliable data on child labor; and
5. Ensuring the long-term sustainability of these efforts.

Implementer Various  
 USAID Activity Number  
 Budget  
 Web Reference <http://www.dol.gov/ilab/programs/ocft/icltc.htm>

### Codes of Conduct

In addition to specific programs, codes of conduct and monitoring have been developed by associations of brand-label companies in various product areas (Hancock, Czajkowska, and Michener 2003). Codes of conduct typically specify buyers' expectations regarding freedom of association and collective bargaining rights, forced labor, wages, hours, discrimination, child labor, health and safety, and worker harassment and abuse.

Sources for information on these codes of conduct are:

Ethical Trade Initiative Base Code	<a href="http://www.ethicaltrade.org/Z/lib/base/index.shtml">http://www.ethicaltrade.org/Z/lib/base/index.shtml</a>
Fair Labor Association	<a href="http://www.fairlabor.org/about_us_code_conduct_e1.html">http://www.fairlabor.org/about_us_code_conduct_e1.html</a>
Social Accountability 8000	<a href="http://www.sa-intl.org/">http://www.sa-intl.org/</a>
Workers Rights Consortium Designated Supplier Program	<a href="http://www.workersrights.org/dsp/">http://www.workersrights.org/dsp/</a>
<u>Apparel</u>	
Worldwide Responsible Accredited Production (WRAP)	<a href="http://www.wrapapparel.org/">http://www.wrapapparel.org/</a>
<u>Bananas</u>	
Chiquita Brands International, Inc. Code of Conduct	<a href="http://www.chiquita.com/content/ChiquitaCode.FINAL.pdf">http://www.chiquita.com/content/ChiquitaCode.FINAL.pdf</a>
<u>Cocoa</u>	
International Cocoa Initiative, International Cocoa Verification Board, UTZ Certified "Good Inside"	<a href="http://www.cocoainitiative.org/">http://www.cocoainitiative.org/</a> <a href="http://www.cocoaverification.net/">http://www.cocoaverification.net/</a> <a href="http://www.utzcertified.org">http://www.utzcertified.org</a>

### Continuous Improvement in the Central American Workplace (CIMCAW)

Duration	200x-2008
Objective	Work with private sector companies in El Salvador, Guatemala, Honduras, Nicaragua, and Dominican Republic to improve working conditions, while strengthening the supply chain
Description	A Global Development Alliance project, this USAID-funded project worked with international apparel buyers (including Gap Inc., Wal-Mart, Limited Brands, Timberland) to enhance <i>maquilas'</i> compliance with labor standards. Introduced multi-stakeholder training to work with employers and workers on solution-based approaches to factory management.
Implementer	Development Alternatives, Inc.
USAID Activity Number	
Budget	



Web Reference <http://www.cimcaw.org>, [http://www.dai.com/work/project\\_detail.php?pid=19](http://www.dai.com/work/project_detail.php?pid=19)

### **Cumple Y Gana Project (Comply & Win)**

**Duration** 2003-2006 (1<sup>st</sup> phase), 2007-2008 (2<sup>nd</sup> phase)

**Objective** Labor rights public education in Costa Rica, Dominican Republic, El Salvador, Guatemala, Honduras, Nicaragua, and Panama

**Description** Main activities have included:

- Labor rights education, preparing and distributing printed materials and offering training, radio messages, television spots and new or more effective telephone hotlines available for consultation.
- Improved labor inspection with the use of procedural manuals on labor inspection in all the countries, and a push to take project support to the largest regions of each country, outside the major cities.
- Promoting systems for Alternative Dispute Resolution by designing and implementing electronic case management systems, providing specialized training in mediation and arbitration of individual conflicts, and support for collective bargaining.
- Geographic expansion of inspection and alternative dispute resolution activities to each country's ministry of labor. Extension of public awareness activities.
- Gender discrimination training: Improve the capacity of the ministries of labor to enforce laws pertaining to gender and increase employer and worker knowledge of gender-related labor laws.
- Increased institutional capacity strengthening of the ministries of labor, the business sector, and the workers to enforce and promote labor law compliance. .

**Implementer** Funded by U.S. Department of Labor and implemented by labor ministries in participating countries, with assistance from Foundation for Peace and Democracy (FUNPADEM) and Abt Associates

**Budget** \$8.75 million (1<sup>st</sup> tranche)  
Xx (2<sup>nd</sup> tranche)

**Web Reference** <http://cumpleygana.net/>

### **Enabling Labor Mobility Program (ELMO), Bosnia-Herzegovina**

**Duration** 2006-2010

**Objective** Reduce barriers to labor mobility and ease the fiscal burden on small and medium enterprises by promoting flexible and diverse forms of labor relations and agreements.

**Description** ELMO also aims to transition to a unified system for the collection of social contribution data for all covered individuals, and the project will provide upgrades to the inspection capacity of select labor inspectorates, helping to foster more effective compliance and enforcement of labor obligations and policies. Development of Economic and Social Councils at the Entity and State levels as a forum for effective social dialogue and the examination and improvement of the labor regulatory framework is another objective of this USAID assistance.

**Implementer** BearingPoint, Inc.

**USAID Activity Number**

**Budget** \$12 million

**Web Reference**

### **Labor Rights Advocacy, Russia**

<b>Duration</b>	May 2004 – September 2010
<b>Objective</b>	The project promotes the protection of social and labor rights
<b>Description</b>	Strengthening of a network of eight legal centers and a professional network of labor lawyers, as well as strengthening the legal defense capacity of trade unions and NGOs. The project also expands available data about labor conditions and promotes trade union education and capacity.
<b>Implementer</b>	Center for Social and Labor Rights
<b>USAID Activity Number</b>	
<b>Budget</b>	
<b>Web Reference</b>	<a href="http://russia.usaid.gov/programs/democratic_dev/rule_of_law_and_human_rights/CSLR/">http://russia.usaid.gov/programs/democratic_dev/rule_of_law_and_human_rights/CSLR/</a>

### **Labor Union & NGO Strengthening**

<b>Duration</b>	2001-December 2009
<b>Objective</b>	Support transitions to, and the consolidation of, participatory democratic processes worldwide.
<b>Description</b>	Work is based on three fundamental issues: adherence to core labor standards, gender integration, and the use of partnerships and communications technology to promote coalitions across civil society and national borders. Technical assistance is provided to (1) promote the adoption and effective enforcement of core labor standards; (2) establish legal frameworks to protect and promote civil society; (3) increase citizen participation in policy processes, implementation, and oversight of public institutions; (4) increase institutional and financial viability of labor unions and labor NGOs; (5) enhance free flow of information; (6) strengthen democratic culture and gender equity; (7) support anti-sweatshop activities; (8) promote broad-based, equitable economic growth; (9) build human capacity through education and training; and (10) improve health through workplace and peer-to-peer health education and prevention.
<b>Implementer</b>	The Solidarity Center (also referred to as the American Center for International Labor Solidarity)
<b>USAID Activity Number</b>	DGC-A-00-02- 00002-00
<b>Budget</b>	
<b>Web Reference</b>	<a href="http://www.solidaritycenter.org/">http://www.solidaritycenter.org/</a>

### **New Peru and Andean Trade Capacity Building Program**

<b>Duration</b>	2010-2014
<b>Objective</b>	Overall task order objectives are to facilitate open trade across a wide range of sectors, addressing systemic constraints that inhibit trade and investment and to increase private sector competitiveness to take advantage of trade opportunities.
<b>Description</b>	Task order envisions six results, one of which is “Capacity and efficiency of the Labor Inspectorate and the Judiciary to improve the enforcement of labor codes and to protect labor rights strengthened,” to involve training, legal and regulatory reform, information management systems, development and dissemination of inspection guidelines, inspection performance management, labor dispute resolution systems, and increased confidence by civil society in the reliability of the Ministry of Labor enforcement process.
<b>Implementer</b>	To be decided, 2010; RFTOP issued December 11, 2009
<b>USAID Activity Number</b>	
<b>Budget</b>	
<b>Web Reference</b>	

### **Occupational Safety and Health (OSH) Program**

<b>Duration</b>	
<b>Objective</b>	Provide a systematic approach to estimate the costs and benefits associated with investment in OSH programs.
<b>Description</b>	USDOL’s OSH program also provided funds to purchase measurement equipment, factory assets (such as improved lighting), and train staff in OSH procedures.
<b>Implementer</b>	
<b>USAID Activity Number</b>	
<b>Budget</b>	
<b>Web Reference</b>	

### **Private Sector Competitiveness & Poverty Alleviation, Peru**

<b>Duration</b>	2009-2014
<b>Objective</b>	To bring benefits of trade-led growth to poorer regions of Peru, especially those in the Sierra (and potentially the Selva, or Amazon Basin) regions.
<b>Description</b>	The activity will work with micro, small, and medium-sized enterprises (MSMEs) within targeted economic corridors to link them into higher value chains and create market-driven income and employment opportunities. In turn, sustainable improvements in income and employment will contribute to poverty reduction. Job creation among participating MSMEs, adherence to labor laws and standards, and the hiring of people with disabilities and other disadvantaged people are explicitly defined among the project’s results indicators.
<b>Implementer</b>	Chemonics International, Inc.
<b>USAID Activity Number</b>	
<b>Budget</b>	\$13.4 million
<b>Web Reference</b>	

### **Promotion of Informal Labor Rights (PILAR), Guatemala and Nicaragua**

<b>Duration</b>	2008-2010
<b>Objective</b>	PILAR will improve government capacity to collect data on the informal sector while developing strategies that encourage formalization and extend labor rights to informal sector workers.
<b>Description</b>	Expected results are development of best practices for government data collection on the informal economy, extension of labor rights provisions to informal sector workers, and development of new policies or reforms that encourage formalization.
<b>Implementer</b>	Global Fairness Initiative, with Poliarquia Consultants
<b>USAID Activity Number</b>	Supported by U.S. State Department
<b>Budget</b>	
<b>Web Reference</b>	<a href="http://www.globalfairness.org/work/project-pilar.html">http://www.globalfairness.org/work/project-pilar.html</a>

### **Social Auditor Standards Project**

<b>Duration</b>	January 2008-December 2009
<b>Objective</b>	Organization of a process to facilitate the development of standards for the knowledge, skills, and competencies of social auditors.
<b>Description</b>	The project will result in: <ul style="list-style-type: none"><li>• A comprehensive set of standards for the knowledge and skills of social auditors.</li><li>• A training and accreditation pathway by which auditors can receive recognition for achieving the necessary knowledge and skills.</li></ul>
<b>Implementers</b>	Center for Reflection, Education, and Action (CREA) and Verité
<b>USAID Activity Number</b>	U.S. Department of State
<b>Budget</b>	
<b>Web Reference</b>	<a href="http://www.socialauditor.org/">http://www.socialauditor.org/</a>

### **Strengthening Labor Justice in Central America**

<b>Duration</b>	2007-2009
<b>Objective</b>	Strengthen capacity and compliance of labor justice institutions in the CAFTA-DR countries.
<b>Description</b>	The project includes the following three program components: <ol style="list-style-type: none"><li>1. Expedited court procedures for labor cases, including electronic case tracking, case management, and jurisprudence systems</li><li>2. Training of court personnel and other labor justice system operators on labor justice principles, procedures, and related topics</li><li>3. Strengthen judicial schools and other training institutions on labor justice issues</li><li>4. Streamlining judiciary procedures, including for conciliation and oral proceedings.</li></ol>
<b>Implementer</b>	Management Sciences for Development, Inc. and partners
<b>USAID Activity Number</b>	Task order under the Rule of Law IQC.
<b>Budget</b>	\$7.3 million (FY 2005-2007)

Web Reference [http://www.tradeagreements.gov/TradeAgreementNews/FactSheets/PROD01\\_005129.html](http://www.tradeagreements.gov/TradeAgreementNews/FactSheets/PROD01_005129.html)

**Trade Capacity Building Program and Micro and Small Enterprise Facilitation, Andean Region & Peru**

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Duration	2006-2009
Objective	Improving the trade and investment capacities of Andean countries, with a regional component (Andean TCB) and a bilateral component (MYPE Export Facilitation Program in Peru).
Description	Labor sector activities undertaken under the SEGIR/GBT12 task order included: <u>Bolivia</u> <ul style="list-style-type: none"><li>• Corporate social responsibility training program for quinoa, coffee, and apparel producers</li></ul> <u>Colombia</u> <ul style="list-style-type: none"><li>• Training in Social Accountability 8000</li><li>• Diagnostic of labor union archives for Ministry of Social Protection's Training, Labor, and Employment Department</li></ul> <u>Ecuador</u> <ul style="list-style-type: none"><li>• Developed training program for new labor inspectors</li><li>• Developed national labor rights communications and outreach campaign with Ministry of Labor</li><li>• Developed management information system for inspection and labor justice administration</li><li>• Developed web-based information system on labor practices and benefits for Ministry of Labor</li><li>• Linked labor indicator information system with other national statistics offices</li></ul> <u>Peru</u> <ul style="list-style-type: none"><li>• Developed methodology for selecting new labor inspectors</li><li>• Developed training program for new labor inspectors, and trained trainers</li><li>• Helped to develop labor inspections protocols for textiles and garments, hotels and restaurants, and civil construction sectors</li></ul>
Implementer	Nathan Associates Inc.
USAID Activity Number	GEG-I-00-04-00002-00, TO.339
Budget	
Web Reference	<a href="http://nathaninc.com">http://nathaninc.com</a>

## **TRADE UNION AND OTHER LABOR SECTOR ORGANIZATION PROGRAMS**

**Civil Society Strengthening Program**

Duration	2001 – 2008
Objective	The core agreement identifies six activity areas eligible for support under the CSL mechanism: <ol style="list-style-type: none"><li>1. Establishing legal frameworks to protect and promote civil society</li><li>2. Increasing citizen participation in policy processes, implementation, and oversight</li><li>3. Increasing institutional and financial viability of civil society organizations</li></ol>

4. Enhancing the free flow of information
5. Strengthening democratic political culture and gender equality
6. Supporting activities under the State Department's anti-sweatshop initiative.

<b>Description</b>	AED's Anti-Sweatshop activities, for example, aim to improve conditions for workers in sweatshops by strengthening South-South and North-South linkages between organizations within the Anti-Sweatshop movement. AED provides small grants to four non-profit, non-governmental organizations working to improve sweatshop labor conditions in El Salvador, Mexico, South China, and India. The organizations funded by the project have conducted a ground-breaking study on working conditions in the electronic export processing zones in India; established the Occupational Safety and Health Resources and Education Center for South China; supported a capacity-building training program for women's rights groups working with maquiladora workers on the Mexican border and established a website with monthly summaries of developments for Guatemala, El Salvador, and Honduras.
<b>Implementers</b>	Pact, Academy for Education Development (AED)
<b>USAID Activity Number</b>	USAID/DCHA/DG, Leader with Associates Award
<b>Budget</b>	
<b>Web References</b>	Pact: <a href="http://www.pactworld.org/cs/csl_overview">http://www.pactworld.org/cs/csl_overview</a> AED: <a href="http://www.aed-ccsq.org/mechanisms/lwa/gcss.html">http://www.aed-ccsq.org/mechanisms/lwa/gcss.html</a>

### **Danish International Trade Union Development Cooperation**

<b>Duration</b>	Ongoing
<b>Objective</b>	To support democratic development of the trade union movements in Africa, Asia and Latin America and to contribute to democratic development in the societies in which the unions operate.
<b>Description</b>	Technical and economic support provided for the development of labour movements in a number of developing countries, focusing on the following four areas for strategic initiatives to create a sustainable labour market: Democracy - social dialogue in the labour market; labour rights; poverty eradication, distribution policies and the informal economy; and occupational health and safety and HIV/AIDS.
<b>Implementer</b>	LO/FTF Council, established by Danish Federation of Trade Unions (LO) and the Danish Confederation of Salaried Employees and Civil Servants (FTF)
<b>USAID Activity Number</b>	N/A
<b>Budget</b>	
<b>Web Reference</b>	<a href="http://www.ulandssekretariatet.dk/node/694">http://www.ulandssekretariatet.dk/node/694</a>

### **International Trade Union Program**

<b>Duration</b>	Ongoing
<b>Objective</b>	Because social justice is a fundamental building block of social democracies, Germany's Friedrich Ebert Stiftung supports trade unions, central actors in the promotion of democracy and social justice.
<b>Description</b>	FES support of social dialogues and social partnership working relations, and thus of unions, is a central task of our international work in all of the approximately 100 countries in which we work. The dynamics of globalization, well recognized by all economic interests today, has deepened social marginalization and exclusion and worsened the living conditions for millions of workers. Together with our partners we are engaged in these areas, so that global rules can be established and norms respected that will assist with social regulation of these effects. Globalization is also a stark reality for trade unions. At the national level we support unions as efficient representatives of their membership

and as democratic actors in enterprises. We also support international unions to reinforce workers' perspectives into global debate.

**Implementer** International Trade Union Confederation  
**USAID Activity Number**  
**Budget**  
**Web Reference** <http://www.fes.de/gewerkschaften/>

### **Labor Union and NGO Strengthening**

**Duration** 2001-December 2009  
**Objective** Support transitions to, and the consolidation of, participatory democratic processes worldwide.  
**Description** The Solidarity Center's work is based on three fundamental issues: adherence to core labor standards, gender integration, and the use of partnerships and communications technology to promote coalitions across civil society and national borders. Technical assistance is provided to  
(1) promote the adoption and effective enforcement of core labor standards;  
(2) establish legal frameworks to protect and promote civil society;  
(3) increase citizen participation in policy processes, implementation, and oversight of public institutions;  
(4) increase institutional and financial viability of labor unions and labor NGOs;  
(5) enhance free flow of information;  
(6) strengthen democratic culture and gender equity;  
(7) support anti-sweatshop activities;  
(8) promote broad-based, equitable economic growth;  
(9) build human capacity through education and training; and  
(10) improve health through workplace and peer-to-peer health education and prevention.  
**Implementer** The Solidarity Center (also referred to as the American Center for International Labor Solidarity, the international nonprofit organization associated with the American Federation of Labor-Congress of Industrial Organizations, created in 1997).  
**USAID Activity Number** DGC-A-00-02- 00002-00  
**Budget**  
**Web Reference** <http://www.solidaritycenter.org/>

### **Labor Union Strengthening Program, Mexico**

**Duration**  
**Objective** Program supports activities that strengthen the democratic organizing and bargaining capacity of independent unions and grassroots organizations. (See Global example above)  
**Description** Activities are focused on key sectors of the Mexican economy (e.g., auto parts, metals and mining, print media, telecommunications sectors). Program activities conducted with the Economic, Social and Cultural Rights Program (PRODESC), the campaign against protection contracts initiated by the Trade Union Confederation of the Americas (TUCA) and the Global Union Federations (GUFs), promote USAID/Mexico's principal objective of strengthening the rule of law. Program also provides concrete instruments for advocating for core labor rights at the international, regional, national and local level, including innovative public-private initiatives around corporate social responsibility. Program also

supports another USAID/Mexico key objective, "promoting competitiveness," by assisting the work of the Institute for Labor Studies (IET) on developing best practices for unions to increase productivity through collective bargaining at the workplace and industry levels.

**Implementer** Solidarity Center  
**USAID Activity Number**  
**Budget**  
**Web Reference**

### **Support for Croatian Trade Unions**

**Duration** October 2003-July 2004  
**Objective** The goal of this program was to assist the trade unions of Croatia  
**Description** Focuses of the program included:

- Collective bargaining: SC training helped many unions hone their tactical approach to bargaining at the enterprise, regional and national level.
- Labor education: SC training emphasized a thoroughgoing tactical knowledge of the assets and liabilities of companies, with the results that labor leaders involved in negotiations had a clearer conception of what was realistically attainable, allowing negotiations to be concluded peacefully and legitimately.
- Labor management partnerships
- Interest-based bargaining
- Dispute resolution

**Implementer** Solidarity Center, AFL-CIO  
**USAID Activity Number** Cooperative Agreement # 168-A-00-04-00107-00  
**Budget**  
**Web Reference** [http://pdf.usaid.gov/pdf\\_docs/PDACG857.pdf](http://pdf.usaid.gov/pdf_docs/PDACG857.pdf)

### **Swedish International Trade Union Development Cooperation**

**Duration** Ongoing  
**Objective** To promote the development of free, democratic trade unions.  
**Description** The LO-TCO Secretariat sponsors approximately 180 projects in 70 countries. Support is usually given to basic trade union training, education in human rights, leadership, the work environment, equal opportunities and the effects of globalization or HIV/Aids. Project may also include support for the development of administrative capacities and networks connecting different unions or sectors.  
**Implementer** LO-TCO Secretariat of International Trade Union Development Co-operation, comprised of the Swedish Trade Union Confederation and the Swedish Confederation of Professional Employees.  
**USAID Activity Number** N/A  
**Budget**  
**Web Reference** <http://www.lotcobistand.org/our-activities-and-network>



### **Trade Union Strengthening, Colombia**

<b>Duration</b>	February 2009-February 2012
<b>Objective</b>	Work with Colombian unions, the Colombian government, and other stakeholders to develop and promote legal reforms, allow the inclusion of workers in unions under a wide variety of contract arrangements, and permit unions to organize by economic sector at regional and national levels.
<b>Description</b>	Support trade unions in Colombia through organizational development to organize Colombia's most vulnerable workers (service cooperative workers, subcontracted workers, and workers hired under repeated fixed-term contracts), support for efforts to reform Colombia's labor code, and skills-building for union leadership and members.
<b>Implementer</b>	Solidarity Center
<b>USAID Activity Number</b>	Award number AID-514-A-09-00002
<b>Budget</b>	\$1,500,000
<b>Web Reference</b>	For background on Solidarity Center's work in Colombia, see <a href="http://www.solidaritycenter.org/content.asp?contentid=442">http://www.solidaritycenter.org/content.asp?contentid=442</a> ; for USAID announcement, see <a href="http://www.usaid.gov/press/releases/2009/pr090226.html">http://www.usaid.gov/press/releases/2009/pr090226.html</a> .

### **Worker Participation in Civil Society, Bosnia-Herzegovina**

<b>Duration</b>	March 2004-April 2007
<b>Objective</b>	The goal of this program was to assist the trade unions of Bosnia and Herzegovina (BiH) in building their capacity to more effectively represent their members, to protect worker rights, and to actively and effectively participate in the development of economic reform.
<b>Description</b>	<p>Eight areas of program activity were at the core of the SC's joint programs with BiH unions during the cooperative agreement:</p> <ul style="list-style-type: none"><li>• Providing enterprise and branch-level education programs on how to better participate in the economic reform process and how to protect workers' rights during and after restructuring and privatization;</li><li>• Developing strategies and pilot efforts to organize new unions in the private sector;</li><li>• Supporting collective negotiation and social dialog;</li><li>• Providing technical assistance in areas of economic analysis and policy development for enterprise, branch, entity and joint state-level union initiatives through the SC's Joint Economic Education Program;</li><li>• Developing the capacity for better union communication programs, both internally and externally;</li><li>• Modernizing inadequate labor market structures, policies and institutions that restrict labor mobility and constrain workers' ability to find decent work in formal employment settings;</li><li>• Assisting the unions to play a useful and constructive role in the October 2006 Parliamentary elections; and</li><li>• Building joint structures and holding bi-entity leadership meetings to promote multi-ethnic tolerance and cooperation among unions.</li></ul>
<b>Implementer</b>	Solidarity Center, AFL-CIO
<b>USAID Activity Number</b>	Cooperative Agreement # 168-A-00-04-00107-00
<b>Budget</b>	
<b>Web Reference</b>	

In addition to the examples above, the National Endowment for Democracy (NED) supports four core institutes through its Grants Program, including the American Center for International Labor Solidarity (ACILS, now known as the Solidarity Center). In 2008, NED made 45 grants to the Solidarity Center, totaling over \$14 million. Some of the grants were for country-specific programs, others tackled regional and global issues. Grants and themes are summarized by region in Table 4 below.

**TABLE 4: NED GRANTS TO SOLIDARITY CENTER**

Region	Countries	Themes
Africa	DR Congo, Zimbabwe, East Africa, Southern Africa, West Africa	Union strengthening, union participation in national governance, advocacy of informal sector rights, capacity-building of sector-specific unions, development of women's union leadership
Asia	Burma, Indonesia, Nepal, Pakistan, Sri Lanka, Thailand, Southeast Asia	Workers' rights, free trade union strengthening, advance political participation by unions, promote youth leadership in unions, strengthen collective bargaining capabilities, promote rights of migrant workers in Gulf region, enhance women's and child rights, improve rule of law, capacity-building in of sector-specific unions
Eurasia	Georgia, Russia, Ukraine, Eurasia	Freedom of association, rule of law, rights of migrant workers in Russia, promote dialogue between trade unions and local government officials, promote women's union leadership
Latin America & Caribbean	Brazil, Haiti, Mexico, multi-country	Union strengthening, participation in democracy, promote participation by marginalized workers, multi-country union leadership training by sector
Multiregional/ Global		Outreach, policy analysis, use of multimedia, dialogue on democracy-migration linkages, institution strengthening

Source: National Endowment for Democracy, Grants Program ([www.ned.org/grants/grants.html](http://www.ned.org/grants/grants.html)), accessed December 7, 2009

## LABOR MARKETS PROGRAMS

### Advancing Learning and Employability for a Better Future, Morocco

<b>Duration</b>	December 2004 – November 2008 ( <i>Note: Project website is still active as of January 2009</i> )
<b>Objective</b>	The ALEF project, developed in response to the workforce challenges presented by the U.S.-Morocco Bilateral Free Trade Agreement and other trade liberalization programs in Morocco, contributes to Morocco's ongoing efforts to strengthen the quality of its workforce by providing young people with skills that respond to the needs of the changing marketplace.
<b>Description</b>	ALEF works collaboratively with public and private partners to strengthen the relevance of basic education and vocational training, thereby increasing job opportunities. At the same time, the project builds the capacity of educational institutions to provide job counseling and placement services. Information and communication technologies are integrated into all project activities to strengthen the capacities of partners, as well as provide students with important skills for today's marketplace. Special attention is given to assuring gender equity and responding to the specific needs of young women in target communities and schools.
<b>Implementer</b>	Academy for Education Development, with Management Systems International, Morocco Trade & Development Services, & REDA International
<b>USAID Activity Number</b>	
<b>Budget</b>	\$24 million

Web Reference <http://www.alef.ma/>

***Building and Rehabilitating Infrastructure for Development and Growth in Employment (BRIDGE), Armenia***

**Duration** 2005-2010

**Objective** To assist vulnerable communities in achieving greater self-sufficiency by providing them with vocational training in construction skills and employment opportunities on public works projects that rehabilitate community-prioritized infrastructure.

**Description** There are three components to the BRIDGE Program:

- Community Participation with a Public-Private Approach: Participatory approach with stakeholders from government, business, and community to prioritize needs and select infrastructure projects of high importance.
- Vocational Training: Opportunities for vocational training in construction skills to help create short- and long-term employment for members of the most vulnerable households in the target communities.
- Public Works Projects: To generate short-term employment for the vulnerable in each community, public works projects, designed to be labor-intensive, give preference to those who are unemployed for more than six months prior to the program; women heads of households with dependent children, in particular, young children ages 0 – 5; youth ages 18 – 30, in particular school drop-outs and recent graduates who have never been employed; and single breadwinners of large nuclear or extended families with young children, the handicapped and the elderly.

**Implementer** CHF International

**USAID Activity Number**

**Budget**

**Web Reference** <http://bridgearmenia.am/>

***Competitive Armenia Private Sector (CAPS), Armenia***

**Duration** 2005-present

**Objective** CAPS uses a cluster approach to improve the business environment and foster cooperation among enterprises in three target sectors: information technology, tourism, and pharmaceuticals.

**Description** Specifically CAPS focuses on 1) building cluster competitiveness, 2) strengthening business capacity, 3) developing policy and advocacy capacity of associations and think tanks, and 4) enhancing workforce and skills development by improving the skills of the workforce while building job-seeker networks to match suitably qualified labor with employer needs. CAPS co-sponsors pilot training initiatives, assists in the development and placement of new curricula, and provides consulting and training to add capacity to job seeker network managers.

**Implementer** Nathan Associates Inc., with J.E. Austin Associates, Emerging Markets Group, and Economy and Values Research Center

**USAID Activity Number** 111-C-00-05-00059-00

**Budget** \$9.6 million

**Web Reference** <http://www.caps.am/>

### **Connecting Regional Economies (CORE) Program, Sri Lanka**

<b>Duration</b>	2008-2011
<b>Objective</b>	Connecting Regional Economies (CORE) is designed to increase social and economic security in Eastern Sri Lanka. By addressing the disparity in economic development between Eastern Sri Lanka and the more prosperous Western Province, CORE will work to create conditions so that sustained private sector-led economic development can be launched.
<b>Description</b>	CORE works to achieve five objectives through the following activities: 1) support livelihood development for vulnerable populations; 2) promote the competitiveness of agriculturally-based value chains; 3) ensure that groups in conflict-affected areas benefit from participation in selected value chains; 4) implement a workforce development strategy; and 5) promote a business enabling environment.
<b>Implementer</b>	AECOM International Development, with Nathan Associates, Inc., the International Organization for Migration (IOM), and Texas A&M University.
<b>USAID Activity Number</b>	
<b>Budget</b>	About \$13.5 million for three years beginning October 2008; includes \$5 million of host-country owned local currency.
<b>Web Reference</b>	<a href="http://srilanka.usaid.gov/programme_core_description.php?prog_id=10">http://srilanka.usaid.gov/programme_core_description.php?prog_id=10</a>

### **Garment Industry Productivity Center, Cambodia**

<b>Duration</b>	October 2005-January 2009 (continued through 2012 under the Cambodia Micro, Small, and Medium Enterprise II project, MSME2)
<b>Objective</b>	GIPC's mission is to boost the productivity of the Cambodian apparel industry (and thereby improve its competitiveness in the wake of the elimination of global trade quotas), while preparing Cambodians for leading roles in a stable and diverse manufacturing economy, characterized by the principles of sound economic governance and supported by a shared vision for productivity and prosperity.
<b>Description</b>	<p>GIPC developed a cadre of Cambodian production technicians to provide training and advisory services to over 50 garment factories. Courses offered through GIPC include training for garment industry supervisors and middle managers in time study, production supervision and control, and quality control. In addition, GIPC conducted a workforce assessment to gauge skills gaps faced by garment factory employers, prepared skills standards templates, and introduced garment business curricula and prepared college professors to deliver an introductory, college-level course on textiles and garments in the global economy adopted by four post-secondary educational institutions.</p> <p>Under the MSME2 project, the Cambodia Skills Development Center (CASDEC) has been founded, a Cambodian NGO under which GIPC is now housed. MSME2 resources are focused on developing a sustainable business plan for CASDEC as it expands its delivery of services to footwear, SME, and other industries.</p>
<b>Implementer</b>	Nathan Associates Inc., with Werner International and Associates for International Resources and Development (under subcontract to DAI, Inc. under MSME2 project)
<b>USAID Activity Number</b>	SEGIR GBTI PCE-I-00-98-00016-00, TO 30
<b>Budget</b>	\$3.4 million (+ \$1 million, 2009-2012)
<b>Web Reference</b>	<a href="http://www.gipc.org.kh">http://www.gipc.org.kh</a>

### Global Workforce in Transition IQC

Duration	2002-2007
Objective	GWIT provided expertise and support to USAID Missions, Bureaus and other operating units to develop sound workforce development systems that support economic growth and poverty reduction and increase countries' competitiveness in the global marketplace.
Description	GWIT carried out workforce assessments and labor market analyses in nearly 20 countries.
Implementer	Education Development Center, with Associates for International Resources and Development, Booz Allen Hamilton, Development Informatics, J.E. Austin Associates, Opportunities Industrialization Centers International, Regional Technology Strategies, and Research Triangle Institute.
USAID Activity Number	
Budget	
Web Reference	<a href="http://www.gwit.us">http://www.gwit.us</a>

### Greater Access to Trade Expansion (GATE) Project

Duration	2004-2009
Objective	Funded by USAID's Office of Women in Development (WID), the GATE project supports USAID missions to integrate the needs of the poor, and particularly poor women, into their trade and economic growth activities.
Description	<p>GATE works in Albania, Bangladesh, the Dominican Republic, Kenya, Nigeria, Peru, and South Africa. Project activities include:</p> <ul style="list-style-type: none"><li>• <i>Albania:</i> GATE is supporting micro and small entrepreneurs, and is also conducting a study exploring the gender dimensions of the Albanian labor market including both the formal and the informal economy.</li><li>• <i>Bangladesh:</i> GATE conducted <i>inter alia</i> a pro poor value chain analysis of the shrimp sector; research on the economic and legal/regulatory impacts of selected past and expected trade policies and agreements on gender and poverty indicators; a study on remittances to review women's experience as migrants and receivers of remittances; and a study on the Ready-Made Garment industry to understand restructuring taking place within the sector and impact of the Multi-Fiber Agreement (MFA).</li><li>• <i>Dominican Republic:</i> GATE is conducting studies that examine the impact of job losses in the garment sector to document the economic and socio-cultural effects of job loss on both men and women displaced by Free Trade Zones (FTZ). GATE evaluates potential sectors of alternative employment for the absorption of displaced workers and determines sectors likely to provide new opportunities for male and female workers and the associated skill-sets required. Furthermore, GATE analyzes the change in industry and male/female labor composition in the FTZ to understand the trends and possible factors influencing investment and employment decisions.</li><li>• <i>Nigeria:</i> GATE is conducting an assessment of the market value chain approach within the cowpea sector in Kano, and will provide recommendations on how to enhance the current strategy by incorporating pro-poor policies and activities.</li><li>• <i>Peru:</i> GATE is designing a gender and trade handbook to train and assist stakeholders in understanding gender issues within the economic growth and trade portfolio, conducting a gendered value chain analysis of the artichoke sector, and studying micro and small business with a focus on gender constraints.</li><li>• <i>South Africa:</i> GATE has conducted two studies examining the gender dimensions of trade liberalization at the household level. The project is currently conducting a gender analysis of</li></ul>

trade liberalization's impact of small, medium, and micro enterprises (SMME).

**Implementer** Development & Training Services, Inc.  
**USAID Activity Number**  
**Budget**  
**Web Reference** <http://www.onlinedts.com/Projects/content.cfm?a0=2a>

### **Pension and Labor Market Reform Project, Bulgaria**

**Duration** 1998-

**Objective**

**Description** CARANA has successfully completed an integrated effort to carry out the reforms in the public sector of the country's pension system (Pillar I) and to develop a mandatory private system (Pillar II) while also providing support for a voluntary Pillar III system. We were deeply involved in creating the appropriate statutory and policy environment and establishing a pension regulatory agency that would remove remaining legal and regulatory barriers to the pension reform, ensure adequate consumer protection and transparency in pension asset management, and develop safeguards to minimize fraud. CARANA worked with the National Social Security Institute (NSSI) to develop an integrated social security system featuring all three pillars with particular attention to the NSSI information system, uniform identification number system, and data quality. We are currently assisting the government of Bulgaria in implementing its new pension system. An important component of all CARANA pension reform activities has been a comprehensive public education campaign designed to educate key decision-makers and the general public on benefits of the new pension system. The project has been expanded to include further technical assistance in the realm of labor markets, pension, unemployment, and related social assistance policies.

**Implementer** Carana Corporation  
**USAID Activity Number**  
**Budget** \$4 million  
**Web Reference** [http://www.carana.com/index.php?option=com\\_content&view=article&id=101&Itemid=61](http://www.carana.com/index.php?option=com_content&view=article&id=101&Itemid=61)

### **Poverty Reduction by Increasing the Competitiveness of Enterprise (PRICE), Bangladesh**

**Duration** 2008-2013

**Objective** PRICE works to reduce poverty in Bangladesh by supporting the creation of sales, jobs and investment in the aquaculture, horticulture and leather products sectors, particularly for the benefit of women, young adults, and small and medium enterprise (SME) suppliers.

**Description** PRICE works throughout the value chain to arrange training and technical assistance, find buyers, organize SME suppliers, and source equipment and financing to create sales, jobs, and investment and thereby promote sustainable, equitable private sector growth. PRICE uses three mechanisms:

1. Facilitating sales transactions through business service centers that offer training and technical assistance;
2. Designing and implementing strategic technical activities to promote growth throughout the value chain, and
3. Identifying policy issues that act as constraints to sector growth and advocating for policy reform.

**Implementer** Chemonics International

**USAID Activity Number**  
**Budget**  
**Web Reference**      <http://www.chemonics.com/projects/>

**Sewing a Healthy Future, Cambodia**

**Duration**                      Pilot, 1998-2000; Project, 2001-2005  
**Objective**                      Increase garment workers' access to information and health services on sexual reproduction health and HIV/AIDS  
**Description**                      Working in 25 garment factories, delivery of capacity-building of factory health staff, networking with government health service providers, development of holistic training approach to health education, delivery of health education to garment workers through participatory learning and action methods, advocacy to government and private sector to improve workplace HIV/AIDS prevention programs.  
**Implementer**                      CARE  
**USAID Activity Number**                      Funding provided by European Commission, United Nations Population Fund, and USAID  
**Budget**  
**Web Reference**

**Social Protection Programs**

USAID has provided pension reform assistance throughout Central Europe, as seen in the table below.

**TABLE 5: USAID PENSION REFORM ASSISTANCE**

<p><b>Armenia.</b> Social Protection Systems Strengthening project is working on national pension reform and social protection programs. <a href="http://www.spss.am">http://www.spss.am</a></p>
<p><b>Bosnia.</b> Provided assistance in improving existing PAYG institutions.</p>
<p><b>Bulgaria.</b> Supported design of reform strategy, drafting laws and regulations, public education, and development of a contribution registration and tracking system.</p>
<p><b>Croatia.</b> Provided public education campaign to support the reform effort, as well as assistance with pension fund auditing and supervisory training for the supervisory agency (HAGENA), and information technology (IT) systems design for the collection and record-keeping agency for the second pillar (REGOS). See <a href="http://pdf.usaid.gov/pdf_docs/PNADJ987.pdf">http://pdf.usaid.gov/pdf_docs/PNADJ987.pdf</a>.</p>
<p><b>Hungary.</b> Assisted the development of the Hungarian pensions regulator for the mandatory funded component.</p>
<p><b>Kazakhstan.</b> Advised on conceptualization of the reform, modeling, drafting legislation and regulations, and establishment of a regulator.</p>
<p><b>Kosovo.</b> Advised on conceptualization of the reform, modeling, drafting legislation and regulations, establishment of a regulator, development of new institutions to run the PAYG and funded components, and all aspects of implementation.</p>
<p><b>Lithuania.</b> Provided assistance in a supporting role.</p>
<p><b>Macedonia.</b> Advised on conceptualization of the reform, and on creation and training of an independent supervisory agency.</p>
<p><b>Montenegro.</b> Assisted in analyzing the current system, evaluating comprehensive reform options, and improving efficiency and transparency of the current system.</p>
<p><b>Poland.</b> Provided assistance to aspects of implementing the funded pillar, and also public information and regulatory assistance.</p>
<p><b>Romania.</b> Provided assistance to discussions on reform design over the course of several governments.</p>
<p><b>Russia.</b> Capital markets assistance helped design the third-pillar law.</p>

<b>Serbia.</b> Assisted in analyzing the current system, evaluating comprehensive reform options, and improving efficiency and transparency of the current system.
<b>Slovakia.</b> Supported an internship for senior government officials to attend an internship with the Public Employees Retirement System in Idaho.
<b>Ukraine.</b> Assisted with conceptualization of the reform, related modeling, drafting legislation and regulations, public education, and improving administrative efficiency of the existing system.
<b>OECD.</b> Helped establish the International Network of Pension Regulators and Supervisors by supporting institutional development, a number of key forums, and also the E&E Regional Network of the INPRS.

*Source: Snelbecker (2005), based on information provided by Denise Lamaute, Senior Pension Reform Advisor, EGAT/EG/EDFM USAID.*

### **Support for East European Democracy Programs**

<b>Duration</b>	1997-mid 2000s
<b>Objective</b>	Active labor market programs (ALMPs) were introduced in many East European countries in the wake of the collapse of the Soviet Union, sometimes coupled with local economic development programs.
<b>Description</b>	Worked with public employment agencies to develop client-focused services, such as vocational guidance and counseling, job search training, interview and résumé assistance, employer outreach, job fairs, pre-layoff assistance, and job clubs. ALMPs carried out in the region in Bosnia-Herzegovina, Bulgaria, Macedonia, Poland, Romania, Serbia, Ukraine.
<b>Implementer</b>	WorldWide Strategies Inc.
<b>USAID Activity Number</b>	
<b>Budget</b>	
<b>Web Reference</b>	<a href="http://www.w-s-i.net/employment.html">http://www.w-s-i.net/employment.html</a>

### **Women in the Labor Market, Russia**

<b>Duration</b>	2009-2012
<b>Objective</b>	Addressing the issue of women's rights in the labor market, an increasingly critical issues, as women make up the bulk of the unemployed and low-paid populations.
<b>Description</b>	Project will advance women's economic and social rights, promote networking among women's rights activists, and build the capacity of local NGOs to advocate for women's rights. The project's training campaigns and outreach programs are expected to involve over 3,500 people, including representatives of labor unions, community activists, local government officials and human rights ombudsmen in seven Russian regions.
<b>Implementer</b>	Institute for Comparative Labor Relations Studies (Moscow)
<b>USAID Activity Number</b>	
<b>Budget</b>	
<b>Web Reference</b>	<a href="http://russia.usaid.gov/publications/news/20090929/Sept09Women/">http://russia.usaid.gov/publications/news/20090929/Sept09Women/</a>

### **Jordan, Youth:Work Program**

<b>Duration</b>	2009-2014
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<b>Objective</b>	To provide opportunities for marginalized youth 15–24 years of age who face significant challenges being out of school and unemployed.
<b>Description</b>	Youth:Work will equip youth with the necessary skills to find employment, become active and positive agents of change within their communities, lead healthier lifestyles, and access public services that respond to their needs.
<b>Implementer</b>	International Youth Foundation
<b>USAID Activity Number</b>	
<b>Budget</b>	\$30 million
<b>Web Reference</b>	

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