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UNCLASSIFIED

UNITED STATES INTERNATIONAL DEVELOPMENT COOPERATION AGENCY  
AGENCY FOR INTERNATIONAL DEVELOPMENT  
Washington, D. C. 20523

LAC REGIONAL

PROJECT PAPER

AMERICAN INSTITUTE FOR FREE LABOR DEVELOPMENT

AID/LAC/P-794

PROJECT NUMBER: 598-0806

UNCLASSIFIED

<b>AGENCY FOR INTERNATIONAL DEVELOPMENT</b> <b>PROJECT DATA SHEET</b>	<b>1. TRANSACTION CODE</b> <input type="checkbox"/> A = Add <input type="checkbox"/> C = Change <input type="checkbox"/> D = Delete	<b>Amendment Number</b> _____	<b>DOCUMENT CODE</b> <b>3</b>
<b>2. COUNTRY/ENTITY</b> LAC Regional	<b>3. PROJECT NUMBER</b> 598-0806		
<b>4. BUREAU/OFFICE</b> LAC/DI <span style="float:right">[ 05 ]</span>	<b>5. PROJECT TITLE (maximum 40 characters)</b> American Institute for Free Labor Dev.		
<b>6. PROJECT ASSISTANCE COMPLETION DATE (PACD)</b> MM DD YY 0 9 3 0 9 8	<b>7. ESTIMATED DATE OF OBLIGATION</b> (Under 'B', below, enter 1, 2, 3, or 4) A. Initial FY [ 9 3 ] B. Quarter [ 4 ] C. Final FY [ 9 7 ]		

8. COSTS (\$000 OR EQUIVALENT \$1 = _____)						
A. FUNDING SOURCE	FIRST FY _____			LIFE OF PROJECT		
	B. FX	C. L/C	D. TOTAL	E. FX	F. L/C	G. TOTAL
AID Appropriated Total						
(Grant)	( 8,275 )	( )	( 8,275 )	( 36,900 )	( )	( 36,900 )
(Loan)	( )	( )	( )	( )	( )	( )
Other U.S. 1.						
Other U.S. 2.						
Host Country						
Other Donor(s)						
<b>TOTALS</b>	<b>8,275</b>		<b>8,275</b>	<b>36,900</b>		<b>36,900</b>

9. SCHEDULE OF AID FUNDING (\$000)									
A. APPROPRIATION	B. PRIMARY PURPOSE CODE	C. PRIMARY TECH CODE		D. OBLIGATION TO DATE		E. AMOUNT APPROVED THIS ACTION		F. LIFE OF PROJECT	
		1 Grant	2 Loan	1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan
(1) DAF				-	-	31,958		31,958	
(2) ESF				-	-	4,942		4,942	
(3)									
(4)									
<b>TOTALS</b>				<b>-</b>	<b>-</b>	<b>36,900</b>		<b>36,900</b>	

<b>10. SECONDARY TECHNICAL CODES (maximum 6 codes of 3 positions each)</b> _____	<b>11. SECONDARY PURPOSE CODE</b> _____
<b>12. SPECIAL CONCERNS CODES (maximum 7 codes of 4 positions each)</b> A. Code _____ B. Amount _____	

**13. PROJECT PURPOSE (maximum 480 characters)**

The purpose of the project is to continue development and strengthening of free democratic labor unions and related organizations in the Latin America and Caribbean region.

<b>14. SCHEDULED EVALUATIONS</b> Interim MM YY MM YY Final MM YY 0 9 96         0 9 9 8	<b>15. SOURCE/ORIGIN OF GOODS AND SERVICES</b> <input checked="" type="checkbox"/> 000 <input type="checkbox"/> 941 <input checked="" type="checkbox"/> Local <input type="checkbox"/> Other (specify) _____
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**16. AMENDMENTS/NATURE OF CHANGE PROPOSED (This is page 1 of a \_\_\_\_\_ page PP Amendment.)**

<b>17. APPROVED BY</b>	Signature <i>Norma J. Parker, Acting</i> Title A-AA/LAC	<b>18. DATE DOCUMENT RECEIVED IN AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION</b> MM DD YY 0 6 0 7 9 3
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## PROJECT AUTHORIZATION

Name of Country: LAC Regional  
Name of Project: American Institute for Free Labor Development  
Number of Project: 598-0806

1. Pursuant to Sections 105, 106 and 531 of the Foreign Assistance Act of 1961, as amended, I hereby authorize the American Institute for Free Labor Development (AIFLD) Project for the Latin America and the Caribbean Region involving planned obligations of not to exceed \$36,900,000 in grant funds over a five year period from the date of authorization, subject to the availability of funds in accordance with the A.I.D. OYB process, to help in financing the foreign exchange and local currency costs for the project. The planned life of the project is five years from the date of initial obligation.

2. The purpose of the project is to continue development and strengthening of free democratic labor unions and related organizations in the Latin America and Caribbean region. Emphasis will be on trade union development, improved union management relations, human rights and increasing the role of women in democratic labor unions. The project consists of technical assistance and training and will be implemented by the American Institute for Free Labor Development.

3. The Agreement(s) which may be negotiated and executed by the officer to whom such authority is delegated in accordance with A.I.D. regulations and Delegations of Authority shall be subject to the following essential terms and covenants and major conditions as A.I.D. may deem appropriate.

a. Source and Origin of Commodities, Nationality of Services: Commodities and services financed by A.I.D. under the program shall have as their source, origin and nationality the United States, except as A.I.D. may otherwise agree in writing. Procurement of local goods and services shall be in accordance with the Agency's Buy American policy.

b. Ocean Shipping: Ocean shipping financed by A.I.D. under the project shall, except as A.I.D. may otherwise agree in writing, be financed only on flag vessels of the United States.

*Norman J. Parker*

Acting Assistant Administrator  
Bureau for Latin America and the Caribbean

*June 7, 1993*

Date



U.S. AGENCY FOR  
INTERNATIONAL  
DEVELOPMENT

May 25, 1993

TO: FA/OP/B/LA, Mr. Jay Bergman  
FROM: LAC/DI, Kenneth Schofield<sup>468</sup>  
SUBJECT: Justification for Non-competitive Award to the American  
Institute for Free Labor Development (AIFLD)

Handbook 13, Chapter 2, Paragraph 3, Exceptions, states that competition in the award of a grant is not required in cases where the assistance award is intended to continue or further develop an existing assistance relationship. On this basis, LAC proposes a \$36,605,000 non-competitive award to AIFLD in support of their program to strengthen free democratic labor unions and related organizations in the Latin America and Caribbean region.

This project continues for a five year period the AIFLD labor education program that has been in operation since 1962. The two most recent grants to AIFLD funded under the LAC Regional program (AIFLD - Core: 598-0790 and AIFLD Union-to-Union: 598-0789) are currently being extended to August 31, 1993. The new project is intended to continue the assistance provided to AIFLD in support of their program of labor union development and strengthening.

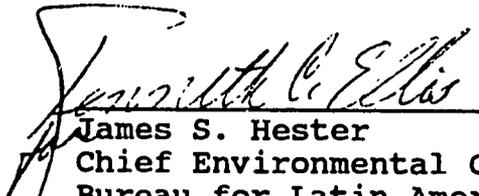


U.S. AGENCY FOR  
INTERNATIONAL  
DEVELOPMENT

LAC-IEE-93-24

**REQUEST FOR A CATEGORICAL EXCLUSION**

Project Location : LAC Regional  
Project Title : American Institute for Free  
Labor Development  
Project Number : 598-0806  
Funding : \$36,900,000  
Life of Project : 5 years  
IEE Prepared by : Susan Bugg, LAC/DR/PSS  
Recommended Threshold Decision: Categorical Exclusion  
Bureau Threshold Decision : Concur with Recommendation  
Comments : None

 Date 26 May 93  
James S. Hester  
Chief Environmental Officer  
Bureau for Latin America  
and the Caribbean

Copy to : Kenneth Schofield, Director  
LAC/DI  
Copy to : Susan Bugg, LAC/DR/PSS  
Copy to : Sharon Isralow, LAC/DI  
Copy to : IEE File

**LABOR PROGRAM PROPOSAL FOR THE PERIOD 1994-98**

**PROPOSAL OUTLINE**

**Project Title:** Five Year AIFLD Proposal  
(\$7.5 million for FY 1994)

**Project Location:** Latin America and the Caribbean

**PVO Name and Location** American Institute for Free  
Labor Development, Washington

**Central Headquarters** 1015 Twentieth St.,  
Washington, D.C. 20036  
(202) 659-6300

**Contacts** Jesse A. Friedman  
Deputy Executive Director  
Kevin Shaver, Director  
Finance and Administration

**Date of Submission to AID** April 30, 1993

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**NOTE**

Several general assumptions are made in this proposal: That there will be no disruptions of a major nature such as civil war, revolution, economic depression--local and global--or other unforeseeable events that materially alter the environment of any project. A further specific assumption is that in each country wherever possible AIFLD will seek to coordinate its efforts with education programs of the Interamerican Regional Workers Organization of the International Confederation of Free Trade Unions (ORIT-ICFTU) and the International Trade Secretariats (ITSS), with the purpose of solidifying the position of Latin American labor in the mainstream of world trade union developments.

### A. Project Purpose and Description

This project continues for a five year period the AIFLD labor education program that has been in operation since 1962. Through it, AIFLD provides technical services for the development and strengthening of free democratic labor unions and related organizations in the Latin American and Caribbean region (LAC). Toward this objective, AIFLD programs emphasize trade union development, improved union management relations, human rights and increasing the role of women in democratic labor unions.

Specifically, AIFLD provides in-country educational training facilities and technical assistance for local labor institutes; in-country labor training and education programs such as labor orientation, intermediate and advanced union organizational methods of operation, and advanced labor training in the United States which supplements in-country training. Such programs include instructional training in labor history, labor organization, union methods and operations related to labor development, and methods and techniques of labor union organization. Participant training is also offered for cooperating country nationals who are enrolled in labor courses in LAC, the U.S. or in third countries. Participant programs include limited internships after the participant returns to the cooperating country.

AIFLD's purposes are furthered by its Union-to-Union project, which uses the human resources and experience of U.S. labor unions to promote the development of trade union leadership in the LAC region. This project supports the activities of eight AFL-CIO-affiliated unions in providing training and technical guidance to democratic trade unions throughout the region. While activities are coordinated with labor training programs offered in LAC countries by AFL-CIO counterparts in the International Trade Secretariats, bilateral cooperative efforts are not precluded and continue where appropriate. Training programs cover such topics as utilizing and dealing with new technology, addressing the needs of women and union organization.

The ultimate beneficiaries of AIFLD's regional and union to union programs are the working men and women of Latin America, whose economic well being will be advanced while they gain a greater voice in how they are governed.

The project rests on a political principle that has driven progress for the great mass of workers since the Industrial Revolution: the freedom to associate in trade unions that serve their collective interests in dealing with employers and governments. Formed 30 years ago by the AFL-CIO at the invitation of the Kennedy Administration, AIFLD has espoused this principle wherever it could in the hemisphere to help build effective democratic trade unions.

Over the next five years AIFLD expects that organized labor in the region will have contributed to tangible, substantial advances in general living standards and greater popular participation in democratic processes.

#### B. Project Rationale and Background

When AIFLD began operations in 1962 only a handful of countries in Latin America had trade unions deserving of the name. History, culture and social structure militated against collective action to attain economic ends. Workers generally speaking were powerless with only an imperfect idea that they could better their own lives through concerted effort.

Thus the expertise of the American labor movement at the beginning of the Alliance for Progress was largely directed to the economic and social realms, with the goal of improving living standards.

Only later did the focus shift to political development and the need to build and strengthen democratic institutions. The fruit of that phase of AIFLD activity is evident in the significant role organized labor has played in the democratic renewal of the past decade. Economic development has also burgeoned, but the old structures of Latin society limit its benefits. High levels of poverty and unemployment are the rule; the average worker, if lucky enough to have a job, still must live with low wages, severe inflation and, in most cases, unresponsive government.

AIFLD's objective in the next five years is twofold: To spread the message of free trade unionism as the best way to expand the individual worker's share in economic growth; and, as a direct corollary, to sustain the momentum toward stronger democratic government. This work has proceeded for three decades with significant results. If it is not continued and the trade union movement is allowed to atrophy and break down in Latin America, there can be little hope for social stability that must underpin real democracy there.

The special challenge framed by integrative forces now at work in the world economy will be emphasized in all AIFLD education programs. It no longer suffices that trade union action addresses the employer or the government agency. Conditions have changed radically, even though this has not been widely recognized. The fact is that economic control today lies outside national borders; fundamental decisions touching the life of a nation are taken by the IFIs, the multinationals, and international bureaucracies in the world's regional and global trading blocs, both extant and in formation. These economic realities require workers and their unions to comprehend that their own vital interests are affected. Only by thoroughly understanding them can they learn how to survive and prosper.

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As noted AIFLD was created by the AFL-CIO to fill a need clearly seen by seven American presidents--to bring urban and rural workers into the stream of change that began to transform Latin America in the second half of this century. They all knew that without the inclusion of the popular masses their designs for progress would go nowhere. AIFLD met the task set for it to establish and foster a vital democratic trade union movement in the hemisphere. AIFLD is confident that the Clinton administration will recognize this and continue its work.

AIFLD will have important help in preparing the next generation of democratic leaders from a strong corps of experienced trade unionists now at the head of the organized labor movement in Latin America. In the region's most advanced countries unions are strong and self-sufficient; AIFLD cooperation with labor bodies in Argentina, Mexico and Venezuela will be directed to strengthening fraternity and solidarity for the benefit of all trade unions in the hemisphere. Where the democratic union movement is less developed AIFLD's role will continue to be that of mentor and source of financial support.

Cuba and Haiti are special cases to which AIFLD has paid close attention. The former had a respectable trade union tradition before 1960 that may not be altogether lost to memory while the latter, despite five years of experience with rudimentary trade unionism, remains undeveloped in a largely preindustrial society. But conditions in both places are changing and AIFLD will be prepared to respond with a more active, comprehensive labor education program when the circumstances are right.

It is not possible within the limits of this outline to give proper account of AIFLD's accomplishments. But it needs to be said that the AFL-CIO created AIFLD on the premise that authentic democratic society cannot exist without an active and representative trade union movement to defend the interest of the workers. The achievement of democracy in Latin America, where totalitarian dictatorship and authoritarian rule were more the rule than the exception, was a huge challenge.

The leaders of the AFL-CIO knew from experience that dictators of all stripes seek to control the workers as a means of controlling their countries, and it is therefore always the workers who are at the forefront of the struggle for democracy. It was, consequently, no accident that unions, assisted by AIFLD, led the fight for the transition to democracy in Argentina, Brazil, Chile, El Salvador and Nicaragua in a very direct if not dominant fashion. In a very important way, unions in Ecuador, Honduras, Paraguay and Suriname have been instrumental in the achievement of democracy in those countries. The labor movements of Mexico and Venezuela, already established and powerful institutions in their countries, have remained essential elements of stability within the society.

It is this contribution which is, perhaps, the most important achievement of AIFLD, and certainly a hallmark expression of AID's democratic initiatives objectives.

Owing to AIFLD's human rights program, a great many labor leaders were freed from prison or were not arrested by authoritarian or arbitrary governments. Unfortunately, the organized labor movement has suffered many martyrs in the last several years but it is universally acknowledged that without an active human rights program supported by the American and other labor movements, the current leadership of the Argentine, Chilean, Salvadoran, Honduran, Nicaraguan and Paraguayan labor movements might have perished.

The tools of this work have been an extensive educational program which counts about 320,000 graduates, a social impact projects program, and agrarian union development described in other sections of this proposal.

### C. Project Analysis

#### 1. Economic Effects of the Project

The impact and expected results of the AIFLD program over the next five years are treated in general terms in this outline. To the extent possible, the specifics are set forth in separate sections containing individual projects and headquarters operations.

Effective representation of its membership by a union should result in increased wages and purchasing power for the workers. Since worker propensity to consume is generally higher than other segments of the population, a union-induced redistribution of income in favor of the workers will generally result in increased economic activity to satisfy the now greater effective demand for goods and services. It can also be expected that higher levels of economic activity will necessitate higher levels of capital investment; that additional competitive pressures will exert a downward pressure on prices; and that subsequent profits and price adjustments will result in a more efficient allocation of resources.

There are valuable spinoffs since labor unions in Latin America are not just vehicles for improving wages and working conditions. They often are primary schools for their members, teaching literacy, low-tech vocational skills, and crafts for home work. They provide ancillary services in health clinics, childcare for working parents, and community centers for social purposes. They have run small banks to extend credit that has built housing for their members. More recently they have concentrated on politics, both at the national and local levels, getting the worker

into the center of governmental processes that give him another tool to better his condition.

This experience in fields beyond the unions' struggle for daily bread has accumulated over a generation, and it adds to their new standing in Latin societies. In the overall context they may still be weak vis-a-vis the managerial/governmental sector, but their situation today, poor as it may be in many cases, is far better than that obtaining five or 10 years ago. The same cannot be said for the individual worker, who has seen real income fall as inflation persists and new technology and modernization combine to shrink the job pool. In this situation stronger unions are called for to exploit the gains labor has made over the recent past.

Concern has been raised that AIFLD does not work with as broad a spectrum of unions that it could. As the Latin American and Caribbean arm of the AFL-CIO, AIFLD is prohibited by AFL-CIO policy from working with unions affiliated with the WFTU. Most unions affiliated with CLAT do not work with AIFLD because they are generally opposed to U.S. labor involvement in Latin American labor. AIFLD will not work with so-called Solidarista organizations, since these are set up by employers in order to undermine or prevent the formation of legitimate unions. AIFLD works with all unions affiliated to the ICFTU/ORIT or to the international trade secretariats, and they represent the overwhelming majority of organized labor in this hemisphere. Recent affiliations by the ORIT of the three major confederations in Brazil, of the CUT in Paraguay and of the FENASTRAS in El Salvador have added millions of new workers to the rolls of organized labor. In addition AIFLD has commenced programs in Mexico with the large federation of government workers and the Labor Congress which includes 95 percent of all labor organizations in Mexico. Programs have also been held with both the CUT/Chile and the CUT/Colombia. In summary, AIFLD cooperates with unions generally, except where prevented from doing so by AFL-CIO policy and normal budgetary constraints.

## 2. Pertinent Sociocultural Factors

It has been noted that countries such as Argentina, Mexico and Venezuela have highly developed, sophisticated labor movements which are well-established in the society; to this list could be added Uruguay and, to a lesser extent, Honduras. Colombia, Cuba and Peru have strong trade union traditions that can be revived as conditions in these countries change and the climate for trade union development improves. Brazil is a distinct case, having developed its unions under European corporatist structures dating from the 1930s. Chile is another exception, with its history of strong unions all but dismantled during the Pinochet dictatorship but today staging a comeback. Trade union development in Ecuador, Central America and the Caribbean--excepting the English-speaking

states, where well-organized unions were a legacy of British colonial rule--generally goes back only to the 1960s.

At the same time it is acknowledged that abuses of union power have occurred; the excesses are well known, by the Peronists in Argentina from the 1940s through the 1960s and by entrenched marxists in modern-day Bolivia. Profit levels have also been affected by trade union action. But no humane interest has been harmed; to the contrary, advances in the general welfare have been universal. Nonetheless, trade unionism is resisted by employers and resistance will mark labor-management relations well into the future, just as it was and is resisted in the United States.

Questions have been raised concerning AIFLD's commitment to improving the position of women in the labor movement. One aspect of this matter regards the promotion of women and women's issues as part of AIFLD's programs. A second has to do with staffing requirements.

During the late 1960's, AIFLD began special courses for women trade unionists from Latin America and the Caribbean in order to encourage and prepare them for greater trade union leadership roles. These courses included some materials which could be said to be women-oriented, but on the whole the courses duplicated those subjects taught to men. Women instructors were used whenever possible but, again, the emphasis was more on the content of the course and the quality of instruction than on the gender of the instructor.

It should be remembered that courses for women in the 1960's pre-dated any political imperative to conduct such education programs. In fact, these courses were provided at some political risk at the time because of the attitudes of male trade unionists from the macho societies of Latin America. Additionally, some trade union women found it difficult under these circumstances to convince their husbands that they (and their families) would ultimately benefit from such an experience.

For the same reasons, although more exaggerated, it was impossible then to even contemplate bringing a mixed group of men and women to attend an AIFLD course in the United States. In Latin America, on the other hand, it became possible, if still difficult, to have mixed-gender programs when offered closer to home.

In the 1960's, there were fewer women in the work force and obviously fewer women in the labor movement. Over the past quarter century, however, this situation has changed drastically as have the social taboos which prohibited women from participating in programs offered at a great distance from their homes.

Currently AIFLD still holds at least one women's course each year at the George Meany Center for Labor Studies. More

importantly, there is no longer a policy to exclude women from other AIFLD programs at the GMC and, as a result, there are two or three women at least in all the courses, and it is AIFLD's plan to increase this over the next five years. This has been a result of changed attitudes in Latin America more than any conscious effort on the part of AIFLD to "change" a policy. It should be remembered that the selection of participants takes place in Latin America by Latin American union leaders. (See Section D.1.A.)

With regard to AIFLD staffing patterns, there has always been an open door policy with regard to the employment of women for senior positions. Over the years, four women have become Country Program Directors and have held these important positions in various countries of Latin America and the Caribbean and for extended periods of time. At least 10 other women have held influential staff positions in the Washington office over the years. Currently, there are five staff positions filled by women in Washington, one female CPD and one female Administrative Assistant in Latin America. (See the organization chart in the Annex). Additionally, 15 out of 22 union members in Washington are female.

Several factors make it difficult to recruit women for the overseas positions which AIFLD has to offer. First, women with trade union backgrounds in the United States and who have the other qualifications for the positions are in high demand within the trade union movement in the U.S. Secondly, it continues to be much more socially acceptable in the U.S. for a women's career to be compatible with her husband's rather than visa-versa. This dictates that many qualified women prefer not to work overseas and away from husband and family. Third, AIFLD has no possibility for sending husband/wife teams into Latin America as does the State Department, thereby facilitating overseas careers for women. Finally, AIFLD is a small organization with low turn-over rates and declining total employment.

Despite these difficulties, AIFLD is constantly seeking to advance the status of women within the framework of staffing requirements as well as through the provision of educational opportunities for Latin American and Caribbean women.

### 3. Project Relationship to Other Considerations

The project can have no other than a positive impact on Latin America's poorest majority. It is universally true that blue collar workers, together with the growing number of men and women in the informal sector, occupy the bottom rung of society. Only the vast armies of unemployed stand below them. To restate its basic goal, this project is directed to improving the lot of those who have jobs while expanding work opportunities, through vocational training, for those who do not.

Unions have generally been successful in improving the wage levels of their members and as a result have increased the effective demand for goods and services produced by others. This has required increased investment and employment which in turn has had a multiplier effect and has increased the rate of economic growth.

Improved living standards as a result of union activity have created the foundation for additional investment and employment opportunities in another way--through political stability. Having fought for political democracy and pluralism throughout their history, unions now must show that higher standards of living can be achieved through a collectively-bargained redistribution of income, with emphasis equally on productivity increases and social justice. These union goals reinforce the political stability required to attract and retain capital for investment.

Since the United States began concerted action 30 years ago to help raise living standards in Latin America, the labor component administered by AIFLD has been fully integrated into the effort. AIFLD recognized as it does now that increased worker purchasing power obtained through the collective bargaining process had to be the cement binding together all parts of the labor program.

Over the next five years the goal of the program, as it has been from the outset and as set forth in the attached country plans, is to bring the fruits of free trade union unionism to ever greater numbers of workers. Unions were established where none existed before and have gradually grown. Their strength will continue to grow as labor assumes a more important political role in society.

Freedom of association and effective collective bargaining are the foundation of the Latin American union movement. These principles have a validity that reaches beyond labor; even now they serve other mass movements as can be seen in the evolution of consumerism, volunteerism and citizen involvement in the political process.

#### 4. Institutionalization

##### A. Latin American Trade Unions

The degree to which AIFLD financial support of Latin American unions is necessary (Caribbean unions generally do not need or seek administrative support) has been an issue throughout AIFLD's existence. It has been debated with academics, politicians, evaluators, with Latin union leaders, and among AIFLD staff, and for all practical purposes, there is no one answer.

In general terms, AIFLD agrees that Latin unions should increasingly collect dues, become financially independent and no

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longer have to rely on such assistance for their existence. Indeed, many Latin American unions have done just that and over the years have established a new and more productive fraternal relationship with AIFLD.

There are however, reasons (some good and some bad) which explain why many unions are currently dependent on outside financing for even minimal administrative costs:

- Often the real income of the membership is so low that affiliation would decline if membership depended on dues collection. Therefore, those unions do not enforce dues collections.
- Union members' rationale for not paying dues is that the level of services provided is so low that dues payment cannot be justified. This of course, creates a vicious cycle of no dues, no services, no dues, and so on.
- Sometimes, the traditional relationship between a union and a political party works against dues collection. If the membership perceives that the union is a dependency of the party, they will expect the party to pay the union's administrative expenses. Again, a vicious cycle is evidenced; no dues, party pays, no dues, etc.
- Even without a traditional union-party relationship, Latin Americans (whether or not unionists) typically regard political parties and governments as a source of services for which they have a right and which is not dependent on their financial support. This attitude is often carried over by the union member in his/her relationship with the union.
- At other times the need for a union is so great and the prospects of its demise, because of its inability to collect dues for its own financial support, is so strong that AIFLD has provided such support. This can result in the awkward situation where the dependency actually falls on the resource supplier, AIFLD, as heavily as on the recipient. Obviously, in the long run, this should be avoided, but in the short run there may be no alternative.
- Occasionally, it may be desirable to financially support a union in order that it not be forced to turn to sources of funds which may be undemocratic and seek to control and/or subvert the union. Again, this situation would call for a short term financial support solution despite the threat of reverse dependency.
- There is a tendency to think that AIFLD supports the administrative structure of many unions. Actually, local unions tend to be economically self-sufficient. It is the

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local union, more often than not, that refuses to pay dues to the federation, or the federation that refuses to pay dues to the confederation. Normally, this is where AIFLD's financial support is needed.

- Even more often, the federation or confederation does receive sufficient dues to be able to exist. The question is not existence so much as it is services. If AIFLD funds an organizer through the federation, for example, AIFLD is helping to provide a service since, with or without an organizer, the federation would continue to operate. The same holds true for AIFLD-funded education provided by the federation or the confederation.

- Unions (and federations and confederations of unions) have in actuality been funding an increasing share of their expenses at all levels. In the future, union in-kind contributions will have an estimated dollar value placed on them for reporting purposes. At the present time, even the dollar value of big-ticket items such as air fares purchased by union groupings has not been adequately reported. (Several major confederations now provide international air fares as a matter of course, while AIFLD pays for education-related expenses in the United States).

- An attempt may be made to identify and, if possible, to document the number of unions which have collectively bargained dues check-off systems. It is known to be an increasing number, but too-obtrusive research into this matter could be politically damaging to AIFLD.

Labor programs are an essential part of U.S. foreign assistance, as mandated in the Foreign Assistance Act of 1961. The AIFLD programs should be viewed in this light. It is unlikely that U.S. labor would ever have the resources to fund these programs. Obviously, to the extent that the recipient trade union organizations grow and prosper, they will become less dependent on U.S. foreign assistance.

#### D. Project Design and Implementation

##### 1. Implementation Plan

##### A. Education Program

AIFLD's traditional approach to trade union education in bread-and-butter labor issues expanded in recent years to include political education in the theory and mechanics of democracy. While the experience of the American labor movement showed that a direct link between the two was necessary for improving working conditions in the United States, AIFLD was constrained for over two decades to limit its focus to economic and social development;

straightforward political activity was avoided, as it was in other areas of taxpayer-funded activity in Latin America. Then came the policy evolution of the 1980s to emphasize political development. In the National Endowment for Democracy Act (P.L.98-164) Congress assigned organized labor, the business community and the two major political parties to strengthen democratic institutions throughout the world. AIFLD was designated by the AFL-CIO to carry out that mandate in Latin America; its democracy program got added impetus with the advent of AID's Democratic Initiative. The result has been an increasingly broad inclusion of workers, through their unions, in Latin American political affairs. That in turn has contributed significantly to the revival of democracy in the hemisphere.

The AIFLD training program will have these major areas of activities:

1. The precepts and practices of trade unions,
2. Current economic and social problems in the era of global economy, regional integration and development, and
3. A greater labor participation in the democratic process and in the strengthening of its institutions.

The program will follow the proven AIFLD format for basic courses and advanced seminars in the field and top level programs at the George Meany Center for Labor Studies, plus assistance in organizing and technical support.

AIFLD will further upgrade the selection process of participants and a follow-up system of their activities after completing the courses at the George Meany Center. To meet those goals the AIFLD Education Department will establish closer links between the programs in the field and the George Meany Center's program of preparatory courses in the area of basic economics and institutional development. Thus, the coordination will include establishing a ladder system from basic courses and advanced seminars up to the George Meany Center program. The system will allow AIFLD to establish directives to be followed by unions, federations and confederations when they select participants in the different courses. The follow-up will be accomplished by devising forms and measurements of graduates' performance once they return to their own countries. A yearly compiling of data will make it easier to follow up on how graduates develop their activities. A computerized system of evaluation will enable AIFLD to track those performances by trade, activities, cultural background, educational level, etc.. The CPD will be instrumental in getting the information to the Washington office, which in turn will be linked with the participants directly by means of bulletins, information sheets and newsletters with up-to-date information on the various issues discussed in AIFLD programs. That will establish a

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coordinated system of information with feedback from the participants and AIFLD information services.

#### B. Union-to-Union Program

AIFLD also subgrants out some of its programs to eight major U.S. unions, which in turn carry out training programs through the International Trade Secretariats (ITS) to which they are affiliated. This is known as the Union-to-Union program. The eight unions involved are selected on the basis of their demonstrated interest in developing labor unions in their sector in Latin America and the Caribbean, working through their ITS. AIFLD manages this program by requesting and reviewing a program proposal and budget similar to those done for the AIFLD country programs. The unions submit financial packages documenting the costs and descriptions of their programs, which AIFLD audits and reimburses. The unions also submit semi-annual progress reports of activities and progress toward achievement of program objectives.

The budgets for each of these programs are generally less than that for a typical country program, and where these funds are used in several countries, the actual amounts may be small in relation to the AIFLD programs. As noted in the individual program proposals, the AID funding in many cases is only a contribution to the overall program of the ITS. The objectives of these programs are also broader in nature in that they are mostly oriented to educating trade unionists with the ultimate goal of increasing affiliations to the ITS through the betterment of these trade unionists.

Overlapping of AIFLD programs with Union-to-Union programs is not a concern. Union-to-Union programs are "vertical" in nature in that they are ITS-industry specific, whereas AIFLD programs are "horizontal" in nature in that they work in all sectors.

#### C. Other Areas

AIFLD has not used nor will it employ subcontractors; direct supervision by AIFLD's in-country program directors will continue as in the past. There will, however, be authority to contract for legal and other specialized services.

Technical assistance in collective bargaining, contract negotiation and the like will be provided by AIFLD country directors, who are U.S. citizens, supported by local paid staff. Consultants such as guest lecturers for AIFLD training programs will also be used.

AIFLD's Regional Cooperative Agreement with AID will remain the principal financial support of the program. Management will reside in AIFLD's country directors in the field under the

supervision of headquarters in Washington. An organization chart with brief job descriptions is included at the end of this outline.

AIFLD funds its overseas programs through local AIFLD offices with advances made to local unions or reimbursement of expenses incurred by the unions. Full accounting is required for all funds disbursed. AIFLD procures items locally where necessary or where purchase in the United States would be cost prohibitive. AID regulations dictate which items may be purchased locally and the dollar limitations thereon; AIFLD adheres to these regulations. AIFLD procurement policy is modeled on AID regulations. AIFLD undergoes an annual independent audit under the requirements of OMB circular A-133. This audit is designed to examine AIFLD's compliance with the terms and conditions of its grants from the U.S. Government. The audit also entails a review of AIFLD's management and internal accounting controls.

To the extent that a five-year projection is possible, the schedule of planned accomplishments, their timing, and interrelationships are set forth in the individual programs and headquarters operations proposed. As indicated above, oversight responsibilities rest with the country directors under the supervision of Washington headquarters.

Executive direction and monitoring of the program is a headquarters responsibility and will be exercised through day-to-day communication and periodic visits with directors in the field by their supervisors in Washington.

No need is foreseen for waivers of AID rules and regulations.

## 2. Measurement and Evaluation of Project Accomplishment

A logframe for the overall program is at the end of this outline. Separate logframes appear with each of the individual country programs.

### E. Financial Plan

The overall financial plan is found at the end of this proposal outline. Individual country programs and financial plans appear with each project in the body of the proposal.

### F. Conditions

AIFLD programs are funded by AID, NED, and the AFL-CIO. Approximately 90% of AIFLD programs are funded by AID and 10% by the NED. A small amount is received from the AFL-CIO for Impact Projects and unreimbursable overhead costs. In the formative years of the NED, there existed some confusion regarding which sources of funds could be utilized for the various programs. AIFLD therefore developed a policy wherein it has utilized NED funds for

programs pertaining electoral processes, such as voter registration drives and citizen awareness educational programs. Examples are Chile, Brazil, and Nicaragua. AIFLD also uses NED funds for infrastructure support for federations in countries such as Brazil, the Dominican Republic, and Paraguay. Finally, AIFLD uses NED funds to supplement its AID program where necessary due to limitations in the use of AID funds; for example, they support the operations of the Human and Trade Union Rights department in AIFLD headquarters and a Union-to-Union program for the Service Employees International Union and the International Union of Bricklayers and Allied Craftsmen.

G. Statutory Considerations

The Foreign Assistance Act of 1961 and related legislation authorize U.S. assistance for the development of free labor unions in Latin America in both general and specific terms.

**AMERICAN INSTITUTE FOR FREE LABOR DEVELOPMENT  
LOGICAL FRAMEWORK FOR REGIONAL AND UNION-TO-UNION PROGRAMS  
APRIL 1, 1993 TO MARCH 31, 1996**

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p><b>Program Goal:</b></p> <p>To expand the workers' share of the social good through greater participation in civic affairs.</p>	<p><b>Measures of Goal Achievement:</b></p> <p>Increased numbers of unions with broader memberships, uniform affiliation with ICFTU/IOBIT and the ITSL, and increased financial viability of unions.</p>	<p>Formal evaluation of program.</p>	<p><b>Concerning Long-Term Value of Program:</b></p> <p>Continued program at current funding levels, continued democratic governments in countries where AIFLD operates.</p>
<p><b>Program Purpose:</b></p> <ol style="list-style-type: none"> <li>1. Bring the benefits of democratic and free trade unionism to more people.</li> <li>2. Improve technical/professional services capability of unions in the areas of collective bargaining, labor-management relations, health, education, safety, and self-sustainability.</li> <li>3. Enable trade unions to play a larger socio-political role in society.</li> </ol>	<p><b>End of Project Status:</b></p> <ol style="list-style-type: none"> <li>1) a. 1,175,000 new union members in 9 countries. b. 287 new unions formed in 5 countries.</li> <li>2) a. 190 new collective bargaining contracts in 4 countries. b. Union federations in 8 countries improved self-sustainability and education programs through increased dues collections. c. Functioning Labor-Management Centers in 4 countries.</li> <li>3) Labor representation in key government bodies in 8 countries, new labor codes, improvement in workers rights.</li> </ol>	<p>Mission - designated labor reporting officer to verify AIFLD accumulated data via media, contacts with labor leaders, consultation with labor ministries, and other available labor or economic studies.</p>	<p><b>Affecting Purpose to Goal Link:</b></p> <p>Economic prosperity of the region enabling the growth of unions and increases in wages, and benefits of workers.</p>
<p><b>Outputs:</b></p> <ol style="list-style-type: none"> <li>1) Labor leaders trained.</li> <li>2) Activists/organizers functioning.</li> <li>3) Federations continued in existence through financial support.</li> </ol>	<p><b>Measures of Outputs Necessary and Sufficient to Achieve Purpose:</b></p> <ol style="list-style-type: none"> <li>1) 118,000 labor leaders trained/participants in conferences in 13 countries and 8 Union-to-Union programs.</li> <li>2) 11 activists/organizing programs operated in 9 countries and 2 Union-to-Union programs.</li> <li>3) 8 countries with federations functioning with the help of AIFLD support.</li> </ol>	<p>Country Program Directors reporting of data with AIFLD/Washington oversight of program and review of data.</p>	<p><b>Affecting Output to Purpose Link:</b></p> <ol style="list-style-type: none"> <li>1) Legislative/policy changes by Government allowing effective labor participation in the bodies, boards and institutions responsible for change.</li> <li>2) Willingness of business community to cooperate in similar fashion.</li> <li>3) Ability of labor leaders to effectively apply new knowledge.</li> </ol>
<p><b>Inputs/Activities/Type of Resources:</b></p> <ol style="list-style-type: none"> <li>1) Washington oversight and technical support</li> <li>2) In country technical support and supervision of (3) and (4).</li> <li>3) Education program support</li> <li>4) Activist/organizer support</li> <li>5) Support for union administration</li> </ol>	<p><b>Level of Effort/Expenditure for Each Activity:</b></p> <ol style="list-style-type: none"> <li>1) \$7,429,000 (100 man years)</li> <li>2) \$16,196,000 (300 man years)</li> <li>3) \$10,064,000 (4,350 courses, seminars, conferences, workshops, symposiums, forums)</li> <li>4) \$1,119,000 (9 countries and 2 U-to-U programs)</li> <li>5) \$1,192,000 (8 federations supported)</li> </ol>	<p>Budget tracking, financial and compliance audits, Country Program Director control of programs, AIFLD/Washington oversight of programs</p>	<p><b>Affecting Input to Output Link:</b></p> <p>Continued funding at budgeted levels, continued presence of AIFLD in the indicated countries.</p>

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**AMERICAN INSTITUTE FOR FREE LABOR DEVELOPMENT**  
**LOGFRAME SUMMARY**  
 April 1, 1993 to March 31, 1998

Program	Trade Union Affiliation/Utilization	Membership Union Growth	Revival of Unions	Collective Bargaining	Self Sustainability	Improved Education Programs	Labor-management Relations	Democratic Processes	Increase Constitution of Trade Unions (incl. women)	Health & Safety
Social & Economic Dev.										
Education						x			x	
Argentina						x			x	
Bolivia	x				x			x		
Brazil	x	x		x	x		x	x		
Caribbean									x	
Chile	x	x			x		x			
Colombia	x	x		x	x					
Costa Rica		x	x		x					
Dominican Republic		x			x					
Ecuador	x						x	x		
Guatemala		x						x		
Honduras	x		x	x			x			
Panama	x		x	x	x		x			
Paraguay	x	x		x	x		x	x		
Peru	x							x		
Uruguay	x							x		
Venezuela		x	x		x					
AFT									x	
AFSCME	x	x			x				x	
ACTWU									x	
CWA	x								x	
DPE	x								x	
GMP	x				x				x	
TCU					x				x	
UFCW					x				x	

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**American Institute for Free Labor Development**  
**8 Year Funding Summary**  
**Regional Program**  
**July 1, 1990 to March 31, 1998**

	<u>Actual</u> <u>7/1/90</u> <u>3/31/91</u>	<u>Actual</u> <u>4/1/91</u> <u>3/31/92</u>	<u>Actual</u> <u>4/1/92</u> <u>3/31/93</u>	<u>Proposed</u> <u>4/1/93</u> <u>3/31/94</u>	<u>Proposed</u> <u>4/1/94</u> <u>3/31/95</u>	<u>Proposed</u> <u>4/1/95</u> <u>3/31/96</u>	<u>Proposed</u> <u>4/1/96</u> <u>3/31/97</u>	<u>Proposed</u> <u>4/1/97</u> <u>3/31/98</u>	<u>Proposed</u> <u>5-Year</u> <u>Total</u>
<b><u>Washington Programs</u></b>									
AUDD	286,165	543,835	258,119						
Information	218,842	298,158	299,011						
Social & Economic Development	150,777	244,223	227,111	265,000	266,000	268,000	272,000	276,000	1,347,000
Education	819,522	1,550,933	1,761,166	497,000	504,000	516,000	528,000	538,000	2,583,000
George Meany Center	<u>(incl)</u>	<u>(incl)</u>	<u>(incl)</u>	<u>1,210,000</u>	<u>1,130,500</u>	<u>1,090,000</u>	<u>878,500</u>	<u>888,000</u>	<u>5,197,000</u>
	1,475,306	2,637,149	2,545,407	1,972,000	1,900,500	1,874,000	1,678,500	1,694,000	9,127,000
<b><u>Country Programs</u></b>									
Argentina	200,491	349,509	313,005	310,000	304,000	304,000	304,000	304,000	1,526,000
Bolivia	115,445	194,555	292,895	296,000	288,000	278,000	258,000	238,000	1,358,000
Brazil	422,315	602,385	633,354	453,000	443,000	443,000	443,000	443,000	2,225,000
Caribbean	278,356	216,644	197,200	378,000	368,000	368,000	368,000	368,000	1,850,000
Chile	165,579	184,421	140,700	134,000	134,000	119,000	112,000	107,000	606,000
Colombia	42,722	59,278	97,426	92,000	88,500	64,500	80,000	76,000	421,000
Costa Rica	176,601	118,399	190,380	141,000	139,000	110,000	115,000	105,000	610,000
Dominican Republic	195,830	229,170	290,235	311,000	276,000	276,000	276,000	276,000	1,415,000
Ecuador	64,752	105,248	231,403	218,000	210,000	120,000	98,000	96,000	742,000
Guatemala	150,227	221,773	262,745	263,000	235,000	220,000	225,000	210,000	1,153,000
Honduras	151,859	236,141	239,390	236,000	233,500	231,000	227,500	225,000	1,153,000
Mexico	71,595	< 595 >	-	-	-	-	-	-	-
Nicaragua	-	211,000	-	-	-	-	-	-	-
Panama	325,512	354,488	399,708	335,000	304,000	286,000	320,000	147,000	1,392,000
Paraguay	154,226	125,774	105,225	215,000	205,000	172,000	110,000	100,000	802,000

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Peru	52,879	68,121	80,010	84,000	80,000	80,000	80,000	80,000	404,000
Uruguay	22,639	35,361	47,440	44,000	44,000	44,000	44,000	44,000	220,000
Venezuela	<u>184,059</u>	<u>275,941</u>	<u>285,110</u>	<u>157,000</u>	<u>142,500</u>	<u>138,000</u>	<u>129,000</u>	<u>112,000</u>	<u>678,500</u>
Total Programs	2,854,707	3,587,613	3,918,871	3,667,000	3,494,500	3,273,500	3,189,500	2,931,000	16,555,500
Indirect Costs	<u>4,330,013</u>	<u>6,224,762</u>	<u>6,464,278</u>	<u>5,639,000</u>	<u>5,395,000</u>	<u>5,147,500</u>	<u>4,868,000</u>	<u>4,625,000</u>	<u>25,674,500</u>
TOTAL	<u>\$5,341,937</u>	<u>\$7,661,437</u>	<u>\$8,144,990</u>	<u>\$7,105,000</u>	<u>\$6,798,000</u>	<u>\$6,485,750</u>	<u>\$6,133,750</u>	<u>\$5,827,500</u>	<u>\$32,350,000</u>

**American Institute for Free Labor Development**  
**8 Year Funding Summary**  
**Union-to-Union Program**  
**July 1, 1990 to March 31, 1998**

Programs	<u>Actual</u> <u>7/1/90</u> <u>3/31/90</u>	<u>Actual</u> <u>4/1/91</u> <u>3/31/92</u>	<u>Actual</u> <u>4/1/92</u> <u>3/31/93</u>	<u>Proposed</u> <u>4/1/93</u> <u>3/31/94</u>	<u>Proposed</u> <u>4/1/94</u> <u>3/31/95</u>	<u>Proposed</u> <u>4/1/95</u> <u>3/31/96</u>	<u>Proposed</u> <u>4/1/96</u> <u>3/31/97</u>	<u>Proposed</u> <u>4/1/97</u> <u>3/31/98</u>	<u>Proposed</u> <u>5-Year</u> <u>Total</u>
ACTWU	58,030	77,100	77,100	73,250	70,000	66,000	62,000	57,000	328,250
AFT	51,400	76,600	63,440	72,900	70,000	66,000	62,000	57,000	327,900
AFSCME	51,725	62,300	62,300	59,000	50,000	50,000	50,000	50,000	259,000
CWA	90,000	137,950	137,950	110,000	100,000	98,500	90,500	85,000	484,000
DPE	30,814	45,000	45,000	45,000	45,000	45,000	45,000	45,000	225,000
GMP	40,000	57,850	57,850	57,850	50,000	50,000	50,000	50,000	257,850
TCU	103,200	137,600	137,600	110,000	100,000	98,500	90,500	85,000	484,000
UFCW	<u>138,750</u>	<u>185,000</u>	<u>185,000</u>	<u>142,500</u>	<u>114,000</u>	<u>98,500</u>	<u>90,500</u>	<u>85,000</u>	<u>530,500</u>
	563,919	779,400	766,240	670,500	599,000	572,500	540,500	514,000	2,896,500
Indirect Costs	<u>131,788</u>	<u>179,886</u>	<u>199,222</u>	<u>174,500</u>	<u>156,000</u>	<u>148,750</u>	<u>140,750</u>	<u>133,500</u>	<u>753,500</u>
TOTAL	<u>\$695,709</u>	<u>\$959,286</u>	<u>\$965,462</u>	<u>\$845,000</u>	<u>\$755,000</u>	<u>\$721,250</u>	<u>\$681,250</u>	<u>\$647,500</u>	<u>\$3,650,000</u>

**PROGRAM PROPOSAL**  
**SOCIAL AND ECONOMIC DEVELOPMENT DEPARTMENT**

**I. Background**

The Department of Economic and Social Development was initiated in June of 1992 in order to proceed with the work of the then-existing Social Projects Department while, at the same time, providing economic research and analysis capabilities to Latin America and Caribbean trade union movements. National economic restructuring, necessitated by an increasingly globalized commercial system, has placed requirements on the hemisphere's trade union movements which could not have been fully appreciated or anticipated prior to 1990 and which now often require changes in both attitudes and policies of unions.

**II. Purpose**

The program of social projects is designed to help unions to provide services to their members and to their communities and, in so doing, encourage membership in unions and the improvement of the movement's public image. Research and analysis of economic problems is utilized by Latin America and Caribbean unions to formulate policy which better serves their membership, their countries, and the development of democracy.

**III. Description of Project Activities**

AIFLD's Department of Economic and Social Development will continue to provide technical and administrative support for its program of social impact projects. The department will endeavor to respond to such issues as changing trade patterns, privatization, and institutional reform by organizing conferences, supporting the efforts of the Education Department, publishing policy papers, and representing the views of labor in national and international forums.

The Department of Economic and Social Development came into being in response to changing conditions in Latin America and the Caribbean and the need of unions in the hemisphere to meet the new challenges presented. This new Department is responsible for the continuation of a somewhat diminished level of support for union sponsored social projects and an even more severe curtailment of agrarian union related activities. The major new emphasis of the Department is the monitoring and analysis of economic activities in Latin America and the Caribbean.

Additionally, this new emphasis results in the preparation of educational and informational materials for use at the George Meany Center for Labor Studies in Silver Spring; Maryland and in AIFLD's courses in the field. The teaching of economic subjects both at the GMC and in Latin America and the Caribbean consume a small but growing portion of Departmental staff time.

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Since June 1992, the Department has prepared four publications, in English and Spanish:

- 1) Western Hemisphere Trade, A Union Analysis and Suggested Response.
- 2) Compilation of Selected Presentations, Papers and Publications describing AFL-CIO's policy regarding International Trade.
- 3) Free Market Economies and Democracy in Latin America.
- 4) Labor and Productivity.

While it is impossible to predict exactly the number and/or subject matter of future publications over a long period of time, it might reasonably be assumed that the economic trends that were evident at the start of the 1990's will continue to be important factors for at least the rest of the decade and most probably well beyond that time frame. As such, unions of the hemisphere will continue to have a need for detailed information and analysis on such subjects as economic integration, privatization, restructuring, debt, trade and trade blocs, growth policy, export processing zones, worker ownership, and productivity—to mention but a few.

Participation at conferences and similar meetings dealing with these subjects are becoming increasingly frequent. Particularly important are those which discuss industrial relations in the context of these changes and which encourage the development of strategies for labor-management cooperation.

It is anticipated that less-structured consultations with Latin American and Caribbean unions will occur at even more frequent intervals. These meetings often result in the formulation of union policy regarding the economic changes taking place and are therefore crucial to the attainment of AIFLD goals.

#### IV. End of Project Status

The unions of Latin America which cooperate with AIFLD will have a more informed policy regarding the major economic changes occurring in the hemisphere. They will be better prepared to safeguard the interest of their members in the face of these changes and will seek solutions which will, at the same time, allow for improvements on the operation of the economy.

It can be expected that the current economic integration and restructuring will accelerate over the next five years and that as a result of the work of the Department of Economic and Social Development, union leadership will be better prepared to represent their membership and to present a reasoned and positive union response to these changes.

**American Institute for Free Labor Development**  
**Social and Economic Development Budget**  
**April 1, 1993 to March 31, 1998**

	<u>93/94</u>	<u>94/95</u>	<u>95/96</u>	<u>96/97</u>	<u>97/98</u>
<b><u>Salaries</u></b>					
Director	76,053	78,334	80,685	83,105	85,598
Bilingual Secretary	<u>33,450</u>	<u>34,453</u>	<u>35,487</u>	<u>36,552</u>	<u>37,648</u>
	109,503	112,787	116,172	119,657	123,246
<b><u>Benefits</u></b>					
Retirement	26,865	27,671	28,500	29,356	30,237
FICA, Health, Life	<u>24,626</u>	<u>25,036</u>	<u>25,322</u>	<u>25,481</u>	<u>26,011</u>
	51,491	52,707	53,822	54,837	56,248
<b><u>Travel and Per Diem</u></b>					
International Travel	6,000	6,000	6,000	6,000	6,000
International Per Diem	4,500	4,500	4,500	4,500	4,500
Local Travel & Per Diem	<u>3,000</u>	<u>3,500</u>	<u>3,500</u>	<u>4,000</u>	<u>4,000</u>
	13,500	14,000	14,000	14,500	14,500
<b><u>rent</u></b>	37,506	37,506	37,506	37,506	37,506
<b><u>Supplies &amp; Equipment</u></b>	11,000	11,000	11,000	11,000	11,000
<b><u>Communications &amp; Postage</u></b>	8,000	8,000	8,000	8,000	8,000
<b><u>Outside Services</u></b>	30,000	26,000	24,000	23,000	22,000
<b><u>Other</u></b>	<u>4,000</u>	<u>4,000</u>	<u>3,500</u>	<u>3,500</u>	<u>3,500</u>
<b>Total</b>	<b><u>\$265,000</u></b>	<b><u>\$266,000</u></b>	<b><u>\$268,000</u></b>	<b><u>\$272,000</u></b>	<b><u>\$276,000</u></b>

**PROGRAM PROPOSAL**  
**EDUCATION DEPARTMENT**

**I. Background**

Economic globalization has blurred national boundaries and forced governments to accommodate policy to a new environment in which sovereignty is limited. Economic integration and trading blocs have produced new patterns of commerce that often leave developing nations on the margin. Structural adjustments and privatization have reduced the size and scope of the public sector but have not yet provided reservoirs of new employment or a social net to smooth the transition. Lack of worker participation in these processes highlights the need for new priorities and strategies to link labor with the productive sectors to sustain democracy and insure real economic growth.

**II. Purpose**

AIFLD will implement a new curriculum at the George Meany Center for Labor Studies that produces open discussion of the opportunities open to the democratic labor movement, and its responsibilities, to bring justice and equity to the processes of change.

**III. Description of Project Activities**

Through its residential courses and ancillary educational services, AIFLD will provide Latin American and Caribbean trade unionists with understanding of (a) the forces at work in economic globalization and their effect on the international labor movement; (b) the importance of human resource development and the advantages in cooperative versus adversarial labor-management relations; and (c) labor's place in the modern market economy and in democratic development. Special resident courses will offer training in selected areas of concern to women, public sector workers and in occupational health, safety and the environment.

There will also be the usual administrative functions such as providing technical services for AIFLD's in-country education programs, production of training materials including papers on labor and related matters, selection of instructors, curriculum development and course scheduling, and followup on graduates.

**IV. End of Project Status**

By 1998 AIFLD expects to have developed a well-trained cadre of trade union leaders who understand the nature of the economic transformation now taking place in their countries and throughout the world. By means of a network of regular communication and follow-up, they can spearhead a major effort to give workers the tools to improve their lives through economic advancement and political participation.

**AMERICAN INSTITUTE FOR FREE LABOR DEVELOPMENT**  
**SCHEDULE OF PLANNED ACCOMPLISHMENTS**  
**DEPARTMENT OF EDUCATION**  
**April 1, 1993 to March 31, 1998**

<b>Outputs</b>	<b>4/1/93 9/30/93</b>	<b>10/1/93 3/31/94</b>	<b>4/1/94 9/30/94</b>	<b>10/1/94 3/31/95</b>	<b>4/1/95 9/30/95</b>	<b>10/1/95 3/31/96</b>	<b>4/1/96 9/30/96</b>	<b>10/1/96 3/31/97</b>	<b>4/1/97 9/30/97</b>	<b>10/1/97 3/31/98</b>
<b><u>Seminars at George Meany Center:</u></b>										
4 Weeks	4	3	4	3	4	3	3	3	3	3
2 Weeks	1	2	1	1	1	1	1			
1 Week	1		1		1					
Conferences		1		1		1		1		1
<b><u>Number of Students</u></b>										
Male	106	88	88	60	64	56	56	42	42	42
Female	28	22	38	26	28	24	24	18	18	18
Total	132	110	126	86	92	80	80	60	60	60
<b><u>Field Seminars/Conferences:</u></b>										
Regional	2	1	1	1	1	1	1	1	1	1
In Country	2	2	2	1	1	1	1	1	1	1
<b><u>Number of Students</u></b>										
Male	84	63	63	42	42	42	42	42	42	42
Female	36	27	27	18	18	18	18	18	18	18
Total	120	90	90	60	60	60	60	60	60	60
<b><u>Project Objectives</u></b>										
New curriculum implemented	x									
Women participation increased			x							

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**American Institute for Free Labor Development**  
**Education Budget**  
**April 1, 1993 to March 31, 1998**

	<u>93/94</u>	<u>94/95</u>	<u>95/96</u>	<u>96/97</u>	<u>97/98</u>
<b><u>Salaries</u></b>					
Director	73,423	78,334	80,685	83,105	85,598
Assistant Director	63,877	65,793	67,767	69,800	71,895
2 Bilingual Secretaries	<u>66,900</u>	<u>68,907</u>	<u>70,974</u>	<u>73,103</u>	<u>75,296</u>
	204,200	213,034	219,426	226,008	232,789
<b><u>Benefits</u></b>					
Retirement	49,450	51,592	53,140	54,734	56,376
FICA, Health, Life	<u>39,050</u>	<u>50,874</u>	<u>51,434</u>	<u>51,758</u>	<u>51,835</u>
	88,500	102,466	104,574	106,492	108,211
<b><u>Travel</u></b>					
International	18,300	18,000	20,000	20,000	20,000
Local & Van Expenses	<u>15,000</u>	<u>16,000</u>	<u>16,000</u>	<u>18,000</u>	<u>18,000</u>
	33,300	34,000	36,000	38,000	38,000
<b><u>Rent</u></b>	14,000	14,500	15,000	15,500	16,000
<b><u>Supplies &amp; Equipment</u></b>	20,000	12,000	12,000	12,000	12,000
<b><u>Communications &amp; Postage</u></b>	12,000	12,000	12,000	12,000	12,000
<b><u>Overseas Programs</u></b>	80,000	80,000	80,000	80,000	80,000
<b><u>Outside Services</u></b>	40,000	30,000	30,000	30,000	30,000
<b><u>Other</u></b>	<u>5,000</u>	<u>6,000</u>	<u>7,000</u>	<u>8,000</u>	<u>9,000</u>
<b>Total</b>	<b><u>\$497,000</u></b>	<b><u>\$504,000</u></b>	<b><u>\$516,000</u></b>	<b><u>\$528,000</u></b>	<b><u>\$538,000</u></b>

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**American Institute for Free Labor Development**  
**George Meany Center Budget**  
**April 1, 1993 to March 31, 1998**

	<u>93/94</u>	<u>94/95</u>	<u>95/96</u>	<u>96/97</u>	<u>97/98</u>
<b><u>International Travel</u></b>	256,000	211,500	212,000	187,500	188,000
<b><u>Field Trips &amp; Local Transportation</u></b>	120,000	110,000	95,000	75,000	75,000
<b><u>Room and Board</u></b>					
28 day courses	381,700	417,480	492,800	386,400	403,200
14 day courses	32,250	58,800		15,000	
8-day courses	27,000	25,200	26,400		
15-day courses	<u>57,600</u>				
	<u>498,550</u>	<u>501,480</u>	<u>519,200</u>	<u>401,400</u>	<u>403,200</u>
<b><u>Participant Insurance</u></b>					
\$120 per mo./per student	28,920	26,000	23,000	15,000	15,000
<b><u>Course Materials</u></b>	84,000	76,000	63,000	45,000	44,000
<b><u>Lecturer Fees &amp; Expenses</u></b>	37,130	33,520	28,800	24,600	24,800
<b><u>Interpreter Fees &amp; Expenses</u></b>					
Full time, including ins. & travel	85,000	85,000	85,000	85,000	85,000
Portuguese Interpreters	10,400	11,000			
Temporary Interpreters	<u>50,000</u>	<u>40,000</u>	<u>30,000</u>	<u>20,000</u>	<u>20,000</u>
	145,400	136,000	115,000	105,000	105,000
<b><u>Student Monitors</u></b>	<u>40,000</u>	<u>36,000</u>	<u>34,000</u>	<u>25,000</u>	<u>25,000</u>
<b>Total</b>	<b><u>\$1,210,000</u></b>	<b><u>\$1,130,500</u></b>	<b><u>\$1,090,000</u></b>	<b><u>\$878,500</u></b>	<b><u>\$880,000</u></b>
<b>Number of students</b>	242	212	172	140	120
<b>Number of airfares</b>	175	142	142	120	120

**PROGRAM PROPOSAL**  
**ARGENTINA**

**I. Background**

Argentina's General Confederation of Labor (CGT) is the only legitimate voice defending the rights of the working class in a country experiencing a rapid switch from a state controlled economy to one embracing free market policies. Traditionally somewhat isolationist in nature, the CGT only recently has recognized the importance of the international trade union network. It participates in ORIT/ICFTU activities and with counterpart unions in the MERCOSUR countries on matters of concerning regional economic integration. Although troubled by internal feuding, the CGT is still a powerful force in the country and will have significant impact on the development of Argentine democracy, a prospect that underlies the AFL-CIO's outreach efforts.

**II. Purpose**

The program addresses the traditional isolationism of the CGT and its resistance to modern labor relations. The objectives over the next five years is help the CGT to

- a) participate more actively in the ORIT-ICFTU, the ITSS and other regional labor bodies;
- b) strengthen fraternal ties with the AFL-CIO; and
- c) adopt an effective educational program using up-to-date training materials on modern day labor-management relations.

**III. Description of Project Activities**

AIFLD will provide educational resources and services to the CGT and its affiliated federations that include seminars and conferences. Support for the participation by Argentine trade unionists in international labor programs will also be offered.

**IV. End of Project Status**

Indicators of accomplishment:

- A. CGT representatives regularly participate in all major international trade union events.
- B. AFL-CIO and CGT leaders will continue their dialogue and meet routinely to carry on information exchanges.
- C. The CGT has an ongoing national education program geared to the realities of the changing economic environment in the world as it affects the Southern Cone.



**American Institute for Free Labor Development**  
**Argentina Budget**  
**April 1, 1993 to March 31, 1998**

	<u>93/94</u>	<u>94/95</u>	<u>95/96</u>	<u>96/97</u>	<u>97/98</u>
<b><u>Salaries U.S.</u></b>	63,877	65,793	67,767	69,800	71,895
<b><u>Salaries Local</u></b>					
Education Coordinator & Acct./Secretary	65,000	60,000	56,000	58,000	60,000
<b><u>Benefits U.S.</u></b>					
Retirement	15,672	16,142	16,626	17,125	17,639
FICA, Health, Life	<u>13,451</u>	<u>14,000</u>	<u>14,207</u>	<u>14,500</u>	<u>14,750</u>
	29,123	30,142	30,833	31,625	32,389
<b><u>Benefits Local (20%)</u></b>	13,500	12,500	11,200	11,600	12,500
<b><u>Overseas Allowances</u></b>					
Permanent Quarters	21,000	23,000	23,000	24,500	24,500
<b><u>Travel &amp; Per Diem</u></b>	27,000	27,000	25,000	25,000	25,000
<b><u>Rent &amp; Utilities</u></b>	15,000	15,000	16,000	16,000	17,000
<b><u>Supplies &amp; Equipment</u></b>	8,000	8,000	9,000	9,000	10,000
<b><u>Communications &amp; Postage</u></b>	14,000	14,500	15,000	16,000	17,000
<b><u>Outside Services</u></b>	1,000				
<b><u>Other</u></b>	4,000	2,000	2,000	2,000	2,000
<b><u>Education Program</u></b>	<u>48,500</u>	<u>46,065</u>	<u>48,200</u>	<u>40,475</u>	<u>31,716</u>
<b>Total</b>	<b><u>\$310,000</u></b>	<b><u>\$304,000</u></b>	<b><u>\$304,000</u></b>	<b><u>\$304,000</u></b>	<b><u>\$304,000</u></b>

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**PROGRAM PROPOSAL**  
**BOLIVIA**

**I. Background**

Ignoring sweeping change on the international scene, leaders of the Bolivian Labor Central (COB) remain dedicated to Marxist-Leninist principles, including the armed subversion of capitalism. They also ignore the desire of the majority of workers for democracy in government and in the labor movement itself, along with more pragmatic and modern approaches to labor-management relations. In recent years AIFLD has developed a strong network of relationships with elements within the COB which espouse the democratic principles of western trade unionism.

**II. Purpose**

This program addresses the problem of helping progressive democrats effect change within the COB by

- a) electing more democrats to the COB Executive Board and to the boards of COB's affiliated confederations;
- b) creating modern conflict resolution mechanisms for the labor movement, to avoid violent and needless confrontations; and
- c) promoting the process of good-faith collective bargaining.

**III. Description of Project Activities**

The program will support democratic labor training programs for trade unions throughout Bolivia, supervised by AIFLD's La Paz and Santa Cruz offices; there will be as many as 200 training courses a year will be held; in La Paz these will be coordinated with the Ministry of Labor, while the Santa Cruz regional office will emphasize training in the agrarian sector. AIFLD will also sponsor national fora for unions in key sectors such as mining, banking, construction and petroleum. AIFLD's Country Program Director will also supervise an AID/Bolivia agricultural development program.

**IV. End of Project Status**

Indicators of accomplishment:

- A. Democratic trade unionists control COB's executive board and participate in AIFLD training programs.
- B. COB unions are represented on national policy bodies and peacefully resolve issues in both the public and private sectors.
- C. Collective bargaining is the norm in labor-management matters and contracts are officially sanctioned by the government.

**AMERICAN INSTITUTE FOR FREE LABOR DEVELOPMENT  
SCHEDULE OF PLANNED ACCOMPLISHMENTS**

**BOLIVIA**

**April 3, 1993 to March 31, 1998**

<b>Outputs</b>	<b><u>4/1/93</u> <u>9/30/93</u></b>	<b><u>10/1/93</u> <u>3/31/94</u></b>	<b><u>4/1/94</u> <u>9/30/94</u></b>	<b><u>10/1/94</u> <u>3/31/95</u></b>	<b><u>4/1/95</u> <u>9/30/95</u></b>	<b><u>10/1/95</u> <u>3/31/96</u></b>	<b><u>4/1/96</u> <u>9/30/96</u></b>	<b><u>10/1/96</u> <u>3/31/97</u></b>	<b><u>4/1/97</u> <u>9/30/97</u></b>	<b><u>10/1/97</u> <u>3/31/98</u></b>
Nat'l Education Prog. in La Paz - Regional & Local Courses	60	60	60	60	60	60	60	60	60	60
Special National Seminars, Forums, Congresses	2	2	2	2	2	2	2	2	2	2
Special Int'l training Courses in conjunction with AID - 25 participants and Andean Peace Scholarships	1		1		1		1		1	
<b>Participants</b>										
Male										
Female (%)										
total										
<b>Project Objectives</b>										
-More democratic COB Board									x	
-Better conflict resolution									x	
-Good faith collective bargaining									x	

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**American Institute for Free Labor Development**  
**Bolivia Budget**  
**April 1, 1993 to March 31, 1998**

	<u>93/94</u>	<u>94/95</u>	<u>95/96</u>	<u>96/97</u>	<u>97/98</u>
<b><u>Salaries U.S.</u></b>	63,877	65,793	67,767	69,800	71,895
<b><u>Salaries Local</u></b> RDO, Secretary, Acct., Messenger	64,283	64,705	63,452	50,680	37,021
<b><u>Benefits U.S.</u></b>					
Retirement	15,071	16,142	16,626	17,125	17,639
FICA, Health, Life	<u>13,889</u>	<u>14,349</u>	<u>14,188</u>	<u>14,305</u>	<u>14,579</u>
	28,960	30,491	30,814	31,430	32,218
<b><u>Benefits Local (30%)</u></b>	7,430	7,231	7,167	6,900	6,866
<b><u>Overseas Allowances</u></b>					
Permanent Quarters - CPD	18,900	18,900	18,900	18,900	18,900
Permanent Quarters - RDO	<u>5,000</u>	<u>5,000</u>	<u>5,000</u>	<u>3,500</u>	<u>2,500</u>
	23,900	23,900	23,900	22,400	21,400
<b><u>Travel &amp; Per Diem</u></b>	18,350	16,200	14,200	13,000	11,000
<b><u>Rent &amp; Utilities</u></b>	10,000	10,000	10,000	10,000	10,000
<b><u>Supplies &amp; Equipment</u></b>	10,000	7,200	6,000	5,200	5,000
<b><u>Communications &amp; Postage</u></b>	10,000	7,200	5,000	4,000	2,000
<b><u>Outside Services</u></b>	5,000	3,000	1,700	1,200	1,000
<b><u>Other</u></b>	4,200	2,280	2,000	1,390	600
<b><u>Education Program</u></b>	<u>50,000</u>	<u>50,000</u>	<u>46,000</u>	<u>42,000</u>	<u>38,000</u>
<b>Total</b>	<b><u>\$296,000</u></b>	<b><u>\$288,000</u></b>	<b><u>\$278,000</u></b>	<b><u>\$258,000</u></b>	<b><u>\$238,000</u></b>

**PROGRAM PROPOSAL**  
**BRAZIL**

**I. Background**

In good measure because of AIFLD efforts, three national union confederations founded in the 1980s--CGT, CUT and FS--have become recognized participants in current discussions on how to modernize Brazil's economic and political institutions and integrate the country with the global economy. Eventual success of these adjustments will depend on the extent to which unions and their members are made part of the process.

**II. Purpose**

This program addresses the needs of the three confederations for education programs for mid- and upper-level leaders to more effectively represent the membership through constructive engagement with management. By 1998 AIFLD expects that

(a) more unions with greater numbers of dues-paying members will affiliate with the three national labor centers;

(b) greater local union support will go to labor training programs, such as that of the Instituto Cultural do Trabalho, and

(c) the private sector will support permanent labor-management centers which foster dialogue on common interests.

**III. Description of Project Activities**

AIFLD will assist educational programs of the ICT and provide financial, technical and professional support for advanced training of the three confederations' leadership. Funding will also be provided to establish and maintain the labor-management dialogue fora.

**IV. End of Project Status**

Indicators of accomplishments:

A. Formal affiliations will have increased from 20 to 50 percent over the number of unions now members of CGT and FS, while CUT will experience a steady but somewhat slower rate of growth. Membership in unions regularly participating in ICT programs will be up by 20 percent.

B. Non-instructional costs of ICT activities will be fully financed by participating unions. Local participation in other AIFLD-supported activities will be above 50 percent.

C. At least two university based labor-management centers will be functioning on a permanent basis.

**AMERICAN INSTITUTE FOR FREE LABOR DEVELOPMENT**

**SCHEDULE OF PLANNED ACCOMPLISHMENTS**

**BRAZIL**

April 1, 1993 to March 31, 1998

<b>Outputs</b>	<b>4/1/93 9/30/93</b>	<b>10/1/93 3/31/94</b>	<b>4/1/94 9/30/94</b>	<b>10/1/94 3/31/95</b>	<b>4/1/95 9/30/95</b>	<b>10/1/95 3/31/96</b>	<b>4/1/96 9/30/96</b>	<b>10/1/96 3/31/97</b>	<b>4/1/97 9/30/97</b>	<b>10/1/97 3/31/98</b>
<b>KCI</b>										
2 Week Courses	2	3	3	2	3	2	3	2	3	2
Conferences	3	3	3	3	3	3	3	3	3	3
Weekend Seminars	4	4	4	4	4	4	4	4	4	4
Regional Seminars	30	30	25	25	25	25	25	25	25	25
<b>Other Training</b>										
Special Conferences	2	3	3	2	2	2	3	2	3	2
1 Week Courses	2	3	2	3	3	3	2	2	3	3
Weekend Courses	2	3	3	2	3	2	3	3	2	2
Technical Projects	2	4	3	2	3	4	3	3	2	2
<b>Participants</b>										
Male	893	1283	1222	1086	1173	1282	1088	1231	1130	1043
Female	312	424	476	482	561	425	520	492	455	528
Total	1105	1707	1698	1568	1734	1707	1608	1723	1585	1569
<b>Projects Objectives</b>										
-Double affiliations to three labor centers										
-Increase self funding of programs										
-Two labor management centers established										

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**American Institute for Free Labor Development**  
**Brazil Budget**  
**April 1, 1993 to March 31, 1998**

	<u>93/94</u>	<u>94/95</u>	<u>95/96</u>	<u>96/97</u>	<u>97/98</u>
<b><u>Salaries U.S.</u></b>	63,877	65,793	67,767	69,800	71,895
<b><u>Salaries Local</u></b> Acct., Secretary, Driver/Messenger	28,000	30,000	32,000	34,000	36,000
<b><u>Benefits U.S.</u></b>					
Retirement	15,671	16,142	16,626	17,125	17,639
FICA, Health, Life	<u>13,054</u>	<u>13,035</u>	<u>14,547</u>	<u>14,500</u>	<u>14,486</u>
	28,725	29,177	31,361	31,625	32,125
<b><u>Benefits Local (48%)</u></b>	13,440	14,400	15,360	16,320	17,280
<b><u>Overseas Allowances</u></b>					
Permanent Quarters Education	36,700	36,700	36,700	36,700	36,700
	<u>27,000</u>	<u>20,000</u>	<u>20,000</u>	<u>16,000</u>	<u>12,000</u>
	63,700	56,700	56,700	52,700	48,700
<b><u>Travel &amp; Per Diem</u></b>	27,000	27,000	27,000	27,000	27,000
<b><u>Rent &amp; Utilities</u></b>	10,000	12,000	14,000	16,000	18,000
<b><u>Supplies &amp; Equipment</u></b>	12,000	15,000	12,000	12,000	12,000
<b><u>Communications &amp; Postage</u></b>	15,000	15,000	15,000	15,000	15,000
<b><u>Outside Services</u></b>	4,000	5,000	6,000	7,000	8,000
<b><u>Other</u></b>	2,000	3,000	4,000	4,335	6,000
<b><u>Program</u></b>					
ICT Support	85,500	85,000	75,000	72,220	65,000
ICT Education	49,200	39,200	42,000	40,000	35,000
Other Education	<u>50,558</u>	<u>45,730</u>	<u>45,000</u>	<u>45,000</u>	<u>45,000</u>
	185,258	169,930	162,000	157,220	145,000
<b>Total</b>	<b><u>\$453,000</u></b>	<b><u>\$443,000</u></b>	<b><u>\$443,000</u></b>	<b><u>\$443,000</u></b>	<b><u>\$443,000</u></b>

**PROGRAM PROPOSAL**  
**THE CARIBBEAN REGION**

**I. Background**

The English speaking parliamentary democracies have struggled in recent years with burdensome foreign debt, lack of capital investment, and worldwide recession that shrinks markets for their limited line of exports. The unemployment these conditions have caused are aggravated by government restructuring that has downsized public payrolls. The result is a worsening situation throughout the Caribbean that weakens both trade unions and the traditional political stability of the region.

**II. Purpose**

This program is designed to help unions in the Caribbean Congress of Labour (CCL) to

- (a) adapt to the new realities of economic modernization and
- (b) participate in future policy formulation by the individual governments and their regional economic bodies.

**III. Description of Project Activities**

AIFLD will provide assistance for a series of national and regional seminars organized by CCL to address common concerns of working men and women in the Caribbean, and from these conferences to develop consensus in broad policy areas for presentation to governments and regional governmental bodies. It will also provide logistical support for CCL and its union affiliates, as appropriate, to participate in national and regional fora on economic and social policy development. AIFLD's third major activity will focus on building up CCL's economic research and analysis capabilities.

**IV. End of Project Status**

Indicators of accomplishments:

A. CCL and its constituent unions will have an active role in government decision-making on the national and regional levels.

B. CCL's research department will have established itself as an authoritative contributor to the policy process, strengthening the confederation's unions vis-a-vis both the government and the private sector.

**AMERICAN INSTITUTE FOR FREE LABOR DEVELOPMENT  
SCHEDULE OF PLANNED ACCOMPLISHMENTS  
CARIBBEAN  
April 1, 1993 to March 31, 1998**

<b>Outputs</b>	<b>4/1/93 9/30/93</b>	<b>10/1/93 3/31/94</b>	<b>4/1/94 9/30/94</b>	<b>10/1/94 3/31/95</b>	<b>4/1/95 9/30/95</b>	<b>10/1/95 3/31/96</b>	<b>4/1/96 9/30/96</b>	<b>10/1/96 3/31/97</b>	<b>4/1/97 9/30/97</b>	<b>10/1/97 3/31/98</b>
CCL Regional Seminars	1		1		1		1		1	
CCL Organizing Program	1	1								
Leadership Workshops & Organizing Grants	10	10	10	10	10	10	10	10	10	10
Scholarships to BWU Labor College	6	6	5	5	5	5	4	4	4	4
CCL Leadership Development & Assistance	1	2	3	2	1	2	4	2	2	2
CCL Administrative Committee Planning Conference	1	1	1	1	2	1	1	1	1	1
Education & Research Grants to CCL Affiliates	3	2	3	2	3	3	5	5	8	8
Special Assistance to Guyana TUC	2	1	2	2	1	1	2	1	2	1
<b>Participants</b>										
Male										
Female										
Total										
<b>Project Objectives</b>										
-Active role by CCL in government decision making										
-Research department established as a policy contributor										

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**American Institute for Free Labor Development**  
**Caribbean Budget**  
**April 1, 1993 to March 31, 1998**

	<u>93/94</u>	<u>94/95</u>	<u>95/96</u>	<u>96/97</u>	<u>97/98</u>
<b><u>Salaries U.S.</u></b>					
CPD	52,662	57,000	61,500	66,000	71,895
Adm. Asst.	<u>29,800</u>	<u>34,000</u>	<u>37,000</u>	<u>40,000</u>	<u>43,000</u>
	82,462	91,000	98,500	106,000	114,895
<b><u>Salaries Local</u></b>					
Secretary/Accountant	36,000	28,000	20,000	15,000	10,000
<b><u>Benefits U.S.</u></b>					
Retirement	20,231	22,250	24,000	25,700	28,500
FICA, Health, Life	<u>25,507</u>	<u>26,000</u>	<u>26,500</u>	<u>27,000</u>	<u>27,500</u>
	45,738	48,250	50,500	52,700	56,000
<b><u>Benefits Local (10%)</u></b>	3,600	2,800	2,000	1,500	1,000
<b><u>Overseas Allowances</u></b>					
Permanent Quarters-CPD	24,000	24,000	24,000	24,000	24,000
Adm. Asst. Perm. Quarters	<u>18,000</u>	<u>18,000</u>	<u>18,000</u>	<u>18,000</u>	<u>18,000</u>
	42,000	42,000	42,000	42,000	42,000
<b><u>Travel &amp; Per Diem</u></b>	24,000	24,000	24,000	24,000	24,000
<b><u>Rent &amp; Utilities</u></b>	7,200	7,800	8,400	9,000	9,600
<b><u>Supplies &amp; Equipment</u></b>	3,600	4,000	4,200	4,400	4,600
<b><u>Communications &amp; Postage</u></b>	8,400	8,600	8,800	9,000	9,200
<b><u>Outside Services</u></b>	1,000	1,000	1,000	1,000	1,000
<b><u>Other</u></b>	1,000	1,200	1,400	1,600	1,800
<b><u>Program</u></b>					
Education Seminars	10,000	10,000	10,000	10,000	10,000
Organizing Program	10,000				
Leadership Workshop & Organizing Grants	39,000	38,350	34,200	32,000	28,000
Scholarships to BWU	10,000	10,000	10,000	8,000	8,000
CCL Support	46,500	44,000	46,000	44,800	40,900
Guyana TUC Support	<u>7,500</u>	<u>7,000</u>	<u>7,000</u>	<u>7,000</u>	<u>7,000</u>
	<u>123,000</u>	<u>109,350</u>	<u>107,200</u>	<u>101,800</u>	<u>93,900</u>
<b>Total</b>	<b><u>\$378,000</u></b>	<b><u>\$368,000</u></b>	<b><u>\$368,000</u></b>	<b><u>\$368,000</u></b>	<b><u>\$368,000</u></b>

**PROGRAM PROPOSAL**  
**CHILE**

**I. Background**

There are three main problems confronting the democratic leadership of the Unitary Confederation of Workers (CUT). Paramount is a concern for maintaining Chile's successful transition to democracy. At the same time CUT must press hard to reclaim benefits and services stripped away during the Pinochet dictatorship. Lastly democrats must consolidate their control of the organization. In the meantime CUT, which is still not fully accustomed to functioning in an open society, must modernize its service capabilities for its affiliated unions.

**II. Purpose**

The program will seek to help CUT's democratic leadership to

- a) affiliate the confederation to the ICFTU/ORIT;
- b) effectively represent the membership in labor-management relations and collective bargaining of its affiliates;
- c) modernize and expand its labor education program; and
- d) increase membership and improve dues collection.

**III. Description of Project Activities**

AIFLD will provide the CUT with resources for an educational program that will include seminars, conferences and international training.

**IV. End of Project Status**

Indicators of accomplishment:

- A. CUT has affiliated to ICFTU/ORIT
- B. It regularly sponsors government-management-labor dialogue on worker concerns and seminars for its affiliates on collective bargaining.
- C. It has created a modern national education program which includes a curriculum stressing labor economics, international trade and related research projects.
- D. Its membership will grow an an average of eight percent annually and will have developed a dues-payment system by which CUT and its affiliated unions enjoy a significant measure of financial independence.

**AMERICAN INSTITUTE FOR FREE LABOR DEVELOPMENT  
SCHEDULE OF PLANNED ACCOMPLISHMENTS**

**CHILE**

**April 1, 1993 to March 31, 1998**

<u>Outputs</u>	<u>4/1/93</u> <u>9/30/93</u>	<u>10/1/93</u> <u>3/31/94</u>	<u>4/1/94</u> <u>9/30/94</u>	<u>10/1/94</u> <u>3/31/95</u>	<u>4/1/95</u> <u>9/30/95</u>	<u>10/1/95</u> <u>3/31/96</u>	<u>4/1/96</u> <u>9/30/96</u>	<u>10/1/96</u> <u>3/31/97</u>	<u>4/1/97</u> <u>9/30/97</u>	<u>10/1/97</u> <u>3/31/98</u>
National Seminars	2	1	2	1	3	1	3	1	3	1
Regional Seminars	12	6	10	4	10	4	8	4	6	3
Conferences	3	2	2	2	2	2	1	1	1	
<u>Participants</u>										
Male	490	265	400	215	440	215	390	175	305	112
Female	120	65	100	55	110	55	90	45	75	28
Total	610	330	500	270	550	270	480	220	380	140
<u>Project Objectives</u>										
-CUT affiliated to ICFTU/ORIT										
-CUT sponsors tripartite dialogue										
-CUT sponsors collective bargaining seminars										
-Modern national education program established										
-CUT membership grows 8% per year										
-Dues payment system developed										

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**American Institute for Free Labor Development**  
**Chile Budget**  
**April 1, 1993 to March 31, 1998**

	<u>93/94</u>	<u>94/95</u>	<u>95/96</u>	<u>96/97</u>	<u>97/98</u>
<b><u>Salaries-Local</u></b>					
Education Coordinator, Adm. Asst., Driver/Messenger	31,000	33,000	28,000	29,000	30,000
<b><u>Benefits Local (16%)</u></b>	5,000	5,500	4,500	4,500	5,000
<b><u>Travel &amp; Per Diem</u></b>	20,000	20,000	17,000	12,000	12,000
<b><u>Rent &amp; Utilities</u></b>	8,000	8,500	8,500	9,000	9,000
<b><u>Supplies &amp; Equipment</u></b>	8,000	8,000	8,000	8,000	8,000
<b><u>Communications &amp; Postage</u></b>	7,000	7,000	7,000	7,000	7,000
<b><u>Outside Services</u></b>	3,000	3,000	3,000	3,000	3,000
<b><u>Other</u></b>	1,000	1,000	1,000	1,000	1,000
<b><u>Program</u></b>					
Education	43,000	40,000	36,000	32,500	26,000
CUT Support	<u>8,000</u>	<u>8,000</u>	<u>6,000</u>	<u>6,000</u>	<u>6,000</u>
	<u>51,000</u>	<u>48,000</u>	<u>42,000</u>	<u>38,500</u>	<u>32,000</u>
<b>Total</b>	<b><u>\$134,000</u></b>	<b><u>\$134,000</u></b>	<b><u>\$119,000</u></b>	<b><u>\$12,000</u></b>	<b><u>\$107,000</u></b>

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**PROGRAM PROPOSAL**  
**COLOMBIA**

**I. Background**

The Colombian labor movement has suffered grievously in the general deterioration of the country itself. Less than 10 percent of the labor force is currently organized. Right and left wing terrorism has targeted trade unionists and more than 300 labor leaders have been murdered by paramilitary death squads, narcotics traffickers or revolutionary guerrillas. In this chaos the traditional labor confederations disintegrated. Outnumbered democrats within the Unitary Confederation of Workers (CUT) are constantly on the verge of losing control of the organization, and AIFLD helped them hold on.

**II. Purpose**

The AIFLD program will support the democratic factions within CUT efforts to gradually assert and by democratic means consolidate leadership within the national organization. Their objectives over the next five years are to

- a) affiliate the national organization with the ORIT/ICFTU;
- b) affiliate various independent federations to the CUT; and
- c) increase the overall number of organized workers in democratically controlled unions.

**III. Description of Project Activities**

AIFLD will provide financial and other support to democratic trade union leaders within the CUT for an education program to include seminars, conferences and international training.

**IV. End of Project Status**

Indicators of accomplishment:

- A. CUT is affiliated to ORIT/ICFTU.
- B. Most independent federations have affiliated to CUT.
- C. The total percentage of organized workers has risen to 12 percent of the workforce.

**AMERICAN INSTITUTE FOR FREE LABOR DEVELOPMENT  
SCHEDULE OF PLANNED ACCOMPLISHMENTS  
COLOMBIA**

**April 1, 1993 to March 31, 1998**

<b>Outputs</b>	<b><u>4/1/93</u> <u>9/30/93</u></b>	<b><u>10/1/93</u> <u>3/31/94</u></b>	<b><u>4/1/94</u> <u>9/30/94</u></b>	<b><u>10/1/94</u> <u>3/31/95</u></b>	<b><u>4/1/95</u> <u>9/30/95</u></b>	<b><u>10/1/95</u> <u>3/31/96</u></b>	<b><u>4/1/96</u> <u>9/30/96</u></b>	<b><u>10/1/96</u> <u>3/31/97</u></b>	<b><u>4/1/97</u> <u>9/30/97</u></b>	<b><u>10/1/97</u> <u>3/31/98</u></b>
National & Regional Seminars	4	4	4	4	4	4	4	4	4	3
Local Seminars	6	6	6	6	6	6	6	6	6	4
Organizing & Support Activities	10	10	8	7	7	6	4	2	2	1
<b>Participants</b>										
Male	225	225	225	225	225	225	225	225	235	235
Female	<u>75</u>	<u>75</u>	<u>85</u>	<u>85</u>	<u>100</u>	<u>110</u>	<u>110</u>	<u>110</u>	<u>125</u>	<u>125</u>
total	300	300	310	310	335	335	335	335	360	360
<b>Project Objectives</b>										
-CUT affiliated to the ICFTU/ORIT										x
-Most independent federations affiliated to CUT										x
-Organized workers increased to 12% of workforce										x

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**American Institute for Free Labor Development**  
**Colombia Budget**  
**April 1, 1993 to March 31, 1998**

	<u>93/94</u>	<u>94/95</u>	<u>95/96</u>	<u>96/97</u>	<u>97/98</u>
<b><u>Salaries Local</u></b>					
Education Coordinator, Secretary	18,200	19,000	19,830	20,725	21,560
<b><u>Benefits Local (50%)</u></b>	1,000	1,075	1,150	1,225	1,300
<b><u>Travel &amp; Per Diem</u></b>	5,400	5,100	4,800	4,700	4,600
<b><u>Rent &amp; Utilities</u></b>	5,000	5,000	5,000	5,000	5,000
<b><u>Supplies &amp; Equipment</u></b>	2,800	2,600	2,400	2,200	2,000
<b><u>Communications &amp; Postage</u></b>	3,500	3,200	3,000	2,700	2,500
<b><u>Outside Services</u></b>	400	400	300	300	200
<b><u>her</u></b>	200	200	200	150	100
<b><u>Education Program</u></b>	<u>55,500</u>	<u>51,925</u>	<u>47,820</u>	<u>43,000</u>	<u>38,740</u>
<b>Total</b>	<b><u>\$92,000</u></b>	<b><u>\$88,500</u></b>	<b><u>\$84,500</u></b>	<b><u>\$80,000</u></b>	<b><u>\$76,000</u></b>

**COUNTRY PROGRAM PROPOSAL**  
**COSTA RICA**

**I. Background**

Renowned for its strong democratic vocation, Costa Rica has nonetheless strongly resisted democratic trade unionism. Its labor laws are regressive and place numerous obstacles in the way of organizing effective unions. General public apathy has allowed recent Costa Rican governments to encourage the formation of private sector "solidarista" worker organizations with which management excludes real unions and forecloses the right of employees to collective bargaining. Costa Rica must have democracy on the job as well as in its politics.

**II. Purpose**

This program addresses the need of the democratic union confederation Rerum Novarum (CTRN) for assistance in delivering to workers in the private sector the same protections offered by authentic trade unionism that are now available to many public sector employees. A second objective is to provide workers in both sectors a strong and coherent voice in the framing of government policy and law.

**III. Description of Project Activities**

Working with CTRN, AIFLD intends to focus its efforts on three general areas over the course of the next five years. Primary attention will be given to a long-term union organizing campaign in the private sector involving support for organizers, meetings and conferences and a public education program. Secondly, an on-going evaluation of CTRN's public sector affiliates will improve their ability to defend the members' interests. In both these areas success will be contingent on changes in the labor code and its administration. Finally, a combined labor education-public affairs program will be conducted to equip labor leaders to deal with interlocutors in both government and management while making the public at large aware of the benefits of effective trade unions.

**IV. End of Project Status**

CTRN will show these indicators of accomplishment by 1998:

A. 10,000 new members from the private sector whose unions work constructively with management.

B. Increased numbers of unions with larger memberships in the public sector.

C. Labor representation in governmental bodies charged with developing and implementing national policies.

**AMERICAN INSTITUTE FOR FREE LABOR DEVELOPMENT  
SCHEDULE OF PLANNED ACCOMPLISHMENTS  
COSTA RICA**

April 1, 1993 to March 31, 1998

<b>Outputs</b>	<b>4/1/93 9/30/93</b>	<b>10/1/93 3/31/94</b>	<b>4/1/94 9/30/94</b>	<b>10/1/94 3/31/95</b>	<b>4/1/95 9/30/95</b>	<b>10/1/95 3/31/96</b>	<b>4/1/96 9/30/96</b>	<b>10/1/96 3/31/97</b>	<b>4/1/97 9/30/97</b>	<b>10/1/97 3/31/98</b>
<b>Private Sector Organizing</b>										
Seminars/Conferences	18	18	18	18	12	12	14	14	10	10
Activists/Organizer Supported	1	1	1	1	1	1	1	1	1	1
<b>Public Sector Education</b>										
Seminars/Conferences	6	6	6	6	5	5	6	6	3	3
Economic Education	5	5	5	5	4	4	5	5	3	3
<b>Participants</b>										
Male										
Female	640	640	640	640	460	460	550	550	350	350
total	260	280	280	260	190	190	225	225	150	160
	900	900	900	900	650	650	775	775	500	500
<b>Project Objectives</b>										
Private sector unions membership increased from 3,000										x
Public sector unions maintain membership										x
Labor representation in national policy development										x
Dues collection increases from \$2,900/mo. to \$7,000/mo.										x

**American Institute for Free Labor Development**  
**Costa Rica Budget**  
**April 1, 1993 to March 31, 1998**

	<u>93/94</u>	<u>94/95</u>	<u>95/96</u>	<u>96/97</u>	<u>97/98</u>
<b><u>Salaries Local</u></b>					
Education Coordinator Acct., Receptionist, Driver/Messenger	34,480	28,000	24,000	24,000	24,000
<b><u>Benefits Local (31%)</u></b>	10,690	8,680	7,440	7,440	7,440
<b><u>Travel &amp; Per Diem</u></b>					
Int'l, Local, & Veh.	8,000	8,000	8,000	8,000	8,000
<b><u>Rent &amp; Utilities</u></b>	10,800	10,800	12,000	12,000	13,000
<b><u>Supplies &amp; Equipment</u></b>	4,000	4,000	4,000	4,000	4,000
<b><u>Communications &amp; Postage</u></b>	5,000	5,000	5,000	5,000	5,000
<b><u>Outside Services</u></b>					
<b><u>Other</u></b>	4,000	4,000	4,000	4,000	4,000
<b><u>Program</u></b>					
Education	20,000	20,000	18,800	18,800	17,800
Organizing	<u>24,030</u>	<u>21,520</u>	<u>16,760</u>	<u>16,760</u>	<u>16,760</u>
	<u>60,760</u>	<u>60,520</u>	<u>45,560</u>	<u>50,560</u>	<u>39,560</u>
<b>Total</b>	<b><u>\$141,000</u></b>	<b><u>\$139,000</u></b>	<b><u>\$110,000</u></b>	<b><u>\$115,000</u></b>	<b><u>\$105,000</u></b>

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**PROGRAM PROPOSAL**  
**DOMINICAN REPUBLIC**

**I. Background**

In economic terms the Dominican Republic is entering the modern era, with manufacturing and services today providing the country's largest sources of income, far more than the traditional agricultural sector. Trade unions are well-established in tourism and related industries but only now are they preparing to organize workers in the booming export-processing zones (EPZs). This has been made possible by modernization of the labor code, approved in 1992 after years of struggle by the unions.

**II. Purpose**

The National Confederation of Dominican Workers (CNTD) aims to

- (a) add greater numbers to organized workforce, particularly women who make up the great majority of those employed in EPZs;
- (c) provide affiliates with better professional service, and
- (c) improve dues-collection systems.

**III. Description of Project Activities**

AIFLD will assist CNTD in providing basic trade union education for its members, mounting organizing campaigns among urban and rural workers, with special attention given to the EPZs, and in developing a competent research, legal and technical services capability. It will also assist CNTD restructure and modernize its internal financial structure.

**IV. End of Project Status**

Indicators of accomplishment by 1998:

A. The aggregate membership of CNTD's affiliated unions will have grown, as a result of a long-term organizing effort, by an average of 12,000 per year, or from its present level of 135,000 to about 200,000;

B. A functioning CNTD services department for guidance in such matters as collective bargaining and contract negotiation, legal services in proceedings before the Labor Tribunal, and research facilities that can provide data base information and economic analysis.

C. An efficient dues-collection system is in place that increases the independence and financial viability of both the confederation and its member unions.

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**AMERICAN INSTITUTE FOR FREE LABOR DEVELOPMENT  
 SCHEDULE OF PLANNED ACCOMPLISHMENTS  
 DOMINICAN REPUBLIC  
 April 1, 1993 to March 31, 1998**

<u>Objective</u>	<u>4/1/93</u> <u>9/30/93</u>	<u>10/1/93</u> <u>3/31/94</u>	<u>4/1/94</u> <u>9/30/94</u>	<u>10/1/94</u> <u>3/31/95</u>	<u>4/1/95</u> <u>9/30/95</u>	<u>10/1/95</u> <u>3/31/96</u>	<u>4/1/96</u> <u>9/30/96</u>	<u>10/1/96</u> <u>3/31/97</u>	<u>4/1/97</u> <u>9/30/97</u>	<u>10/1/97</u> <u>3/31/98</u>
<b>Urban Sector</b>										
Basic Seminars	0	6	5	5	5	5	5	5	5	5
Weekend Seminars	14	14	10	10	10	10	10	10	10	10
Full Time Seminars	1	2	1	2	1	2	1	1	1	1
Free Zone Organizing Seminars	1	2	1	2	1	2	1	1	1	1
<b>Rural Sector</b>										
Basic Rural Seminars	5	5	5	5	5	5	5	5	5	5
Weekend Conferences	16	16	8	8	5	5	5	5	5	5
Regional Rural Seminars	2	2	2	2	2	2	2	2	2	2
National Rural Seminars	1	1	1	1	1	1	1	1	1	1
<b>Participants</b>										
Male										
Female										
total										
<b>Project Objectives</b>										
CNTD membership grows from 136,000 to 200,000										"
CNTD service department is in place and functioning										"
Dues collection system is in place and function										"

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**American Institute for Free Labor Development**  
**Dominican Republic Budget**  
**April 1, 1993 to March 31, 1998**

	<u>93/94</u>	<u>94/95</u>	<u>95/96</u>	<u>96/97</u>	<u>97/98</u>
<b><u>Salaries U.S.</u></b>	63,877	65,793	67,767	69,800	71,895
<b><u>Salaries Local</u></b> Education Coordinator, Secretary, Acct., Driver/Messenger	29,087	30,541	32,068	33,671	35,355
<b><u>Benefits U.S.</u></b>					
Retirement	15,672	16,142	16,626	17,125	17,639
FICA, Health, Life	<u>13,564</u>	<u>14,031</u>	<u>14,164</u>	<u>14,878</u>	<u>14,638</u>
	29,236	30,173	30,790	32,003	32,277
<b><u>Benefits Local (25%)</u></b>	7,272	7,635	8,017	8,418	8,839
<b><u>Overseas Allowances</u></b>					
Permanent Quarters	13,508	13,508	13,508	13,508	15,034
<b><u>Travel &amp; Per Diem</u></b>	19,000	17,000	17,000	13,500	12,000
<b><u>Rent &amp; Utilities</u></b>	19,200	19,200	19,200	19,200	19,200
<b><u>Supplies &amp; Equipment</u></b>	7,200	7,200	7,200	7,200	7,200
<b><u>Communications &amp; Postage</u></b>	7,200	7,200	7,200	7,200	7,200
<b><u>Outside Services</u></b>	4,000	4,000	3,000	2,000	2,000
<b><u>Other</u></b>	2,000	2,000	1,500	1,000	1,000
<b><u>Program</u></b>					
Urban Education	17,500	12,500	12,500	11,000	11,000
Urban Organizing	39,000	24,000	23,000	24,000	22,000
Rural CNTD Organizing					
Support	40,720	28,050	27,250	27,500	26,000
Rural Education	<u>12,200</u>	<u>7,200</u>	<u>6,000</u>	<u>6,000</u>	<u>5,000</u>
	<u>99,420</u>	<u>71,750</u>	<u>68,750</u>	<u>68,500</u>	<u>64,000</u>
<b>tal</b>	<b><u>\$311,000</u></b>	<b><u>\$276,000</u></b>	<b><u>\$276,000</u></b>	<b><u>\$276,000</u></b>	<b><u>\$276,000</u></b>

**PROGRAM PROPOSAL**  
**ECUADOR**

**I. Background**

A chronic and major problem for the Ecuadoran labor movement has been the lack of adequate mechanisms to peacefully resolve differences with the government and with employers. This problem is currently exacerbated by a newly elected conservative government bent on structural adjustment that creates unemployment and a devalued currency, and by class attitudes of employers which in many instances prevent genuine dialogue. Traditional Marxian attitudes prevalent in many trade unions also hamper conflict resolution. Continued AIFLD assistance will help the Confederation of Free Ecuadoran Unions (CEOSL) and independent democratic unions to overcome these problems.

**II. Purpose**

AIFLD's program goals in the next five years are to

a) help form a single labor central body (besides CEOSL three others exist now) to serve workers in the urban, agricultural and informal sectors;

b) improve the tripartite relationship to upgrade trade union negotiating skills so as to encourage government and the private sector to cooperate with labor the solution of national problems;

c) increase participation by CEOSL and other independent labor organizations in government decision making; and

d) help CEOSL and the independents to increase the organized workforce.

**III. Description of Project Activities**

AIFLD will provide resources and services to CEOSL and other organizations for education programs.

**IV. End of Project Status**

Indicators of accomplishments:

A. A single labor center is in full operation.

B. It effectively works in harness with government and business to solve economic and social disputes peacefully.

C. It participates in the substantive work of various governmental planning, regulating and decision making bodies.

D. Organized workers total 15 percent of the national workforce, double the estimated total in 1993.

**AMERICAN INSTITUTE FOR FREE LABOR DEVELOPMENT  
SCHEDULE OF PLANNED ACCOMPLISHMENTS**

**ECUADOR**

April 1, 1993 to March 31, 1998

<b>Outputs</b>	<b>4/1/93 9/30/93</b>	<b>10/1/93 3/31/94</b>	<b>4/1/94 9/30/94</b>	<b>10/1/94 3/31/95</b>	<b>4/1/95 9/30/95</b>	<b>10/1/95 3/31/96</b>	<b>4/1/96 9/30/96</b>	<b>10/1/96 3/31/97</b>	<b>4/1/97 9/30/97</b>	<b>10/1/97 3/31/98</b>
National & Regional Seminars	12	8	9	7	9	7	9	7	8	6
Conferences & Forums	8	7	8	7	8	7	7	6	5	4
Activists/Organizers Supported	4	4	4	3	4	3	4	3	4	3
<b>Participants</b>										
Male	465	385	405	365	445	405	420	380	370	330
Female	135	115	115	115	180	170	180	170	140	130
total	600	500	520	480	625	575	600	550	510	460
<b>Project Objectives</b>										
Single labor center										
Labor center works with business and government in conflict resolution										x
Labor center participates in government decision making process										x
Organized workers increased from 7% to 15% of workforce										x
										x

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**American Institute for Free Labor Development**  
**Ecuador Budget**  
**April 1, 1993 to March 31, 1998**

	<u>93/94</u>	<u>94/95</u>	<u>95/96</u>	<u>96/97</u>	<u>97/98</u>
<b><u>Salaries U.S.</u></b>	70,140	70,140	10,590		
<b><u>Salaries Local</u></b> Education Coordinator, Secretary, Acct., Driver/Messenger	23,706	24,709	21,572	22,475	23,416
<b><u>Benefits U.S.</u></b>					
Retirement	17,208	17,208	2,868		
FICA, Health, Life	<u>13,091</u>	<u>13,500</u>	<u>2,250</u>		
	<u>30,299</u>	<u>30,708</u>	<u>5,118</u>		
<b><u>Benefits Local (14%)</u></b>	3,355	3,515	3,020	3,147	3,278
<b><u>Overseas Allowances</u></b>					
Permanent Quarters	15,500	15,500	2,583		
<b><u>Travel &amp; Per Diem</u></b>	15,000	15,000	10,000	8,000	8,000
<b><u>Rent &amp; Utilities</u></b>	5,000	5,500	6,000	6,500	7,000
<b><u>Supplies &amp; Equipment</u></b>	4,000	4,000	4,000	4,000	4,000
<b><u>Communications &amp; Postage</u></b>	4,000	4,000	3,000	3,000	3,000
<b><u>Outside Services</u></b>					
<b><u>Other</u></b>	4,000	4,000	4,000	4,000	4,000
<b><u>Education Program</u></b>	<u>43,000</u>	<u>32,928</u>	<u>50,117</u>	<u>46,878</u>	<u>43,306</u>
<b>Total</b>	<b><u>\$218,000</u></b>	<b><u>\$210,000</u></b>	<b><u>\$120,000</u></b>	<b><u>\$98,000</u></b>	<b><u>\$96,000</u></b>

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**PROGRAM PROPOSAL**  
**GUATEMALA**

**I. Background**

In Guatemala's poor and violent society, labor--either in and of itself or as an organized movement--is not held in high regard. Unions are weak and the labor movement as whole is sharply divided, adding to the low esteem of workers vis-a-vis other sectors of the populace. The unions won a modest victory in 1992 with nominal changes in the labor code, but their long struggle for worker rights more usually has been marked by disappointment and frustration.

**II. Purpose**

CUSG's program goals in the next five years which AIFLD will support are to

- (a) organize stronger unions;
- (b) secure enforcement of human and trade union rights, and
- (c) participate in governmental decisions affecting the worker's interest, starting with reform of the labor code.

**III. Description of Project Activities**

Labor education remains the foremost concern of CUSG and to build union strength, it must make urban and rural workers aware of the most basic benefits of trade union activism. In addition to standard training courses in union organizing and administration, collective bargaining and the like, major components of the program will explain (a) how regional integration and the consequent restructuring of the Guatemalan economy can affect workers and (b) what role organized labor must play in government decision making. CUSG will also conduct a public education program to reform and modernize the labor code and impart the message of union responsibility in relations with management.

**IV. End of Project Status**

Indicators of accomplishments:

1. There will be a united labor movement with more unions with greater numbers of members that, on more equal terms with government and management, can negotiate binding and effective labor contracts.
2. CUSG will be a full partner with government and management in developing solutions to the nation's problems.
3. A new labor code with effective protections of worker rights will be fully in effect.

**SCHEDULE OF PLANNED ACCOMPLISHMENTS**  
**AMERICAN INSTITUTE FOR FREE LABOR DEVELOPMENT**  
**GUATEMALA**  
**April 1, 1992 to March 31, 1998**

<u>Objective</u>	<u>4/1/93</u> <u>3/30/93</u>	<u>10/1/93</u> <u>9/30/93</u>	<u>4/1/94</u> <u>3/30/94</u>	<u>10/1/94</u> <u>9/30/94</u>	<u>4/1/95</u> <u>3/30/95</u>	<u>10/1/95</u> <u>9/30/95</u>	<u>4/1/96</u> <u>3/30/96</u>	<u>10/1/96</u> <u>9/30/96</u>	<u>4/1/97</u> <u>3/30/97</u>	<u>10/1/97</u> <u>9/30/97</u>
<b>Labor Unity and International Coordination</b>										
Basic Courses, Conferences, Assemblies	7	6	6	4	3	3	4	3	2	2
<b>Modernization of the labor laws, Structures and Implementation of Union Dues Collection System</b>										
Regional Seminars, Forums, & Conferences	3	3	3	2	2	2	2	2	1	1
<b>Labor Management Relations</b>										
National Seminars, Forums, & Conferences	4	4	3	3	2	2	2	2	1	1
Activists/Organizers Supported	6	6	4	4	3	3	4	4	3	3
<b>Participants</b>										
Male										
Female										
total										
<b>Project Objectives</b>										
Increased membership										.
USO involved in government processes on solutions										.
New labor code										.

**American Institute for Free Labor Development**  
**Guatemala Budget**  
**April 1, 1993 to March 31, 1998**

	<u>93/94</u>	<u>94/95</u>	<u>95/96</u>	<u>96/97</u>	<u>97/98</u>
<b><u>Salaries U.S.</u></b>	63,877	65,793	67,767	69,800	71,895
<b><u>Salaries Local</u></b>					
Adm. Assistant, Secretary					
Driver/Messenger	28,000	20,000	18,000	16,000	14,000
<b><u>Benefits U.S.</u></b>					
Retirement	15,672	16,142	16,626	17,125	17,639
FICA, Health, Life	<u>13,451</u>	<u>13,465</u>	<u>14,207</u>	<u>14,575</u>	<u>15,016</u>
	29,123	29,607	30,833	31,700	32,655
<b><u>Benefits Local (19%)</u></b>	5,300	3,800	3,400	3,000	2,700
<b><u>Overseas Allowances</u></b>					
Permanent Quarters	20,350	21,000	21,500	22,000	22,500
<b><u>Travel &amp; Per Diem</u></b>	13,000	11,500	11,000	10,500	10,000
<b><u>Rent &amp; Utilities</u></b>	10,800	10,800	11,500	11,500	11,500
<b><u>Supplies &amp; Equipment</u></b>	6,000	5,000	5,000	5,000	5,000
<b><u>Communications &amp; Postage</u></b>	9,000	8,000	8,000	8,000	8,000
<b><u>Outside Services</u></b>	2,000	1,500	1,500	1,500	1,500
<b><u>Other</u></b>	4,000	3,000	2,000	2,000	2,000
<b><u>Education Program</u></b>	<u>71,550</u>	<u>55,000</u>	<u>39,500</u>	<u>44,000</u>	<u>28,250</u>
<b>Total</b>	<b><u>\$263,000</u></b>	<b><u>\$235,000</u></b>	<b><u>\$220,000</u></b>	<b><u>\$225,000</u></b>	<b><u>\$210,000</u></b>

**PROGRAM PROPOSAL**  
**HONDURAS**

**I. Background**

A far-reaching economic reform program now being implemented imposes a regime of strict austerity that weighs most heavily on working men and women. Real wages are declining and unemployment is up, with a consequent explosion in the growth of the so-called informal sector. The situation places organized labor, represented by CTH, the national workers confederation, in an increasingly serious confrontation with both government and the private sector.

**II. Purpose**

AIFLD will help CTH to

(a) develop leadership cadres that can effectively represent the membership in negotiation with government and management, while building up its national strength and technical competence, and

(b) win acceptance of a labor-management relations board through a public education component of the confederation's training programs.

**III. Description of Program Activities**

AIFLD will concentrate its assistance in three main areas: CTH education programs to familiarize union leaders with the nature of problems arising from Honduras' entry into the age of economic modernization and integration; securing broad acceptance and support for CTH's initiative to form a labor-management relations board that can facilitate adjustments required by the free market and Central American integration; and a long-term CTH organizing program to strengthen private sector unions while reviving those in the public sector that were dismantled or are in decline as a result of the current austerity program.

**IV. End of Project Status**

A. A labor-management junta, sanctioned by the government, will be in place, serving as a conflict-resolution mechanism that has a special focus on industrial disputes in Honduras' growing export-processing zones.

B. Fifteen new unions will have been established while moribund unions in the public sector will be functioning again; 75 new collective bargaining contracts will be in force.

**AMERICAN INSTITUTE FOR FREE LABOR DEVELOPMENT  
SCHEDULE OF PLANNED ACCOMPLISHMENTS**

**HONDURAS**

**April 1, 1993 to March 31, 1998**

<b>Outputs</b>	<b>4/1/93 9/30/93</b>	<b>10/1/93 3/31/94</b>	<b>4/1/94 9/30/94</b>	<b>10/1/94 3/31/95</b>	<b>4/1/95 9/30/95</b>	<b>10/1/95 3/23/96</b>	<b>4/1/96 9/30/96</b>	<b>10/1/96 3/31/97</b>	<b>4/1/97 9/30/97</b>	<b>10/1/97 3/31/98</b>
Economic Awareness training seminars	3	3	3	3	3	3	3	3	3	3
Seminars on development of labor/management relations boards	3	3	3	3	3	3	3	3	3	3
Education seminars for CTH and member organizations	2	2	2	2	2	2	2	2	2	2
Activists/Organizers Supported	8	8	7	7	6	6	5	6	4	4
<b>Participants</b>										
Male										
Female										
total										
<b>Project Objectives</b>										
Labor-management junta is in place and functioning to resolve conflicts										x
15 new unions established										x
Public sector unions functioning										x
75 new collective bargaining contracts										x

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**American Institute for Free Labor Development**  
**Honduras Budget**  
**April 1, 1993 to March 31, 1998**

	<u>93/94</u>	<u>94/95</u>	<u>95/96</u>	<u>96/97</u>	<u>97/98</u>
<b><u>Salaries U.S.</u></b>	63,877	65,793	67,767	69,800	71,895
<b><u>Salaries Local</u></b> Adm. Assistant, Secretary, Driver/Messenger	18,000	19,000	20,250	21,500	22,750
<b><u>Benefits U.S.</u></b>					
Retirement	15,672	16,142	16,626	17,125	17,639
FICA, Health, Life	<u>13,251</u>	<u>13,715</u>	<u>13,827</u>	<u>14,150</u>	<u>14,316</u>
	28,923	29,857	30,453	31,275	31,955
<b><u>Benefits Local (20%)</u></b>	2,700	2,850	3,030	3,225	3,400
<b><u>Overseas Allowances</u></b>					
Permanent Quarters	16,000	16,000	18,000	18,000	20,000
<b><u>Travel &amp; Per Diem</u></b>	8,000	8,000	8,000	8,000	8,000
<b><u>Rent &amp; Utilities</u></b>	8,000	8,500	9,000	9,500	10,000
<b><u>Supplies &amp; Equipment</u></b>	6,000	6,000	5,000	5,000	4,500
<b><u>Communications &amp; Postage</u></b>	7,500	7,500	7,500	7,000	7,000
<b><u>Outside Services</u></b>	1,000	1,000	1,000	1,000	1,000
<b><u>Other</u></b>	2,000	2,000	2,000	2,000	2,000
<b><u>Education Program</u></b>	<u>74,000</u>	<u>67,000</u>	<u>59,000</u>	<u>51,200</u>	<u>42,500</u>
<b>Total</b>	<b><u>\$236,000</u></b>	<b><u>\$233,500</u></b>	<b><u>\$231,000</u></b>	<b><u>\$227,500</u></b>	<b><u>\$225,000</u></b>

**PROGRAM PROPOSAL**  
**PANAMA**

**II. Background**

The democratic labor movement has fared no better under the present government than it did during the Noriega dictatorship; its prospects may in fact be more problematical. The Endara regime has so restricted labor's ability to organize, bargain collectively and strike as to make these fundamental rights virtual dead letters. The unions must reinvigorate their leadership, especially at the local level, if they are to regain real effectiveness in representing their members' interest.

**II. Purpose**

With AIFLD support, the Confederation of Panamanian Workers (CTRP) will

(a) win acceptance and respect from government and the private sector for the core principle of trade unionism, the right to organize and enter into collective agreements with employers.

(b) rebuild its union base, and

(c) give workers a voice in governmental decision making.

**III. Description of Project Activities**

CTRP's basic education program will stress union organizing and administration, collective bargaining, and labor-management cooperation. Other services to its affiliates will include legal counsel, economic analysis and where needed union organizers. An important component of the program will be political education on ways unions and their members can participate in the formulation of national economic and social policy.

**IV. End of Project Status**

By 1998 CTRP expects these results:

A. The collective bargaining process will be fully restored, strengthened by an arbitration system for resolving disputes that do not lend themselves to negotiation.

B. CTRP will have reestablished effective unions in all major sectors of the economy; dues-paying arrangements will function in most CTRP affiliates, contributing to their own and the confederation's financial viability.

C. A permanent tripartite institution made up of government, management and labor will have been formed as a result of CTRP's initiative and will be engaged in discussion of national issues.

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**AMERICAN INSTITUTE FOR FREE LABOR DEVELOPMENT  
SCHEDULE OF PLANNED ACCOMPLISHMENTS  
PANAMA**

**April 1, 1993 to March 31, 1998**

	<u>4/1/93</u> <u>9/30/93</u>	<u>10/1/93</u> <u>3/31/94</u>	<u>4/1/94</u> <u>9/30/94</u>	<u>10/1/94</u> <u>3/31/95</u>	<u>4/1/95</u> <u>9/30/95</u>	<u>10/1/95</u> <u>3/31/96</u>	<u>4/1/96</u> <u>9/30/96</u>	<u>10/1/96</u> <u>3/31/97</u>	<u>4/1/97</u> <u>9/30/97</u>	<u>10/1/97</u> <u>3/31/98</u>
<b>Outputs</b>										
Seminars/Conferences	1	1	-	-	-	-	-	-	-	-
Activists Supported	24	24	18	18	14	14	18	18	12	12
<b>Organizing</b>										
Seminars/Conferences	4	4	3	3	3	3	3	3	2	2
Activists Supported	24	24	18	18	14	14	18	18	12	12
<b>Institution Building</b>										
Seminars/Conferences	3	3	2	2	2	2	2	2	2	2
<b>Union Participation</b>										
Seminars/Conferences	4	4	4	5	3	4	4	4	3	3
<b>Participants</b>										
Male	300	300	225	250	200	225	225	225	175	175
Female	<u>120</u>	<u>120</u>	<u>90</u>	<u>100</u>	<u>80</u>	<u>90</u>	<u>90</u>	<u>90</u>	<u>70</u>	<u>70</u>
total	420	420	315	350	280	315	315	315	245	245
<b>Project Objectives</b>										
Collective bargaining restored									x	
Dues collection increases from \$20,000 to \$70,000 per year									x	
Tripartite organization established							x			

**American Institute for Free Labor Development**  
**Panama Budget**  
**April 1, 1993 to March 31, 1998**

	<u>93/94</u>	<u>94/95</u>	<u>95/96</u>	<u>96/97</u>	<u>97/98</u>
<b><u>Salaries U.S.</u></b>	63,877	65,793	67,767	69,800	
<b><u>Salaries Local</u></b>					
Accountant, Secretary, Driver/Messenger	30,400	31,000	31,600	32,250	32,900
<b><u>Benefits U.S.</u></b>					
Retirement	15,672	16,142	16,626	17,125	
FICA, Health, Life	<u>13,401</u>	<u>13,665</u>	<u>14,107</u>	<u>14,500</u>	
	29,073	29,807	30,733	31,625	
<b><u>Benefits Local (14%)</u></b>	4,250	4,350	4,400	4,500	4,600
<b><u>Overseas Allowances</u></b>					
Permanent Quarters	24,000	25,000	26,000	27,000	20,000
<u>Travel &amp; Per Diem</u>	7,500	7,500	8,000	8,000	4,000
<u>Rent &amp; Utilities</u>	18,900	19,800	20,000	20,000	20,000
<u>Supplies &amp; Equipment</u>	5,000	5,000	5,000	5,000	3,000
<u>Communications &amp; Postage</u>	7,000	7,000	7,000	7,000	5,000
<u>Outside Services</u>	3,000	3,000	3,000	3,000	3,000
<u>Other</u>	2,000	2,000	2,000	2,000	1,000
<u>Education Program</u>	<u>140,000</u>	<u>103,750</u>	<u>80,500</u>	<u>109,825</u>	<u>53,500</u>
<b>Total</b>	<b><u>\$335,000</u></b>	<b><u>\$304,000</u></b>	<b><u>\$286,000</u></b>	<b><u>\$320,000</u></b>	<b><u>\$147,000</u></b>

**PROGRAM PROPOSAL**  
**PARAGUAY**

**I. Background**

Because of the long dictatorship independent trade unionism in Paraguay developed slowly, but since 1989 the Unitary Confederation of Workers (CUT) has become an important catalyst of popular action at the grass roots. Over the next five years its aim is to make labor a full participant in the society's economic and political life while giving working men and women effective representation at the bargaining table and in government councils.

**II. Purpose**

AIFLD's objective is to help CUT to

- a) build a strong internal structure and broaden its base with viable, dues-paying union in both the urban and rural sectors;
- b) play a significant role in all political processes, and
- c) develop a relationship of mutual respect with management.

**III. Description of Project Activities**

AIFLD will provide financial and technical support for organizers, training courses, scholarships and national forums.

**IV. End of Project Status**

Indicators of accomplishment:

A. An increase of 50 percent in total members, half of whom regularly pay union dues; 25 strong new unions established in the private and public sectors, and one-fourth of all CUT's affiliated unions with collective contracts setting their work rules.

B. An established track record as a significant participant in the democratic process--starting with the 1993 presidential election; a new labor code, the product of effective CUT lobbying, conforming to ILO standards will be in effect, and CUT will have a voice in government decision-making bodies.

C. An active labor-management study center will be operating at Catholic University that serves as a tripartite forum for discussion of national problems affecting workers in the urban, rural and informal sectors.

**AMERICAN INSTITUTE FOR FREE LABOR DEVELOPMENT  
SCHEDULE OF PLANNED ACCOMPLISHMENTS  
PARAGUAY  
April 1, 1993 to March 31, 1998**

<b>Outcuts</b>	<b>4/1/93 9/30/93</b>	<b>10/1/93 3/31/94</b>	<b>4/1/94 9/30/94</b>	<b>10/1/94 3/31/95</b>	<b>4/1/95 9/30/95</b>	<b>10/1/95 3/31/96</b>	<b>4/1/96 9/30/96</b>	<b>10/1/96 3/31/97</b>	<b>4/1/97 9/30/97</b>	<b>10/1/97 3/31/98</b>
1 Week Technical Conferences	2	2	2	2	2	2	2	2	2	2
Evening Courses	85	60	50	50	40	35	40	35	25	25
Integration Seminars	-	-	1	-	1	1	2	1	2	1
2-Week International Courses	-	-	-	-	1	-	1	-	1	1
National Forums/Work Shops	1	1	2	1	2	1	2	1	2	1
Labor-Management Seminars	1	1	1	1	1	1	2	1	2	1
Weekend Organizing Seminars	8	7	8	7	7	7	8	6	3	2
Technical Seminars	5	5	5	5	5	5	5	5	5	4
Activist/Organizers Supported	4	4	4	4	3	2	2	2	1	1
<b>Participants</b>										
Male										
Female										
total										
<b>Project Objectives</b>										
25 new unions established										x
50% increase in membership										x
25% of CUT affiliates have collective bargaining										x
Improved dues collections										x
Participation in democratic process - new labor code										x
Labor management center established										x

**American Institute for Free Labor Development**  
**Paraguay Budget**  
**April 1, 1993 to March 31, 1998**

	<u>93/94</u>	<u>94/95</u>	<u>95/96</u>	<u>96/97</u>	<u>97/98</u>
<b><u>Salaries U.S.</u></b>	38,905	41,750	24,000		
<b><u>Salaries Local</u></b>					
Secretary/Accountant					
Driver/Messenger	10,800	11,500	12,500	13,500	14,500
<b><u>Benefits U.S.</u></b>					
Retirement	9,543	10,240	6,000		
FICA, Health, Life	<u>12,032</u>	<u>12,265</u>	<u>7,375</u>		
	21,575	22,505	13,375		
<b><u>Benefits Local (25%)</u></b>	2,700	2,875	3,125	3,375	3,625
<b><u>Overseas Allowances</u></b>					
Permanent Quarters	12,800	12,800	6,400		
<b><u>Travel &amp; Per Diem</u></b>	7,300	6,000	6,000	3,000	3,000
<b><u>Rent &amp; Utilities</u></b>	7,920	8,200	9,000	9,500	10,000
<b><u>Supplies &amp; Equipment</u></b>	5,000	5,000	5,000	5,000	5,000
<b><u>Communications &amp; Postage</u></b>	6,000	6,000	6,000	6,000	6,000
<b><u>Outside Services</u></b>	2,000	2,000	2,000	2,000	2,000
<b><u>Other</u></b>	1,000	1,000	1,000	1,000	1,000
<b><u>Education Program</u></b>	<u>98,000</u>	<u>85,370</u>	<u>83,600</u>	<u>66,625</u>	<u>54,875</u>
<b>Total</b>	<b><u>\$215,000</u></b>	<b><u>\$205,000</u></b>	<b><u>\$172,000</u></b>	<b><u>\$110,000</u></b>	<b><u>\$100,000</u></b>

**PROGRAM PROPOSAL**  
**PERU**

**I. Background**

AIFLD has played an active role on the Peruvian labor scene since 1963, principally supporting the democratically-oriented Confederation of Peruvian Workers (CTP). At present organized labor is beleaguered by repressive government, new legislation designed to divide unions, and capricious enforcement of existing laws and codes with the intent of crushing labor unions or making them subservient to authoritarian rule. AIFLD will assist democratic labor to survive in this inhospitable climate.

**II. Purpose**

The project is designed to help sustain democratic labor through the current repression and economic transition. Its purpose over the next five years is to help CTP or a successor body and other independent unions to

a) form a single pluralistic labor center affiliated to ORIT/ICFTU;

b) affiliate a significant number of agrarian workers and workers in the informal sector; and

c) participate in various government councils, commissions and boards which formulate policy regulating social legislation and other programs of direct concern to workers.

**III. Description of Project Activities**

AIFLD will primarily provide resources for educational events which promote democratic labor unity.

**IV. End of Project Status**

Indicators of accomplishments:

A. A single unified central body exists and is affiliated to the ORIT/ICFTU.

B. It has enrolled new agrarian union federations and worker groups in the informal sector.

C. It has voting and/or representative status in government decision-making and consultative councils.

**AMERICAN INSTITUTE FOR FREE LABOR DEVELOPMENT  
SCHEDULE OF PLANNED ACCOMPLISHMENTS**

**PERU  
April 1, 1993 to March 31, 1998**

<b>Outputs</b>	<b>4/1/93 9/30/93</b>	<b>10/1/93 3/31/94</b>	<b>4/1/94 9/30/94</b>	<b>10/1/94 3/31/95</b>	<b>4/1/95 9/30/95</b>	<b>10/1/95 3/31/96</b>	<b>4/1/96 9/30/96</b>	<b>10/1/96 3/31/97</b>	<b>4/1/97 9/30/97</b>	<b>10/1/97 3/31/98</b>
National Education Program	30	30	30	30	30	30	30	30	30	30
Unity Forums, Symposiums and Congresses	2	2	2	2	2	2	2	2	2	2
<b>Participants</b>										
Male										
Female (20%)										
total										
<b>Project Objectives</b>										
ICFTU/ORIT affiliated central body is largest and most powerful in Peru										x
Many totalitarian - controled unions democratized										x
New agrarian union federation affiliated to ICFTU/ORIT central body										x
New worker groups in the informal sector affiliated to ICFTU/ORIT central body										x
New central body participates in government decisions										x

**American Institute for Free Labor Development**  
**Peru Budget**  
**April 1, 1993 to March 31, 1998**

	<u>93/94</u>	<u>94/95</u>	<u>95/96</u>	<u>96/97</u>	<u>97/98</u>
<b><u>Salaries Local</u></b>					
<b>Accountant/Secretary, Driver/Messenger</b>	21,700	22,000	22,500	23,000	23,500
<b><u>Benefits Local (15%)</u></b>	3,250	3,300	3,375	3,450	3,525
<b><u>Travel &amp; Per Diem</u></b>	10,000	10,000	10,000	10,000	10,000
<b><u>Rent &amp; Utilities</u></b>	4,000	4,500	5,000	5,500	6,000
<b><u>Supplies &amp; Equipment</u></b>	4,000	4,000	4,000	4,000	4,000
<b><u>Communications &amp; Postage</u></b>	4,000	4,000	4,000	4,000	4,000
<b><u>Outside Services</u></b>	7,000	7,000	7,000	7,000	7,000
<b><u>her</u></b>	2,000	2,000	2,000	2,000	2,000
<b><u>Education Program</u></b>	<u>28,050</u>	<u>23,200</u>	<u>22,125</u>	<u>21,050</u>	<u>19,975</u>
<b>Total</b>	<b><u>\$84,000</u></b>	<b><u>\$80,000</u></b>	<b><u>\$80,000</u></b>	<b><u>\$80,000</u></b>	<b><u>\$80,000</u></b>

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**PROGRAM PROPOSAL**  
**URUGUAY**

**I. Background**

Historically dominated by the radical left, Uruguayan labor prior to 1985 was subjected to harsh military repression. Global political and economic evolution since then has forced the PIT/CNT, the country's main labor organization, to re-examine traditional ideological biases and seek closer ties with democratic labor in Europe and North America. The coming year could mark the beginning of a profound modernization process for the PIT/CNT. AIFLD is concerned that as the government continues its move away from a centrally directed economy to free market mechanisms, violence is a growing threat to industrial peace and modern labor relations.

**II. Purpose**

This program seeks to strengthen democratic currents within the PIT/CNT and associate the organization as a whole more closely with the democratic world trade union movement. Over the next five years AIFLD expects

a) PIT/CNT to affiliate to the ORIT/ICFTU and a majority of its component unions will become members of International Trade Secretariats related to the ICFTU;

b) A closer relationship to develop between the PIT/CNT and the AFL-CIO;

c) PIT/CNT will have a voice with the government in the ongoing MERCOSUR negotiations, and will play a constructive role in the economic adjustment process now underway in Uruguay.

**III. Description of Project Activities**

AIFLD will provide resources and services for education programs for democratic unions within the PIT/CNT.

**IV. End of Project Status**

Indicators of accomplishments:

A. The PIT/CNT has affiliated to the ICFTU/ORIT and more than half of its major unions are members of ITSs.

B. Dialogue between the AFL-CIO and PIT/CNT takes place as a routine matter of course.

C. PIT/CNT is a member of the Uruguayan Trade Commission and participates with voice and vote in other national policy bodies.

**AMERICAN INSTITUTE FOR FREE LABOR DEVELOPMENT**  
**SCHEDULE OF PLANNED ACCOMPLISHMENTS**  
**URUGUAY**

April 1, 1993 to March 31, 1998

<b>Outputs</b>	<b>4/1/93 9/30/93</b>	<b>10/1/93 3/31/94</b>	<b>4/1/94 9/30/94</b>	<b>10/1/94 3/31/95</b>	<b>4/1/95 9/30/95</b>	<b>10/1/95 3/31/96</b>	<b>4/1/96 9/30/96</b>	<b>10/1/96 3/31/97</b>	<b>4/1/97 9/30/97</b>	<b>10/1/97 3/31/98</b>
Support for Uruguayan labor leaders in regional events. (Number of participants)										
Male										
Female	4	2	4	2	4	2	4	2	4	2
Regional Courses and Seminars	2	1	2	1	2	1	2	1	2	1
	4	2	4	2	5	3	5	3	4	2
<b>Participants</b>										
Male	65	32	65	32	85	50	85	50	65	32
Female	<u>35</u>	<u>18</u>	<u>35</u>	<u>18</u>	<u>40</u>	<u>25</u>	<u>40</u>	<u>25</u>	<u>35</u>	<u>18</u>
	100	50	100	50	125	75	125	100	100	50
<b>Project Objectives</b>										
PIT/CNT affiliated to ICFTU/ORT										x
Over 50% of PIT/CNT unions affiliated to ITS's										x
Improved PIT/CNT-AFL-CIO relations										x
PIT/CNT is a member of the Uruguayan Trade Commission										x

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**American Institute for Free Labor Development**  
**Uruguay Budget**  
**April 1, 1993 to March 31, 1998**

	<b><u>93/94</u></b>	<b><u>94/95</u></b>	<b><u>95/96</u></b>	<b><u>96/97</u></b>	<b><u>97/98</u></b>
<b><u>Salaries Local</u></b>					
Education Coordinator	9,000	9,500	10,000	10,500	11,000
<b><u>Benefits Local (17%)</u></b>	1,500	1,600	1,700	1,785	1,870
<b><u>Travel &amp; Per Diem</u></b>	4,000	4,000	4,000	4,000	4,000
<b><u>Rent &amp; Utilities</u></b>	2,000	2,000	2,000	2,000	2,000
<b><u>Supplies &amp; Equipment</u></b>	2,000	2,000	2,000	2,000	2,000
<b><u>Communications &amp; Postage</u></b>	2,000	2,000	2,000	2,000	2,000
<b><u>Outside Services</u></b>	1,000	1,000	1,000	1,000	1,000
<b><u>Other</u></b>	500	500	500	500	500
<b><u>Education Program</u></b>	<b><u>22,000</u></b>	<b><u>21,400</u></b>	<b><u>20,800</u></b>	<b><u>20,215</u></b>	<b><u>19,630</u></b>
<b>Total</b>	<b><u>\$44,000</u></b>	<b><u>\$44,000</u></b>	<b><u>\$44,000</u></b>	<b><u>\$44,000</u></b>	<b><u>\$44,000</u></b>

Ab

**PROGRAM PROPOSAL**  
**VENEZUELA**

**I. Background**

The military rebellions of 1992-93 not only came close to toppling a democratic government, they revealed a stunning loss of popular confidence in national institutions. What came clear in the aftermath was that the people simply did not trust the establishment anymore and would not defend it. Organized labor, a power in Venezuelan politics perceived to be an important part of the establishment, learned that it had necessarily to reappraise and reform its function as the worker's spokesman.

**II. Purpose**

AIFLD will encourage the Confederation of Venezuelan Workers (CTV) to orient its education program more toward civic awareness and action in order to restore popular credibility in democratic institutions, redress social and economic inequities and elaborate labor's role in attaining these objectives.

**III. Description of Project Activities**

AIFLD will support CTV's labor training programs conducted by INAESIN and other trade union educational bodies that are designed to refocus CTV's appeal to the public at large on two major principles: the need for trade union support from the worker himself, and popular groups representing him, rather than subsidies from the government and the political parties; and union representation in national economic policy making.

**IV. End of Project Status**

By 1998 CTV expects these results:

1. Increases in general union membership and in the number of CTV affiliates will cap the success of the confederation's five-year renewal effort.

2. CTV unions will be better able to survive and operate independently, on their own and without the old props of outside support.

3. CTV will have a new popular image as an effective institution committed to the welfare of its general membership, advocacy of strict ethics in public service, and better relations with management to advance the national interest.

**AMERICAN INSTITUTE FOR FREE LABOR DEVELOPMENT  
SCHEDULE OF PLANNED ACCOMPLISHMENTS  
VENEZUELA**

April 1, 1993 to March 31, 1998

<u>Outputs</u>	<u>4/1/93</u> <u>9/30/93</u>	<u>10/1/93</u> <u>3/31/94</u>	<u>4/1/94</u> <u>9/30/94</u>	<u>10/1/94</u> <u>3/31/95</u>	<u>4/1/95</u> <u>9/30/95</u>	<u>10/1/95</u> <u>3/31/96</u>	<u>4/1/96</u> <u>9/30/96</u>	<u>10/1/96</u> <u>3/31/97</u>	<u>4/1/97</u> <u>9/30/97</u>	<u>10/1/97</u> <u>3/31/98</u>
CTV Inter-American Seminars	2	1	1	1	2	1	1	1	.	.
Technical Training Conferences/Seminars	2	2	3	1	1	2	1	1	2	1
Local & Regional Intermediate Level Leadership Training Seminars	4	2	3	3	5	5	7	5	4	3
CTV Advanced Level Training/Exchange Programs		1	.	2	1	1	1	1	1	
<u>Participants</u>										
Male										
Female										
total										
<u>Project Objectives</u>										
Increased union membership										
Increased affiliations to CTV										x
CTV unions better self-sustained										x
										x

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**American Institute for Free Labor Development**  
**Venezuela Budget**  
**April 1, 1993 to March 31, 1998**

	<u>93/94</u>	<u>94/95</u>	<u>95/96</u>	<u>96/97</u>	<u>97/98</u>
<b><u>Salaries Local</u></b>					
Adm. Assistant, Secretary/Acct., Driver/Messenger	19,150	19,850	20,600	21,600	22,000
<b><u>Benefits Local (30%)</u></b>	5,750	5,950	6,180	6,480	6,600
<b><u>Travel &amp; Per Diem</u></b>	20,000	20,000	20,000	20,000	20,000
<b><u>Rent &amp; Utilities</u></b>	13,200	16,800	16,800	16,800	16,800
<b><u>Supplies &amp; Equipment</u></b>	5,000	5,000	5,000	5,000	5,000
<b><u>Communications &amp; Postage</u></b>	6,000	6,000	6,000	6,000	6,000
<b><u>Outside Services</u></b>	2,000	2,000	2,000	2,000	2,000
<b><u>Other</u></b>	1,000	1,000	1,000	1,000	1,000
<b><u>Education Program</u></b>	<u>84,900</u>	<u>65,900</u>	<u>60,420</u>	<u>50,120</u>	<u>32,600</u>
<b>Total</b>	<b><u>\$157,000</u></b>	<b><u>\$142,500</u></b>	<b><u>\$138,000</u></b>	<b><u>\$129,000</u></b>	<b><u>\$112,000</u></b>

1. The Amalgamated Clothing and Textile Workers Union and the Interamerican Textile, Leather, Garment and Shoe Workers Federation (ACTWU/FITITVC)

I. Background

These two labor organizations work with unions in an industry that has become the flagship of low-wage export processing or free trade zones now proliferating throughout Central America and the Caribbean. It is also an industry whose work force is made up largely of women. Besides having to carry the combined burden of employment with their domestic responsibilities, women generally find themselves subject to more exploitative working conditions than men--in terms of wages, health and safety standards and the ability to organize unions. ACTWU and FITITVC are committed to seeing the principle of equal pay for equal work of equal value recognized as the norm among free zone workers in the textile and clothing trades, and over the next five years will expose and work to eliminate hazards to health found with such high incidence in many free zones. But as a matter of first business they will focus on the need to build strong unions to secure these improvements with common action. They will not limit their activities to the burgeoning export-processing zones in Middle America and will address the need for unionization of workers in Latin America's clothing and textile industries as a whole, with educational programs in the Andean states and the Southern Cone. An important contribution to the project will be the resources FITITVC can tap in the vital currents of international trade union solidarity to encourage, with both material and moral support, the formation of viable unions in the industry.

II. Purpose

The purpose of this program is, through a program of education, to:

- a) strengthen Textile Garments and Leather Workers organizations;
- b) improve the working conditions and pay for women in the industry;
- c) improve health and safety conditions in the industry.

III. Description of Project Activities

Over the next five years ACTWU will assist textile and clothing workers to form effective unions that can produce for their membership fair wages and decent working conditions. This will be done through support of FITITVC labor education programs that feature

a) seminars on union organizing and administration, collective bargaining, and negotiation of contracts that stipulate modern health and safety safeguards as well as the usual provisions covering wages and hours;

b) political education seminars that eventually confer real leverage to workers with employers and governments, and

c) regional seminars and hemisphere-wide conferences of leading clothing and textile unions that treat problems common to the industry.

IV End of Project Status

a)

b)

c)

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**AMERICAN INSTITUTE FOR FREE LABOR DEVELOPMENT  
 SCHEDULE OF PLANNED ACCOMPLISHMENTS  
 AMALGAMATED CLOTHING AND TEXTILE WORKERS (ACTWU)  
 April 1, 1993 to March 31, 1998**

<b>Outputs</b>	<b><u>4/1/93</u> <u>3/30/93</u></b>	<b><u>10/1/93</u> <u>3/31/94</u></b>	<b><u>4/1/94</u> <u>9/30/94</u></b>	<b><u>10/1/94</u> <u>3/31/95</u></b>	<b><u>4/1/95</u> <u>9/30/95</u></b>	<b><u>10/1/95</u> <u>3/31/96</u></b>	<b><u>4/1/96</u> <u>9/30/96</u></b>	<b><u>10/1/96</u> <u>3/31/97</u></b>	<b><u>4/1/97</u> <u>9/30/97</u></b>	<b><u>10/1/97</u> <u>3/31/98</u></b>
Interamerican Conferences	:	1	1		1	1	1		1	
Southern-Cone Regional Meeting										
National Seminars	4	5	3	4	3	4	4	4	3	4
<b>Participants</b>										
Male										
Female										
total										
<b>Project Objectives</b>										
Organizations in the industry strengthened										x
Working conditions and pay of women improved										x
Health and safety conditions improved										x

**American Institute for Free Labor Development**  
**Amalgamated Clothing and Textile Workers Union (ACTWU)**  
**Budget**  
**April 1, 1993 to March 31, 1998**

	<u>93/94</u>	<u>94/95</u>	<u>95/96</u>	<u>96/97</u>	<u>97/98</u>
<b><u>Administrative Support</u></b>					
General Secretary Travel & Per Diem	20,000	19,000	18,000	17,000	16,000
<b><u>Program Costs</u></b>					
Interamerican Conferences	10,000	10,000	10,000	5,000	5,000
Souther Cone Regional Conferences	8,000	8,000	8,000	8,000	8,000
National Seminars	28,000	26,000	23,000	25,000	23,000
Organizing Program	<u>7,250</u>	<u>7,000</u>	<u>7,000</u>	<u>7,000</u>	<u>5,000</u>
<b>Total</b>	<b><u>\$73,250</u></b>	<b><u>\$70,000</u></b>	<b><u>\$66,000</u></b>	<b><u>\$62,000</u></b>	<b><u>\$57,000</u></b>

## **2. The American Federation of State, County and Municipal Employees and Public Service International (AFSCME/PSI)**

### **I. Background**

For nearly 30 years AFSCME, the largest public sector union in the United States, has helped to build labor organizations among government workers in Spanish America and the English-speaking Caribbean. The varied ethnic and cultural stock strongly represented in AFSCME provides a natural bridge to communities of working men and women throughout the region, and the union's close ties to the PSI trade secretariat have facilitated the effort with a number of educational, exchange and solidarity activities. In recent years and in tandem with its standard labor training program, the AFSCME/PSI partnership has broadened it to emphasize training and research projects that increase the ability of the counterparts to come to grips with new phenomena affecting job security and working conditions: privatization of state enterprises, contracting-out, previously unknown or unacknowledged health and safety hazards, and the explosion of modern technology offering new approaches to more efficient union management. The second AFSCME/PSI mission is to draw the unions of Latin America's public sector more closely into cooperation with the ORIT/ICFTU international labor network, whose solidarity adds to the voice of the organized worker, from the national labor confederation down to its local affiliates at the grassroots level.

### **II. Purpose**

The purpose of this program is to:

- a) develop closer links between public sector unions in the region on a bilateral basis;
- b) increase the capability of public sector unions to improve their quality of leadership, administration, participation of women members, and role in society.
- c) increase union membership in the public sector.

### **III. Description of Project Activities**

The project is designed to help workers in the public sector organize and maintain effective democratic unions and use the collective bargaining process to advance their common interests.

Over the next five years AFSCME will support

- a) national training programs developed by Latin American public sector unions for leadership development and strengthened technical, training and organizing skills, with stress on use of the media and mass communications;

b) costs of travel and per diem for AFSCME staff specialists in education, women's rights, computer technology (using donated equipment to automate administrative functions of counterpart unions), and healthcare;

c) conferences and research on privatization and structural adjustment; regional integration's impact on the public sector; healthcare for government workers; employee involvement in public management; and

d) public sector solidarity activities that support and encourage multilateral links with the world democratic trade union movement, through the good offices of PSI.

#### IV. End of Project Status

By 1998 AFSCME expects to see:

a) increase in affiliations to the Public Services International;

b) well-established training programs of their own operated by labor confederations that have taken part in the union-to-union program;

c) membership increases by unions participating in the training programs offered.

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**AMERICAN INSTITUTE FOR FREE LABOR DEVELOPMENT**  
**SCHEDULE OF PLANNED ACCOMPLISHMENTS**  
**AMERICAN FEDERATION OF STATE, COUNTY AND MUNICIPAL EMPLOYEES (AFSCME)**  
**April 1, 1993 to March 31, 1998**

<u>Objectives</u>	<u>4/1/93</u> <u>9/30/93</u>	<u>10/1/93</u> <u>3/31/94</u>	<u>4/1/94</u> <u>9/30/94</u>	<u>10/1/94</u> <u>3/31/95</u>	<u>4/1/95</u> <u>9/30/95</u>	<u>10/1/95</u> <u>3/31/96</u>	<u>4/1/96</u> <u>9/30/96</u>	<u>10/1/96</u> <u>3/31/97</u>	<u>4/1/97</u> <u>9/30/97</u>	<u>10/1/97</u> <u>3/31/98</u>
National Seminars	2	1	2	1	1	2	1	2	1	2
Technical Seminars	1	1	1	1	1	1	2	-	1	1
Interamerican Conference	-	1	1	1	-	2	1	1	2	-
Experts Supported	2	2	2	2	2	2	2	2	2	2
<u>Participants</u>										
Male	42	57	68	46	22	62	58	48	52	27
Female	33	33	47	44	28	93	57	42	38	23
Total	75	90	115	90	50	155	115	90	90	50
<u>Project Objectives</u>										
Increased affiliations to the PSI										x
Established training programs										x
Increased union membership										x

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**American Institute for Free Labor Development**  
**American Federation of State, County, and Municipal Employees (AFSCME)**  
**Budget**  
**April 1, 1993 to March 31, 1998**

	<u>93/94</u>	<u>94/95</u>	<u>95/96</u>	<u>96/97</u>	<u>97/98</u>
National & Local Seminars	16,000	16,000	16,000	16,000	16,000
Interamerican Seminars	38,500	29,500	29,500	29,500	29,500
Professional Support Prog.	<u>4,500</u>	<u>4,500</u>	<u>4,500</u>	<u>4,500</u>	<u>4,500</u>
Total	<u>\$59,000</u>	<u>\$50,000</u>	<u>\$50,000</u>	<u>\$50,000</u>	<u>\$50,000</u>

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3. The American Federation of Teachers and the International Federation of Free Teachers Unions (AFT/IFFTU)

I. Background

AFT has maintained a program of general support and technical assistance for teachers' organizations in Latin America and the Caribbean for over 15 years. Its objective is to help teachers to develop and organize independent democratic organizations that can defend member interests, and over the past three years AFT has focused its efforts in countries with authoritarian governments or emerging democracies. It aided teachers groups which became significant players in the democratic evolutions of Chile, El Salvador and Nicaragua and is building contacts now in Haiti.

II. Purpose

The AFT will emphasize projects that will improve the capacity of teachers organizations to influence education development in their countries. The purpose of the program is:

a) In Nicaragua, to help the democratic teachers organizations play a role in the country's education system and civic groups that support democracy;

b) In Haiti, to assist in the establishment of a national office for the national teachers union and provide support while the union reorganizes, when the situation in Haiti allows this kind of activity.

c) In Mexico, to develop closer relations between U.S. and Mexico teachers organizations so that education can play an important role in the long term development of economic and social relations between the U.S. and Mexico.

d) In the Southern Cone, to improve the capability of teachers organizations to (i) effectively articulate the significance of education to economic development, (ii) work with education authorities to seek innovative ways to reform and improve national education plans, and (iii) organize broad conditions of civic, political and economic organizations to function as lobbies on behalf of education.

e) In the Dominican Republic, to determine the needs of the union membership at the local level and to train local leaders to assist in the administration of union elections.

III. Description of Project Activities

The AFT will conduct a series of seminars and conferences to carry out its program, as well as provide organizational support where needed. The funding in the budget is only the minimum for

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each of the activities, and does not reflect contributions from the Education International and the AFT.

IV. End of Project Status

- a)
- b)
- c)
- d)
- e)

**AMERICAN INSTITUTE FOR FREE LABOR DEVELOPMENT**  
**SCHEDULE OF PLANNED ACCOMPLISHMENTS**  
**AMERICAN FEDERATION OF TEACHERS (AFT)**  
 April 1, 1993 to March 31, 1998

<b>Objectives</b>	<b>4/1/93 9/30/93</b>	<b>10/1/93 3/31/94</b>	<b>4/1/94 9/30/94</b>	<b>10/1/94 3/31/95</b>	<b>4/1/95 9/30/95</b>	<b>10/1/95 3/31/96</b>	<b>4/1/96 9/30/96</b>	<b>10/1/96 3/31/97</b>	<b>4/1/97 9/30/97</b>	<b>10/1/97 3/31/98</b>
Nicaragua Seminars	1	1	1	1	1	1		1		1
Haiti Seminars		1		1		1		1		1
Mexico Seminars		1		1		1		1		1
Southern Cone Seminars		1		1		1		1		1
Dominican Republic Meetings	10	10						1		1
<b>Participants</b>										
Male										
female										
Total										
<b>Project Objectives</b>										
Nicaragua										
Haiti										
Mexico										
Southern Cone										
Dominican Republic										

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**American Institute for Free Labor Development**  
**American Federation of Teachers (AFT)**  
**Budget**  
**April 1, 1993 to March 31, 1998**

	<u>93/94</u>	<u>94/95</u>	<u>95/96</u>	<u>96/97</u>	<u>97/98</u>
<b><u>Administration Support</u></b>					
Secretarial, Accounting, and Travel	15,400	17,500	14,000	10,000	5,000
<b><u>Program</u></b>					
Nicaragua Seminars	10,000	10,000	10,000	10,000	10,000
Haiti Assistance/Support	20,000	20,000	20,000	20,000	20,000
Mexico Conferences	10,000	10,000	10,000	10,000	10,000
Dominican Republic Seminars	5,000				
Southern Cone Seminars	<u>12,500</u>	<u>12,500</u>	<u>12,000</u>	<u>12,000</u>	<u>12,000</u>
<b>Total</b>	<b><u>\$72,900</u></b>	<b><u>\$70,000</u></b>	<b><u>\$66,000</u></b>	<b><u>\$62,000</u></b>	<b><u>\$57,000</u></b>

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4. The Communications Workers of America and the Postal, Telegraph and Telephone International (CWA/PTTI)

I. Background

For many years PTTI has rendered expert operational and technical support for unions in the postal, telecommunications and light and power industries of the Western Hemisphere. Such services are provided by the trade secretariat's Latin American regional headquarters and three sub-regional branches. These offices organize and carry out seminars and training courses for affiliated unions in groups of countries coming under their jurisdiction. PTTI cooperates with other international labor bodies active in the region, such as the ORIT/ICFTU and the UN's International Labor Organization, and has long been supported by the AFL-CIO's Communications Workers of America.

II. Purpose

The purpose of the program is to increase the affiliations to the PTTI by developing stronger unions through a comprehensive education program.

III. Description of Project Activities

The PTTI will continue its education program directed primarily at new workers in the industry, giving them the tools to participate in and support the trade union movement. A research program will also be conducted to assist unions in the collective bargaining process.

IV. End of Project Status

Standard measurements of progress--increases in the numbers of PTTI affiliates and their individual memberships--will demonstrate sustained healthy growth throughout the program's five-year timeframe.

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**AMERICAN INSTITUTE FOR FREE LABOR DEVELOPMENT  
 SCHEDULE OF PLANNED ACCOMPLISHMENTS  
 COMMUNICATIONS WORKERS OF AMERICA (CWA)  
 April 1, 1993 to March 31, 1998**

	<u>4/1/93</u> <u>9/30/93</u>	<u>10/1/93</u> <u>3/31/94</u>	<u>4/1/94</u> <u>9/30/94</u>	<u>10/1/94</u> <u>3/31/95</u>	<u>4/1/95</u> <u>9/30/95</u>	<u>10/1/95</u> <u>3/31/96</u>	<u>4/1/96</u> <u>9/30/96</u>	<u>10/1/96</u> <u>3/31/97</u>	<u>4/1/97</u> <u>9/30/97</u>	<u>10/1/97</u> <u>3/31/98</u>
<b>Outouts</b>										
Regional Seminars	10	8	9	8	8	8	8	7	8	7
Local Seminars	12	8	10	8	10	6	10	5	9	5
Activists supported	5	5	5	5	5	5	5	5	5	5
<b>Participants</b>										
Male										
Female										
Total										
<b>Project Objectives</b>										
Increased affiliations to the PTTI										

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**American Institute for Free Labor Development**  
**Communications Workers of America (CWA)**  
**Budget**  
**April 1, 1993 to March 31, 1998**

	<u>93/94</u>	<u>94/95</u>	<u>95/96</u>	<u>96/97</u>	<u>97/98</u>
<b><u>Southern Cone Program</u></b>					
Seminars	24,000	21,500	21,000	20,000	19,000
Activists	7,000	7,000	7,000	6,000	6,000
<b><u>Central American Program</u></b>					
Seminars	19,000	17,000	17,000	16,000	15,000
Activists	5,000	5,000	5,000	4,000	4,000
<b><u>Caribbean Region</u></b>					
Seminars	18,000	15,500	15,500	14,500	14,000
Union Support	2,000	2,000	2,000	1,000	
<b><u>Light &amp; Power Program</u></b>	19,000	17,000	17,000	16,000	15,000
<b><u>Research Department</u></b>	<u>16,000</u>	<u>15,000</u>	<u>14,000</u>	<u>13,000</u>	<u>12,000</u>
<b>Total</b>	<b><u>\$110,000</u></b>	<b><u>\$100,000</u></b>	<b><u>\$98,500</u></b>	<b><u>\$90,500</u></b>	<b><u>\$85,000</u></b>

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5. The Glass, Molders, Pottery, Plastics and Allied Workers International Union and the International Federation of Chemical, Energy and General Workers (GMP/ICEF)

I. Background

GMP in coordination with ICEF conducts education programs in Latin America and the Caribbean for workers in the chemical, rubber, glass, ceramics, cement, pharmaceutical, petroleum and energy, and pulp and paper industries. Their traditional focus has been labor education and democratic institution-building, but more recently courses have concentrated on the effect on workers of the drive for free market economies throughout the region. Also of concern is the emergence of trading blocs, the North American Free Trade Agreement and South America's MERCOSUR. Since 70 percent of the mix of products of interest to GMP/ICEF comes from Argentina, Brazil, Paraguay and Uruguay, helping MERCOSUR labor organizations takes on particular importance. A major goal in this program has been to foster labor unity in the industries covered. The latest manifestation of this was the GMP-ICEF initiative in January 1993 setting up an Interamerican Petroleum and Gas Working Group within the ICEF trade secretariat. Even more emphasis will go to regional, then continental, coordination of the program, inasmuch as the broad array of industries in the field are multinational in nature and have impact on workers' lives far beyond the usual concerns of wages and working conditions. Environmental protection, for example, with its implications for the health and safety of workers and whole communities alike, will be of paramount importance for the foreseeable future.

II. Purpose

The purpose of this program is, by helping unions throughout the industries industry to speak effectively for workers on everyday bread-and-butter issues and contribute to strengthening the democratic process, to:

- a) Increase the affiliations to the ICEF,
- b) Increase willingness of the unions to contribute to their own education programs.

III. Description of Project Activities

GMP will support ICEF education programs, recognized as among the best in the international trade union movement, to be tailored for unions in each specific industry sector. As part of this effort, ICEF hopes to tie in Latin American affiliates with its global communications system, thus permitting the upgrading of general data bases. The on-going training effort will be supplemented with regional conferences which GMP will support covering the common market areas of MERCOSUR, the Andean Pact and CARICOM in the English-speaking Caribbean. Labor discussions on the North American Free Trade Agreement will be held in Mexico City

and Miami. Continental conferences of ICEF affiliates in discrete segments of the industry are planned for each of five years of the program.

IV. End of Project Status

a)

b)

c)

**AMERICAN INSTITUTE FOR FREE LABOR DEVELOPMENT  
 SCHEDULE OF PLANNED ACCOMPLISHMENTS  
 GLASS, MOLDERS, POTTERY, PLASTICS AND ALLIED WORKERS INTERNATIONAL UNION (GMCI)  
 April 1, 1993 to March 31, 1998**

<b>Objectives</b>	<b>6/1/93 9/30/93</b>	<b>10/1/93 3/31/94</b>	<b>4/1/94 9/30/94</b>	<b>10/1/94 3/31/95</b>	<b>4/1/95 9/30/95</b>	<b>10/1/95 3/31/96</b>	<b>4/1/96 9/30/96</b>	<b>10/1/96 3/31/97</b>	<b>4/1/97 9/30/97</b>	<b>10/1/97 3/31/98</b>
<b>Organizing Drives</b>			1				1			
Interamerican Conferences	1		1		1		1			
Regional Conferences		1		1		1		1		1
National/Local Seminars	2	3	2	3	2	3	2	3	2	3
<b>Participants</b>										
Male	150	150	150	150	150	150	150	150	150	150
Female	<u>50</u>	<u>50</u>								
total	200	200	250	200	200	200	200	200	200	200
<b>Project Objectives</b>										
Affiliations to ICEF increased										x
Increased self-sufficiency of education programs										x

**American Institute for Free Labor Development**  
**Glass, Molders, Pottery, Plastics & Allied Workers (GMP)**  
**Budget**  
**April 1, 1993 to March 31, 1998**

	<u>93/94</u>	<u>94/95</u>	<u>95/96</u>	<u>96/97</u>	<u>97/98</u>
<b><u>Administration</u></b>					
Coordinator/Trainer	20,800	20,800	20,800	20,800	20,800
Travel for Coordinator/ Trainer	2,500	2,500	2,500	2,500	2,500
Secretarial and other	2,500	2,500	2,500	2,500	2,500
<b><u>Programs</u></b>					
Interamerican Conferences	15,000	10,000	10,000	10,000	10,000
Regional Conferences		5,000	5,000	5,000	5,000
National/Local Seminars	<u>11,050</u>	<u>9,200</u>	<u>9,200</u>	<u>9,200</u>	<u>9,200</u>
<b>Total</b>	<b><u>\$57,850</u></b>	<b><u>\$50,000</u></b>	<b><u>\$50,000</u></b>	<b><u>\$50,000</u></b>	<b><u>\$50,000</u></b>

6. The Transport and Communications International Union and the International Transport Workers Federation (TCU/ITF)

This program remains essentially a bilateral undertaking between TCU and its Latin American counterparts in the transport and communications industry, owing to the significant curtailment of activities in the region after 1990 by the ITF trade secretariat. TCU conducts most of its programs with ITF affiliates, and with the ITF itself wherever practicable. TCU continues to work closely with the AFL-CIO's International Affairs Department, as it has traditionally done with AIFLD, and maintains a consultant in Latin America responsible for assisting TCU's Field Program Coordinator in conducting education and training programs in the region. The consultant works under the supervision of the Director of the TCU International Affairs Department.

II. Purpose

Towards the goal of continuity and self reliance for the leadership and membership of transportation unions in Latin America, the purpose of this program is to:

a) Develop more accomplished, productive, and responsible labor leaders in the areas of communication skills and utilization of computers, who can then compete more effectively and realistically with technologically-minded employers.

b) Develop training capabilities of labor leaders who can then effectively carry out education programs, ("Training the trainer") thereby allowing unions to institute their own educational programs.

III. Description of Project Activities

During the five-year period TCU has planned:

a) a Central American program in all five countries devoted to problems associated with the mushrooming maquila industries in export-processing zones as they relate to surface/air transport and communications; ways to adjust to the privatization drive now underway in the region; and an introductory program for transport unions in the Dominican Republic, where TCU has not been active in the recent past;

b) special programs in at least five South American countries whose regional integration plan, MERCOSUR, will have particular impact on air, land, sea and river transport workers; health and safety will be another topic addressed in several meetings of transport unions from throughout the region, following up on TCU's initial conference on the subject held in 1992 in Caracas; and

c) the hiring of transport specialists from the United States and Latin America to direct research projects, develop curricula

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and course materials, and provide technical assistance to unions participating in the program.

IV. End of Project Status

By 1998 TCU expects:

a) Well-trained labor leaders in every significant sector of Latin America's transport and communications industry who will have provided their unions with the means to deal on a more equal basis with opposite numbers in management and government, with the result that transport and communications workers are among the best paid and organized in the total work force.

b) Unions in every significant sector of Latin America's transport and communications industry conducting their own training programs.

**AMERICAN INSTITUTE FOR FREE LABOR DEVELOPMENT  
 SCHEDULE OF PLANNED ACCOMPLISHMENTS  
 TRANSPORTATION-COMMUNICATIONS INTERNATIONAL UNION (TCU)  
 April 1, 1993 to March 31, 1998**

<b>Outputs</b>	<b>4/1/93 9/30/93</b>	<b>10/1/93 3/31/94</b>	<b>4/1/94 9/30/94</b>	<b>10/1/94 3/31/95</b>	<b>4/1/95 9/30/95</b>	<b>10/1/95 3/31/96</b>	<b>4/1/96 9/30/96</b>	<b>10/1/96 3/31/97</b>	<b>4/1/97 9/30/97</b>	<b>10/1/97 3/31/98</b>
<b>National Programs</b>	2	2	2	2	3	3	3	3	3	3
Seminar/Workshop	2	2	2	2	3	3	3	3	3	3
Leadership Training	2	2	2	2	3	3	3	3	3	3
Seminar/Conference		1		1		1		1		1
<b>Interamerican Conferences</b>		1		1		1		1		1
<b>Participants</b>										
Male										
Female										
total										
<b>Project Objectives</b>										
Well trained labor leaders in areas of communications and computers										x
More unions conducting own educational programs										x

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**American Institute for Free Labor Development**  
**Transportation-Communications International Union (TCU)**  
**Budget**  
**April 1, 1993 to March 31, 1998**

	<u>93/94</u>	<u>94/95</u>	<u>95/96</u>	<u>96/97</u>	<u>97/98</u>
<b><u>Administration Support</u></b>					
Coordinator Salary & Benefits	39,000	37,000	37,000	37,000	31,500
Office Supplies, Communications & Postage, Accounting	14,000	12,000	10,500	2,500	2,500
<b><u>Program Costs</u></b>					
Technical Assistance	20,000	18,000	18,000	18,000	18,000
Travel & Per Diem for Coordinator & Tech. Asst.	24,000	22,000	22,000	22,000	22,000
Conference & Participant Costs	<u>13,000</u>	<u>11,000</u>	<u>11,000</u>	<u>11,000</u>	<u>11,000</u>
<b>Total</b>	<b><u>\$110,000</u></b>	<b><u>\$100,000</u></b>	<b><u>\$98,500</u></b>	<b><u>\$90,500</u></b>	<b><u>\$85,000</u></b>

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7. The United Food and Commercial Workers and the International Federation of Employees and Technicians (UFCW/IRO-FIET)

I. Background

UFCW's Latin American/Caribbean program has a solid record of successful educational work with democratic unions in the various sectors represented by the FIET trade secretariat, which covers workers in banking and commerce, insurance, property maintenance and security services, healthcare and clerical and supervisory capacities. Demographically almost half the membership is made up of women, and its affiliated unions cross the spectrum from educated, politically active bank workers of the middle class to cleaning staffs earning mere subsistence wages. Their common concerns are the spread of paternalistic, employer-dominated solidarista worker associations, exclusion from decision-making in the free market era, and the growth of multinational companies in large sectors of industries in which they work. The UFCW program is conducted through FIET's regional organization, IRO-FIET, which has its offices and a four-person staff in San Jose, Costa Rica, and is funded in part out UFCW's budget.

II. Purpose

The program's objective is the strengthening of independent democratic unions in the service sectors of Latin America and the Caribbean. During the five-year program UFCW plans

a) to concentrate more effort to representing lower-wage workers' interests and helping their unions to become more self-sufficient, without neglecting the interests of white-collar unions of the middle class;

b) to bring women, who represent so great a part of the IRO-FIET family, into greater participation and leadership roles in their unions.

III. Description of Project Activities

The general concerns shared by IRO-FIET affiliates dictate a regional and sub-regional approach to the education program. Courses will to a great extent be limited to training instructors and will consist of two phases in two consecutive years; only participants completing the first phase will be invited to the second, which will prepare them to plan, organize and implement educational programs within their own unions. In addition to the standard trade union courses, they will receive training on dealing with larger social problems, such as the AIDS epidemic. Separately, IRO-FIET's trade sections and interprofessional groups will bring together trade unionists for comparative analysis of problems in a given sector, e.g. finance or commerce. In each year of the program UFCW expects to support 15 national courses for union members, four intermediate courses for union officers, and two regional or sub-regional seminars.

**IV. End of Project Status**

**a)**

**b)**

**AMERICAN INSTITUTE FOR FREE LABOR DEVELOPMENT  
 SCHEDULE OF PLANNED ACCOMPLISHMENTS  
 UNITED FOOD AND COMMERCIAL WORKERS (UFCW)  
 April 1, 1993 to March 31, 1998**

<b>Objectives</b>	<b><u>4/1/93</u> <u>9/30/93</u></b>	<b><u>10/1/93</u> <u>3/31/94</u></b>	<b><u>4/1/94</u> <u>9/30/94</u></b>	<b><u>10/1/94</u> <u>3/31/95</u></b>	<b><u>4/1/95</u> <u>9/30/95</u></b>	<b><u>10/1/95</u> <u>3/31/96</u></b>	<b><u>4/1/96</u> <u>9/30/96</u></b>	<b><u>10/1/96</u> <u>3/31/97</u></b>	<b><u>4/1/97</u> <u>9/30/97</u></b>	<b><u>10/1/97</u> <u>3/31/98</u></b>
3-Day Basic Courses	7	7	7	7	7	7	7	7	7	7
5-Day Intermediate Courses	2	2	2	2	2	2	2	2	2	2
<b><u>Participants</u></b>										
Male										
Female										
total										
<b><u>Project Objectives</u></b>										
Unions of lower wage earners are more self-sufficient										x
Women participate more in unions; more women labor leaders										x

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**American Institute for Free Labor Development**  
**United Food & Commercial Workers (UFCW)**  
**Budget**  
**April 1, 1993 to March 31, 1998**

	<u>93/94</u>	<u>94/95</u>	<u>95/96</u>	<u>96/97</u>	<u>97/98</u>
<b><u>Support for Regional Office</u></b> (Interamerican Representative Accounting, Secretary, Office Supplies)	95,000	66,500	51,000	43,000	37,500
<b><u>Program</u></b>					
Basic Courses	27,500	27,500	27,500	27,500	27,500
Intermediate Courses	<u>20,000</u>	<u>20,000</u>	<u>20,000</u>	<u>20,000</u>	<u>20,000</u>
<b>Total</b>	<b><u>\$142,500</u></b>	<b><u>\$114,000</u></b>	<b><u>\$98,500</u></b>	<b><u>\$90,500</u></b>	<b><u>\$85,000</u></b>

8. The Department of Professional Employees of the AFI-CIO and the International Secretariat of Entertainment and Electronic Mass Media Unions (DPE/ISETU-FIET)

I. Background

Unions affiliated to DPE speak for thousands of workers in the arts, entertainment and mass media industry (AEMI) whose exports of audio-visual programming alone are second largest in the U.S. economy, exceeded only by those of the aerospace industry. These AEMI unions reached out to counterparts in Latin America in an effort to build a strong independent labor body in the region that can defend worker interests in a regime of fair, non-exploitative competition. The effort has a cultural and social dimension as well inasmuch as AEMI union members are recognized communicators in their society who are best positioned to promote the values of free speech and expression and the democratic right of access to the media. Starting four years ago DPE began a dialogue with its opposite numbers in those countries leading Latin America's arts, entertainment and media industry; the aim was an organization that espoused democratic trade union principles and strengthened ties among AEMI unions both in the hemisphere and the rest of the world. At the end of 1991, following conferences in the United States, Argentina, Brazil, Chile, Mexico, Peru and Venezuela, these unions with representation from Canada established PANARTES, the Pan American Federation for Arts, Mass Media and Entertainment Unions. One of PANARTES' first official steps was to affiliate with the industry's worldwide ITS, the International Secretariat of Arts, Mass Media and Entertainment Trade Unions (ISETU), and through it to the ICFTU.

II. Purpose

Over the next five years DPE expects to:

A. Help create a well-organized and adequately financed organization of independent democratic unions effectively representing their members in the industry throughout North and South America.

B. Increase knowledge of the industry, its problems and potentials among Arts, Entertainment, and Mass Media industry union leaders and professional and technical workers in the industry.

III. Description of Project Activities

DPE expects that over the next five years PANARTES will become the main vehicle for a broad range of cooperative efforts among AEMI unions in the hemisphere and, with ISETU, the rest of the world. It will plan and carry out meetings and exchanges of professional and technical people working in unions in the industry, as it did in 1992 when Federation representatives attended the annual conference of the U.S. National Association of Broadcasters, and for attendance at major exhibits of new broadcast

technology in the United States. As world leader in the industry, the United States will continue to be the central site for PANARTES activities but trade union educational programs will also be staged in Latin American countries important to the industry. Federation statutes call for general assemblies in 1993, 1995 and 1999, with executive committee meetings at least twice between the assemblies. A regular newsletter will maintain improved communication among the Federation's member unions.

IV. End of Project Status

- A) The number of affiliates of PANARTES will have increased.
- b) PANARTES representatives will be actively participating in ISETU and other appropriate ITS's associated with the ICFTU.

**AMERICAN INSTITUTE FOR FREE LABOR DEVELOPMENT  
 SCHEDULE OF PLANNED ACCOMPLISHMENTS  
 DEPARTMENT FOR PROFESSIONAL EMPLOYEES, AFL CIO (DFE)  
 April 1, 1993 to March 31, 1998**

<b>Outputs</b>	<b>4/1/93 9/30/93</b>	<b>10/1/93 3/31/94</b>	<b>4/1/94 9/30/94</b>	<b>10/1/94 3/31/95</b>	<b>4/1/95 9/30/95</b>	<b>10/1/95 3/31/96</b>	<b>4/1/96 9/30/96</b>	<b>10/1/96 3/31/97</b>	<b>4/1/97 9/30/97</b>	<b>10/1/97 3/31/98</b>
PANARTES Assembly		1				1				
PANARTES Executive Committee Meeting	1		1		1		1		1	
Professional & Technical Seminars	1		1				1		1	
Workshops for Trade Union Leaders	1		1				1		1	
<b>Participants</b>										
Male										
Female										
total										
<b>Project Objectives</b>										
PANARTES affiliations have increased										x
PANARTES representatives actively participate in ISETU and other ITS's										x

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**American Institute for Free Labor Development**  
**Department for Professional Employees (DPE)**  
**Budget**  
**April 1, 1993 to March 31, 1998**

	<u>93/94</u>	<u>94/95</u>	<u>95/96</u>	<u>96/97</u>	<u>97/98</u>
<b><u>Administration Support</u></b>					
Secretarial, Accounting, and Travel	12,000	12,000	12,000	12,000	12,000
<b><u>Program</u></b>					
PANARTES Meeting/Assembly	10,000		10,000		
Executive Committee Meeting	2,000	2,000	2,000	2,000	2,000
Professional/Technical Seminars	10,000	15,000	10,000	15,000	15,000
Trade Union Leader Workshops	<u>11,000</u>	<u>16,000</u>	<u>11,000</u>	<u>16,000</u>	<u>6,000</u>
<b>Total</b>	<b><u>\$45,000</u></b>	<b><u>\$45,000</u></b>	<b><u>\$45,000</u></b>	<b><u>\$45,000</u></b>	<b><u>\$45,000</u></b>

# AMERICAN INSTITUTE FOR FREE LABOR DEVELOPMENT

## JOB DESCRIPTIONS

### **BOARD OF TRUSTEES**

Consists of sixteen (16) AFL-CIO Council members including President Lane Kirkland and Secretary-Treasurer Tom Donahue who approve the objectives, goals, programs of the AIFLD and the budget to support all of the activities in order to achieve the above.

### **EXECUTIVE DIRECTOR - William C. Doherty**

As the principal officer of the AIFLD, he has the responsibility and full authority to carry out the policies and programs as approved by the Board of Trustees.

### **DEPUTY EXECUTIVE DIRECTOR - Jesse A. Friedman**

Shares certain responsibilities with the Executive Director and those delegated to him by Mr. Doherty. Assumes the responsibilities of Executive Director in his absence. He is also accountable for the administration of the Union to Union Program.

### **ASSISTANT DIRECTOR - Michael A. Donovan**

Is responsible for the day to day operation of AIFLD when the Executive Director and his Deputy are traveling. His primary duty is to see that policies and programs are carried out within the countries assigned to him and they are: Eastern Caribbean, Costa Rica, Dominican Republic, Haiti, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama and Venezuela.

### **REGIONAL DIRECTOR - Michael Verdu**

Has the responsibility for the implementation of policies and projects within the countries assigned to him and they are: Argentina, Brazil, Bolivia, Chile, Colombia, Ecuador, Paraguay, Peru and Uruguay.

### **DIRECTOR OF ECONOMIC AND SOCIAL DEVELOPMENT - John Heberle**

He is responsible for carrying out economic research and analysis of current economic issues (NAFTA, Gatt, Workers Ownership Programs, Privatization, etc.) as they affect AIFLD's work with Democratic Trade Unions. He collaborates with the Education Department in presentations of seminars on economic matters and offers technical assistance in the

creation of Credit Cooperatives, Credit Unions, Workers Banks, etc. He is also responsible for the maintenance and administration of the Social Development Grant and Loan Fund and the AFL-CIO Impact Projects Fund.

**DIRECTOR OF HUMAN RIGHTS AND INFORMATION - David Jessup**

David Jessup, is responsible for implementing the following:

1. Increase the capabilities of Latin American trade unions to investigate violations of human and trade union rights and make the general public and international organizations aware of such actions by publicizing the violations.
2. Produce and distribute the AIFLD Outlook, a quarterly pamphlet, which covers the Institute programs and related topics. He writes articles for the AFL-CIO's International Affairs Department bulletin, produces and distributes informational materials such as pamphlets, press releases, slide presentations, exhibits and documentary motion pictures.

**DIRECTOR OF EDUCATION - Ruben Rotondaro**

Ruben Rotondaro is responsible for the development, planning and coordination of all technical labor education programs sponsored by the AIFLD at the George Meany Center for Labor Studies. He is also responsible for the coordination with the Country Program Directors for technical and professional level programs in their respective countries.

**DIRECTOR OF FINANCE AND ADMINISTRATION - Kevin Shaver**

Kevin Shaver coordinates the financial planning of all departments and field offices into consolidated budgets and controls spending to assure that it conforms to what has been authorized and approved. He is also responsible in seeing that accounting methods and procedures for adequate controls and appraisal of the financial needs of the Institute, including all field offices, are established and maintained.

He implements all personnel changes authorized by the Management Committee and is responsible for all facets of administration such as, security clearances, attendance records, travel expenditures, purchases, etc. He is also responsible for ensuring compliance with grant terms and conditions.

**ASSISTANT DIRECTOR OF EDUCATION - James Shea**

Shares the responsibility for the technical development, planning and coordination of education programs in Latin

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America as well as the George Meany Center. Counsels and advises participants on day to day schedules and events. He also gives guidance and assistance for their welfare, safety and health.

#### **COUNTRY PROGRAM DIRECTORS**

Are responsible for the implementation of all projects, programs and seminars within their country of assignment. The CPD plans, develops and coordinates all programs and is accountable for the financing of these activities. They also relate to the AID Mission and the U.S. Embassy and keep the local program officer informed of their activities. They may have an assistant dependent upon the size of the program and the area and for a specific agenda. The Country Program Directors are supported from Washington by their primary supervisors, Michael Donovan, Assistant Director (Northern Region) and Michael Verdu, Regional Director (Southern Region).

The Country Program Directors of the Northern Region and their assistants are:

- **Eastern Caribbean and Venezuela**  
Lawrence Doherty - CPD  
Melanie M. Berg - Assistant  
The office is temporarily located in Barbados.
- **El Salvador and Costa Rica**  
Gordon Ellison - CPD  
Jean-Claude Coupet - Assistant  
Delano Stewart - Assistant  
The office is located in San Salvador
- **Dominican Republic and Haiti**  
Roberto Torres - CPD (located in Santo Domingo)  
Georges P. Exceus - Assistant (located in Port au Prince)
- **Guatemala**  
Joseph Campos - CPD
- **Honduras**  
Edwin Palenque - CPD
- **Nicaragua**  
Donald Ellenberger - CPD  
Selma Padron-Solera - Assistant
- **Mexico**  
Covered by Washington office

The Country Program Directors of the Southern Region and their assistants are:

- **Argentina, Chile and Uruguay**  
Norman Schipull - CPD (located in Buenos Aires)
- **Brazil and Paraguay**  
Bruce Jay - CPD (located in Sao Paulo)  
Daniel O'Brien - Assistant (located in Asuncion)
- **Bolivia and Peru**  
Bernard Packer - CPD (located in La Paz)
- **Ecuador and Colombia**  
Agustin Torres-Lazo - CPD (located in Quito)
- **Panama**  
Richard Oulahan - CPD

From time to time the AIFLD office has been changed within a grouping of countries due to political instability and violence and also to take advantage of positive developments in a country where the presence of the CPD can make a difference in the success of the program.

#### **ASSISTANT DIRECTOR OF HUMAN RIGHTS DEPARTMENT**

Emily Donahue shares responsibility with the Director of the Department and is in charge when the Director is not in Washington D.C. She documents violations of human rights and prepares articles for the AIFLD Outlook and other informative material for distribution. She also lectures in all courses at the George Meany Center.

#### **COORDINATOR OF THE NED/CUBAN PROGRAM**

Lourdes Kistler is responsible for all activities that relate to human rights violations and political prisoners in Cuba. She keeps the Director of Human Rights and the Deputy Director current with these developments. In addition she prepares articles for the publication of human rights violations.

#### **COMMUNICATIONS COORDINATOR**

Irena Shemkus is responsible for the maintenance and upkeep of our computer network, fax and telephone systems. She also instructs our secretaries, staff and the members of the Finance Department on the proper use of computers and word processors. When time is available she also develops computer programs.

#### **ASSISTANT FOR FINANCE**

Pacita Ismael assists the Director of the Finance and Administration Department in day to day operations. This

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permits the Director of the Department to apply most of his time in preparation of budgets; working with AID officials and auditors; and seeing that field finance operations including evaluations are properly addressed. She is in charge of the Department when the Director is absent.

**ASSISTANT FOR ADMINISTRATION**

Cristina Korolevich manages the secretarial pool; orders supplies; sees that attendance, sick leave, and annual leave records are properly done. She also handles the moves and transfers of personnel overseas. She is also responsible for the smooth running of the day to day operations.

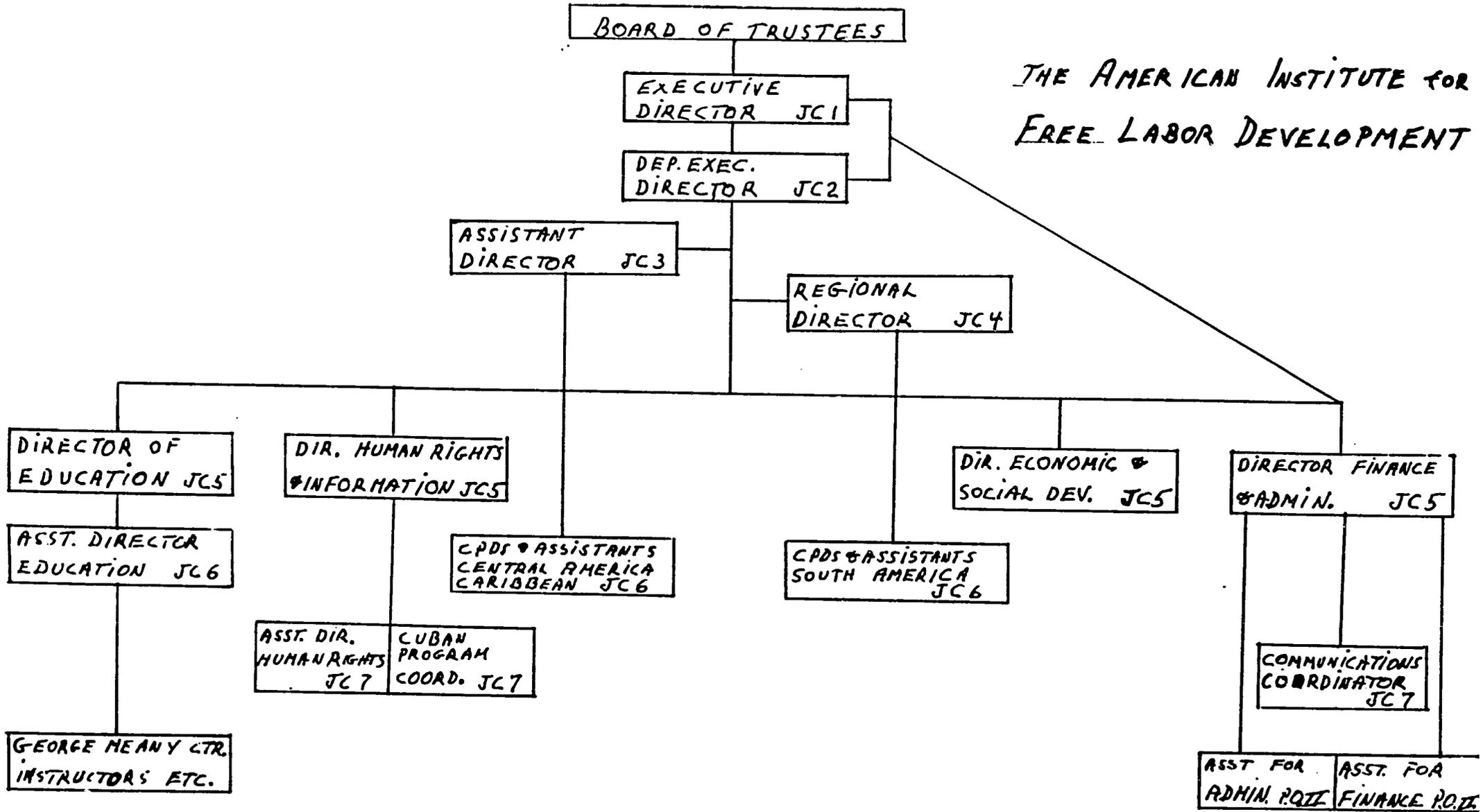
When the Administration and Personnel Department was recently integrated with the Finance Department, Pacita Ismael and Cristina Korolevich were promoted into the above supervisory positions.

May 26, 1993

SH/ni

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THE AMERICAN INSTITUTE FOR  
FREE LABOR DEVELOPMENT



**LABOR DEMOCRATIC INITIATIVES PROJECT  
LA PAZ AND SANTA CRUZ**

**GOAL. TO DEMOCRATIZE AND MODERNIZE THE BOLIVIAN LABOR MOVEMENT.**

The main objective of this project is to modernize and democratize the Bolivian Labor Movement through training courses and technical assistance which will enable the unions to achieve gains and benefits to the workers through dialogue, and collective bargaining rather than archaic and shopworn tactics of perpetual confrontation, strikes and sterile ideological battles which do not contribute to either the general welfare of the workers or economic progress.

The AIFLD central office in La Paz will conduct a national program to extend courses to all the principal districts of Bolivia and continue to administer the Centro Agrario Sindical in Santa Cruz with special emphasis on this region which is the most dynamic area of the Bolivian economy.

In addition to the regular AIFLD budget for Bolivia (currently \$292,895 for the period of April 1, 1992 - March 31, 1993) another \$800,000 will be channeled through AIFLD Washington to enhance and strengthen this vital program.

October 1, 1992 - September 30, 1993	\$260,000.00
October 1, 1992 - September 30, 1994	\$270,000.00
October 1, 1992 - September 30, 1995	\$270,000.00
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	\$800,000.00

The Democratic Initiatives program will have two major components:

**TRADE UNION DEMOCRACY PROJECT.**

During the three year cycle encompassed by this project the AIFLD national office in La Paz will continue to offer basic level programs for key sectors such as Petroleum and Construction workers, Railway workers, Street vendors, Bank employees, Municipal workers, and special emphasis will be given to courses with the teachers' unions which represents between urban and rural teachers some 80,000 professionals and are the largest organized force in the country, and still dominated at the national level by radicals and Trotskyites. These basic courses will be given at the regional level at

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the rate of approximately eight seminars per month and efforts will be made to conduct multi-sectorial programs so as to achieve greater coordination at the local level between democratic leaders. In special circumstances, where geography permits, seminars will be offered to campesino leaders so as to achieve greater cohesion between the countryside and urban workers. Stress will be laid on incorporating more women workers and leaders into these programs as the labor movement continues to be a bastion of macho power and women workers are relegated to an inferior position or virtually ignored. These basic courses will feature the traditional trade union disciplines such as organization, cooperativism, parliamentary procedures, oratory, the international labor movement, labor legislation, collective bargaining, and basic labor rights but the program will also try to introduce innovations such as lectures on political theory and the role of labor in a democratic society.

Periodically, and on a quarterly basis, the program will offer intermediate level courses on such specialized topics as labor economics, reforms of the social security system, restructuring, international trade, pension funds reforms, and privatization of state enterprises. For these intermediate level courses the Institute will not use its regular staff but qualified guest lecturers from the appropriate ministries and the private sector.

The more promising graduates of the basic intermediate level courses will be invited to advanced international seminars whereby AIFLD will bring in lecturers and prominent democratic trade union leaders from United States and the adjacent nations to offer technical conferences on the urgent issues of the moment such as privatization, labor management relations, worker management of enterprises, and co-management of social security programs and pension funds. The in-country costs of these international symposiums will be covered by the project and the costs of the international lecturers will be covered by other funding. AIFLD will administer the project in coordination with its other programs such as six annual scholarships to the George Meany Labor College courses, other international symposiums and Congresses, and will seek to sponsor a bi-annual U.S. training program under the Andean scholarship aegis. Apart from these regular courses dedicated exclusively to the labor movement, the project will take into account the large influence of political parties in the labor field and would, upon request, offer high level symposiums to the labor secretariats of the major democratic parties, with the hope of gaining for democratic level a greater role in the internal process of the parties and turning

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the parties into authentic vehicles of the aspirations of the workers.

In conjunction with the courses the AIFLD will publish pamphlets on pressing labor issues and bring out a revised and up-dated version of its Manual on Trade Unionism which will include chapters on all of the subjects that a democratic leader must have at his command plus extracts of labor legislation and the complete new labor code. At appropriate intervals manifestos and public declarations will be placed in newspapers to deal with current events and the viewpoints of democratic labor.

The project will seek to coordinate its activities with others AID programs by administering seminars on alternative development, the Environment, and Family Health.

#### INDICATORS. LA PAZ PROJECT.

- a) Through training courses the major federations and unions of the country would eschew totalitarian practices and adopt democratic procedures for their local and national elections.
- b) The major federations and unions of Bolivia would extrude radicalizing political influences and adopt positions which truly reflect the interests of their members.
- c) By the end of this three year cycle leaders identified with democratic principles represent a majority on the COB Executive Council.
- d) The COB would engage in constructive dialogue with the government rather than demagogic posturing, strikes, and confrontations.
- e) The COB would disaffiliate from the WFTU and affiliate to the ICFTU.
- f) Collective bargaining would be a normal, and common practice with signed agreements guaranteeing worker rights.
- g) Labor would have a more important voice in the councils of democratic political parties.
- h) Labor would support the democratic system rather than seeking to overthrow it.

#### SCOPE OF WORK. LA PAZ PROJECT.

The La Paz program will conduct a minimum of six local or regional courses monthly, utilizing the supplementary funds. It will also conduct special national forums and symposiums in conjunction with major Federations and the Ministry of Labor.

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**BUDGET.** The funds of the supplementary budget fund shall be used exclusively for program.

48 local courses x \$250 per course	\$12.000.00
36 regional courses x \$500 per course	18.000.00
12 national seminars x \$1.000	12.000.00
Publications and Pamphlets	6.000.00
24 symposiums x \$300	7.200.00
1 national Congress	4.800.00
	<hr/>
	<b>\$60.000.00</b>
	<hr/> <hr/>

*Kevin Shaver*  
202-778-0367

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## CENTRO AGRARIO SINDICAL PROJECT.

### THE URBAN SECTOR.

During the three-year cycle encompassed by this project the CAS will continue to conduct seminars for the major unions in the Santa Cruz region such as Petroleum and Railway workers, Bank employees, Construction and Highway workers, Hotel and Restaurant workers, Street vendors, Municipal employees, Health and Hospital workers, Newspaper vendors, Artisans and Craftsmen, and special courses would be conducted for women workers and campesinas who have been largely ignored by other training programs.

Apart from the regular courses on standard trade-union subjects such as organization, cooperativism, collective bargaining, oratory, parliamentary procedures and basic economics the CAS program will take into account the special features of the Santa Cruz region whereby the Regional Labor Confederation (COD) is still controlled by radicals and totalitarians, and the CAS training program will give special emphasis to courses on political principles and the role of labor in a modern democratic society. A greater emphasis will be placed upon programs and contacts with the teaching field as the teacher's unions continue to be a main source of conflict and dissension in both rural and urban Santa Cruz.

The CAS headquarters will schedule weekly workshops, round table discussions, forums and symposiums for the discussion of the current and urgent issues confronting the workers in Santa Cruz such as the restructuring of the economy, the effects of the privatization of state enterprises on the workers, social security and pension fund reforms, decentralization, economic integration, and international trade. Guest lecturers will be brought in from democratic political parties, the appropriate Ministeries, Universities, and the private sector. The strategic goal behind these efforts will be to establish a productive dialogue between the unions and the private sector which have traditionally been engaged in a dialogue of the deaf.

The CAS will continue to give administrative and logistic support to the Inter-union Committee (Comité Intersindical) which was created by the democratic unions after most of the major unions of Santa Cruz withdrew from the COD in protest of the totalitarian tactics utilized at the last COD Congress.

The CAS headquarters will continue to serve as a meeting place for small unions who have no facilities of their own and the CAS installations will be used for congresses and special meetings upon request by the democratic

unions. The CAS facility will also continue to be available for the meetings of youth groups, high school and university students and women's groups, and the neighborhood associations who identify with the cause of modernizing and democratizing Bolivian society.

Apart from the trade-union training courses, the CAS will continue to offer basic English courses for bank employees, students, and workers in the hotel, restaurant and tourism fields.

The legal advisor will conduct monthly conferences on labor legislation and continue to offer counsel to both urban and rural unions.

The CAS will continue to serve as the headquarters for the "Federation of Popular Educators", a much under-financed institution dedicated to offering literacy programs in urban and rural Santa Cruz.

### THE RURAL SECTOR.

In the agricultural program the CAS will dedicate its main efforts to the community of San Julian where some 28 settlements of colonizers have been organized as both unions and cooperatives to form the Cooperative Association of San Julian but the CAS will also offer training courses and technical assistance to other unions and cooperatives in the Santa Cruz area who request CAS programs.

The special San Julian project will receive basic courses plus technical assistance to include administrative, financial, and accounting aspects and the CAS will serve as an intermediary between the cooperative association and the diverse institutions of the Bolivian Government such as the Ministry of Agriculture, the National Institute of Colonization, the Agrarian Reform Institutions, and all other departments where the basically under-educated and, in many cases, illiterate, colonizers require assistance in the preparation of legal documents. The CAS legal advisor will render services in the securing of legal recognition (personería jurídica) of Institutions and in securing land titles for individuals farmers and cooperatives.

The number of agrarian promoters who serve as liaison between the CAS and their isolated communities will be increased from seven to ten in order to extend the CAS services to more areas and to intensify the distribution of services. Two of the new promoters will be women in order to better organize the under-utilized vital services that women perform in these terribly under-developed settlements: A special program for growing flowers to be handled exclusively by the women's groups is contemplated.

and harvesting of new products in cash crops and the CAS will continue to serve as an intermediary between the local producers and the private sector, hoping to repeat the success that it had with the two previous crops of black beans for export to Brazil and seeking other advantageous opportunities to increase and diversify production. Simoultaneously the CAS will continue to sponsor a literacy program whereby some 600 families are receiving basic courses in Spanish. Many of the colonizers in the San Julian area are relocalized miners whose native tongues are Quechua and Aymara and their inability to function in Spanish has been a great handicap in all of their economic activities.

The CAS will continue to serve as an intermediary to other institutions such as the Direct Relief Foundation of Santa Bárbara, Calif., to bring in low cost medicines in order to set up first aid facilities at these isolated communities and the CAS will serve to channel other programs and sources of funding in assistance to the project; for example, during the previous cycle the AIFLD Social Projects Fund donated US\$5,000 for a packback fumigator program and another US\$5,000 for a pig raising project. Both of these projects were administered by the CAS staff and the field promoters. The CAS and offices have also been able to coordinate assistance from other agencies such as CordeCruz and the National Institute of Colonization.

The CAS will continue to coordinate its activities with other AID sponsored programs, the Ministry of Agriculture and the Peace Corps volunteers stationed in the San Julian area.

#### INDICATORS.SANTA CRUZ PROJECT.

- a) By 1995 the urban unions of Santa Cruz would have a leadership capable of engaging in a coherent, pragmatic dialogue with their respective employers in both the public and private sectors and capable of obtaining benefits for the workers they represent within the framework of sound labor-management relations.
- b) By 1995 leaders identified with democratic principles will be a majority on the Santa Cruz regional Confederation Executive Council.
- c) By 1995 the Santa Cruz Confederation will have disaffiliated from the totalitarian-dominated WFTU and will have affiliated to the democratic-oriented ICFTU.

- d) By the end of the three years cycle collective bargaining agreements will have been signed by the principal unions and major enterprises of Santa Cruz.
- e) In the rural sector the Cooperative Council of San Julian will have a solid administrative structure and dues-payment system capable of self-financing its staff and activities.
- f) The rural unions and cooperatives of the San Julian district will have self-financing systems which would make them credit-worthy entities.
- g) Through the technical training courses, and increases in the areas under cultivation, diversification of crops, and an increase in the added value of their crops, the income per capita of the farmers who participate in this program would increase by \$100 per year.

**BUDGET.**

**Salaries & Legal Bonus**

1 Attorney	\$6.700.00	
1 Accountant	6.500.00	
1 Coordinador	5.000.00	
2 Drivers	7.400.00	
1 Cooperative Technician	4.000.00	
1 Secretary	3.000.00	
1 Messenger	2.000.00	
1 Janitor	2.000.00	
2 Agrarian Promotors	8.400.00	
<b>Total Salaries plus Legal Bonus</b>		<b>\$45.000.00</b>
<b>Vehicle Expenses</b>		<b>9.500.00</b>
<b>Rent &amp; Utilities</b>		<b>8.000.00</b>
<b>Supplies &amp; Equipment</b>		<b>8.000.00</b>
<b>Communications &amp; Postage</b>		<b>5.500.00</b>
<b>Benefits</b>		<b>14.000.00</b>
<b>Patronal Contribution</b>		<b>9.000.00</b>
<b>Consultant Fees &amp; Expenses</b>		<b>5.000.00</b>
<b>Other Direct Costs</b>		<b>1.000.00</b>
<b>Program Costs (including per diems &amp; tickets)</b>		<b>95.000.00</b>
		<b>\$200.000.00</b>
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