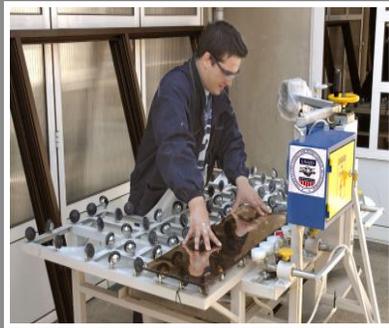




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EUROPE AND EURASIA'S WORKFORCE DEVELOPMENT AND LABOR MARKET PROGRAMS: More and Better Jobs for a 21st Century Workforce



USAID Knowledge Services Center (KSC)

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USAID KNOWLEDGE SERVICES CENTER (KSC)

KSC Research Series

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**Efficient Labor
Markets are
key to:**

- Economic Growth
- Sustainable Livelihoods
- Poverty Reduction
- Political Stability
- Social Stabilization
- Environmental Sustainability

EUROPE AND EURASIA'S WORKFORCE DEVELOPMENT AND LABOR MARKET PROGRAMS: More and Better Jobs for a 21st Century Workforce

With the global unemployment rate expected to top 6.1 percent in 2008,¹ the need for a more capable and productive workforce is becoming an even greater and more crucial development challenge. Achieving a demand-driven workforce is essential because it leads to the goal of sustainable livelihoods, which not only yields greater employment, poverty reduction and social stability, but also fosters economic growth, promotes democracy and political stability, and ensures environmental sustainability.

USAID and its partners have been working to create more efficient labor markets—including a more skilled and capable workforce—since the inception of foreign assistance in the 1950s. The Agency's primary work currently revolves around “systemic reform, partnership development, workforce readiness, and technical/vocational education and training.”

This booklet contains an illustrative survey of USAID's activities that enhance workforce development in beneficiary countries. It is meant to provide examples of the types of programs USAID has implemented and as such should not be viewed as a comprehensive resource. The focus is on the Agency's Europe and Eurasia (E&E) region; however, several programmatic examples are listed for other regions, as well.

For more information on USAID/E&E labor market and workforce development activities, go to: http://www.usaid.gov/locations/europe_eurasia/dem_gov/12-labormarkets.html or contact Denise Lamaute at 202-712-4976 or dlamaute@usaid.gov.

¹ According to the International Labor Organization's annual *Global Employment Trends 2008* report, economic uncertainty due to the recent credit market crisis and rising oil prices may boost global unemployment by an estimated 5 million persons in 2008, or 6.1 percent. This is up from 6 percent in 2007.

Illustrative Survey of USAID Labor Market and Workforce Development Activities

Country	Activity	Description
Europe and Eurasia (E&E) Region		
Albania	Students In Free Enterprise (SIFE)	USAID's support of the Albanian chapter of SIFE provided students and faculty with knowledge on how a market economy operates, skills needed to participate in a competitive global economy, how to succeed as an entrepreneur, personal financial management, and ethical business practices. They also were given an opportunity to form linkages with firms and learn practical aspects of business while at the same time benefiting the community. SIFE was active in nine universities across Albania and held annual competitions to recognize projects with the greatest impact. Duration: 1996-2007. http://www.sifealbania.org
Albania	The Junior Achievement Enterprise Education Program (JAEEP)	JAEEP was designed to introduce enterprise and economic education to Albanian youth and implemented by Junior Achievement-Young Enterprise Europe (JA-YE) through partnerships between local businesses and schools. Course topics include: enterprise, entrepreneurship, and "economic literacy," which focus on the importance of market-driven economies; the role of business in the economy; the relevance of education in the workplace; the impact of economics on a child's future; and the commitment of business to social, environmental, and ethical issues. Duration: 2006-2008. Implementer: Junior Achievement Young Enterprise Europe. http://www.jaalbania.org/
Armenia	Competitive Armenia Private Sector Program (CAPS)	CAPS facilitates job creation and diversifies growth by improving the competitiveness of Armenia's small and medium-sized enterprises (SMEs). It has helped generate approximately 15,000 jobs, boosted sales growth by 40 percent, raised productivity by 33 percent, and advocates for reforms of the business environment in order to support the growth of SMEs. Duration: 2005-2010. Implementer: Nathan Associates, Inc. http://www.caps.am/

- Armenia** Building and Rehabilitating Infrastructure for Development and Growth in Employment (BRIDGE) BRIDGE assists vulnerable communities in achieving greater self-sufficiency by providing vocational training in construction skills and employment opportunities on public works projects that will rehabilitate community-prioritized infrastructure. By October 2007, it had trained over 406 people in marketable vocational skills in the construction sector; employed 778 direct beneficiaries, which directly improved the lives of 4,000 persons through income generation; and benefited 107,000 residents by improving the social and economic infrastructure. BRIDGE also initiated and launched an ad-hoc working group on vocational training issues. Duration: 2005-2010. Implementer: Cooperative Housing Foundation (CHF) International. <http://www.bridgearmenia.am/>
- Armenia** Armenian Social Transition Program (ASTP) ASTP helped the Ministry of Labor and Social Issues overhaul public insurance by institutionalizing a national social security card system. ASTP also worked with the government to ensure that only the neediest Armenians receive state-financed poverty family benefits (PFB) and related assistance. These interventions reduced the number of people on welfare rolls and increased the number of poor families with children receiving PFB. Duration: 2000-2005. Implementer: PADCO. Funding: \$26.5 million. <http://armenia.usaid.gov/main/en/9/>
- Armenia** Social Protection Systems Strengthening (SPSS) The successor to ASTP, SPSS strengthens Armenia's social protection system and to build government institutional capacity. It focuses on macro-level reforms, such as the design/implementation of national social security, and works to improve policies, regulation, and administrative systems that guide social assistance delivery. Duration: 2006-2011. Implementer: The Services Group, Inc. (TSG). <http://www.spss.am/>
- Belarus** Support to Micro, Small, and Medium Enterprise Development (BIZPRO) BIZPRO assists Belarus, Moldova, and Ukraine in achieving economic growth through micro, small, and medium-sized enterprise development initiatives. In Belarus, for instance, BIZPRO implemented the CAP/CIPA accounting program and engaged a local think tank to provide economic analysis designed to generate and inform public-private dialogue. Duration: 2000-present. Implementer: Development Alternatives International (DAI). <http://www.bizpro.org.ua/>

Bosnia- Herzegovina	Enabling Labor Mobility Program (ELMO)	Through ELMO, USAID promotes flexible and diverse forms of labor relations and agreements in order to reduce barriers to labor mobility and to ease the fiscal burden on SMEs. By upgrading the inspection capacity of select labor inspectorates, ELMO supports local BiH counterparts in fostering a more effective compliance and enforcement of labor obligations. Duration: 2006-2010. Implementer: Bearing Point. Funding: \$12 million. http://www.usaidelmo.ba/elmo/
Bosnia- Herzegovina	Cluster Competitiveness Activity (CCA)	CCA advances economic growth and job creation through improved competitiveness in the wood processing and tourism industries. It provides technical assistance in creating industry clusters (including private sector firms, financial providers, government and non-government agencies), and informs cluster companies of global trends, which helps to improve product quality, operational productivity and linkages to export markets. CCA also encourages reform in achieving sustainable economic governance of BiH's forests. It manages the \$1.5 million "Competitiveness Implementation Fund" and promotes \$47 million in DCA Loan Guarantees, which further supports targeted sectors. Duration: 2004-2008. Implementer: Emerging Markets Group, Ltd. Funding: \$16 million. http://bosnia.usaid.gov/
Bosnia- Herzegovina	Rural Employment Generation Activity (REGA)	As part of REGA, USAID entered into a cooperative agreement with UPI Bank (now Intesa Sanpaolo Banka) to finance the purchase of berry and cherry seedlings for small farmers in Brcko and Tuzla. The LAMP Project [http://www.usaidlamp.ba/en/index.html] will assist local farmers in increasing soft fruit production and creating jobs in rural areas. The goals of this alliance are consistent with U.S. Government objectives to accelerate private sector growth. Duration: 2006-2012. Implementer: Intesa Sanpaolo Banka. Funding: \$1 million. http://pdf.usaid.gov/pdf_docs/PNADJ413.pdf
Bosnia- Herzegovina	BiH Youth, Let's Make Our Future! Youth Conference	This conference gave participants a sense of the practical skills needed to find a job, obtain an internship, or open a business. More than 530 young people participated, including entrepreneurs, advocates, political leaders, journalists, and unemployed youth from throughout BiH. Duration: 2005. Implementer: The Youth Information Agency (OIA). http://www.usaid.gov/locations/europe_eurasia/press/success/a_decade_after_dayton.html

- Bulgaria** Partners in Local Economic Development and Government Effectiveness (PLEDGE) Job creation and retention were the focus of this USAID-DOL labor market project. PLEDGE targeted local economic development in regions with the highest poverty and unemployment rates. It brought together local participants from the public, private, and NGO sectors to discuss business conditions, and learn how to use data and information to make good economic choices with available local resources and partnerships. During its six years, PLEDGE helped create 5,251 new jobs and saved 941; 188 new businesses were launched; 283 businesses expanded; 13,074 hectares of fallow land reclaimed; and 634 local level improvements were made in financial, regulatory, physical infrastructure and services. Duration: 1998-2004. Co-funder: US. Department of Labor. Implementer: Worldwide Strategies, Inc. Funding: \$3.75 million. http://www.usaid.gov/our_work/democracy_and_governance/technical_areas/governance/ss3.html
- Bulgaria** Bulgaria Pension and Labor Market Reform Project In addition to supporting Bulgaria's new social insurance system, USAID targeted technical assistance at inefficiencies in the labor market and promoted employment opportunities, which included improving the capacity of universities and vocational schools to deliver skills sought by employers; increasing the availability of quality training/certification programs in crucial economic sectors; and enhancing the government's capacity to deliver improved customer service to employers and the unemployed. Various programs included the National Internship Program; Training and Certification Program (targeting Bulgaria's tourism and apparel industries); and Model Labor Offices Program. Duration: 2001-2007. Implementer: Carana Corporation. Funding: \$4.04 million. <http://bulgaria.usaid.gov/9/6/product.html>
- Bulgaria** Social Inclusion Network for People with Disabilities Project This project "enhance[s] the capacity of people with disabilities and Disabled People's Organizations (DPOs) to participate equally in society through access to training, employment and services, and ... create[s] ways for people with disabilities to take ownership of their future, and to be actively involved in designing and implementing solutions to fit their own interests." It has established twelve social enterprises in Bulgaria that provide disabled people with jobs and opportunities for skills development through business activities. <http://bulgaria.usaid.gov/98/page.html>

Bulgaria	Trade Union Development	This program initially provided technical assistance and educational services to Bulgarian trade unions in the areas of labor education, labor counseling, policy reform and tripartite cooperation. Early programs consisted mainly of seminars for union members and leaders on democratic trade union management and free market economies. It then focused on educating labor union membership and included a train-the-trainers component. Duration: 1991-2005. Implementers: Free Trade Union Institute; American Center for International Labor Solidarity (ACILS). Funding: \$5.8 million. http://bulgaria.usaid.gov/84/22/product.html
Bulgaria	Capacity Building for Training High Level IT Professionals	Under this activity, a Master of Science in Information Systems program was launched in cooperation with Sofia University. Duration: 2005-2007. Implementer: Stevens Institute of Technology; Sofia University. Funding: \$100,000. http://bulgaria.usaid.gov/11/6/product.html
Bulgaria	Career Development Centers Support	Provided technical support to the University Career Centers for ensuring their programmatic and financial sustainability. Duration: 2007-2008. Implementer: Business for Education Foundation. Funding: \$100,000. http://bulgaria.usaid.gov/12/6/product.html
Croatia	Private Sector Development	USAID's investment in Croatia has supported NGO sustainability, local government capacity-building, small and medium enterprise development, agriculture productivity, job creation, and private sector competitiveness. Duration: 1990-2007. Implementers: various. Funding: \$320 million. http://www.usaid.gov/locations/europe_eurasia/press/success/2007-11-01.html
Croatia	Enhancing Small and Medium Enterprises Project (ESP)	ESP's goal was to create 20,000 new jobs by improving the business performance of small and medium-sized enterprises (SMEs) in growth sectors through the provision of technical assistance to industry associations, economic development organizations, and business and financial services firms. A third of new jobs created were in rural/disadvantaged areas. ESP operated through a network of public and private organizations at the national, regional and local levels, and assisted 6,000 enterprises through partner organizations. Duration: 2004-2008. Implementer: The DAI/Nathan Group. http://croatia.usaid.gov/economy-esp.htm

- Croatia** Agribusiness Competitiveness Enhancement (ACE)/Raising Incomes in Economically Distressed Areas (RIEDA) RIEDA assists agribusinesses in improving domestic market linkages between producers, processors and wholesale/retail outlets. It has resulted in the creation (or sustainability) of 2,000 farming jobs. The project began working with USAID's ACE project in 2003 by helping small producers expand production to commercial or emerging commercial farmers. Duration: 2002-2008. Implementer: DAI. <http://croatia.usaid.gov/economy-rieda.htm>
- Georgia** Small Businesses for a Better Future Training Course This course increased opportunities for adult employment by teaching students how to create and manage a business, write business plans, and market services or products. The program provided twelve people with 21 training hours over a one-month period. Implementer: Akhaltsikhe Center for Social Development. http://www.usaid.gov/stories/georgia/fp_geo_nugzar.html
- Georgia** SME Support Project Through its grants mechanism, this project develops a comprehensive technical assistance program for universities and other institutions. Its goal is to provide a state-of-the-art entrepreneurship training program, with a focus on youth, women and minorities. Duration: 2005-2009. Implementer: International Executive Service Corps (IESC). <http://www.iesc.ge/>
- Georgia** Georgia Employment and Infrastructure Initiative (GEII) GEII increases incomes, forges partnerships, and supports strategies that bolster local economic development throughout rural areas. Its community-based projects focus on skills development, employability, and private sector demand. More than 2,000 long-term jobs have been created; 619 businesses launched/expanded; and 4,663 entrepreneurs trained in local economic development. Duration: 2004-2009. Implementer: CHF International. Funding: \$19 million. <http://geiiwebsite.web-prs.com/>
- Kosovo** Kosovo Cluster and Business Support Project (KCBS) KCBS aims to increase the competitiveness of Kosovo's private sector. The project provides technical assistance, training, policy dialog, and limited grant financing to stimulate economic growth and accelerate the growth of the private sector, thus creating new sustainable employment opportunities. Duration: 2005-2008. Implementer: Chemonics International. Funding: \$19 million. <http://www.usaidkcbs.com/>

- Macedonia** e-BIZ e-BIZ was a Global Development Alliance (GDA) activity that leveraged over \$1 million in matching funds from local entrepreneurs who invested in, own, and run 8 e-BIZ Centers throughout Macedonia. The Centers offer high-impact ICT solutions to SMEs in tourism, apparel, footwear, online management, fashion, engineering, digital media, and business services. Duration: 2003-2006. Implementers: Academy for Educational Development (AED); Education Development Center, Inc. (EDC). <http://www.ebiz.org.mk/>
- Macedonia** Partnership for Economic Development in Macedonia (PRiSMa) PRiSMa was a successful workforce program providing technical assistance and seed funds for innovative responses to unemployment and labor market rigidity, through training in efficient, demand-driven methods for job creation, transition, and retention/re-qualification. It focused on improving the labor environment to stimulate community-based economic development and help businesses initiate production line efficiencies to help retain jobs. Over its 5 years, 3,000 partners in 46 communities saw results in the form of 6,000 jobs created/retained. Duration: 1999-2004. Implementer: Worldwide Strategies, Inc. Funding: \$5.9 million. http://www.w-s-i.net/documents/Macedonia_Final_Report.pdf
- Macedonia** Agribusiness Activity (AgBIZ) AgBIZ increases economic growth through expanded and environmentally sustainable production and sales of value-added agricultural products. It is preparing the country for accession to the EU by enabling local producers and processors to compete regionally and globally. AgBIZ educates producers about new markets, facilitates market linkages and value-added exports, and improves management and operations practices. The expectation is that this will result in increased production and sales of local producers, new jobs in the agribusiness sector, increased income for rural households, and a better understanding of international markets. Duration: 2007-2011. Implementer: ARD, Inc. <http://www.agbiz.com.mk/>
- Macedonia** Competitiveness for the 21st Century (MacComp-21) Project The goal of MacComp-21 is to help Macedonia improve competitiveness within the global market place. In coordination with USAID/Macedonia, it targets certain industry sectors and provide necessary technical assistance to improve the productivity and technological capabilities of private enterprises, and the business environments in which they operate. Assistance includes the development of workforce skills. Duration: 2007-2012. Implementer: Carana Corporation. Funding: \$9.8 million. http://macedonia.usaid.gov/English/EG/competitiveness_eng.htm

Moldova	Agribusiness Development Project (ADP)	ADP represents the 2 nd generation of USAID assistance to agricultural development in Moldova. Its goal is to increase rural incomes and employment by improving international competitiveness and trade performance of the agricultural sector and ensuring that private farmers achieve economic success in the transition to a market economy. Duration: 2004-2009. Implementer: Citizens Network for Foreign Affairs. Funding: \$12.2 million. http://moldova.usaid.gov/moldova_economic.shtml
Moldova	Credit Enhancement/ Loan Portfolio Guarantee Program	USAID's Development Credit Authority (DCA) loan portfolio guarantee facility encourages banks to grant credit to Bulgarian farmers and SMEs by facilitating access to capital, cash markets and technical know-how. This risk-sharing alternative for mobilizing private capital helps alleviate the lack of financing to micro and small businesses, and small farmers for short-, medium- and long-term loans. In 2005, for instance, a business-woman from Chetrosu village secured a \$40,000 loan under USAID/DCA, which helped further develop her poultry business. She now employs 60 people. Duration: 2003-2009. Implementers: Moldinconbank, Banca Sociala, Mobiasbanca, Corporatia Finantare Rurala. http://moldova.usaid.gov/moldova_act.shtml#credit
Montenegro	Community Revitalization through Democratic Action – Economy (CRDA-E)	CRDA-E supported local economic actors in undertaking initiatives that tap into potential opportunities in the tourism and agriculture sectors and improve the economic environment for small businesses. It stressed the importance of utilizing community participation to identify, develop, finance, and implement development projects to help create income and employment opportunities. CRDA-E was a follow-on to CRDA, a 5-year grant program that used community development activities to help citizens improve their quality of life, promote economic development, and build trust between citizens and their local governments. Duration: 2005-2007. Implementer: CHF International. http://serbia-montenegro.usaid.gov/code/navigate.php?id=66
Romania	Credit Programs	USAID-supported credit programs in Romania have administered more than 14,500 loans, totaling \$106 million, and have created over 21,700 jobs, with 85,000 more sustained. http://www.usembassy.ro/US%5FAssistance/USAID_program.html

Romania	Ovidiu Rom's Mothers Program	USAID funding was used to create Ovidiu Rom, which empowers the poorest Romanians through education, job training, community development, and public awareness. Ovidiu Rom's Mothers Program actively recruited women whose children begged on the street, and offered them job training, placement, and other support. Implementer: World Learning. http://www.ovid.ro/
Russia	Enhanced Small and Medium Sized Enterprise Development Project	The goal was to increase the number of successful small businesses and improve the SME environment in the Russian Far East. It accomplished this through training, creating partnerships, and facilitating financial opportunities. Duration: 2003-2006. Implementer: Winrock International. http://www.usaid.gov/policy/budget/cbj2007/ee/pdf/ru_118-0100.pdf
Serbia	Competitiveness Project	This project aims to promote economic growth by substantially increasing the competitiveness of Serbia's private enterprises. It will work with SMEs in leading sectors to increase sales, exports, investment, and jobs. Duration: 2007-2011. Implementer: Booz-Allen Hamilton. Funding \$14.7 million. http://www.compete.rs/
Serbia	Municipal Economic Growth Activity (MEGA)	MEGA, a local economic development program, develops the skills of local governments in order to foster economic growth and employment by creating a business environment where the local private sector can flourish. Key accomplishments include \$271 million in direct investments in municipalities in 2006 and 2007, which led to the creation of more than 6,000 new jobs. Duration: 2005-2010. Implementer: Urban Institute. Funding: \$24.5 million. http://www.skgo.org/code/navigate.php?id=469
Ukraine	Local Economic Development (LED) Project	LED helps Ukrainian cities strategize and organize their economic potential to produce more jobs and increase investment. Principal components are: capacity building for strategic planning; establishing a steering committee and an office of economic development in each participating venue; developing a municipal LED toolkit; formulating supportive legislation; lending support for the implementation of each strategic plan; and, information dissemination. Duration: 2004-2008. Implementer: Chemonics International. http://www.led.net.ua/eng/

Ukraine	Izmail Entrepreneurship Support Fund	This fund helps the unemployed establish small businesses and make existing businesses more profitable by providing job skills, training and support. It formed an Association of Craftsmen of Prydnavia to help businesses develop marketing and sales strategies, and also created new jobs for people from the Bolgrad Association of Disabled Persons. Duration: 2007-present. Implementer: Izmail Foundation for Entrepreneurial Support. http://en.danubesouvenir.com/index.php
Ukraine	Women's Economic Empowerment (WEE) Project	WEE, which complemented Ukraine's anti-trafficking initiative, partially financed Women's Business Service Centers (WBSCs) in five regions. WBSCs provided training to women in business skills, grants to Ukrainian NGOs, developed advocacy among women entrepreneurs, provided access to micro-finance through local credit unions, and coordinated study tours to Poland to observe successful SME ventures. Over 13,000 women received training through WEE, and more than 2,300 jobs were created. Duration: 2001-2004. Implementer: Winrock International. Funding: \$3.3 million. http://ukraine.usaid.gov/success_full.shtml?p=499
North Caucasus	<i>Vperyod</i> ("Go for It!") Socio-Economic Recovery Program	<i>Vperyod</i> was designed to provide vocational training, support for small business start-ups, and increase economic opportunities for vulnerable and marginalized people in the North Caucasus. More than 50 percent of vocational training graduates found jobs or went on for further training; 300+ people took part in business training; and 76 mini-grants were given for business start-up and expansion. Businesses supported included grocery shops, cafes, taxi services and hairdressing salons. Duration: 2006-2007. Implementer: International Rescue Committee (IRC). http://www.usaid.gov/locations/europe_eurasia/press/success/2007-10-prog.html
Multiple E&E Countries	U.S. Department of Labor Programs	A number of U.S. DOL programs have been funded in the E&E region through an Interagency Agreement with USAID using SEED funds. These programs began in Hungary and Poland in 1994 and by 1998 expanded to Albania, Bosnia-Herzegovina, Bulgaria, Croatia, Estonia, Hungary, Lithuania, Macedonia, Poland, Romania, and Slovakia. USAID transferred \$3.5 million to DOL, for instance, in support of Bulgaria's Ministry of Labor and Social Welfare between 1992-1997. There was also a regional activity focused on leveraging World Bank labor market reform related projects. Implementer: DOL. http://www.usaid.gov/locations/europe_eurasia/countries/bg/pdfs/17years.pdf

Multiple E&E Countries	Center for Entrepreneurship and Executive Development (CEED)	The USAID-funded CEED network has three centers active in Bulgaria, Romania, Slovenia, Macedonia, and Montenegro. The goal of the program is to empower entrepreneurs and assist them in growing their businesses. Duration: 2006—present. Implementer: SAEF. http://www.ceed-global.org/web/default.aspx
Multiple E&E Countries	Trafficking in Persons (TIP)	Workforce development activities are embedded within USAID's TIP projects. The Prevention of TIP in Belarus project—implemented by the International Organization for Migration (IOM)—provides job-skills and job-search skills training to at-risk women, as well as victims of trafficking. In Macedonia, USAID and the OSCE Mission in Skopje concluded a 3-year project to provide victims with vocational training, as well as psycho-social support. Moldova's Anti-Trafficking Initiative (2004-2008) improved access to employment and business opportunities. The Better Opportunities for Youth and Women in Moldova project (2004-2009) established halfway houses that give returnees access to life-skills, job/employment training, health services and counseling, and tangible work experience that prepares them for meaningful employment and successful (re)integration. Implementers: various, including Winrock International, UNDP. http://www.usaid.gov/our_work/cross-cutting_programs/trafficking/

Other Regions

Multiple Countries	Global Workforce in Transition (GWIT)	GWIT provides a contract mechanism that allows USAID missions to support workforce development systems that promote job creation and a more skilled workforce. Duration: 2002– 2007. Implementer: EDC. Funding: \$35 million. http://www.gwit.us
Multiple Countries	EQUIP3 / Youth Trust	This USAID-funded mechanism improves the quality of education and learning opportunities for out-of-school children, youth, and young adults. One activity, the Haitian Out-of-School Youth Livelihood Initiative (IDEJEN) [http://idejen.edc.org/], provides basic employability training, such as literacy, numeracy, life/employability skills, HIV/AIDS awareness, and vocational training. It builds capacity of community organizations to run the training centers. Duration: 2003—2008. Implementer: EDC. Funding: \$5.5 million. http://www.equip123.net/equip3/index_new.html

Asia Near East (ANE)	Jobs for the 21st Century	The GWIT initiative addresses the challenge of unemployment by providing support in assessing and planning job creation and youth workforce programs and policies in select countries of USAID's ANE region, including worker preparedness, entry, and adaptability in the labor market. Duration: 2006-2007. Implementer: EDC. Funding: \$1.1 million. http://pdf.usaid.gov/pdf_docs/PNADJ499.pdf
Asia and Middle East	Education and Employment Alliance (EEA)	EEA works in 6 countries with high youth unemployment—Egypt, India, Indonesia, Morocco, Pakistan, and the Philippines—to ensure quality education, job training and placement programs. Duration: 2005-2009. Implementer: International Youth Foundation (IYF). Funding: \$13 million. http://www.eeaonline.org
Afghanistan	Rebuilding Agricultural Markets In Afghanistan Program (RAMP)	RAMP helped to revive the country's agricultural sector, as well as promoted the creation of SMEs to raise rural incomes and create employment in agriculture. USAID is currently developing a follow-on project. Duration: 2003-2006. Implementer: Chemonics International. http://www.usaid.gov/locations/asia_near_east/countries/afghanistan/ramp.html
Brazil	Training, Mentoring, and Employment for At-Risk Youth Program	This GDA project was developed as a mechanism for young people to enter the country's tourism industry. Following a 4-month training course, participants enter a mentoring program that links them to trade associations in the hotel, restaurant, and tour operator sectors—all representing potential employment opportunities. Duration: 2003-2005. Implementer: Counterpart International. Funding: \$472,000. http://www.usaid.gov/policy/budget/cbj2006/lac/pdf/br512-010.pdf
Cambodia	Garment Industry Productivity Center (GIPC)	Founded as a USAID private sector competitiveness project, GIPC focuses on building local capacity through the provision of training and consulting programs that address apparel manufacturing concerns. Duration: 2006-2009. Implementers: Nathan and Associates, Inc.; Werner International, Inc. Funding: \$3.4 million. http://gipc.org.kh/

Djibouti	Employment Opportunities for Out-of-School Youth Program	Through this program, which is part of USAID/Djibouti's Education program, out-of-school youth are trained to work with heavy machinery, leading to direct employment. It is anticipated that 100 young people will have benefited from this program by the end of FY2008. Duration: 2008-. Implementer: AED. http://eastafrika.usaid.gov/en/Article.1132.aspx
Ghana	Trade and Investment Reform Program (TIRP)	TIRP worked to increase private-sector-led economic growth. One element of the program was to promote widespread public and private sector participation in policy change. An example of this was USAID's tapping into a wealth of U.S. expertise for technical assistance and capacity building in labor law reform. As a result of the Agency's consensus-building activities, a more flexible labor law was implemented in Ghana in 2003, which led to the creation of a National Labor Commission to independently resolve labor disputes, and a Tripartite Committee to debate key labor policy issues. Duration: 1997-2003. Implementer: Sigma One Corporation; others. Funding: \$1.05 million. http://pdf.usaid.gov/pdf_docs/PDABY864.pdf
Haiti	<i>Konbit Ak Tet Ansanm</i> (KATA) - Job Creation and Infrastructure Program	KATA comprises large-scale employment-generating projects in the five target cities of Port-au-Prince, Gonaives, St Marc, Petit Goave, and Cap Haitien. The integrated approach will assist an estimated 86,100 people through employment over the program's life. Duration: 2008-2012. Implementer: CHF International. http://www.chfinternational.org/node/28010
Lebanon	Humanitarian Assistance for Lebanon (HAL) Project - Olive Harvesting	This project provided assistance to olive farmers in harvesting orchards through increased access to harvesting equipment that was lost during conflict, as well as matching local underemployed persons with farmers to increase labor availability. The program benefited 800 farmers, and 300 persons who benefited from cash-for-work opportunities. Duration: 2006. Implementer: CHF International. Funding: \$1.16 million. http://www.chfinternational.org/node/21330

Sri Lanka Accelerated Skills Acquisition Program (ASAP) ASAP was created to meet USAID's goal of building Sri Lanka's youth workforce readiness by strengthening the capacity of job training centers to deliver demand driven skills courses that ensure youth (ages 15-25) gain skills that satisfy employers' needs. It is projected to serve over 12,000 students and 300 teachers in 30+ training institutions. Duration: 2006-2009. Implementer: Creative Associates International, Inc. Funding: \$3 million. http://srilanka.usaid.gov/programme_eg_description.php?prog_id=2

Front Cover Photographs
Courtesy of USAID's Photo Gallery

<http://gemini.info.usaid.gov/photos/>

(clockwise, from top left)

Georgia: A Big Victory for Small Loans (Photographer: Maka Japardze)—Recipient of a small loan sells fruits and vegetables in her own stand at a neighborhood market in Tbilisi.

Serbia: Small Business Entrepreneurs (Photographer: Jasmina Mladenovic)—Resident of Jagodina finishes a piece of window glass on equipment he obtained through a USAID-funded micro-grant.

Azerbaijan: Preserving Culture Through Enterprise (Photographer: unknown)—An expert prepares dyes at the Gadim Guba production facility in Guba, Azerbaijan.

Albania: Towel Maker Corners the Market (Kristina Stepanova)—Worker at Florjan-V factory in Albania tends a massive loom producing towels.

Moldova: From Housemaid to Entrepreneur (Photographer: Svetlana Panaitova)—Entrepreneurship training encourages a woman with little previous work experience to open her own shoe store.

Macedonia: Helping Small Business (Photographer: Teresa Albor)—Working with a USAID Economic Development Center, small business owners produced and distributed a booklet promoting their bed and breakfasts.

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