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FACTORY WORKERS' CENTER PROJECT

REPORT OF ACTIVITIES: YEAR I

AUGUST 1985 - JULY 1986

COOPERATIVE AGREEMENT No. 521-0182-A-00-5061-00

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I. SUMMARY

The purpose of Cooperative Agreement No. 521-082-A-00-5061-00 between the Agency for International Development Mission to Haiti and DEF INTERNATIONAL is to establish a Factory Workers' Center (FWC) in the metropolitan area of Port-au-Prince, Haiti. FWC's activities and programs focus on improving the socio-economic status of participating workers by upgrading their skills, their productivity as workers, and by promoting a process of self-determination. The project also aims at demonstrating to selected factories that upgrading the quality of the labor force will contribute to increasing factory productivity.

The Cooperative Agreement became effective on August 2, 1985, and is estimated to be completed by July 31, 1988. The report at hand discusses Year I accomplishments toward the fulfillment of project objectives, as specified in Attachment II of the Cooperative Agreement, entitled " Program Description ".

Despite the serious political and social disruptions that have affected the country and particularly the industrial sector since November 1985, when project staff was actually hired, a great deal has been accomplished during this first year, and most scheduled programs, though with some delays, have been completed or initiated. The Factory Workers' Center and DEF INTERNATIONAL as well, have established a good reputation in the industrial sector and in the development community where they are perceived as filling an important gap and representing tremendous potential. This first year of operation was in a sense a pilot period, and it established positive expectations regarding the fulfillment of project objectives.

II. PROJECT ACTIVITIES IN YEAR ONE.

1. Establishment of a Factory Workers' Center

Following the release of Project funds in August 1985, DEF INTERNATIONAL Director of Program Development, Ms Emily Diccico initiated efforts in the U.S and in Haiti for the appointment of staff for the project key functions. Locally appointed candidates for the positions of Project Director, Training Coordinator, Research Coordinator and Administrative Assistant began working on November 1st, 1985.

Following a formal agreement between OEF INTERNATIONAL and the Administration of the Societe Nationale des Parcs Industriels (SONAPI), FWC offices were established, on a temporary basis, in a portion of the SONAPI clinic in the state owned Industrial Park. Necessary renovation was done in order to accomodate project staff and activities. However, the need for a larger space became evident as project activities and programs started expanding. The decision was made by June to relocate the offices in a new building near Airport Road and to use the Industrial Park space exclusively for the training courses and related activities.

The possibility for the project to lease a piece of land within the Industrial Park in order to build its own facilities, as discussed in October 1985 with the then Director of SONAPI became a source of conflict between the new director, who was appointed following the political changes that took place in February 1986, and FWC staff. In the new Director's view, the presence of a non-profit organization within the Industrial Park was incompatible with the laws governing the use of land within this area. As a result, FWC staff was refered to the President of the SONAPI Board of Directors, the Minister of Economy and Finances, who expressed his full support for the project and agreed to find an alternative in favor of its establishment in the Park. As of the end of Year I, the issue was still pending.

The official NGO status requested by OEF INTERNATIONAL in order to operate in Haiti was approved by the three Ministries concerned with this issue: Ministry of Planning, Ministry of Interior and Defense and also Ministry of Foreign Affairs, on June 19, 1986. As of year end, the only remaining step is the announcement in the official paper, " Le Moniteur ", that the organization is officially acknowledged the NGO status.

2. FWC Programs

A. Core Course.

A Human Resource Development course known as the Core Course, has been designed and developed to promote the concepts of self-determination and the establishment of personal and on-the-job goals. It brings women together to identify and to discuss critical issues and problems in their lives, enabling them to identify solutions. FWC staff, with the assistance of consultants, devoted a great deal of time designing this basic training course which was extended to eighteen hours instead of twelve as

discussed in the Program Description. In addition to being a specific course, the methodology developed in this course has become the overall approach used throughout the program.

The translation and the adaptation of "Women Working Together" and "Navamaga", the two OEF basic teaching manuals, were major tasks of the design effort. Significant changes were brought to these basic manuals to make them more appropriate to the Haitian factory women workers' reality. Additional supportive and visual materials (short plays, stories, posters, illustrative strips, etc.) required a great deal of creativity from the staff.

The first Core Course was held from May 26 to July 10, 1986. Twenty women workers from Athletic Equipment S.A. (Wilson Sporting Goods) the biggest employer in the Industrial Park, along with two persons from the Cite Soleil project of Plan International, Haiti (Foster Parents Plan) participated in this first trial session.

The final scheduling of the course was decided upon by the participants who suggested that three one-hour sessions be conducted each week and that the course would last six weeks. FWC Training Coordinator along with her assistant were responsible for the implementation of the course.

Participants responded with great enthusiasm to the course, and especially to the participatory learning approach adopted. Regular evaluations of the daily sessions, of the material, and of the trainers performance allowed the staff to identify areas of weakness requiring major improvement in the future.

Athletic Equipment management was extremely satisfied with this initial FWC training and expressed the desire to have more of their workers participating in similar activities in the future. Four representatives of the factory management attended the graduation ceremony that was held for the participants on July 12th.

B. Literacy

Favoured by the general sympathy the recently launched Catholic Church Adult Literacy Campaign has aroused in all sectors, and given the low literacy rate prevailing in the factory workers population, FWC staff judged it appropriate to include an Adult Literacy component to the project.

The Industrial Sector has confirmed in various occasions its support to this national literacy campaign since February.

Project staff have also received much encouragement from institutions such as UNICEF and HAVA regarding the integration of this adult literacy component into the project training program.

FWC is currently conducting a first pilot course with a group initially composed of twenty women from Athletic Equipment S.A. The course began the first week of June, and is scheduled to last five months, with completion in November.

A well-trained monitor from the Equipe Technique d'Alphabetisation (ETA), an association of educators affiliated to the Catholic Church, assisted the project staff in designing the course and has assumed full responsibility for its implementation.

A combination of "Chemen Developman" a literacy method recently developed by UNICEF and the former ONAAC, and "Pye Palmis" the ETA's method is being used for the course. These two methods have been selected because the different themes that are discussed in them relate very much to the project areas of interest and to an urban setting.

Daily attendance at this course has remained very high over the past two months. Upon participants insistence, the course is now offered four days per week instead of two, as was initially scheduled. Given the space constraint FWC staff was faced with, Athletic Equipment management volunteered to make a room inside their plant available to the project for the purpose of the course.

Upon completion of the literacy course, women workers will be welcome to participate in the Core Course and other FWC activities.

The pilot literacy course was financed in part by project funds, with contributions by UNICEF of course materials and by Athletic Equipment of the use of space and refreshments. In the future, literacy courses will be offered at management cost. FWC is studying the possibility of recruiting well-trained monitors who could be available for on-site literacy courses for workers.

C. Health

In the first six months of 1986, project staff worked on the development of possible health programs which could be implemented in conjunction with other private institutions involved in health activities. Several proposals were designed and submitted to representatives of key institutions in Haiti and in the U.S

for in-kind or cash contributions.

Profamil, the local affiliate of the International Planned Parenthood Federation (IPPF), which has recently been established in Haiti as a private sector family planning service center, has agreed to support an FWC family planning program, as soon as Profamil is fully operational. An agreement has also been reached with the Centre National de Dermatologie (CND) to collaborate on a program in "Skin and Venereal Disease Detection and Treatment". In year two, CND will send a dermatologist to the FWC clinic twice a week to offer consultations and treatments to patients. Complicated cases will be referred to CND's clinic for further treatment.

In the meantime, the training consultant, Ms. Monique Souvenir, has been working on training materials for family planning and maternal/infant health care, for implementation in the fall of 1986.

D. Micro Enterprise Development

Upon the desire expressed by the first Core Course participants to receive training in micro-enterprise management, the Training Coordinator began the design of a micro-enterprise training course that would start at the end of August. An initial step was the translation and adaptation of training materials developed by OEF in other Latin American countries. The material addresses illiterate as well as literate women, using the same participatory learning approach which has been so successful up to now with the women. This program is scheduled to begin in the fall of 1986.

Contacts were established during year one with the two key institutions involved in small enterprise development and credit for women: Fonds Haitien d'Aide a la Femme (FHAF) and the Haitian Development Foundation (HDF).

FWC and FHAF organized a formal presentation of both institutions programs and activities at a meeting held at HAVA on June 21st. The audience was comprised of representatives of various institutions, mainly the ones involved in credit, micro-enterprise development and women's development activities. A few representatives of the press attended the meeting as well.

The audience reacted very positively to the presentation made by Project Director and other key staff members of the Project objectives and orientation. Several development agencies expressed the desire to collaborate with the project.

E. Housing and Vocational Training.

Housing and vocational training are cited in the Cooperative Agreement as two other possible areas of programming. In Year One, no project activity has taken place in these areas, pending the successful results of other initial training courses and activities. Contacts were established with the key institutions and individuals involved with these sector.

As of now, the BCI pilot program for the low-income categories is still under study. In discussions held with BCI Development Finance Consultant, Mr. Edgar Pereira, in March 1986, it was agreed that FWC could play a major role in recruiting and training beneficiaries for housing loans among the sub-contracting industries workers population.

F. Referral File

The Referral File was initiated at the beginning of the first training program. This component is complementary to the Core Courses and the health program as well as to other activities to be developed by FWC. The purpose of this file is to provide project beneficiaries with appropriate and detailed information on services and programs offered by private, religious and public institutions operating in the metropolitan area of Port-au-Prince.

Twelve participants from the two training courses to date have been referred to the Bon Repos Medical Complex by the Training staff. They have received good quality health care for specific health diseases - mainly eye problems. The Bon Repos Hospital staff has expressed the desire to systematize this informal relationship with FWC for the benefit of the women workers population.

3.- Institutional Linkages

The FWC was envisioned as a Center for activities of other organizations as well as initiating its own activities. In addition, it was seen as having an important role in bringing the needs of factory women to the attention of other agencies. The Cooperative Agreement states: "The FWC will function as a catalyst, both delivering and brokering resources for employees

and factories. It will promote the collaboration of other institutions in Haiti in order to expand the beneficiary population of these institutions".

This brokering position is one which the staff has played effectively in the first year of the project. FWC has developed intensive contacts with a number of organizations from the Development Community, both the Private and the Public Sectors. These contacts have consisted mainly in the sharing of information, of training materials, discussions on collaborating mechanisms, technical assistance, participation in FWC training programs, joint elaboration of specific activities to be developed by the project and donations or contributions to the program. The perspectives for concrete support and collaboration from a list of institutions look very good for Year II.

FWC maintained a close and constructive relationship with the Haitian Association for Voluntary Agencies (HAVA) throughout this first year. HAVA offered assistance to the project in specific areas, such as the initiation of FWC Administrative Assistant into AID's grantees accounting system and book-keeping procedures; the preparation of DEF INTERNATIONAL request to obtain the official NGO status from the Government, and the provision of temporary office space and clerical support in the project's early months. HAVA staff have been very supportive to FWC efforts to establish and to move the project ahead. FWC staff has consistently and actively participated in almost all events organized by HAVA during this past year. As of year end, FWC Project Director was selected to sit in HAVA's Committee for the Evaluation of Projects (CEP), the sub-grant proposals review committee.

FWC staff has agreed to collaborate with the Foster Parents Plan (FPP) in their Cite Soleil project providing their field staff workers with training, in the Core Course for their beneficiaries. Since a significant number of factory women workers are found among FPP beneficiaries, this collaboration between the two institutions will offer an ideal basis for comparison of the work-site and the community approaches, as attempted by each institution, in their work with this population.

Following this successful experience, the two organizations have considered the alternative of jointly organizing a one week training seminar for mid-level monitors who will share responsibility for training courses to be developed by both projects. Two local specialists in non-formal education have been contacted for possible participation in the seminar.

Illustrative examples of other kinds of institutional collaboration are the following:

- a.- FWC received from UNICEF a donation of 60 manuals of "Chemen Developman" along with 5 sets of posters and other visual materials for the Literacy Course. UNICEF has also agreed to provide the Center with iron pills, tetanus vaccines and other kind of medical supplies, when the post-natal, post-partum and family planning program would be initiated.
- b.- PROFAMIL, the local affiliate of the International Planned Parenthood Federation (IPPF) has agreed to provide the Center with financial and in-kind contributions to support its family planning activities.
- c.- Twelve participants from the Core Course and the Literacy Course have benefited from referral by the FWC to the Bon Repos Medical Complex where they have been treated for specific diseases and health problems.
- d.- The Fond Haitien d'Aide a la Femme (FHAF), and the Haitian Development Foundation (HDF) have offered to channel small loans funds, for micro-enterprise activities to be developed by the women workers, whenever eligible groups will be identified among FWC programs beneficiaries.
- e.- FWC has developed along with the Centre National de Dermatologie (CND), the outlines of a program to be jointly implemented by the two institutions and which will consist in the detection, prevention and treatment of sexually transmitted and parasitic diseases for factory workers.
- f.- FWC has maintained a close relationship with the Association des Industries d'Haiti. ADIH has offered to promote the project activities through articles presenting the details of the project's training program in issues of the newsletter ADIHGRAM.

4.- Research and Evaluation

During Year One, the main activities undertaken by the Research Section included:

- a.- The overall design of the Section activities prepared early in Year One and which consisted in a basic workplan framework with objectives, activities, implementation plan and timeframe, human resource needs, and a calendar.

b.- A design was prepared for the scope of work and the implementation plan for the "Baseline Survey on the Female Labor Force in the Light Assembly Industrial Sector". This survey is scheduled to be conducted over a three year period. In addition to the scope of work, activities conducted included the design of data collection instruments for workers and factory management; the design of sampling procedures and data tabulation plans; the training of interviewers, making arrangements with factory owners; the pretesting and revision of these instruments; the actual implementation of the first "pass" of the survey to workers and to management; and data entry and tabulation.

A sample of twenty factories representative of the Light Assembly sector's different types of activities and geographical location was addressed by the survey (see list of factories in page 19 of this report). Of the 300 women workers scheduled to be surveyed, 273 were actually administered the questionnaire during the month of July. The decision to conclude the interviewing at that point was made after the FWC staff had taken all possible measures to counter a widespread rumor that the survey could be part of the strategy adopted by some political groups which were out to enlist people against their will in political organisations. Upon receiving factory owners' approval to survey their workers, FWC staff held meetings with the selected group of workers to provide them with all information on the purpose of the survey and the questionnaire. A request was also made to the ADIH's Executive Committee to sensitize owners and workers on the importance and the legitimacy of the research. Finally, announcements were made by two of the most popular radio stations and an interview was given by project staff to Catholic Church-owned Radio Soley.

The data collected in this survey are considered of high quality. The excellent performance of the interviewers along with the research staff's close supervision of the survey are the main reasons for this. FWC staff expects to release a preliminary report on the results of this first pass in the first half of Year Two.

c.- The design of the Project activities evaluation system to be used, especially for the Core Course, was designed by both the research and the training staff. A series of forms have been developed to collect key information on project participants, in order to facilitate qualitative and quantitative measurements of the project's impact.

d.- The Research Coordinator has also started setting up a Documentation Center which will become a useful component of the project. A catalogue of existing documents is being prepared.

This Documentation Center will specialize in publications relevant to women in development, the assembly processing industry, non-formal education and training, and project content areas such as human resources development, family planning, workers' health, maternal and child care, micro-enterprise development, housing, vocational training, urban development, urban informal sector, PVO activities, evaluation mechanisms, productivity, etc. The materials collected will meet the needs of several audiences, including illiterate women workers, collaborating organizations, factory managers, workers unions, women organizations, development practitioners, etc.

5.- FORMATION OF THE ADVISORY COMMITTEE

A list of individuals to serve as the Advisory Committee members was formed in Year One. The Committee includes factory managers whose workers are participating in FWC activities, other influential persons in the industrial sector, such as people from ADIH, representatives of private development and public sector institutions involved in related programs.

All those selected have responded positively and spontaneously to FWC staff invitation to participate in the Committee. Although the Committee as a whole has not yet formally met, several of them have devoted time and effort to assist the FWC in the planning of its activities and in addressing specific problems.

One of the main roles foreseen for the Committee is to stimulate selected factory owners and development institutions to support activities of the project through monetary or in-kind contributions.

The Committee includes:

- Ms. Chantal Hudicourt Ewald (Private Lawyer)
- Ms. Chantal Kenol Lamarre (ADIH/Public Relations)
- Ms. Monique Clesca (UNICEF/Communication)
- Ms. Claudette Werleigh (CARITAS/ Program Officer)
- Ms. Denise Fouchard (HAVA/Education)
- Ms. Kethline Apaid (Industrialist)
- Ms. Jocelyne Fethiere (FHAF/Executive Director)
- Ms. Nancy Duvivier (GTE/ Human Resources Department)
- Mr. Charles Clermont (BCI, Credit officer)
- Mr. Michel Liautaud (JEBSA/Industrialist)
- Mr. Lesly Nazaire (Wilson Sporting Goods/Plant manager)
- Mr. Charles Tardieu (CDRH, Education)
- Mr. Jean-Robert Vaval (Ministry of Social Affairs)
- Dr. Ary Bordes (Physician/ Public Health)
- Dr. Ronald Merceron (Dentist/ Fondation Pedodontique d'Haiti)

6.- Project Management

A. Staffing

Upon the signing of the Cooperative Agreement by both parties (OEF and AID), formal recruitment of staff began. Job descriptions and selection criteria were drafted for four project staff positions, and were approved by AID. The recruitment process was initiated by Emily DiCicco from OEF Washington and on-site in Port-au-Prince (August 19 - 24, 1985). She determined that a consultant was necessary to conduct these activities over the course of the next month. The person contracted was Clotilde Manuel, who had served as one of the Project Coordinators during the earlier project design (Phase I). Ms. Manuel placed newspaper advertisements, wrote letters, telephoned contacts and widely publicized the availability of the positions. She reviewed resumes and conducted preliminary screening interviews in order to prepare the "short list" of the best candidates.

Ms. DiCicco returned to Haiti in September to conduct the final interviewing, selection and negotiations which were approved by AID, as follows:

Project Director:	Clotilde Manuel
Training Coordinator:	Mona Mercier
Research Coordinator:	Sonja Gaetjens
Administrative Assistant:	Djenane Montas

When project activities began in full scale, several part-time persons and consultants were contracted in order to assist the project. These included:

Monique Souvenir (training)
 Carole Roy (research)
 Simon Fass (research)
 Michaelle Auguste (training)
 Yveline Leon (literacy)
 Winifred J. Galvan (training)
 Consuela Mevs (administration)

B. Training and Orientation of FWC Staff Members.

The FWC Project Director and Training Coordinator attended a seminar on Training for Small Enterprise Development in San Pedro de Sula, Honduras, (January 20-26, 1986). The seminar was organized and conducted by OEF staff from three countries of Central America: Honduras, El Salvador, Costa Rica.

The seminar consisted of a series of workshops involving each participant in playing alternately trainers and trainees roles. This enabled participants to get a better grasp of OEF training approach and skills. Though small enterprise development was not an area of immediate concern for the FWC project staff, their participation in this seminar had very positive results. It particularly helped boost their confidence in their ability to implement OEF training programs successfully in their Project.

It also provided them with the opportunity to learn the specifics of other OEF projects in this part of the continent, and to share experiences with other OEF staff people.

The FWC Administrative Assistant was given an orientation in Project Financial Management system by the OEF Controller, Mrs. Salwa Levsey. The controller accompanied the OEF Director of Program Development in a visit to the Project (January 14-19, 1986). The orientation focused on the following areas: establishment of FWC financial system, updating of the project budget, use of the project local and Washington account, OEF and FWC Personnel Policies, use of OEF different administrative forms, etc.

The Administrative Assistant was selected to participate in the Development Management Seminar held at the University of Pittsburgh (June 16 - August 13, 1986) sponsored by USAID. Upon the conclusion of this training course, Djenane Montas spent several days at OEF/Washington to review the project's administration and budgeting system.

FWC staff has completed a thirty two hour training program in Computer Operation. The training was delivered by Ms. Denise Westcott from Microlease S.A, and it enabled FWC staff members to master the use of three key programs: Wordperfect, SuperCalc3, and D-Base III. More training in programming is anticipated for Year Two.

C. Project Planning

The project's Cooperative Agreement has provided an appropriate framework for the planning and implementation of FWC program activities and approaches. Staff prepare plans for the year at the beginning of each year, and report each month's activities on a regular basis. Staff meetings are also held regularly with the whole staff, and the Project Director meets on an individual basis with staff members as needed.

The Project Director and staff have held meetings with the AID Project Officer frequently, and AID persons have visited the project office and training center on at least three occasions. In one of these visits, they had the opportunity to observe the literacy course and the core course in session. Quarterly reports are submitted to AID by the Project Director.

The OEF Director of Program Development came to Fort-au-Prince for one week visits in September, October, January and April of Year One. She was accompanied by the OEF Controller on the January trip.

D. Administration

The Administrative Assistant is responsible for all financial and administrative aspects of the project. The OEF Controller in Washington has expressed great satisfaction in the systems established in the Haiti office and the accuracy of the monthly financial reports.

III PROGRESS TOWARD OBJECTIVES

Overall, great progress has been made in Year One toward achieving the project objectives. Project activities have been well planned, carefully designed, conscientiously implemented and evaluated.

The general political unrest prevailing in the country as a whole, and in the industrial sector particularly, has been the main factor causing delays in project activity.

The accomplishments of Year One can be judged against the three year "End of Project Status" defined by the cooperative agreement in three major areas.

1. FWC Status

"At the end of three years, the FWC will be a viable, independent and privately operated entity". The FWC has been conducting training programs in its training center established next to the SONAPI Clinic, in the National Industrial Park. This space is rented from the SONAPI administration. A second space near

Airport Road has been rented adjacent to the Bright Ideas, S.A. Factory, to house the project office.

The Project Director has been negotiating with SONAPI and the Minister of Economy and Finance in order to secure permission and land to construct a facility to house the FWC on a permanent basis. These negotiations will continue into Year Two.

All necessary documentation was submitted during the early months of the project in order to secure NGO registration by the Government of Haiti for OEF International to operate in Haiti. The conclusion of this process will hopefully take place early in Year Two.

Institutional collaboration in the project has been forecoming in Year One, notably the relationship established between HAVA, ADIH, Foster Parents Plan, UNICEF and the Bon Repos Clinic as discussed in the section "Institutional Linkages".

Contributions in cash and in-kind have been received by the FWC. Athletic Equipment S.A (Wilson Sporting Goods) has offered space to hold the literacy course, and contributed the cost of refreshments for the core course and literacy course. UNICEF contributed literacy text books and other didactic resources. OEF received a donated international airline ticket which the OEF/Washington staff person used on one of her trips to Port-au-Prince.

Several proposals were submitted to U.S. foundations supporting family planning. These were all rejected because most of these foundations had limited funding capacity, Haiti did not figure in their priority countries list, and their reluctance to mix their funds with U.S. Government programs.

On the other hand, the possibility for a family planning program subgrant from Profamil, the IPPF affiliate in Haiti, continues to move forward in its negotiation, pending the full program operation of this newly established organization.

2. Factory Participation

"Approximately 15 factories will benefit from the increased skills and productivity of their work force," states the Cooperative Agreement. In Year One, Athletic Equipment, SA. (Wilson Sporting Goods) was the major participant in the training program. This company agreed to have the first core course and the first literacy course, and provided support for them.

The response from Wilson to the FWC courses was most gratifying (see letters in appendix 3). According to factory management, the core course graduates demonstrate a better approach to

problem solving, lower absenteeism, higher productivity and improved communication skills.

Twenty three factories participated in the baseline study conducted in May to July of 1986. In addition to the interviews with their workers, 11 companies responded to the factory management questionnaires. Four persons from four factories have agreed to serve on the FWC Advisory Committee.

Chart 1. Number of Factories Participating, Year One

<u>Activity</u>	<u>Year 1</u> Actual	<u>Year 2</u> Projected	<u>Year 3</u> Projected
<u>Training</u>			
Core Course	1(Wilson)	6	6
Literacy Initial	1(Wilson)	3	6
Literacy Post-Alpha	-	2	6
Micro Enterprise Dev.	-	3	3
<u>Health</u>			
Family planning	-	6	8
Prenatal, Postpartum	-	2	6
Referrals	1(Wilson)	9	6
<u>Advisory Committee</u>	4	4	4
<u>Research</u>			
Pretest for Baseline Survey	3	-	
Baseline Survey	20	20	
Other Contacts	7	7	15

3 Year goal per Cooperative agreement = 15 Factories

The factories participating in the program do not total properly due to overlap, ie some factories have participated in more than one activity.

Here after is a list of the factories that have participated in the pretesting of the survey instruments and also in the survey:

- 1.- ATHLETIC EQUIPMENT, S.A (WILSON Sporting Goods)
- 2.- BRIGHT IDEAS, S.A
- 3.- COOSA
- 4.- VANCO ELECTRONICS, S.A
- 5.- PERFORMANCE FOOTWEAR (STRIDE RITE)
- 6.- AETNA HANDBAGS
- 7.- CHARLES HANDAL
- 8.- FIGGIE-RAWLINGS
- 9.- SYLVANIA OVERSEAS CORPORATION(GTE)
- 10.- VALCO
- 11.- MULTITECHNIC
- 12.- FLAYBALL. S.A
- 13.- JEBSA
- 14.- JACQUES MUELLER
- 15.- ELMACO
- 16.- PREMIER ATHLETIC PRODUCTS
- 17.- CARIBBEAN CONTRACTORS
- 18.- SOHVA
- 19.- EMPIRE
- 20.- ALLIED FLURIFAC
- 22.- ABRAMAX
- 23.- SIRIUS

3. Workers' Participation

The Cooperative Agreement projects that "Approximately 300 women workers will directly benefit from the project." In Year One, 40 women were participants in the courses offered by the FWC, and 273 women participated in the baseline survey research (see chart on the following page).

Evaluations conducted to assess the benefits of the courses in Year One have focussed primarily on the evaluations prepared by the participants themselves. As a letter from the participants states " this course allowed us to figure out that we knew a lot of things that we thought we ignored... Now for instance, we know that even though we are not physician or nurses, we can decide when to go or to take someone to the Health Center and not just dive into despair..." (see appendix 4 for copy of the letter).

Chart 2. Number of Workers Participating, Year One

<u>Activity</u>	<u>Workers Participating</u>		
	Year 1 Actual	Year 2 Projected	Year 3 Projected
<u>Training</u>			
Core Course	20	120	120
Literacy Initial	20	40	120
" Post-Alpha	-	40	120
Micro Enterprises	-	45	120
<u>Health</u>			
Family Planning	-	120	120
Frenatal, Postpartum	-	40	40
Prevention of Work related Health Hazards	-	40	60
<u>Referrals</u>	12	40	100
<u>Research</u>			
Pretest	50		
Baseline Survey	273		
Other	-		

3 Year goal per Cooperative Agreement = 300 women

Women Workers participating in FWC programs are sometimes counted twice since they have the possibility to enter in several activities.

IV. ISSUES AND PROBLEMS: LESSONS LEARNED

The major issue affecting the project in Year One was the tense political climate which has paralleled the project's initial establishment. As project staff began work in the fall of 1985, outbursts of political manifestations began in Gonaives. On February 7, Duvalier departed the country, leaving the government in the hands of the National Governing Council (CNG).

Among the earliest demands presented to the CNG were an increase in the minimum wage rates paid by industry, and the full opportunity to organize labor unions. Thus the industrial sector has been an important focal point for policy debate and efforts at political change.

The project in no way suffered from the "dechoukaj" inflicted on many FVOs and projects in the country.

However, the attacks suffered by the FVO Community and development projects as being "political activists", in the months April through August coincided with the project's research data collection period. It affected FWC interviewers effectiveness in their efforts to gain the confidence of women workers and to gather baseline information. The staff arranged radio interviews on several stations in order to assure factory workers of the legitimacy of project research. Also critical to overcoming these problems was the access given by factory management to the project in order to conduct the survey, in some cases during paid working hours.

The political climate affected the project mostly by delaying the start-up of activities. The first Core Course was held in May-June rather than a month earlier as scheduled. That was also the case for the initiation of the baseline survey. The Advisory Committee was formed but did not hold meetings. The construction of an FWC facility did not begin for all the reasons mentioned above.

On the other hand, the departure of Duvalier created a climate of political change, optimism and relative openness. FWC activities were seen in a new light. Literacy, for example, emerged as an urgent need, one the project immediately addressed. Exploring legal concerns of women workers gained increased attention, and training sessions in the Core Course were expanded to meet this opportunity.

The industrial sector came under attack in these months because of plant closings and the alleged firing of union organizers. Some factory managers saw the benefit of improving their relations with workers, and turned towards the FWC Project as one means of improving the conditions of their workers.

At the year's end, these political changes continue to disrupt and challenge the project.

A second issue which emerged over the course of the year was the labor-intensiveness of preparing training materials and delivering the training sessions to relatively small audiences. This is, in part, due to the goal and approach of promoting group formation, self-determination, a participatory process and learning among a largely illiterate population. The project has found that staff members' time is quickly absorbed, and they simply do not have enough hours in the day to meet the level of demand for the FWC activities. The limited number of available hours (4-6 PM) after the women's workday also constricts the ability of the staff to meet with the women.

One solution to this problem would be to train trainers, "monitors", who would be able to replicate the training courses for different factories or groups. The availability of such training has also been of interest to other PVOs working with similar audiences, such as Foster Parents Plan.

A related problem of women's after work hours has been the lack of space to hold simultaneous training courses. A solution used in this past year was to hold sessions in the factory plant, as was done in the case of the literacy course. This seems to be a viable option.

Another related question has been how to respond to the interest of women who have participated in one FWC activity into continuing their involvement in subsequent activities, and at the same time reach out to new beneficiaries and new factories in order to gain greater exposure and benefits. As contrasted to rural village-based projects, an industrial zone-based project has thousands of potential beneficiaries within a ten minute walk.

Thirdly, the issue of "point of entry" to the factory community suggests two major alternatives: contacting the factory management and having managers issue the invitation to workers to participate, or, announcing the courses directly to the women workers, having them respond individually to the project. As a new project looking to gain acceptance and confidence in a particularly turbulent environment, the FWC decided to initiate activities through the first option. It was felt that news about

the program's benefits would spread quickly from the first participants, and from that point onward an audience would be assured. Also viewing the factory setting as a community of workers, it was hoped that group formation might be enhanced if the women all worked in the same factory, for the same company, doing essentially the same job. The "point of entry" used by the project in Year One has proven to be effective and appropriate. Consideration of other alternatives is now being given for Year Two activities.

A fourth issue in the first year of the project has been the availability of cash contributions to the FWC. Because of uncertainties in the industrial sector, the need to focus staff attention to developing the program design and training materials, and because seeking additional resources was logically a secondary consideration in the initial start-up of the project, this activity has been limited. Attempts to attract private resources have been a valuable experience for the U.S. and Haiti offices of DEF, in order to learn how best to market project activities. This activity will receive increased attention in Year Two.

V.- RECOMMENDATIONS

The following recommendations are made in light of the project purposes as defined in the Cooperative Agreement and also of the lessons learned during this first year of operation.

During Year II, Project staff should concentrate mainly on the following:

_. Find ways to train a sufficient number of middle-level trainers who would progressively assume responsibility for the implementation of the project's different training courses. This would allow FWC professional staff members to devote their time and efforts to identify and design other activities to be developed by the project.

-. Take appropriate actions to assure effective participation of factory management in financing project programs offered to their workers.

-. Develop program formats which meet factory women's needs and which at the same time allow for the participation of a larger

number of workers.

- Develop various follow-on activities with participants of the Core Courses so that they maintain confidence and interest in the program, and are able to obtain long lasting benefit from the project.
- Build the FWC's own facility in order to expand Project activities and assure institutional continuation.
- Design a plan to attract private resources for the FWC program, for both the short-term and long-term view. This should be a strategic planning document, outlining goals, targets, approaches and institutions.

VI.- WORK PLAN FOR YEAR II

By the end of the second year, the project will have accomplished the following:

- Six (6) additional Core Courses will be developed. Each session of the Core course will be developed over a six week period as for the first one. It is estimated that a maximum of 120 women from six factories will participate in this program.
- Three (3) Literacy courses will be completed and/or initiated. A maximum of 60 women from three factories will be reached through this program. Women participating in the on-going Literacy course will, upon completion, enter a two month Post-Literacy course which will be open to other factory women who have already acquired the basic reading and writing skills but who need further practice to make a functional use of these skills. FWC staff have scheduled to complete two of these courses over the second year.
- Participants who have completed the Core Course will be able to participate in the 2 month Micro-Enterprise course. The project will conduct three (3) Micro-Enterprise courses between August 86 and July 87. A maximum of 45 women workers will participate in these courses.
- A Family Planning and Women's Health course is being developed currently and six courses will be conducted in Year Two. Previous participation in the basic Core Course will not be required for this course. A maximum of 120 women from at least six factories will participate in this courses.

- Other health courses in areas such as Pre-natal, Post-Partum and prevention of work related health problems will be designed during the first six months of Year II and implemented during the second phase of the year. FWC has tentatively scheduled to develop two sessions in each of these courses during the 2nd half of Year II. This will involve eighty (80) more women and possibly two (2) more factories in the program.

- FWC staff will initiate contacts with the Institut National de Formation Professionnelle (INFP) in order to design vocational training activities. This will require intensive contacts with factory management and further knowledge of the workers population needs in this regard. At this stage, the number of beneficiaries of such a program cannot be determined.

- Throughout Year II, Research and Evaluation activities will continue with the 2nd pass of the survey on the women workers population taking place in April. This will be following the publication of the report on the funding from pass I conducted in July 1986. Finally, during the months of January and February, the Project Mid-Term evaluation will be conducted.

- The expansion of FWC activities will be conditioned by the success of the negotiation with the Government of Haiti in order to obtain the permission and the land to construct the Center's facility in the industrial zone. The staff has scheduled preliminary efforts such as the elaboration of the terms of reference and the design of the plant to start in February of 1987.

In sum, according to the Work Plan for Year II, over 400 women will participate in the different training activities to be developed by the project. However, since the different components of the program will be functioning simultaneously, it is expected that some workers will, in many cases, participate in a combination of activities. This implies also that the same factories will participate in different programs. FWC staff has estimated that eight (8) more factories will benefit of the project programs during Year II.

Appendix 1

Letter sent to FWC staff by Mrs. Joy Greenidge Director of Plan International Haiti with her comments and appreciations following the participation of one beneficiary of this project, and one of its social assistants in the first session of the Human Resources Development course (Core Course) offered by FWC from May 26 to July 10, 1986.



PLAN INTERNATIONAL HAITI
Plan de Parrainage International Haïti

B.P. 2193 Port-au-Prince, Haïti Téléphone: 6-1438 & 6-1102
Cableaddress: FOSTACHILD Port-au-Prince, Haïti Telex: 0001 PP Bôôih 2030001
Attn: Foster Parents Plan Port-au-Prince

Port-au-Prince September 23, 1986

Mrs Clotilde C. Manuel
Director
CPFO
Port-au-Prince

Dear Clotilde,

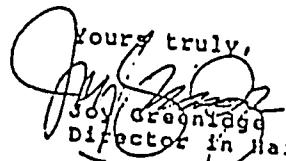
I am very pleased to tell you that the two participants that I sent to your first Human Resources Development Course felt that they had greatly benefitted by the experience.

One participant, the social worker, was among the most quiet workers we have. She seemed very shy and always handled the auxiliary tasks in meetings that were held with groups. After your training she was more confident and able to handle herself well when I observed her in a difficult situation with Client families.

The second participant, a community member who is highly respected, was positively stimulated by the training and is looking forward to future training sessions.

Both were pleased with the certificates. I was impressed with the creativity of your training staff and the planning that was evident in the way the two sessions were handled.

We'd like to have ten or eleven places in your coming training session for trainers. I hope to hear from you soon on this subject.

Yours truly,

Joy Greenidge
Director in Haiti

Foster Parents Plan, fondée en 1937, est une organisation privée pour le développement du tiers monde, s'occupant d'enfants de leurs parents nécessiteux et de leurs communautés. L'organisation a un statut consultatif avec l'Unicef et est officiellement reconnue par le Conseil Economique et Social des Nations Unies.

Programmes de service en Bolivie, Colombie, Egypte, El Salvador, Equateur, Guatemala, Haïti, Haute Volta, Honduras, Inde, Indonésie, Kenya, Libéria, Mal, Népal, Nicaragua, Philippines, Sénégal, Sierra Leone, Soudan, Sri Lanka, Thaïlande.

Bureaux nationaux en Australie, Belgique, Canada, États-Unis d'Amérique, Japon, Pays Bas et Royaume Uni.

25

Appendix 2

Article published on FWC's programs and activities in the Volume 3, No. 4, August 1986 issue of ADIHRAM the monthly bulletin of Association Des Industries D'Haiti (ADIH).

New Training opportunities for Factory women workers

12 Association des Industries d'Haiti

Athletic Equipment S.A. (Wilson) is the first enterprise to benefit from the training courses offered by the Factory Workers Center Project (FWC). This project implemented by OEF INTERNATIONAL* has officially started since last november.

A group of forty women workers from this enterprise have participated in the first session of a training course in human resources development which ended July 11th. This eighteen hour course is designed to promote the concept of self-confidence and to enhance through the transfer of some basic skills the participants capacity to identify and to solve critical issues and problems in their daily lives.

A key element of this course is the participatory learning approach that is being adopted. The innovative character of this course, along with its high quality have made it a real success. This opinion is shared by the participants and managers of Athletic Equipment S.A.

A second group of twenty women from the same enterprise are presently taking part in a six month literacy course which began last June.

This course is given by a qualified monitor trained by the "Equipe Technique d'Alphabétisation" (ETA), an association of local educators affiliated with the Catholic Church. The exceptionally high attendance rate registered in the daily sessions are encouraging indeed. This result has brought FWC staff to increase its efforts in this specific area. To that effect, a group of trained, female monitors has been selected and will be made available, upon request, to factories wishing to offer their workers literacy courses.

This project, funded for a three year period by USAID, is expected to reach more than one hundred participants through its different educational programs before the end of the year. Hence, in addition to the courses described above, other training programs in areas such as health, family planning, micro-enterprise management etc., will be offered to the participants starting september.

Simultaneously, the Research section of the FWC project has carried out a survey on a sample of 300 women workers, during the month

of July. This survey is the first of a series of four (4) that will provide a hard data base for a major study on the living conditions of women workers in the Assembly Industry.

The purpose of this study is to enable FWC project staff as well as other interested sectors to identify appropriate interventions and programs aiming at improving the standard of living of the women workers population.

The data gathered from the first survey are actually being processed by computer and will be available at the beginning of October.

FWC's offices are located at Rue Barbancourt, on Airport Road, Training courses are presently conducted in one of the SONAPI buildings, in the Industrial Park.

(*) OEF INTERNATIONAL is a private non profit organization that has been working in Third World countries for forty years. OEF efforts are mainly focused on improving the economic conditions of low-income women and their families. OEF is the leading U.S. based, non profit organization specialized in training and non-formal education programs for women.

Best Available Document

Appendix 3 (1 of 2)

Two letters sent to FWC staff by Athletic Equipment S.A management with their comments and appreciations, following the participation of twenty of their women workers in the 1st session of the Human Resources Development course (Core Course) offered by FWC, from May 26th to July 10th, 1986.

PHONE : 0-3713
6-3701

ATHLETIC EQUIPMENT, S. A.

PARC INDUSTRIEL BLDG. No. 21
P. O. BOX 782
PORT-AU-PRINCE
HAITI

TLX GESPOSA 2030251

Port-au-Prince, le..... 2 Octobre 1986

ONE.F. International
Port-au-Prince, Haiti.-

Attention : Mme Clotilde C. Manuel

Chère Clotilde,

Je m'envoudrais de rater cette occasion de te transmettre mon appréciation sur le programme de l'O.E.F.

Le cours fonctionnait encore, quand je commençais à constater des progrès appréciables dans le comportement de quelques ouvriers qui y ont participé, tant par leur façon d'approcher le patron que par leur disposition de travail.

Il a fallu que j'assiste par la suite à la cérémonie de clôture, pour découvrir le secret de leur émancipation et de cette ardeur qui les motivait. Il en résulte quatre apports extrêmement bénéfiques :

- 1) Meilleure disposition de travail.
- 2) Parfaite intégration de l'ouvrière dans son milieu de travail et dans son environnement social.
- 3) Communication horizontale et verticale plus excellentes
- 4) Bonne tenue au travail.

Je ne puis certifier avec précision quel en est l'impact sur la production puisque le travail d'inspection qu'elles effectuent se revêt de si difficilement contrôlable et si dépendant des caprices de la baisse de production. Toutefois celui qui connaît l'importance de la motivation dans une entreprise comprendra qu'il s'agit d'un travail colossal.

Nous devons te remercier et te féliciter, Clotilde, pour ce travail hors de prix réalisé avec nos ouvrières. C'est un acquis très important dans leur vie d'ouvrières et dans leur vie de femmes.

Nous regrettons seulement que, faute de moyen sans doute vous ne puissiez étendre ce cours à un plus grand nombre de femmes.

Dans l'espoir que sous peu tu atteindras ton objectif, nous te prions d'agréer nos vœux de succès pour cette organisation que tu dirige avec tant de dynamisme.

Lesly Nazaire



PHONE : 6-3713
6-3701

ATHLETIC EQUIPMENT, S. A.

PARC INDUSTRIEL BLDG. No. 21
P. O. BOX 782
PORT-AU-PRINCE
HAITI

TLX GESPOSA 2030251

Port-au-Prince, le..... 2 octobre 1986

O.E.F. International
Port-au-Prince, Haiti.

Nous pensons qu'un simple merci ne suffira pas pour témoigner notre gratitude envers l'équipe de l'O.E.F. pour le travail formidable réalisé seulement pendant douze semaines avec quelques ouvrières de notre entreprise.

Nous disons formidable, car l'expérience du milieu nous a permis d'apprécier à sa juste valeur les efforts multiples que vous avez déployés pour porter ces dames à prendre conscience de leur raison d'être et de leur valeur réelle tant dans la société qu'au sein de l'entreprise.

Pour nous le bénéfice est énorme, car une nette transformation a été observée au niveau de ces ouvrières:

- 1) Meilleure approche des problèmes...
- 2) Relations plus cordiales avec les camarades et les dirigeants.
- 3) Meilleure tenue au travail.
- 4) Sensible augmentation de la production
- 5) Baisse du taux d'absentéisme.

Mais, le nombre était restreint et nous nous demandons à quand le prochain séminaire et combien d'ouvrières auront la chance d'y participer.

Dans l'espoir que la O.E.F. comblera notre attente, nous vous présentons nos vœux de succès continu dans la réalisation de tous vos programmes qui nous le pensons sera aux bénéficiaires de la classe ouvrière haïtienne.

Anthony G. Baker
Anthony Baker

Appendix 4

Letter written by the participants from the first session of the Human Resources Development course (Core Course) offered by FWC from May 26 to July 10, 1986, to express their thanks and their appreciations to the staff.

Totopukus le 12 june 1986

Mpedun, medmukajil, mesie

Jodia de avek anpil ke kontan nou rejini
la avek tout zanmi, direktè, formatris nou yo ki
mete tout bon volonte yo deyò pou yo te mete
kichon nan tèt nou, nou konnen nou te bay
anpil traka diran ti bout tan sa a, men yo pat
janm lekour je, nou di yo youn gwo mesie.
Pou sa nou konnen ke yesi di tout sa w te fè pou
youn nan pipiti frè w yo se pou li menm menm ou fè.
Konsa nou pètan nou pap pèdi sa. e nou promet m
pou nou toujou leve. nou man lapriye dekou pou pap.
Bon die kapab lèni nou anvan ak travay map fè a.
Se gen anpil bagay nou te inyore, nou pat konnen me
gras a kontan nou, nou konnen kijan pou nou pale l
nou man ka, li nou man pwoblèm, li pitit
ou byen sou rout nou nou ta gen youn moun maladi
nou pa doktè san nou pa enfimye nou konnen kijan
pou nou fè pou nou tann demen o. Jwa. fen demen mi
emeranmi nou gen lajan pou nou paye nou men
nou promet ak tout kay nou ke map fè tou sa
nou kapab pou nou mete lòz nou ban nou an
aplikasyon. Youn sel mo map di ki soti nan fen fon
- ke nou se mesie, mesie mesie anpil. nou duket
... nou bon sikè nan travay la. anko youn gwo mesie

OEF INTERNATIONAL
Position Announcement

Director of Program Development and Implementation

Purpose of the Position

Overall responsibility for managing and directing the activities of the Department of Program Development and Implementation.

Responsibilities

1. Develop and maintain long range program plan in accordance with the mission of the organization.
2. Supervise Program staff. Provide support, feedback, and evaluation to department personnel.
3. Take a leadership role in initiating, monitoring, and evaluating internal, departmental decisional processes which include departmental planning, OEF staff-management participation process, and headquarters lines of authority.
4. Coordinate departmental goals, programs, and policies to ensure departmental congruence and consistency by:
 - * guaranteeing appropriate vehicles for informational interchange between program staff at various levels to facilitate the flow of communications;
 - * assuring the compliance of standard procedures in the development of new programs and the on-going evaluation of existing ones;
 - * assuring integration and exchange between geographical and substantive programs;
 - * assuring programmatic consistency across regions.
5. Coordinate program functions with those of Finance and Administration and Financial Development and Communications.
6. Provide leadership in identifying programming possibilities, in marketing OEF capability, and in raising funds for OEF programs by:
 - * keeping abreast with trends and new technologies in the development field;

- * monitoring what other organizations are doing programmatically and how their experiences might apply to OEF;
 - * keeping aware of funding priorities of both government and private agencies and assessing appropriateness of match between these priorities and those of OEF; and
 - * negotiating with funding sources.
7. Monitor program budgets.
 8. Provide analytic input for program development, implementation, and evaluation with regard to development theory and practice and provide fora for the enrichment of program staff on these themes.
 9. Assure OEF participation in and contribution to the public development dialogue.
 10. Develop and assure quality control mechanism for and timely evaluation of OEF field programs and submission of proposals for new projects.

Qualifications

1. Recognized leader in the field of development with special emphasis on women.
2. Minimum of 5 to 7 years management experience in the design, development, monitoring and evaluation of small-scale development programs in Africa or Latin America.
3. At least three years field experience with development projects in Latin America or Africa, preferably in small scale enterprise, food production or rural development.
4. Proven ability to obtain AID, foundation and corporation funding.
5. Strong interpersonal and leadership skills and proven experience with participatory management approaches.
6. Preferably language capability in Spanish and/or French.

Salary: Negotiable

Application Deadline: May 1, 1987

Please send resumes to: Emily DiCicco
OEF International
1815 H St., N.W., 11th Floor
Washington, DC 20006