QUARTERLY REPORT #12
JULY 01 – SEPTEMBER 30, 2007

Continuous Improvement in the Central American Workplace, PHASE II (CIMCAW II)
USAID Global Development Alliance

The Continuous Improvement in the Central American Workplace Project ,Phase II (CIMCAW II) will continue its work aimed at improving working conditions in the textile apparel sector in Central America by delivering labor standards training and technical assistance and promoting social dialogue around the competitive benefits of increased labor standard compliance.
The CIMCAW project submits the following Quarterly Report on project activities carried out between July 1 and September 30, 2007.

The format for the CIMCAW Quarterly Report follows:

Part I Introduction
Part II CIMCAW Country Update & Key Accomplishments this Quarter
Part III Alliance and Management Update
Part IV CIMCAW I Training Report, Impact to Date and Refinement of CIMCAW's Main Indicator
Part V Challenges and Proposed Solutions

Attached are the following annexes:

Annex 1: Honduras: Assessment of Local Partner Candidates
Annex 2: SOW for El Salvador Diagnostic Study
Annex 3: Report on COP Trip to El Salvador
Annex 4: Re-engaging Stakeholders in Guatemala
Annex 5: Dominican Republic: Feasibility Study on INFOTEP
Annex 6: Dominican Republic: Report on Activities with Timberland+ Pictures
Annex 7: Inspector Working Groups program outline
Annex 8: First Steering Committee Teleconference
Annex 9: Second Steering Committee Teleconference Agenda and Notes
Annex 10: Third Steering Committee Teleconference Agenda
Annex 11: CIMCAW / MECOMAQ Partner Meeting Agenda
Annex 12: CIMCAW Alliance Tier System for Corporate Affiliates
Annex 13: Initial Note for the Cooperation Agreement between Cumply y Gana and CIMCAW
Annex 14: CIMCAW Impact Documentation: Documentation of Interviews of Workers and Managers Conducted in 4 Factories.
Annex 15: Update on Management, Administrative, and Communications Developments and Outputs, using logical framework methods
Annex 16: CIMCAW Interventions and Impact Chart (in separate attachment).

CONTINUOUS IMPROVEMENT IN THE CENTRAL AMERICAN WORKPLACE, PHASE II
QUARTERLY REPORT

I. INTRODUCTION

This report represents the second quarterly report of the extension phase of the CIMCAW project. Phase I of the CIMCAW project ended on 03.31.2007. The CIMCAW Alliance submitted an official proposal requesting an extension and increased funding in March 2007. The project received the official modification extending the project on May 14, 2007. Between March 31, 2007 and May 14, 2007, the CIMCAW project did not have sufficient funds and lacked authority to incur costs. As a result, project activities ceased over this critical period and instead of being able to continue the momentum that had built up, in the Winter 2006 and Spring 2007, leading to the highest burn rates in the project history. The project had to grind to halt until further funding was provided and approval to work attained.

The downside of this is that the project lost time, ground, and opportunities. We had to put our Consultative Committees and factories on standby, balancing the need to tamper their expectations yet keep them high enough to maintain their interest and commitment to the project. Once the project received funding and approval to work it had to spend significant time and effort, re-engaging, reassuring and building relations with the stakeholders, planning the work with them, and also renegotiating with our partners so that they could adjust their work loads and schedules to accommodate the project again.

Rather than being able to smoothly transition from CIMCAW I to an 18-month CIMCAW extension as we had planned and proposed to USAID, we ended up with a situation where the project work was halted for 1.5 months and we had to close the project down. As a result, the first few months of CIMCAW II were spent in start-up mode as opposed to ramp-up mode. In addition to losing 1.5 months to contract limbo, we also lost time due to the fact that almost 2 months of the initial quarter of CIMCAW II was spent rebuilding relationships and starting the project back up. This has had a negative affect on our burn rate. We expect it to pick up in the next quarter, but have lagged behind our proposed burn rate as a result.

The bulk of the activities that took place during the reporting period were focused on general project start-up, guaranteeing the appointment of the local partners in Honduras, start-up activities in Guatemala and El Salvador, consolidating activities in Nicaragua and Dominican Republic as well as the capacity of the Regional Office, gathering new partners for the alliance, and consolidating the evaluation methodology and the PMP. The first section of this report, which typically focuses on key technical achievements during this quarter, also includes a country update.

CIMCAW II is operating in the five countries, Guatemala, Nicaragua, Honduras, Dominican Republic and El Salvador. In addition to continuing to strengthen social dialogue. CIMCAW II aims to ramp up capacity building at the factory level, follow up and thus impact. In order to make the evaluation of the project more realistic, important effort have been devoted in the review of the indicators used by USAID, as well as the PMP. As CIMCAW II represents the extension of CIMCAW I, the achievements of CIMCAW I are used as the baseline for CIMCAW II.

II. COUNTRY UPDATE AND KEY ACCOMPLISHMENTS THIS QUARTER

NICARAGUA

Best Practice Seminar & Leverage from New Balance

At the request of the Consultative Committee, the local partner with the support of the RO organized a Best Practice Seminar attended by 40 participants from 10 groups, trade unions, the association, MOL and the US Embassy. The CC requested support from an international speaker, targeting the presentation on examples concerning improvement of competitiveness by implementing labor standards compliance at the factories. The Project invited Mr. Louis Vanegas from New Balance. Similar to a previous levent, New Balance agreed to make a contribution to the project in the form of Mr. Vanegas' time. After this successful event, several new factories showed interest in taking part in the project's training program.

Social Dialogue: Consultative Committee Functioning

In July, the Consultative Committee (CC) started to meet on a regular basis (every first Tuesday of the month) again. Each meeting has an agenda and a meeting notes are taken. The CC meetings have been extremely effective and have already resulted in the Best Practices Seminar.

Joint Worker-Manager Trainings

The 4th Round of joint worker-manager (W-M) trainings started on 25 August. Five factories participated, with a total of 43 workers and managers (26 females and 17 males). Of these, 25 were workers (13 females and 12 males), and 18 managers (13 females and 5 males) (See Table 1).

Table 1 – Participants in Training Session

Factory	Workers Representatives		Management Representatives	
	Men	Women	Men	Women
Chao Hsing (4)	3	1	0	0
Knitwear (4)	1	0	1	2
Chih Hsing (14)	1	7	1	5
Istmo Textil (21)	7	5	3	6
Totals	12	13	5	13

The training program is composed by five modules of 8 hours each one, taking place every fortnight.

Table 2 – Training Session Schedule

Nr.	Module	Date
1	Introduction to New Global Context for the Maquila Sector Human Relationships and Team Work	25 AUG 2007
2	Obligations and Rights of Workers and Employers	08 SEP 2007
3	Freedom of Association and Collective Bargaining	22 SEP 2007
4	Gender Discrimination in the Labor World and Child Labor	06 OCT 2007
5A	Occupational Health and Safety – Part I	20 OCT 2007
5B	Occupational Health and Safety – Part II	03 NOV 2007

Follow Up: Driving toward Impact

After having participated in the W-M training and follow up and based on the Strategy for Improvement that was delivered to the factory, USLC asked for technical assistance aimed at improving the factory's communication strategy. As a first step in the TA, INEH performed a needs assessment, interviewing 300 of the 1800 workers, to determine the exact issues to be

addressed in the technical assistance. Subsequently, INEH prepared a tailored Communications Manual for the factory and delivered a follow up training on communications on August 18 where 30 supervisors participated. As a result, a Strategic Plan of Internal Communication for USLC was developed. This is a long-term tool that will guarantee:

a) promotion of obligations and rights of workers and employers
b) better inter personal relationships
c) promotion of a culture of compliance
d) better working conditions

A follow up evaluation will be performed by INEH the week of October 8, 2007 in order to measure the impact of this activity.

HONDURAS

Social Dialogue: Consultative Committee Meetings

As in Nicaragua, the CC continued to meet regularly. Homero Fuentes, former COP, was assigned by the Regional Office (RO) to accompany the CC in order to ensure achievement of three results:

✓ Selection of a Local Partner
✓ Development of training contents to be reviewed and approved by the CC for later printing in the form of Training Manuals to be used during the joint WM training sessions.
✓ Promotion of the training program to potential participating factories.

Homero was expected to conclude responsibility in September, thus Abby Najera, current DCOP, was assigned by the Regional Office (RO) to work together with Homero and the CC to undertake the responsibility and ensure to transfer all experience to the future appointed Local Partner.

Local Partner Selection Completed

A significant achievement of the project in Honduras was that the CC was able to come to a decision on a Local Facilitator and this decision was ratified by the CIMCAW Alliance. Instead of selecting from among the 4 candidates for local partner that were presented to them, the CC the CC proposed as an alternative option to ask Homero Fuentes to play the role of Country Facilitator/Representative in Honduras. The CC believes that this proposal fulfills the guidelines provided by the RO. Specifically,

→ Technical capacity. As for now the CC along with the RO have gone through the process of selecting training themes, developing contents, contacting local experts to develop the training modules. At individual level, all stakeholders in the industry know Homero has the knowledge regarding labor and competitivity issues and also the ability to convey that knowledge by means of training and research, and enough contacts to look for specialized professionals in the country, should it be necessary.
→ Administrative capacity and projects management. Due to the fact that implementation of training sessions means transfer of funds, CC current proposal calls for the RO to continue acting as manager and should Homero accept and be available for the task, he must be responsible to hire his support team.
→ Relationships. CC is fully aware of Homero's experience in facilitating dialogue among industry stakeholders, and recognized him as the responsible one to create and strengthen trust. In a sentence, the CC believes Homero can carry on activities and relationships in a transparent and balanced manner.

This appointment was supported by consensus of the Project's Steering Committee and was officially announced to the CC members and key contacts during the visit on 27-28 SEP 2007.

The reason the CC decided to ask Homero Fuentes to act as the Local Facilitator/Representative is because of his qualifications and because after prolonged and intense debates they were not able to reach agreement on the selection among the 4 local organizations that were presented to them as candidates.

In November 2006, two local organizations presented themselves to the CC as candidates for Local Partner, PROCINCO and CDH. They were assessed by the CC, but found to be too aligned with either the private sector or union to be acceptable to the CC members. Thus, neither was selected as Local Partner.

Once CIMCAW II was approved, two candidates were identified, ADEMI and EMIH. However, members of the CC considered that candidate organizations, ADEMI and EMIH, have disadvantages that would hinder a successful implementation of CIMCAW as reflected in the table in Annex 1.

After an intense and prolonged debate, members of CC decided that none of the organizations were acceptable and thus proposed Homero Fuentes. With the selection of the Local Facilitator, the project will be able to advance more quickly on the organization and delivery of Joint Worker-Manager Training.

Worker-Manager Trainings

- With the exception of the module on Freedom of Association, all of the training modules for Honduras are completed.

- Homero has already begun the work of the facilitator, negotiating training dates with some of the largest factories in Honduras such as Grupo Kattan and Gildan. He expects to hold a training in November-December.

Brand Engagement

Homero Fuentes and the RO have been discussing Gildan (a Canadian apparel companies) participation in the CIMCAW project with representatives in the region. Talks with Gildan about their participation in the project have also been held simultaneously between DAI and GIldan headquarters.

EL SALVADOR

Diagnostic

The SC has great interest in ensuring that the diagnostic carried out in El Salvador is done properly. In August and September, SC reviewed, debated, refined, and finalized the SOW for the El Salvador Diagnostic during the months of August and September (see Annex 2). After reaching consensus on the SOW, the RO shared it with all three sectors in El Salvador to see if they could recommend a local candidate to assist the RO in conducting the Diagnostic. The RO received a number of CVs, The RO will interview the candidates in the first week of October and hopes to reach a decision supported by the SC by the second week of October. They will then immediately initiate the work.

In late August, the SC requested that the RO wait for two weeks for ITG to provide contact information for their union affiliates and other unions. The SC felt that the RO should have this information before they started bilateral meetings in El Salvador. After this 2 week period, the RO had clearance to start bilateral meetings with stakeholders from the private sector and the MOL. Therefore, the 23rd and 24th of August, the COP and the CTO met with represent from the private sector and the MOL (see Annex 3). Since there was a delay in the receipt of information from ITG the RO was not able to meet with the unions in that trip.

GUATEMALA

Plan for Addressing Challenges in Guatemala Developed

In August, the RO submitted a strategy of how to develop the activities in Guatemala (See Annex 4). The main challenges are: identifying and coming to an agreement on a local partner; re-invigorating the project's relationship with the key stakeholders who have proven to be the most resistant in the region, establishing a Consultative Committee, and continuing the joint training and follow up.

Local Partner Chosen
The DCOP is in charge of developing the Guatemala plan. During the SC's 3rd teleconference held on September 25th, the issue of selecting the local partner (LP) was taken up. The RO had two proposals, one was to select COVERCO as the LP and the second one was to select one consultant and work with COVERCO as a subcontractor organization carrying the WM trainings and the follow up in the factories. The SC requested more justification on why selecting COVERCO. Up to this date, the RO has consented in the appropriateness' of COVERCO to be appointed as the LP and such decision has been sent to the SC in order to take an immediate decision. By the end of the September, the SC had agreed, under certain clear conditions, that COVERCO could become the local partner in Guatemala.

DOMINICAN REPUBLIC

CIPAF met with Timberland and Held Factory Presentation for Joint Trainings in October
CIPAF has been actively meeting with Timberland representatives in the the DR as well as with Timberland's supplier, D'Clase, CIPAF held a factory presentation for D'Clase – a factory that had previously declined to participate in the CIMCAW trainings. The result of this process, in which Timberland has been involved, has been the agreement of D'Clase to participate in 2 trainings to be developed during the end of October and beginning of November of 2007. As part of this process, CIPAF visited on September 26th, the factory together with Timberland representatives, and announced the kick off of the project in the factory (for more information, see Annex 6).

Feasibilty Study for INFOTEP Completed
CIPAF carried out a feasibility study of INFOTEP's, highlighting its mission, the nature of tripartite participation in the institution, its capacity and cultural fit with the CIMCAW program and an analysis of the benefits as well as drawbacks of their supporting the training component of the CIMCAW program. (See Annex 5).

The following is an excerpt from the feasibility study and represents a summary of CIPAF's recommendation:

> *From our perspective, we consider as fundamental for CIMCAW´s sustainablility in the Dominican Republic, the fact that INFOTEP assumes the training role on labor rights as part of their curricular offer to ALL the companies' especially within the Free Zones. If this becomes a fact, we believe it will be a paramount contribution to this issue given that INFOTEP is a stable institution, with a formal budget and technical qualified personnel which work post is not jeopardized by political or administrative swings.*
>
> *It is not worth to mention that the union representatives in this Board of Directors have expressed this as been a long time aspiration; therefore they will strongly support CIMCAW, since they see these trainings as a first step for a future, stable and national program.*
>
> *Given the characteristics of INFOTEP´s institutionality, a formal process of negotiations with the Board of Directors will be needed to be developed before reaching their approval, in which CIPAF will play* a major roll.

This report has been presented to and reviewed by the members of the SC, and the RO is waiting their observations in order to continue the work proposed in the work plan for INFOTEP.

Social Dialogue: Tripartite Commission/Consultative Committee
During this quarter, the tripartite commission met once, even though CIPAF met with the coordinator in at least two occasions. Still a final decision has to be made by the commission in order to make it official to become the Consultative Committee of the project in DR.

Regional: Inspector Working Groups
The project has developed an outline of the working group activities with the inspectors and is planning to implement the working groups in the Winter of 2007-2008 (see Annex 7). Planning will continue throughout next quarter with some initial working group meetings planned before the end of the calendar year.

III. ALLIANCE AND MANAGEMENT UPDATE

Steering Committee Established and Functioning

The Steering Committee has been established to help facilitate decision making at the international Alliance level and to minimize the burden on all Alliance partners. The SC is chaired by the COP and includes SAI, DAI, ITG, Gap Inc. and Wal-Mart. During this quarter, 3 teleconferences (one per month) have taken place. As of August, Wal-Mart joined the SC.

Agendas and meeting notes of each conference were completed and sent. (See Annexes 8-10). The main topics reviewed during these conferences have been related with the decision making process on:

- ✓ the SOW for the Diagnostic Study to be performed in El Salvador
- ✓ the process of working with INFOTEP in DR.
- ✓ the decision on the selection of the Local Partner in Honduras and Guatemala
- ✓ the alliance work with other project, mainly Cumple y Gana
- ✓ the approach to new partners,
- ✓ improvement of the Best Practice guide,
- ✓ the improvement of the indicators and PMP document.

CIMCAW Partner's Meeting in Central America

The Regional Office planned and organized the first partners' meeting during Phase II. At the request of USAID/El Salvador, the meeting took place in San Salvador on July 5-6. The following partners participated: Gap Inc., ITGLWF, SAI, DAI, Wal-Mart, USAID, CIPAF and INEH. We achieved the proposed goals of reviewing the CIMCAW II project and priorities and received feedback on the workplan.

In particular, the Regional Office reviewed achievements to date, the new workplan and the framework planning approach, the PMP and importance of measuring impact. Local partners presented their work to date, their plans for CIMCAW II and challenges they face. An important exchange between local and international partners and the process of realigning expectations and plans occurred. The workplan developed by the RO and DAI was validated in general terms by the partners. However, it was clear that there were some refinements to be made based on the realities of the country contexts. The RO continued to work to address the issues that emerged and remained unresolved. (See agenda and report from the meeting in Annex 11).

Crisis in the Apparel Sector of the Dominican Republic

CIPAF made a presentation to the partners on the crisis in the apparel sector in the Dominican Republic and concluded by saying that it has reached such a level that capacity building around labor standards may not have the appeal nor benefit the sector as much as it does in other countries. Their recommendation was to work more closely with the Tripartite Commission on social dialogue and developing a national plan to address the problem as well as bringing in a group such as INFOTEP that had the capacity to do capacity building on a much wider scale.

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New Brand Partner Recruitment Effort and Efforts to Increase Leverage

DAI has continued to meet with new brands representatives. The following is CIMCAW's the brand recruitment strategy:

Goal: The CIMCAW Project expects to add 2 more brands to the Alliance and generate required leverage.

Strategy: CIMCAW has developed a list of first and second tier targets based on the project's relationship to the brand, the brand's interest in participating in the project, and the depth of their supply chain in the region. In its efforts to add 2 more partners, CIMCAW will spend most of its time and efforts on the first-tier companies.

CIMCAW has been and will continue to engage tier I brands about participation in the project. We have developed a number of materials to share with the brands. Engagement takes the form of face-to-face meetings at different industry and multi-stakeholder meetings such as the MFA Forum meeting in Toronto in April 2007, the AAFA meeting in NYC in March 2007, bilateral meetings at the BSR Conference, as well as phone calls and email exchange.

While DAI is taking the lead on brand recruitment, all partners are contributing to this effort. For example, SAI will be taking the lead on our brand recruitment efforts within the MFA Forum and with those brands with which they have a relationship. Our other brand members will also support this effort and importantly are available to talk with potential members and give them the brand perspective on CIMCAW. And the field team continues to meet with potential new brand partners in the region.

Significantly, we are finalizing a new scheme for brand affiliation to the project, which allow brands to choose the level of their engagement to the project. We are developing a new scheme because we've found that not one size fits all in terms of participation; some brands have less capacity and a more focused supply chain (e.g., one country as opposed to regional). This new scheme attempts to respond to this reality. The expectation is that this will make the project more attractive to a wider range of brands, make the decision to participate easier and also minimize the importance of the time factor.

First-tier companies include:

Company	**Comments/Status**
Gildan	Met at MFA meeting in Toronto in April 2007 and have exchanged project information via email. Their representative in the field have met with our project staff on numerous occasions and has been conducting due diligence on the project. At the request of Gildan, our project staff met with three senior Compliance team directors in Honduras to discuss Gildan's participation in the project's training in Honduras and Nicaragua. Our project team formally presented the project and answered Gildan's questions. They have told us that they will be deciding on their participation shortly. There is a follow up call scheduled with Gildan at the end of October.
New Balance	New Balance has already provided leverage to the project in the form of Louis Vanegas' participation as a trainer and featured speaker at 2 CIMCAW events. We've already spoken with Louis and he is interested in participating more formally. New Balance has just confirmed that they will provide some of Mr. Vanegas' time to support the project in the region. This is a tremendous asset for the project. We are moving forward on formalizing our relationship with them.
Walt Disney Co.	Disney initially showed a lot of promise in terms of their interest in the project, they asked about what it meant to become a partner and were interested in what sort of commitment partnership requires. In our experience, companies ask these sorts of questions when they are very serious. We provided them with a significant amount of materials that they requested. We recently heard from back from Disney and they said that they were not in a position to become a partner in the project in the immediate future in part because they simply didn't have the supply chain to warrant it, but that they remained interested in the project and wanted us to continue to update them and provide them activity calendars so that they could assess upcoming opportunities.

Polo Ralph Lauren	Have been speaking with Polo Ralph Lauren, who has expressed interest in the project since its inception. Had face to face meeting in February 2007 and follow up calls with the Compliance Team. We have just determined that they will not be at the BSR Conference in San Francisco, so we are engaging them outside of the meeting. The issue with Polo is that they feel that they don't have the number of supplier factories nor the capacity to participate at the level of a Gap Inc. so this has been a concern. We're developing a formal tiered association scheme to address this issue.
Vanity Fair/Nautica	Met at AAFA meeting in NYC and subsequently have followed up them. We have contacted them about a meeting at BSR. They suggested that we instead engage them outside of the meeting. So we've contacted them to set up a call.
Philips Van Heusen	Philips Van Heusen has a fairly deep supply chain in the region and we are fortunate that there has been extensive contact in the field with this Company. In fact, the PVH field staff has been incredibly supportive encouraging their factories to participate in project events in Honduras and in the trainings. Because of their importance in the region and the interest they've shown we are moving this company up to first-tier and are working with them to get headquarters level contacts so that we can engage them formally about participation in the Project. They will not be attending the BSR Conference, so will engage outside of the meeting.

Second-tier companies include:

Nike	We've engaged them in the past and will be re-engaging them in early October. Have contacted them to schedule a meeting at the BSR Conference.
Adidas-Reebok	We've contacted both in the past and will be re-engaging them in early October.
Columbia Sportswear	Contacting in early October. Have contacted them to schedule a meeting at the BSR Conference.

As part of the general strategy, a draft has been prepared in order to develop the CIMCAW alliance Tier System for Corporate Affiliation (See Annex 12).

Cooperation with Labor-Related Initiatives

Increasing leverage: In addition to our efforts to attract new brand partners, and improve our ability to accurately capture the leverage from the field, the CIMCAW project is also actively engaging complementary labor-related initiatives in the field in an effort to coordinate and leverage resources. In this effort, the COP has participated in coordination meetings in El Salvador with other USAID labor related projects as well with the USDOL's funded project Cumple y Gana (C y G), and "Ellos y Ellas Trabajan" . With the direct support of SAI, we have started to exchange agreement drafts with C y G in order to formalize and systematize the cooperation of both projects. (See 13). This issue has been discussed by the SC and the RO has request a decision based on the following proposal:

> As discussed in the Steering Committee conference call on September 25th, the Regional Office and SAI have been in conversations with the Cumple y Gana project, (a US Department of Labor project to improve compliance with labor standards) by strengthening the work of the Ministries of Labor in the CAFTA countries.
>
> As part of this work, Cumple y Gana has been working with the inspectorates in those countries, specifically to develop and/or improve the protocols that labor inspectors use to conduct their workplace inspections. In this sense, there are important synergies with the work CIMCAW has done with the seminars on social auditing. The Regional Office and SAI have discussed with Cumple y Gana the possibilities of a collaboration, which would take the following form:
>
> - Sharing of CIMCAW and SAI materials to Cumple y Gana consultants working on the collection, development and improvement of protocols for labor inspections
> - CIMCAW could review the products of the work of the consultants, and provide feedback
> - CIMCAW and Cumple y Gana would collaborate in the training of labor inspectors in the use of the protocols. The Cumple y Gana projects has funds for materials and the costs of the event. CIMCAW could provide the trainers
> - CIMCAW and Cumple y Gana would keep in each other informed about any activities with labor inspectors in order to coordinate and avoid duplication and/or overlap.
>
> A collaboration of this nature would be mutually beneficial. Specifically for CIMCAW, it would provide a means by which to institutionalize the training on social auditing conducted with the labor inspectors.
>
> In addition, we are in the initial stages of exploring collaboration with Global Fairness Initiative's Central American Labor Relations Project (CALRAP) around a multistakeholder, regional symposium to be held in El Salvador in the Spring of 2008.

Communication and Meetings with USAID

USAID/El Salvador has continued to have close involvement in the supervision of the project. The CTO, the RO and DAI have weekly teleconferences and the RO have sent weekly reports since the month of August.

The COP has visited USAID regional office in El Salvador (see Annex 3). During this visit, both the CTO and the COP started to review and discussed the concepts and the figures of the indicators to be used for USAID in order to evaluate the project (Strategic Objective No. 596-022). This exercise was continued during a joint visit that both made to Nicaragua, in order to analyze in the field the data quality and the use of the indicators. During this visit, it was seen necessary to re

conceptualize some definitions of the indicator and to make a deeper review of the feasibility of achieving the target population defined in the indicator.

After several feedbacks and discussion, the project refined this indicator (see Section IV below for the refined version of the indicator).

As part of this process, a new PMP has been submitted to the USAID office, for approval.

Management/Administrative

The Regional Office (RO) has undergone important changes during this quarter:

- The Regional Office's capacity was bolstered:
  - Abby Nájera, has been promoted to DCOP as of July 2007
  - Antonio Pinillos has been hired as the Project and Communications Assistant as of, September 25, 2007..
- Homero Fuentes was appointed as the person in charge of the project in Honduras (Country Facilitator) as of September 28, 2007.

These changes demanded the definition of SOW, and in the case of the Project Assistant and Communications, a selection process took place. Six CV's were received, and after a preliminary selection, three candidates were interviewed.

On August 16th, the COP moved to Guatemala in order to facilitate the communication and organization process of the project.

It is expected that with these changes and new assignments, the work in Honduras will speed up. With the choice of Homero Fuentes to guide the work in Honduras, Abby Najera, who was previously responsible for Honduras oversight, will be able to focus more in the launch of activities in Guatemala.

The appointment of Mr. Pinillos has already sped up the updating of the web site, the development of the new projects brochure, the process of updating information in the saleforce.com platform, supporting the data gathering process and routines of communication among the different levels of the project.

By August 10, the project moved to a new office. This activity demanded extra work for the personnel, mainly for Haydee Vivar, the Project Accountant. She was in charge of most of the activities connected to this action. During this period, the decision of given the RO the responsibility of delivering the funds directly to the Local Partner has become a fact. This new procedure has consistently shorten the time from the reimbursement request of the LP's to the refund, from 3 month to 2 weeks.

IV. CIMCAW I TRAINING REPORT, IMPACT TO DATE AND REFINEMENT OF CIMCAW'S MAIN INDICATOR

CIMCAW Training Report

- **351 Workers and Managers Trained:** 205 in Nicaragua, 91 in Guatemala, 55 Dominican Republic
- **336 Labor Inspectors Trained**: El Salvador 148, Guatemala 21, Dominican Republic 74, Honduras 62, Nicaragua 31

CIMCAW Impact

To date, based on the main indicator (below) CIMCAW has documented improvements that have affected 7,050 workers (4,050 in 2 factories in Guatemala C-Site and SAE and 3,000 in Nicaragua, Istmo Textil) workers during FY2007. These factories received CIMCAW training and follow up. As a result of this process, problems in the factory which contributed to non-compliance were highlighted. The documented changes reflected problems identified.

As part of the follow up process, workers and managers were interviewed regarding changes that had occurred in 4 factories (Guatemala: SAE, and C-SITE. Nicaragua: USLC and ISTMO Textil) as a result of the CIMCAW program (see Annex 14). On the basis of their responses, it was determined that there were 3 factories in which improvements had occurred that benefited the workers in those factories.

Refinement of CIMCAW's Main Indicator

Strategic Objective 596-022: Economic Freedom: Open, Diversified Expanding Economies.

INDICATOR 8: Number of workers that benefit from documented improvements in factory labor practices.

UNIT OF MEASURE:

Number of workers benefited

SOURCE:
Local factories in each country that have participated in the CIMCAW Program (training, or training and follow up)

INDICATOR DESCRIPTION:
Number of workers that benefit from changes in labor practices in the workplace as a response to joint worker-manager strategy for improvement in labor practices.

METHOD OF DATA COLLECTION:
The Project Management Team (COP and DCOP) will collect data from local partners in each country.

FREQUENCY/SCHEDULE OF DATA COLLECTION:
Annually

RESPONSIBLE FOR DATA COLLECTION:
Report from the Project Management Team

COMMENTS:

Through the trainings we plan to reach approximately 92,000 workers. However, we believe that a realistic estimate/target for documented improvements that we will be able to demonstrate by the end of CIMCAW program will be 57,050. (See section on data and impact limitations below).

FISCAL YEAR	PLANNED	ACTUAL
2005	0	0
2006	N/A	0
2007	30,000	7,050
2008	50,000	

PERFORMANCE INDICATOR REFERENCE SHEET

Performance Indicator Reference Sheet

Strategic Objective: 596-0200 Economic Freedom: Open, Diversified Expanding Economies

Intermediate Result: Laws, Policies and Regulations that Promote Trade and Investment

Indicator 8: Number of workers that benefit from documented improvements in factory **labor practices.**

Link to Other Reporting Indicators/Name:

Is this an Annual Report Indicator?: **In Reporting Year:**

DESCRIPTION

Precise Definition(s):
Number of workers that benefit from changes in labor practices in the workplace generated from jointly defined (worker-manager) strategy for improvement in labor practices.

Workers= all paid employees in factories participating in the activity.

Labor Practices: issues related to labor rights addressed by the CIMCAW project.

Benefit = Impact on workers due to changes in labor practices. At the moment when changes in labor practices take place and are documented, the total population of the workers in the factory will be reported under this indicator.

Documented improvements = Structure data gathering instrument (interviews, surveys, questionnaires, or analysis of factory) that shows the positive labor practice changes (for instance: reduction in excessive overtime, creation of Occupational Safety and Health (OSH) committees, new communication policy, etc.) on workers.

The local partner will evaluate the changes in the factories approximately three months after the implementation of the improvement strategy has taken place, by using the indicators and the verification documents defined in each strategy for improvement and, through interviews of workers and managers.

Strategy for improvement in labor standards: document prepared after the joint training that contains the approximately 3 issues related with labor practices that were decided factory managers and workers involved in training suggested as priority areas for improvement and upper management agrees to work to improve.

Unit of Measure: Number of workers

Disaggregated by: Gender, country

Justification/Management Utility: the indicator measures the reach of the program.

PLAN FOR DATA ACQUISITION BY USAID

Data Collection Method: Implementing partners (the Project Management Team) will collect data from local partners in each country. The reports will clarify if the workers population of the factory has been benefited by improvement of the labor practices that have been documented.

Method of Acquisition by USAID: Reports from implementing partners submitted to USAID utilizing factory information and appropriate analysis.

Data Source(s): Implementing partners

Frequency/Timing of Data Acquisition: Annually

Estimated Cost of Data Acquisition: Included in grant agreement

Responsible Individual(s) at USAID: Sandra Lorena Duarte, CTO

DATA QUALITY ISSUES

Date of Initial Data Quality Assessment: September 2007

Known Data Limitations and Significance (if any):

1) Insufficient time to capture full impact of worker-manager trainings at the factory level. The CIMCAW project aims at effecting behavioral and systems changes at the factory level. Behavioral change is notoriously slow. Effectively capture behavioral change requires allowing sufficient time to pass between the intervention and the measurement efforts. Ideally, the project would allow a longer period to pass between the training intervention and the impact evaluation exercise. However, given

the limited amount of time remaining in the life of the project, the impact evaluation exercise must be compressed. While we have designed our PMP to capture as much of the impact at the factory and sectoral level, we emphasize that in order to capture the full impact of CIMCAW's capacity building interventions on working conditions and competitiveness we would require more time.

2) Although some workers may be impacted more than others and some factory policies may be implemented on the books but not consistently enforced, we expect to count all factory workers from the factories that accepted Technical Assistance of the project and have implemented at least some of the suggested changes.
3) Factories may not allow the project access to their files, and in some limited cases, may not allow for follow up worker and manager interviews. Factories strongly resist providing relevant information and access to the factory floor to actors that are non-vendor, non-governmental actors. Indeed, they a de facto closed door policy such that they only share production and compliance related information with vendors and the inspectorate. This lack of access makes it impossible for CIMCAW to establish a clear baseline from which we can measure impact. In an effort to overcome this challenge, the CIMCAW project has devised methods by which we can reconstruct the baseline conditions. In lieu of conducting a baseline audit of the factories, the CIMCAW project will structure the worker-manager trainings such that they result in the identification of existing compliance and management systems problems in the factories. Another related challenge we face is the inability to conduct a final audit of the factory to determine behavioral, process, and systems changes that have resulted from CIMCAW's interventions. In this case, CIMCAW will conduct an interview of a sample of workers and managers approximately three months after the implementation of the improvement strategy has taken place. The point of the interview will be to capture any changes that can be attributed to CIMCAW interventions.

Limitations to Achieving Impact:

1. The proposal for the CIMCAW extension was based on an 18-month extension and the extension we received was 16.5 months. Thereby, less than what we had planned for. In addition, the proposal assumed that the transition between phase I of CIMCAW and the extension would be seamless, with no interruptions. However, rather than being able to smoothly transition from CIMCAW I to an 18-month CIMCAW extension as we had planned and had proposed to USAID, we ended up with a situation where the project work was halted for 1.5 months and we had to close dowtn the project between March 31 and May 14, 2007. As a result, the first few months of CIMCAW II, were spent in start-up mode as opposed to ramp-up mode. In addition to losing 1.5 months to contract limbo (i.e., the project closed on March 31, 2007 and we received the modification, May 14, 2007), we also lost time due to the fact that almost 2 months of the initial quarter of CIMCAW II was spent rebuilding relationships and starting the project back up. The combination of less time in the extension and the lost time due to the need to start-up activities again, will have a negative impact on our ability to meet the targets we set out for an 18-month extension that had assumed no or minimal interruptions between phase I of CIMCAW and the extension.
2. The CIMCAW project provides capacity building on labor standards, demonstrates the benefits of compliance, supports the development of a tailored improvement strategy for the factories, and as desired by the factory technical assistance to make the recommended changes. However, in most cases it is completely up to the factory whether they make any positive changes in the factories. The project can, if allowed, support the improvement process, but we are beholden to the decision of the factory management as to whether they will undertake any changes. A whole host of variables (economic pressures, political factors, etc.) can conspire against any changes being made despite the best efforts of the project. It must be recognized that while the project can provide the tools, increase the capacity, provide support, highlight incentives/benefits of change and encourage the change whether a factory decides to change is beyond the project's control.

Actions Taken or Planned to Address Data Limitations: Qualitative assessments will measure the impact of selected **labor practices** changes in greater detail; enforcement will be monitored through interviews with various stakeholders.

Date of Future Data Quality Assessments: September 2008

Procedures for Future Data Quality Assessments: Review methodology to ensure that only enforced practices are counted as having impacted workers.

PLAN FOR DATA ANALYSIS, REVIEW, & REPORTING

Data Analysis: Review of data with SO 2 team members
Presentation of Data: Data will be presented in tabular format showing targets and actual achievements
Review of Data: SO 2 team will review as part of portfolio review process
Reporting of Data: Annual report, Portfolio Review
OTHER NOTES
Notes on Baselines/Targets: **There has been documented improvements that have benefited 7,050 (4,050 in 2 factories in Guatemala C-Site and SAE and 3,000 in Nicaragua, Istmo Textil) workers during FY2007.** Location of Data Storage: **E-Cam Regional Program Official files** Other Notes:
THIS SHEET LAST UPDATED ON: September 08, 2007

V. CHALLENGES AND PROPOSED SOULTIONS

• Ensure that Alliance Partners link with their strategic local allies in the promotion of the project as a political and direct support to Local Partners efforts • Strengthen the planning mechanism between RO and International Partners	• Continue to remind our partners of their role in linking with their local allies/affiliates and communicate concrete opportunities to do so. • Promote the systematic use of the salesforce.com platform as a partner's source of information for their planning and continue to hold regular Steering Committee meetings.

• In Honduras the CC has appointed Homero Fuentes as the liaison person of the Project. Actions should be taken in order to promote more local capacity and empowerment of the Project. • Honduras and Guatemala received approval and financial support from the IDB/MIF/FLA to develop a training program around labor issues. Since these projects are developed by the private sector for the private sector, then they will likely be very appealing to the private sector in both countries. • In the Dominican Republic, the RO needs to find a way to work in closer coordination with the local partner. So that the RO can guarantee the implementation of the project methodology and procedures defined by the project and approved by the local partner in their sub-contract. • The crisis in the apparel sector in the Dominican Republic will make it difficult to attract factories to the training as they are focused on their survival. • In Guatemala, the stakeholders, especially the private sector association, VESTEX, has been resistant to the project. They told us that their board recently took a decision not to support projects of CIMCAW's nature. IN the past, they have given us the run around, saying they'd support the project and then flip flopping on the project at critical moments. So obtaining their support and participation in the CC, while an important goal for the project, may be extremely difficult. Given their power to block our project's advance in Guatemala and their credibility as a legitimate actor in the sector, we need to ensure that we maintain a positive relationship with VESTEX. • CIMCAW's international partners with experience in El Salvador have warned us of the difficulty of implementing the project in El Salvador. The concern is that the key stakeholders will not accept the multi-stakeholder approach nor will they accept the	• In a very short term, Homero has to create a team with local personnel, who will carry on with the operative and logistical issues of the project • Honduran and Guatemalan local partners will continue dialogue with the implementing organizations and will look for opportunities to collaborate, promoting activities that highlight the synergy among these projects and CIMCAW. • Coordinate a field visit to DR and work with the LP staff all issues related with the procedures & Organize a regional seminar where all local partners will have a training and review of the procedures and methods. • Work more closely with brand partners who have an interest in their suppliers in the DR receiving training. Also, consider adjustment of the goals so that they are more responsive to the context. • Continue to engage VESTEX and try to maintain a positive relationship with them, but also develop a strategy so that we don't rely on them to advance on trainings. • CIMCAW is conducting a diagnostic study to gauge the interest and commitment of the stakeholders to the project. We will try to determine what is rhetoric and how far the sectors are prepared to go. We will also try to get a better sense of how to effectively work with the union sector.

CIMCAW training program, which has modules on Freedom of Association and Collective Bargaining. In addition, the character of the union movement is problematic and doesn't lend to a healthy environment for project implementation. During CIMCAW I, the RO visited El Salvador and met with key stakeholders to discuss the project and met with resistance from the private sector. It is felt that it is important to gauge the commitment of the stakeholders to the CIMCAW project before expending limited project resources -- that might be better spent -- in a country where it is felt that there is a high likelihood that the project will get bogged down.	

ANNEX 1

Honduras: Assessment of Local Partner Candidates

Organization Area	ADEMI	EMIH
Technical Capacity	They are mainly focused and experienced in the agricultural sector organizing peasants, developing training material on management of community projects, and, preparing project proposals for interested parties. Their strength is related to poverty reduction programs.	Their work and experience comprises monitoring, research and training in themes regarding labor and human rights and gender approach, promoting a culture of compliance with the national and international legislation in companies dedicated to exports (maquila and agro exports).
Administrative Capacity & Projects Management	Infrastructure is under development, with no office in San Pedro Sula. Projects go to individuals, rather than to the organization itself. All members are familiar with international cooperation agencies procedures.	Infrastructure well developed in San Pedro Sula, no legal status according to Honduran law –EMIH works under the umbrella of other organization. Their cooperation agreements establish that funds go to the umbrella organization, which then transfers the funds to EMIH, who has an own accounts system and in addition to reporting to the donor, EMIH submits reports to the umbrella organization.
Relationships	They could certainly have access to maquila businessmen, because most of their trainers are part of the industry. Unknown to the trade unions.	Their relationship with maquila factories comes from the monitoring work required by brands. Trainings are not within the factories framework, but within the geographical zone being attended by EMIH. Despite Mrs. Maritza Paredes' work being recognized as fully professional, because of EMIH's role as monitors and activists there would be conflict of interest; access and openness of the factories would be difficult. Major risk for the project in Honduras will be that "companies are not going to see CIMCAW, but EMIH the monitor."

ANNEX 2

PROYECTO REGIONAL PARA EL MEJORAMIENTO CONTINUO
EN EL LUGAR DE TRABAJO CENTROAMERICANO
CIMCAW
Estudio de Apoyo para la Implementación del Proyecto MECOMAQ/CIMCAW en El Salvador
Términos de Referencia

1. <u>Antecedentes del Proyecto .</u>

El proyecto de la Alianza Desarrollo Global (GDA) "Mejoramiento Continuo del Lugar de Trabajo Centro Americano (CIMCAW)" se ocupa de los estándares laborales - un tema crítico que afecta otros como competitividad, derechos humanos, pobreza y género - en la cadena de proveedores de Centro América. El proyecto representa a una alianza de múltiples actores que incluye a Development Alternatives Inc. (DAI), Social Accountability International (SAI), la Federación Internacional de Trabajadores del Textil, Cuero y Vestuario (FITTCV), y empresas de marcas multinacionales como Gap, Wal-Mart y Timberland. El proyecto brindará capacitación sobre lineamientos laborales reconocidos internacionalmente a trabajadores de fábrica, gerentes de fábricas y auditores/monitores/inspectores en Guatemala, El Salvador, Nicaragua, Honduras y República Dominicana. Fomentará el diálogo social sobre la responsabilidad social corporativa y el cumplimiento de derechos laborales como factores de competitividad a través de mesas de diálogo a nivel nacional Por último, el proyecto buscará la sostenibilidad de estos esfuerzos a través de fortalecimiento del Estado de Derecho, así como de otras instituciones creadas legítimamente por los actores.

El proyecto CIMCAW se ejecutará de acuerdo a través de las siguientes actividades:

- → Diseño y trabajo de capacitación sobre normativa laboral y sobre auditoría, en la modalidad conjunta de trabajadores y gerentes.
- → Diseño y capacitación para monitores/auditores/inspectores laborales, con el fin de analizar y discutir mejores prácticas, técnicas y metodología de auditoría social.
- → Desarrollo de herramientas y métodos que mejoren las condiciones del lugar de trabajo mediante la integración de mejores prácticas, sistemas de gerencia mejorados, herramientas de auto evaluación y planes de acción a nivel de fábrica.
- → Desarrollo de un marco de relaciones industriales más efectivo y fomento del diálogo social entre diversos actores.
- → Construcción de capacidad técnica y administrativa de los socios locales seleccionados para brindar capacitaciones en el lugar de trabajo y servicios de auditoría de alta calidad;
- → Evaluación del proyecto, indicadores de desarrollo.
- → Construcción o fortalecimiento de instancias comunitarias de trabajo/vida y/o centros de derechos laborales para acceder a los servicios y capacitaciones relevantes, incluyendo la capacitación sobre derechos de los trabajadores.

2. OBJETIVO GENERAL DEL ESTUDIO A REALIZAR

La Alianza Internacional estará efectuando un estudio para determinar si existe el interés de parte de los actores nacionales así como las condiciones para desarrollar e implementar las actividades del proyecto en forma exitosa y con impacto sostenible.

El consultor preparará el material de apoyo esbozado abajo (ver punto 4, 'los resultados esperados').

3. Objetivos inmediatos del Estudio

- → La identificación de actores claves a nivel nacional, Esta información ayudara a determinar si las actividades propuestas por el proyecto pueden ser apropiados para el contexto específico de El Salvador, a partir de los espacios de interlocución ya existentes y/o reforzando la promoción del diálogo social.

- → La identificación de las necesidades, las fortalezas y las debilidades de los actores locales claves – empleadores, sindicatos, Ministerios de Trabajo, ONGs,- en términos de su potencial y actitud para participar en el proyecto mediante la construcción o fortalecimiento de un diálogo social más constructivo a nivel nacional que fortalezca el respeto para los derechos de los trabajadores.

4. Resultados esperados

1. Un documento de no más de 30 páginas, el cual será para el uso del personal del proyecto, que sirva de base para el desarrollo de las actividades programadas por el mismo,
2. Un formulario básico para cada grupo/persona entrevistada.

5. Metodología

Para efectuarse este Estudio de Apoyo, la/el consultor trabajara de manera personal todo lo relacionado con la recopilación, sistematización y análisis de la información secundaria.

Así mismo, el consultor acompañará al miembro/a de la Oficina Regional (OR)del CIMCAW a las entrevistas que se realicen a los miembros de los sectores claves que el consultor hubiera identificado, así como los que propusiera la OR. Durante estas entrevistas, la/el miembro de la OR, presentara el proyecto, determinara el interés de participar y su actitud hacia el proyecto e identificara los retos que cada sector presente a fin de determinar la función, influencia y actitud de cada actor entrevistado en el cumplimiento de la legislación laboral y social, así como el de participar en la construcción y profundización del dialogo social en torno a los derechos laborales, la competitividad y productividad, en el sector de la maquila.

También, la/el consultor hará una compilación de los materiales bibliográficos relacionados con otros diagnósticos nacionales pertinentes al tema, materiales de capacitaron sobre derechos laborales, leyes, normas y cualquier otro documento que pudiera ser entregado al proyecto para ser usado como parte de los materiales del centro de documentación del proyecto, así como una lista de referencias bibliograficas que se encuentren en Internet o paginas web y que puedan servir de apoyo al desarrollo del proyecto.

6. Perfil y Responsabilidades

PERFIL del CONSULTOR/A

El Proyecto contratará Consultores Externos nacionales para la realización del estudio de apoyo. El perfil de las/os Consultores requiere que sea reconocido y respetado por todos los sectores, asegurar un perfil que refuerce los planteamientos del tripartismo y del dialogo social, asi como conocimiento en profundidad de los contextos locales relacionados con la situación de derechos laborales, contactos con redes nacionales, capacidad para entrevistar trabajadoras/es, ONGs y sindicatos y contar con experiencia en trabajo de campo similar. El tiempo requerido para la elaboración del diagnóstico será de 15 días

Sus responsabilidades y tiempos incluyen:

1. Firma del contrato:	Septiembre 19,
Recopilar información secundaria, y con ella elaborar un borrador con el contenido de los incisos I y II del Formato del Informe (FI) (ver Punto 8), para compartir con el personal del CIMCAW	Septiembre 20-26, (5 días)
2. Elaborar una lista de personas claves del sector privado, gubernamental y de las/os trabajadores a ser entrevistadas y compartir esta con el personal de CIMCAW para su revisión y aprobación.	Septiembre 19, (1 día)
3. Acompañar al miembro/a de la OR a las entrevistas	Sept 27,- Oct 4 (6 días)]
4. Análisis de los diferentes actores claves (inciso III) y Recomendaciones para el proyecto (inciso IV)	Octubre 5 - 9, (3 días)
TOTAL	***15 DIAS.***

7. Presupuesto

Partida	**Monto en USD Unitario**
Consultor/a	2,200.00
Movilización y comunicacion	150.00

TOTALES EN USD	2,350.00

8. FORMATO DEL INFORME

I. Introducción (1 página)

II. Contexto nacional en el sector de maquila (14 páginas)

i. Contexto Social y Económico (entre otros, % de la PEA incorporada a la maquila, % de PIB producido por maquila, promedio de trabajadores organizados en sindicatos u otro tipo de organizaciones, etc.).

ii. Nivel de inversión nacional y extranjera en el sector maquila –incluyendo el origen de capital de la maquila

iii. Capacidad de competitividad en el sector; volumen de exportación, incrementos y/o caídas recientes, número de compradores, precios.

iv. Características generales (número de fábricas, trabajadores, origen del capital, etc.)

v. Marco legal de la industria de maquila en el país.

vi. Marco legal de los derechos laborales de las/os trabajadores en el sector.

vii. Análisis de aplicación y observancia de derechos laborales

→ Problemas laborales más sobresalientes (casos llevados ante la OIT, campañas sindicales nacionales e internacionales, etc., las cuales deben de estar documentadas con referencias validas)

→ Identificación de impedimentos a los reclamos de sus derechos por parte de los trabajadores,

→ Nuevas iniciativas legislativas y/o políticas para promover derechos laborales

viii. Identificación de proyectos existentes que promueven los estándares laborales y/o de responsabilidad social corporativa su ente de implementación, fechas de implementación, nivel y fuente de fondos/financiamiento.

ix. Identificación de necesidades y capacidades locales para capacitación. Quién: Qué grupos actualmente provee capacitación

Qué tipo de capacitaciones se imparten. A quiénes se capacita, cómo se convoca a los que se capacita. Si se cobra, cuánto y a quiénes

III. Identificación de actores y de sus fortalezas y debilidades en el contexto del Proyecto (12 páginas)

i. Empresarios

ii. Sindicatos

iii. Ministerio de Trabajo

iv. Tribunales/Juzgados de trabajo

v. ONG´s

vi. Comisiones laborales existentes (congreso a Asamblea, Consejo Nacional del Trabajo, otros).

vii. Nivel de desarrollo del dialogo social tripartito, legitimidad, representatividad, impacto, etc (Existencia de espacios de diálogo –o esfuerzos para su promoción y establecimiento, por ejemplo, mesas tripartitas o instancias bi- o multilaterales entre los actores identificado, así como temas específicos de debate, nivel de convocatoria, acuerdos o resoluciones. Vigencia, legitimidad y el marco legal que apoya la existencia de los espacios de diálogo. Como y quien selecciona a los diferentes sectores que participan en los espacios de dialogo (poniendo énfasis al proceso de selección de los representantes de las/os trabajadores).

IV. Recomendaciones para el proyecto (2 paginas).

V. Bibliografía.

VI. ANEXOS.

ANNEX 3

REPORT COP TRIP TO EL SALVADOR

August 23 and 24, 2007

As part of the development of the activities of the project in El Salvador, the COP initiated the project's first contacts in the country. It was decide to start getting in touch with the official sector (MOL) and the private sector (CAMTEX), meanwhile FITTV gathers and share information about who to approach from the workers sector. During this trip, USAID Regional Office, the Ministry of Labor and CAMTEX (Cámara de la Industria Textil y de la Confección de El Salvador) were visited. The CTO attended to all the meetings with the COP.

1. USAID: met with CTO Sandra L. Duarte and Jeff Lehrer for two hours. A debrief of the advances and obstacles of the project were exchanged. The COP reviewed the PMP and indicators with Mrs. Duarte. It was agreed that the figure for the base line indicator of "**Number of workers that benefit from documented improvements in factory working conditions. 35,000 (2007), 92,000 (2008)"**, is in this moment "0" (cero), because the 9467 workers reported in the quarterly report of April to June 2007 did not have any documented improvement yet to be shown.
2. MOL: first we met Lic. Carlos Rodriguez who is the current General Director for Social Provision, Employment and Risk Prevention. A summary of the project was presented and asked him to arrange a meeting with other key persons in the MOL. Due to the scope of the project and the potentials for the MOL and the country; he organized a second meeting with Lic. Javier Rivas Rodriguez, General Director of Inspection and with Lic. Carolina Moran, General Director of Employment. Again, a summary of the project was presented, as well as the immediate activities planed for El Salvador (diagnosis and organization of the Consultive Committee). We were very explicit in the scope of working with unions and building the intersectorial tripartite dialog. We invested time talking of the situation with the unions and their involvement and participation in the Consejo Superior del Trabajo (the tripartite national organization related with labor issues). It was agreed that more information concerning this issue needed to be gathered during the performance of the diagnosis. Interesting information shared by Lic. Moran was related with the encouragement in the factories for creating the so called "Comité de Diálogos" which purpose is to develop a social dialog in the factories between workers and managers. We shared the process of coordination we are developing with the Cumple y Gane project (which they work with) and were very happy to see our effort of coordinating. Again, all the participants agreed in the importance of the CIMCAW project and proposed a meeting with the Minister of Labor to be scheduled on the COP next trip.
3. Meeting with CAMTEX. Ms Claudia Riasco is no longer the Executive Director (whom we met with in December 2006), and a new Director has not been appointed. Therefore, we met with Martha de Chang (who was in our first meeting and is acting), and an external consultant (William Sandoval). During this meeting, several concerns and questions were raised by them about the way we were achieving the social dialog in other countries, due to what they believe, is difficult in their country due to different political interests between workers and enterprisers. These concerns were the start point of a very intense and deep exchange of experience, based on our results in Nicaragua, Honduras and Dominican Republic. They manifest interest to be interviewed during the diagnosis.
4. All the persons visited were informed about the process of the diagnosis and manifest willingness to look for potential candidates as consultants. We committed to send the SOW once we had a consensus in the SC.

LEVERAGE:		
WHO	**HOURS**	**AMOUNT**
One General Director of the MOL.	4	
Two General Directors meeting for 2 hours each.	4	
One executive from CAMTEX.	2	
One external consultant from CAMTEX.	2	
One CTO meeting with the COP and stakeholders.	8	

ANNEX 4

PROPOSAL TO FORMALLY RE-ENGAGE STAKEHOLDERS IN GUATEMALA

CONTEXT. According to VESTEX (the apparel private association), the Guatemalan apparel industry is comprised of **222 apparel factories**, with **83,593** sewing machines (installed capacity). The industry directly employs more than **113,272** jobs generated. VESTEX takes Guatemala as one of the full package producers in the region. In 2004, exports to the U.S. apparel market totaled **3.03%** of market share (in millions of dollars), and **2.54%** of market share of SME, making Guatemala the 17th largest supplier to the U.S. market. VESTEX reports a total textile production is 135 million pounds per year **(34.91% woven, 65.09% knit), 50** Textile mills with direct employment of **18,500 workers**.

The Guatemalan apparel industry continues to strengthen the supply chain integration from raw materials, product development, finishing trough logistics and services; with the capability to offer full package in basic but specially fashion programs.

On the other hand there are **different opinions regarding the CAFTA-DR impact** in the industry. Maquila factories have faced higher costs due to bureaucratic processes, high costs for power and the tax IETAP which was introduced in 2004 as an attempt to reach the fiscal goal of the Peace Accords of 1996. Another **limitation is the lack of experienced workforce and the lack of training.**

Being the USA the major destiny of Guatemalan exports (89%), businessmen are confident to increase their exports to that market if applying the "whole package" scheme and if developing more capacity to quickly respond special orders. Nevertheless, Guatemalan apparel sector is suffering because of the increased competition of China.

The Central Bank of Guatemala (BANGUAT) statistics show that from January to May 2007, exports from Guatemala to the USA have increased 23% compared to the same period last year.

Guatemalan social research organizations do differ in their appreciations. According to CIEN, exports increased by 6.5% and imports by 1.9%. And ASIES asserted that commerce remained with no change since CAFTA. They carried out a survey among exporters and importers and found out that 62% of exporters said they had no change since CAFTA, while 19% asserted that their exports had decreased and other 19% said their exports had increased. In the case of the importers, 76% said that there was no change in number of orders, 18% said that imports had increased and 6% reported a decrease. According to ASIES "Independently of what ciphers are used, it is clear that commerce with USA has increased..."

It is important to note that since 2003 to June 2007, number of maquila workers fell from 108 thousand to 77 thousand. At the same time, number of factories fell from 226 to 181. There is no other sector that could absorb the posts lost in the maquila sector. Call centers have created employment, but this does not satisfy the employment demand. To improve the Guatemalan industry a more skilled workforce will be required and according to the ILO Guatemalan workers are the less qualified in the region, because 31.1% have not finished primary school and the 24.2% has no education –governmental education funds in 2006 increased just by 9%.

CHALLENGES. Current governmental authorities are not to remain in their posts in next government, which is due to take possession next January 15, 2008.

In the different governmental future programs, two major tendencies are to be considered: the political parties from the right (private sector and army-related parties), such as GANA, Patriota, Unionista and CASA and the left parties UNE, EG, ANN and URNG. Basically, the governmental plans of right political parties do not have an analysis regarding the political, economic, social and cultural situation of women, while left parties envision women's problematic in a whole manner and take into consideration the strategic and political agenda of women, nevertheless, there are still missing actions and planning to resolve the situation.

Regarding Labor and Social Security, left (army-related) party PP aims to the increase of competitivity with a new labor and business culture, though social protection is not part of their language. According to the left party EG, challenges derived from CAFTA, need agreements on selective support to certain productive chains already identified by the National Competitivity Program, among them the textile and apparel industry. EG proposes a mixed social security system, but does still not know how to implement it.

Summarizing, the current political situation in Guatemala has to be taken into consideration for future activities of the Project. Maybe the RO can ensure a certain link with the MOL, because any agreement reached today, must be valid for future months.

But in the case of the private sector, different scenarios are to be expected. Being UNE the favorite one, one has to understand that the governmental plan calls for financial support to generate employment, support coming from new institutions aimed to micro and little enterprises. UNE pretends to promote mixed ways of economy by means of creating a National Cooperative Institute (which will duplicate the role of the already established ones) and a Ministry of Family. No real direction can be recognized for Labor and Social Security issues.

APPROACH TO STAKEHOLDERS

1. MOL.

Plan A: the RO can move forward and establishes contact with the General Labor Inspector Mrs. Celeste Ayala. RO already met her back in February.

The plan is to make an update of the Project's planning regarding Labor Inspectors training. The RO will take into consideration that half of inspectors go to vacation in November and the other half in December. The RO's opinion is that the Project has a great chance to reach an agreement that could be consistent throughout next government.

2. VESTEX.

Plan A: the RO already contacted Mr. José Arguedas from GAP asking him for support to link the Project with the Executive Director Mrs. Carla Caballeros. The RO got in touch with her via email. We are still waiting for confirmation for a meeting on Thursday SEP 20.

3. FACTORIES.

Plan A: the RO has background information from Homero that to establish relationship with the two factories there is a requirement to be fulfilled by the Project and that is GAP coordinates the meetings.

Plan B: the RO can also re-contact management at each one of the two factories and recall the follow-up session asking them their opinion and/or remarks of changes after the training and engaging more workers and managers to be trained.

Plan C: the RO establishes contact with SAE by means of Wal-Mart. One has to keep in mind that Wal-Mart is producing there both in Guatemala and Nicaragua. The RO is aware of INEH's effort to involve SAE in Nicaragua more deeply in follow-up and expand training to other workers. This could be the right shot to secure that factory in both countries.

4. TRADE UNIONS.

Plan A: calls for feedback from ITGLWF-Laura Carter regarding the official position of its Guatemalan unique affiliate FESTRAS. Laura Carter confirmed that FESTRAS expressed decision for not taking part in the Project, they have no problem in our getting in touch with other trade union organization, in this case, CGTG.

Plan B: taking as starting point that one of the already trained factories is unionized and that the said trade union organization is not affiliated to ITGWLF, the RO would be able to expand the scope of work to other factories which are unionized and affiliated to other central and which are producing for Wal-Mart

5. TRAINING M&W. Training material already developed by CIMGUAW. If training sessions were immediately asked by some factory, the RO can provide it by means of hiring COVERCO as trainer/facilitator.

6. LOCAL PARTNER.

Plan A: Individual consultant. Due to the short time left for the project's life, an exchange among Homero, Abby and Rafael gave as result that because of COVERCO's experience in the methodology of the Project at factory level, as well as in the training, the Project would not need to invest time in training a new Local Partner. One person with organizational and managerial skills can move actions in the country, and the technical issues can be handled by COVERCO.

ANNEX 5

Report on the Technical Professional Formation Institute (INFOTEP) from the Dominican Republic, with emphasis on its Tripartite Character. (Spanish version follows this version)

Prepared by Magali Pineda and the CIPAF Team
MECOMAQ Project, Dominican Republic
August 31st, 2007

INTRODUCTION

This report represents the effort done by CIPAF to perform a scan from the legal and institutional structure from the INFOTEP, stressing its institutional solidity, the reality of the tripartite participation into the institution take of strategic decisions, the interest level of the Directive Board representatives into the labor rights issue incorporated to the institutional curriculum and the service offer on the subject, as well as what is considered as the main challenge into the dynamic lived by the textile and duty Free Zones at the Dominican Republic.

The MECOMAQ/CIMCAW Regional Direction respected the content and orientation given by the CIPAF team to this report.

Since this report will be delivered to the international partners, an English copy of the document will be provided to them. This report is issued with an institutional dossier provided by the INFOTEP. Also, if the reader is connected to the web, he or she could access the following documents Law 116 and Regulation 1894.

With this report given by the CIPAF, it is expected to put under consideration of the international partners, more updated elements that allow the MECOMAQ/CIMCAW project, advance into the decision taking for the implementation of the strategic activities of CIMCAW II, related with the CIMCAW sustained content and methodology.

As a consequence, we will appreciate the review and comments, to agree on the steps to follow, so that these can by properly shared with our local partner in the Dominican Republic, CIPAF.

The Report

The INFOTEP is the ruling organism of the National System of the Productive Work Formation, its main function is to train the worker of the national productive sector, advise the companies and regulate the professional training on a national level.

The INFOTEP is an autonomous organization, invested with legal representation, of non profit nature, with own assets, created by the Law 116, issued on January 16th, 1980 and regulated by Regulation Set 1894 of August 11th of the same year.

Objectives

Organize and rule the National System of the Technical and Professional Taining, that with the jointed effort of State, Workers and Employers, focuses on the full development of the human resources and the increase of company productivity, in all the sectors of the economic activity.

Impulse the social promotion of the worker through an integral formation, to turn him or her into a responsible citizen, with the moral and cultural values needed for a harmonic national connivance.

As non profitable institution, financing for the INFOTEP is done by the assigned sources found on the 24th Article of its creation Law 116. The quoted law established mandatory funds of 1% of salaries paid monthly by profitable companies and the 0.5% of deductible year income received by the workers from their employers. It is also considered into the legal base of the INFOTEP a percentage provided by the State into the National Budget.

Organizational Structure

The INFOTEP is directed by a Tripartite Board, integrated by representatives of the official, management and labor sectors, and is ruled by a General Director.

Currently, Licda. Muling Alejandra San Ben does execute the functions in a transitory way as General Director. After making a Continued Improvement Process into its services, to satisfy with effectiveness the asked requirements made by clients and related parties, the INFOTEP obtained in the year 2005, the ISO-9001:2000, by satisfying all the international requirements.

Free Zones INFOTEP Program

The most important effort is executed into the Free Zones INFOTEP Program. In the year 1992 ADOZONA and the INFOTEP established an agreement to invest 35% of the payments received by these companies into the workers training activities.

The agreed action allows us to dedicate resources to make the proper investments into physical facilities to develop the training inside the very industrial park, as well as a subcontract program to hire training institutions services. Five training centers have been built or conditioned on the same quantity of parks.

The Bulletin of the Free Zones National Council reported that on 2004 and 2005 INFOTEP performed 2,649 and 2,282 training actions, covering 76,664 and 79,983 instruction hours and 49,464 graduated persons in 2004 and 52,000 on 2005. For the year 2005 43% of the formative actions were done at Santiago where ADOZONA propose to change the program orientation to answer the diversification process as well as the technology complexity lived by the sector.

INFOTEP contacts with CIMCAW

Despite the emphasis on the technical training given by INFOTEP and the Free Zone, it's Coordinator Lic. Rayza Pichardo, expressed to the several CIMCAW delegations that visited her on three occasions, the growing disposition to include the labor rights issue.

Labor Representation on the INFOTEP Board of Directors

The labor representation on the INFOTEP Board of Directors on the current period is formed by

1. Mr. Gabril del Río Doñé, Confederación Autónoma Sindical Clasista, (CASC).
2. Mr. Gregorio Obispo Santana Aviar, Confederación Nacional de Trabajadores Dominicanos (CNTD).
3. Mr. Julio César García Cruceta, Central General de Trabajadores (CGT).

The three titular's and one of the suplents is Mrs. Isabel Tejada of CGT, after being consulted by CIPAF over the INFOTEP functions, in special on its tripartite character, they agree to affirm that the labor representation keeps an active and important presence on this organism, that their points of view form part of the consensus on which the INFOTEP decisions are made.

All considered a matter of great importance, advance into the activities that will make possible on a near future, that INFOTEP includes the training on labor rights into its curricular offer.

In the same way they agreed to support the possibility of a work agreement between the CIMCAW II and the INFOTEP – Free Zones Program, into the eventuality that this option may be introduced to the INFOTEP's Board.

Obstacles

Nevertheless, in the same way we pointed at the diagnosis, it must be taken under consideration the concern related to the loss of competitively and the urgent need for diversification and technological complexity in the Free Zones that calls up the management sector, so that the training into labor rights, even tough is valued as positive and necessary, steps into a second priority level, white the technical training is prioritized. The main concern may come from the Medium Level management of the companies, those who have been less sensitive than the Top Management, and who are the ones that face the daily pressure for productivity.

ANNEX 6

CIPAF Report on Activities

Actividades CIMACAW II

Fecha, Hora y Lugar	Objetivo	Participantes	Conclusiones
Miércoles 25 de Sept. / West Point Manufacturing, Inc., Esperanza, Provincia Valverde	Anuncio del inicio del proyecto a todos/as los/as trabajadores/as de la fábrica West Point Manufacturing	**Elpidio Infante** (Gerente General de D'Clase Corporation) **Moraima Rodríguez** (Gerente de Seguridad D'Clase Corporation) **Anni Bencosme** (RRHH D'Clase Corporation) **Albania Capellán** (RRHH D'Clase Corporation –Esparanza) **Jhonny Reyes** (Gerente General D'Clase Corporation -Esparanza) **Denisse Vásquez** (Gerente de Planta West Point Manufacturing) **Colleen Von Haden** (Timberland Code of Conduct Senior Manager) **Juan Rodríguez** (Gerente Señor de RRHH de The RFC) **Jorge Guzmán** (Auditor Timberland) **Magaly Pineda** (CIPAF) **María Graciela Cuervo** (CIPAF)	Inicialmente nos reunimos con la Sra. Colleen Von Haden, donde Magaly Pineda le presento el proyecto y le habló de la situación nacional en las Zonas Francas. Luego Elpidio Infante y Magaly Pineda presentaron cuales eran sus expectativas del proyecto en la fábrica de D´Clase Corporation y la importancia para todas las personas involucradas en el mismo. Collen aprovechó la ocasión para expresar lo importante que es para Timberland que se lleve a cabo el proyecto en D'Clase Corporation. Luego la gerente de la planta, Denisse Vásquez, hizo la presentación de Magaly a los/as trabajadores, y Magaly a su vez les presentó a estos, de forma muy dinámica, el proyecto. Se pegaron carteles de CIMCAW II en los murales de la fábrica, y coordinamos una nueva visita para llevar volantes con la información del proyecto para cada uno/a de los/as trabajadores/as. La fecha de inició de las capacitaciones será después del 18 de octubre. Queda por coordinar con el departamento de RRHH la fecha exacta. (Debajo encontrarán algunas fotos de la actividad)

Presentación del Proyecto CIMCAW II en la fabrica *West Point Manufactoring* de *D'Clase Corporation* en Esperanza, Provincia Valverde.

Juan Rodríguez (RFC), Colleen Van Hoden (Timberland), Magali Pineda (Cipaf), Elpidio Infante (D'Clase), y Jhonny Reyes (D'Clase).

Presentacion de Magali Pineda a los/as trabajadores/as de la fabrica por parte de Dense X, Gerente de Planta.

Magali Pineda presnta el proyecto CIMACAW II a los/as trabajadores/as.

Operario/as de la fabricas animados/as durante la presentacion de Magaly.

Magali Pineda junto a Collen Van Hoden y Jorge Guzmen de Timberland.

Magali conversando con los/as operarios/as.

ANNEX 7

GRUPOS DE TRABAJO
con Inspectores de Trabajo y el Sector Privado
Para Intercambiar Buenas Prácticas de Inspección y Auditoría Social

El cumplimiento consistente con normas y estándares laborales en el sector de la maquila incluye el mejoramiento de la calidad del trabajo de verificación de condiciones en las fábricas. En el Proyecto CIMCAW I, a través de Seminarios sobre Auditoría Social en Nicaragua, Guatemala, República Dominicana, Honduras y El Salvador, se comenzó un intercambio de métodos y técnicas de auditoría entre los inspectores de los Ministerios de Trabajo y otros actores que realizan ese trabajo de verificación.

El Proyecto CIMCAW II propone construir sobre esa experiencia, y convocar a los actores principales (inspectores de trabajo, auditores internos de marcas, auditores sociales de firmas comerciales, monitores de ONGS independientes, etc.) en grupos de trabajo para discutir los desafíos actuales en el cumplimiento de estándares laborales en el sector de la maquila e intercambiar mejores prácticas de detección, verificación y documentación de violaciones y no-cumplimiento.

Estos grupos de trabajo se centrarán en temas o áreas particularmente difíciles de conceptualizar y de verificar, como por el ejemplo la discriminación, la libertad de asociación y el cumplimiento del horario laboral determinado por la legislación. Los grupos analizarán estos temas a partir de las respectivas legislaciones nacionales y normas internacionales, cada participante trayendo sus experiencias y prácticas en el terreno. Se intercambiarán mejores prácticas de identificación e investigación, con un énfasis en la detección de causas raíces de violaciones y no-conformidades, y en estrategias de prevención y remediación. Los hallazgos se compartirán, por un lado, con las gerencias de fábricas con miras a que éstas puedan abordar soluciones a las brechas de cumplimiento, y por el otro con las Inspectorías de los Ministerios de Trabajo para fortalecer sus protocolos y prácticas de inspección.

Estos grupos de trabajo se programarán como dos sesiones de un día cada una, en cada uno de los siguientes países: Nicaragua, Guatemala, República Dominicana, Honduras y El Salvador. Después de estas reuniones, se dará seguimiento con los respectivos Ministerios de Trabajo para evaluar si las actividades tuvieron impacto positivo.

ANNEX 8

FIRST STEERING COMMITTEE TELECONFERENCE

Dear members of the Steering Committee:

In order to have the first teleconference of the steering committee, I would like to propose to you the possibility of chatting as soon as possible in order to talk and decide about two of the priority topics defined in the agenda of the steering committee during our first meeting in El Salvador (the draft of the memorandum is attached at the end of this message):

- Solve the obstacles in the Guatemalan and Salvadorian processes.
- Make a decision on the Guatemalan and Salvadorian local partner. Is there going to be a full process development, similar to the Honduran and Nicaraguan? Or there is going to be a search for an individual consultant?

As several of the members of the steering committee showed interest in reviewing the SOW for the elaboration of the Diagnostic in El Salvador, the draft of the SOW is attached as well for your comments. Your comments can be sent directly to the COP.

To help in the decision making during our conference, the following information is provided:

El Salvador: The international partners have agreed to develop the Diagnosis in El Salvador. Therefore, the Regional Office is already reviewing the SOW and requesting CV (proposals are welcome). Meanwhile the diagnosis is been performed, the Regional Office will start to have bilateral meetings with the different stakeholders in El Salvador in order to prepare the conditions for reviewing and validating the diagnosis with the participation of all the stakeholders of the tripartite nature of the country. Hopefully, the participation on this activity will help to create the Consultative Committee in the country. **Advices about the relationship of the project with the different stakeholders are requested to the members of the steering committee, with main interest in the relationship with the workers organizations in the country.**

Guatemala: the Regional Office will start to have bilateral meetings with the different stakeholders in Guatemala in order to prepare the conditions to create the Consultative Committee in the country and define the local partner. As it is know, during CIMGUAW, FESTRAS decided to quit their participation in the project (FESTRAS is associated to the ITGLWF). In case that FESTRAS remains in their same position, it is proposed to the steering committee to talk and decide about the possibility of working with other unions not affiliated to ITGFWA (the project has already worked successfully with other unions not affiliated to ITGFWA in Nicaragua, Honduras and DR).

Please confirm of the possibility of participating on (please chose one day and one hour):

Friday 20 ____, Tuesday 24_____

1:00 p.m. ____, 2:00 p.m. _____ (Central American Hour)

Steering Committee Meeting Notes
Viernes 6 de julio

Revisión del documento Propuesta para Steering Committee

Elena destacó el tema de los canales de comunicación.
Trabajo del **Steering Committee**. Todos los socios de la Alianza deben confirmar, aunque la idea es tomar decisiones rápidas, facilitar algunos temas. Ciertas decisiones deben consultarse con otros miembros de sus compañías, por ejemplo Elena va a SAI y luego trae la postura.
En el caso de las marcas, hay una en el SC y se pondrá de acuerdo con las otras marcas. Aunque habrá ciertos temas más profundos que necesiten la postura de todos. Si es algo más operativo, el SC podrá decidir.

Elena presenta el tema de la **forma de las capacitaciones** con inspectores, hay varias ideas o propuestas de socios locales, como USAID. SAI puede presentar una propuesta y que se discuta. Durante la reunión de ayer hubo varias opiniones, algunas para seguir capacitándolos, se percibió un poco de resistencia de USAID. Debemos tener algún criterio a nivel de Alianza e incluso variarlo a nivel país de acuerdo a sus necesidades.

Seguimiento de las fábricas.
Las actividades de los socios locales y cuidar que sigan dentro del objetivo del proyecto. Recordar que hay otras instituciones que hacen actividades para buenas prácticas, cuidar no duplicar ese trabajo. Es necesario contar con la información de las fábricas que han participado con nosotros. Se aclaró que el propósito de la actividad que INEH realizará a finales de julio es buscar nuevas fábricas para participar en el proyecto. Si es seguimiento, no estaba contemplado. Si es reclutamiento, si se ha hecho. Cómo se realizaría el seguimiento, que no es obligatorio, sino un valor agregado para quienes quieran. Laura mencionó que si es reclutamiento, debería participar un representante de la Alianza (¿INEH tiene respuesta de los socios internacionales sobre su participación?). Cuidar que el socio local no se convierta en oficina de proyectos, la idea es trabajo conjunto. José recordó que es importante que uno de los objetivos es la sostenibilidad más allá de Cimcaw, que el CC vaya tomando vida propia, es bueno, pero también recordar a los socios internacionales y sus compromisos. Es una oportunidad para que las fábricas busquen otras alternativas para el seguimiento.

Rafael propone que al final del Cimcaw II, el proyecto quedaría a los socios locales quienes recobrarían la memoria histórica del proyecto.

En Honduras se está trabajando en elegir al socio local como es la idea original, pero si no sucede pronto, Rafael propone buscar una persona con ciertos requisitos y que sea parte del CC y éste sea quien se apodere del proyecto, que la persona se encargue de la ejecución. Que como SC se analice la pertinencia y la decisión de que en Gua y Hon si no se concreta pronto el SL, se considere un consultor técnico, ejemplo de Homero en Hon.

1) Nuevo rol del CC al final del proyecto.
2) autorizar la decisión de definir socios locales personales, el grupo estratégico de sostenibilidad sería el CC.

Elena, si esto aplicaría a los países donde no hay CC? O si se busca empoderar alguna institución?

Rafael, en el Salv se busca la participación para que poco a poco tenga sentido de grupo. Hay necesidad de tener actividades concretas en estos países y la manera de verlo en el corto plazo es tener una persona que garantice el proyecto.

3) Cimcaw hace RSE pero en cada país hay grupos haciendo eso, es una iniciativa de los empresarios privados, autorizar al proyecto hacer acercamientos oficiales a los grupos de RSE para trabajar conjunto y ver si se incluye a los CC.

4) Pertinencia de oficializar la participación de otros grupos sindicales que no necesariamente estén asociados a FITTIV, e incluso cuando no haya sindicato, cómo se puede apoyar este sector, analizar los pro y contras, debido a la experiencia de Nic y RD. Esto puede ser una limitante para trabajar en Gua y ES, analizar cómo se puede hacer para que no sea un obstáculo.

Samira, sobre el marco del proyecto, **el protocolo de comunicaciones**. Tema al hablar de la participación de WM, SAI mencionó que quería revisarlo, debería ser una prioridad. Cómo se hablará del nuevo socio, hay solicitudes de USAID, WM ya está dentro y hay que proceder de manera clara. Elena, cómo los socios comunican hacia afuera su participación en el proyecto. Recordar el comentario de Magaly por las nuevas miradas ya que está WM.

Laura, mencionó una guía de buenas prácticas, tema seguimiento. Elena, trabaja con uno que se podría presentar como una versión “up-dated”, puede ser un buen valor agregado para el seguimiento. Este documento podría ser desarrollado más ampliamente. Será importante dar unos criterios al SL para el seguimiento. El documento actual era una guía que se enriqueció con la experiencia de Sean. SAI está muy interesado en elaborarlo posiblemente conjunto con FITTIV. José mencionó que si la experiencia del proyecto ha demostrado la falta de políticas gerenciales y su necesitad, ver si es necesario darlo al gerente e incorporarlo a la capacitación desde un inicio. Elena propone hacerlo en el seguimiento con las fábricas que están listas para recibir esto.

José mencionó que las capacitaciones del proyecto son educativas, buscan el cambio de actitud, aunque desemboca en la propuesta de prácticas o procedimientos, sistemas gerenciales; que sea como una sugerencia o recomendación final. Es necesario recordar la delimitación de hasta donde vamos a llegar. Hay que cuidar/evitar que el SL venga a negociar procedimientos de queja, etc. Recordar que el proyecto es de capacitación, dar algunas herramientas para resolver lo que se identificó en las capacitaciones.

El efecto secundario del proyecto debe ser el empoderamiento de los CC quienes darían seguimiento al trabajo propiciado por el proyecto. Se puede traer un experto aunque es más caro y complicado, la idea es crear ese expertise a nivel local. En Nic hay quien lo puede hacer, por ejemplo, pero otros como CIPAF no. Cómo garantizamos la asesoría local en los estándares que necesitamos? Ya se ha discutido, SAI va a acompañar al socio local hasta que pueda quedarse haciendo el trabajo. Hay que tener bien claro y definido qué hará el socio local. En la parte de asesoría técnica, por ejemplo, las asociaciones de textileros pueden apoyarlos o alguno de los otros proyectos que están naciendo en CA con fondos varios, como los que mencionó USAID, de alguna forma que esté disponible para las fábricas que lo quieran. Si una fábrica necesita apoyo en salud, por ejemplo, buscar opciones, no entrar con una agenda pre-concebida. Sería bueno tener una lista pre-aprobada. La oficina regional puede buscar una lista de lo referente en cada país.

Rafael plantea algo que USAID mencionó ayer, la necesidad de movernos a **otros sectores además de vestuario**. Lo vamos a asumir, es un hecho. La pregunta es cómo nos vamos a acercar a otros grupos y qué grupos. Samira presentó dos ideas: Timberland, en calzado en RD; Dole en Honduras en el sector agrícola, con alguna cooperación ligera. Rafael mencionó a Hidropónica en Nicaragua quien está en proceso de SA 8000 en ZF. GAP está interesado en su industria, garment, aunque quisieran discutirlo internamente, ya que ellos lo ven como salirse del “scope” de la industria, y todavía ven que hay mucho espacio en ésta. Sería más factible el caso de Timberland que ya es socio y es parte de FITTIV, se puede decir que es complementario y puede haber un intercambio rico. Es un punto a considerar.

Se presentará a los socios:

- El rol y propósito del SC y si tienen algunos temas.

Prioridades del SC (interno)

- Hablar de la fecha para la llamada y qué temas se discutirán.
- Protocolo de comunicaciones: circularlo y resaltar la parte a revisar. Si es necesario se incluirá una llamada en conferencia. - Samira
- Capacitaciones con inspectores: SAI
- Destrabar los procesos en Gua y ES.
- Decidir sobre el socio local en Gua y ES – esperar todo el proceso completo como en Hon o buscar un consultor individual.
- Seguimientos – guía de buenas prácticas

Compromisos adquiridos:
Rafael, enviará a Elena el documento desarrollado con Victoria sobre inspectores.
Oficina Regional, fijar fecha para la llamada.

ANNEX 9
SECOND STEERING COMMITTEE AGENDA

1. Report about the status of the work in El Salvador concerning the Diagnosis and the bilateral meetings with stakeholders.

Summary: up to date, Laura, Judy and Rafael have been exchanging observations and concerns related to the SOW of the Diagnosis in El Salvador. A conference has been planned for Monday 27 in order to define the SOW. Outcomes are expected to be presented to SC during the conference. Meanwhile, Rafael started bilateral meetings with MOL and CAMTEX in order to start mapping the stakeholders to be interviewed during the development of the Diagnosis. Still waiting feedback from Laura to start bilateral meetings with unions. Rafael started to gather information about possible consultants to participate in the Diagnosis. USAID CTO has been actively involved in the process.

2. Report about the status of work in Guatemala: Still waiting feedback from Laura to start bilateral meetings with unions. The Regional Office has planned to start bilateral meetings with the different stakeholders on the last week of august.

3. The SC has not yet given a final decision about the initiative to start contacting CSR organizations of the region in order to coordinate work with the Project. A decision is expected in order to define actions.

4. SAI, the RO and the CyG Project have started to develop coordination in order to develop more systematize activities with the inspectors. Elena is expected to report advances and to receive feed back from the SC.

5. Follow up to the improvement of the Good Practice guide has not been done. Actions must be decided.

6. Other issues. New approaches to potential partners. Samira and Rafael will exchange information.

SECOND STEERING COMMITTEE NOTES – August 23, 2007

Wal-Mart- Suze Fracois
GAP – Darryl Knudsen
SAI – Elena Arengo & Julia Ponce
DAI – Anay Shah & Samira Salem
Regional Office – Abby Najera & Rafael Amador

1. Status of work in ES concerning diagnosis and bilateral meetings

Rafael asks permission to leave Judy, Laura and himself to talk about SOW and this point now and continue with info from trip to ES. Everybody agrees.

Rafael explains that RO was to wait 2 weeks on ITG information regarding TU position to continue working in ES & GUA. The RO decided to go to ES and started meetings with MOL and private sector. He found very interested positions, MOL was suspicious about the dialogue process in other countries and Rafael explained that this process has impacting results at country level.

Rafael also report the meeting held at USAID with Jeff Lehrer and Sandra Duarte. They reviewed the progress and challenges & issue related to indicators. Rafael highlights that the indicator of 92,000 workers & managers is the main indicator target for USAID and it has to be proved by means of documented improvement in the workplace. What do we need to guarantee we are going to achieve this?

Elena. This is going to be detailed in your trip report?
Rafael. Yes.
Suze. Do you know the timeline for the 92,000 indicator?
Rafael. Sep 08.
Darryl. The 92,000 are not necessarily the ones who participated in the training, but workers impacted by the training.
Rafael. And documented improvements. We have to document and this is very closely linked to Technical Assistance and follow-up process. I sent some feedback in the morning concerning this issue and we agreed there are several black holes that need to be completed. Prepare manual and SAI will lead this process. I will ask Elena to talk about this issue.

Darryl. In Nov last year something was included in the proposal. What indicators have been developed? Where is the process right now?
Rafael. The PMP. After the Nov meeting we stated indicators as part of the Work plan. The only thing somehow modified is the one related to specific indicators allocated for some changes in the factory. INEH was not sure how to use them, but we are in the process of defining these indicators.
Suze. The document you just mentioned about indicators is already uploaded in the platform?
Rafael. Yes. Sandra was using the PMP to try to measure the impact. PMP is used to create the Work plan, so the values and indicators are not presented in the same order.
Julia. What is the platform?
Anay. Website that helps us to maintain updated info. It is used by hundreds of companies in the government. We can collaborate in this. In the case of DAI and the RO we are accessing by means of the only user available for us, which is the e-mail address of Abby.
Abby. Just for clarification, the information platform Salesforce is to use by Partners, you will find there working papers and internal information. Confidentiality was asked because there are alliance partners documents (internal stuff such as notes of meetings and discussions). There is a limited number of users and are meant only for Alliance partners and the 2 Local Partners. Public information, on the other hand, will be posted in the website. The website needs immediate update and the RO is working on this.
Rafael. We have to hire a person for that.
Samira. Go back to ES and specifically with the private sector: who participated in that meeting, from your trip report Claudia Riasco is no more with CAMTEX, who is the new one, what are the challenges they saw?
Rafael. The former assistant of Claudia is now the new acting Director (3 organizations ASIC) She can take decisions and acts as channel of communication among the Board. The Board takes decisions. They were very interested in knowing about social dialogue development, I said in Nicaragua, Honduras and DR we are well advanced. She was very suspicious ES being a special case. She is interested to know about the process. I heard on the radio that same day that the government was not signing the ILO conventions.
With MOL I talked with the Adviser about the CST (Consejo Superior del Trabajo/Superior Labor Council). Everybody knows they do not represent the workers. MOL understands that new unions and associations were trying to take part and are open to the process. This is something we are going to clarify during the diagnostic process. I am not sure what is the official position for this situation.
We hope to create the networks for the interviews because these 2 persons were very supportive as to indicate who to interview.
Darryl. A quick clarification about the context and that ES recognizes they are after the other countries. What do you mean by that?
Rafael. They feel that unions and private sector are politicized and I tried to share that we can help in this direction.
Samira. Did USAID participate or accompany these meetings?
Rafael. Sandra said she was firstly beginning to understand the Project. These exchange gave her clarification on scope and impact of the project.
Suze. When do you plan to do the diagnostic?
Rafael. Unfortunately Laura and Judy are out and I need to define the SOW. I would like to propose Plan B and Elena taking this task to do it as soon as possible, because we need to move forward very fast.
Elena. Can you summarize the different positions?
Rafael. Judy wants to be careful and not give the impression that we guarantee the implementation and to soften the language. Laura added issues concerning she felt we were giving to much responsibilities to the consultant and less to the RO. We would not like to give the message of leading the process but sort of participating in the stakeholders interviews and explanation of the project.
Darryl. I know this is between SAI and RO. As I recall we agreed that the RO will be involved and find someone who can provide technical support as consultant, not as Local Partner. The challenge is if the consultant goes as the face of the project and probably does not have the knowledge about challenges and will be political face of the project, then he or she may misrepresent the project. I recall we have decided the RO will be involved in the face-to-face meeting. The local will be doing research. SC will be comfortable with this because these are sensible issues.
Rafael. Thank you very much for clarifying. We tried to write a SOW. Unfortunately, Laura is not in the conversation. We decided to go over the reading format with Laura and Judy. Is it proper to share that it is a thing of form and not of content? Will you share your views to move forward?
Elena suggests a phone call next week.
Darryl. Make sense to me you guys can work out the details and if no consensus we cannot move forward without ITG consensus. I can jump in if further discussion.
Rafael. One thing I feel could be understood. Nobody is opposing to do the diagnosis. It is just a matter of being careful.
Darryl. If you put it that way, assessment of feasibility around CIMCAW this is what we have and this is what we want to happen, to carry out and assessment like a project, try that something happens and as first thing we are trying to know how the project is perceived in ES and how to come in, if that is what you call diagnostic, fine.

Rafael. There are things going on in ES. MOL is more engaged with the CST. MOL paid attention until last year, and realized these workers can help. That goes in the same line with what we are trying to do. That is why I met the director of employment. They are talking more with Melidas; private sector is open to talk with other organizations and trade union organizations. We have to develop these things in this document we call diagnosis. And also, please remember that USAID is expecting some working in their geographical area. Please do not loose this perspective as well.
Elena. Is the RO exploring some candidates?
Rafael. Yes, but we are awaiting the approved SOW. We have some names and contacts according to the SOW, but cannot release it if not approved. Of course, we will have interviews with all these persons and I will keep you informed.

Agreement
Wait for Laura, first week of Sep, to finalize SOW for the Diagnosis.

2. Status of work in GUA
Rafael. We have not made any move and Abby will be in charge of Guatemala and Honduras. We will get in touch with Jose Arguedas to ensure a link with Carla Caballeros from VESTEX. But we are waiting on Laura's information regarding ITG's affiliate position.
Elena. Has there been any contact with the factories we trained?
Abby. No, last one was back in February during Sean Ansett's visit.
Samira. Is there anything planned? One of the things we need to do is about the changes in these factories. What do we need to do to continue?
Elena. The follow up session took place at the end of the project. I am not sure what is the next step. I think it should be to continue working with those factories and to see where they are now.
Samira. **We do not need to wait for the process of finding the Local Partner. We have an already relationship established. The RO will work with SAI regarding the follow-up, and establish what do we need to do and what impact.**
Elena. Who will do it in absence of a Local Partner? What are you thinking Rafael?
Rafael. Samira is right, we can start to do something. A mechanical way of doing things. If we have to prioritize actions, we are developing sustainability here, we are not to organize CC, but we can help to achieve the 92,000 workers. To give the Technical Assistance and follow-up there is only one person and that is me. What about to put together all Local Partners and responsible ones in countries and have a training with SAI to pursue the work? It is an issue I believe we have to think about and decide very soon. Do we feel comfortable with all we have, with manual of good practices?
Darryl. I guess we have to look at it again.
Elena. We need a **process of reviewing the proposed manual**. Brands can give us a very good input. Laura and myself are the ones for the Technical Assistance. INEH is working on a manual for improved communication in one of the factories and it is a very focused issue. We can put a general manual of best practices and tailor a manual of specific needs.
Darryl. I agree with Elena about the process. The focus has been the training and about follow-up, the approach was basically to say we want to follow up, we need approved consensus base. What comes next? I am wondering if the RO has a proposal ready yet. We need to have some agreements. Go with a little bit of discussion. What is required to fix specific issues at the factories? In order to do that, you need to achieve consensus and this will take a long time. Another option: what might be delivered to these factories? Getting agreement of the process.
Rafael. Let's see Darryl and Elena, we have already a basic guide with consensus used by Sean during his visit to the region in Feb2007 and used at 4 factories.
Darryl. Yes, but what happens after that?
Rafael. The thing is that we need more people to know the methodology and accompany the factory in the implementation, content of the guide, organization of the workforce to guarantee this activity. We hope to start under voluntary basis with new factories. I tried to sell the idea that we invite new factories with a package of training and follow-up. But there was no agreement because we might not have the capacity to fulfill this request.
Darryl. Follow up is to be discussed with top management and provide them with a list of issues. They chose xyz and determine what requires each one and within the context of the project.
Samira. In Guatemala we could go back and interview management and ask for substantial changes. And find out what has to be done and establish if we can do this.
Rafael. My concern about this approach, because our last contact was in February and nothing later. Again we go there to see what happened, but we have nothing specific to support them. Is it politically convenient to go there or begin with an update?
Samira. The RO needs to put together this orientation package including expectations. In Guatemala were the first factories of training. We need to establish some measurements of impact.

Elena. It was part of the proposed follow up. Things we were going to suggest the factory to track. Indicators of improvement, indicators of improved production.
Darryl. Another part of my recollection is about the PMP in Nov, what and how to document changes, improvements. I agree with Rafael to define this before going.
Elena. Re-engage with the theme of improvement.
Samira. Rely on quantitative data, they may not track this info. But if you have interviews to collect impressions about changes, it will be much qualitative.
Elena. Before Sean went to do the Technical Assistance, Rafael and I made some interwievs and we have that information.
Darryl. Thanks.

Agreement
Rafael coming back with concrete action. In the meantime the RO will evaluate the situation and define the best way to approach these factories.

3. CSR engagement
Rafael. CAMTEX proposed us to get in touch with CICATEX -a regional organization of the maquila- and consider it as a new stakeholder that can be a contact at regional level.
Samira. We have not been able to engage them in the past. Maybe now we can succeed because of the suggestion you became. You need a little bit background first.
Darryl: who recommend you to contact Cicatex?
Rafael. Martha de Chang from CAMTEX.
Darryl. What is the background? Can you outline Samira what can we achieve with these groups or is just a waste of energy? Do you think they can influence more factories to participate or is it another partner to negotiate on the table? Or is it just in the scope of the RO?
Rafael. I brought it to the SC because in ES we did not get a decision. We are talking about CSR, so I thought it makes a lot of sense if we are working the same component to share experience with these kind of organizations. All organizations are working very close, including with SAI around the SA8000 issue. I think we can use the work of other organizations. Is there a yes to go ahead?
Darryl. Are you asking to work together?
Rafael. Working more official communication with them, because they have not only maquila but other sectors. I am thinking on sustainability as well, to continue working in the future. **Darryl**. We need to think further on this issue.
Samira. I agree. We need to know about their profile and we need to be very careful, their profile might be problematic. I agree the SC need another discussion before we would participate in their activities or viceversa. Potentially the level is there, but we need to be very careful how to approach them.

Agreement
Elena and Rafael will work some kind of a map, people who can tell us about organizations we can work with. There is a wide range. They proceed in different ways in different countries to see if they are strategic for us.

4. Progress with Cumple y Gana
Rafael invites Elena to take the lead on this issue.
Elena. Briefly, we met with directors in Nicaragua –while visiting for another project. We worked together with the piece of training for labor inspectors. Cumple y Gana is developing manuals. CIMCAW proposes to do the training and how to build sinergies at the level of writing down and producing documents on official protocols. Now we share some material and they will see to incorporate into their protocol. Then we will come with a proposal. CyG on their side will do some trainings and be sharing material on those trainings. Proposal is going to be circulated to the SC.
Darryl. What timeframe do you have Elena?
Elena. We have proposed one for each country.
Rafael. I am concerned about timing as well. In the workplan we have Lobor Inspectors training. How can we do both things in the best way possible?
Elena. It will require coordination.

Agreement
Elena will circulate this proposal this week. It is almost ready.

5. Already talked about.

6. Rafael invites Samira about approach to new partners.
Samira. Reports on at least 2 more corporate partners: she has been talking with Laura Rubbo and Cecilia Cosa from Disney. They expressed interest in the Project and asked a lot of information. Waiting to follow up with them. Darryl, possibly Suze, anything you could do to advance will be very appreciated. There has also been talk with Corinne Adams. Jones Apparel was specific about Guatemala.
There is interest in participating in the training but not necessarily in being partners, because they do not have large capacity. How do we engage brands: are we really thinking about brands participating in training program, but not fully committed? Not necessarily be at alliance level?
Abby. As an example, conversations with Gildan in Honduras show they are interested in the training program, but not in joining the alliance. They want to be observers at a training session in Nicaragua, before taking the decision of joining the training program.
Darryl. What will be the achievements or risks for CIMCAW? What are the financial implications? To certain extension we allow factories to attend, whith brands that are not partners. Do we lose the opportunity to have more partners? The point was to recruit more brands to join the alliance, but how will the involvement with the project be seen.
Samira. We will need to have a short document to really think about this. Rafael also proposed this to me. Allow me to have this ahead of the next SC call.
Suze. We should allow other partners to come even if not joining the alliance. Give them right away options. I am thinking along the line, if you want all brands to become full partners, the more difficult to reach consensus, you may limit the number of partners, they can be part of the project and have another group of making process, it can be very chaotic.

Agreement
Everybody agrees in a more flexible way to participate in the project and Samira will send a document accordingly.

Please note:
Next call to be held on Tuesday 25 September.
Agenda and documents to be discussed must be sent to SC members a week ahead.

ANNEX 10

THIRD TELECONFERENCE AGENDA OF THE STEERING COMMITTEE

September 18, 2007

Dear members of the steering committee:

In order to have the third teleconference of the steering committee, Tuesday September 24th of 2007 from 2:00 pm EST, 12:00 PM Central America, 11:00 AM PST, the following agenda is proposed:

1. Review of commitments of second teleconference.

2. Advances on the Study in El Salvador.
   Summary: the SOW has been consented, sent to the stakeholders (including workers organizations) and other groups in El Salvador on Thursday 13. Up to date, three CV's received. **Final SOW attached.**

3. Report of the status of work in Guatemala:
   Summary: Laura has sent information about contacts with unions. Contacts with private sector have started. Visits to factories still pending to be coordinated with GAP. **Proposal attached.**

4. Report of the status of the work in Honduras. **Abby's and Homero's Trip report attached.**

5. Report on the work being done to refine the impact indicators and PMP.

6. Status of the coordination's with the Cunple y Gana Project. **SAI takes the lead.**

7. Outlines on Actions with the labor inspectors. **SAI takes the lead**. **See attachment.**

8. Status of the best practices manual. **SAI takes the lead**.

9. Status on the new approaches to potential corporate partners. **Draft document to be sent by Thursday.**

10. Comments on INFOTEP report done by CIPAF. **English and Spanish Draft attached.**

ANNEX 11

AGENDA PARA LA REUNION DE SOCIOS CIMCAW/MECOMAQ
Julio 5 – 6, 2007

Lugar: Hotel Hilton- Princess
San Salvador, El Salvador

Participantes/*Participants*: USAID/El Salvador, Socios Locales e Internacionales, y Oficina Regional/ USAID/*El Salvador, Local & International Partners, Regional Office*

Jueves 5 de Julio / Thursday 5th July

8:30 - 9:00 Bienvenida y Presentación de Socios.
Bienvenida a Wal-Mart como Socio Internacional.
Welcome and introduction of Partners.
Welcome to Wal-Mart as an International Partner.

9:00 - 9:45 Palabras de los Representantes de USAID en El Salvador. Ubicación del proyecto CIMCAW en el marco de los proyectos laborales de USAID.
Discussion of CIMCAW and how it fits into USAID/El Salvador's labor agenda. (Jeff Lehrer, Sandra Lorena Duarte, Larry Brady).

9:45- 10:15 Preguntas y Respuestas. (Se sugiere profundizar en como optimizar la cooperación de los tres proyectos en los países donde CIMCAW participa).
Q & A. (Suggestion: discuss how to maximize collaboration and sharing among the three projects in the countries where CIMCAW participates.)

10:15-10:30 RECESO / BREAK

10:30-11:30 Logros de CIMCAW I
CIMCAW I Achievements
(Samira Salem, Abby Najera, Rafael Amador).
y / *and*
Presentación de los materiales de capacitación existentes y metodologías desarrolladas.
Presentation of existing training materials and developed methodologies.
(INEH, CIPAF, Homero Fuentes, Elena Arengo).

11:30-12:15 Presentación de las lecciones aprendidas y retos
Presentation of lessons learned and challenges
(Abby Najera, Rafael Amador)

12:15- 13:15 ALMUERZO / LUNCH

13:15–14:00 Presentación del Proyecto CIMCAW II conforme a la matriz del marco lógico. Enfatizar en la presentación de indicadores.
Presentation of CIMCAW II Project Workplan and indicators (Rafael Amador).

14:00–14:30 Presentación del Plan de Trabajo Regional a nivel de actividades y tareas.
Presentation of Regional Workplan, activities and tasks.
(Abby Najera)

14:30-15:00 Comentarios, adaptación y aprobación del plan regional.
Comments, adjustments and approval of regional plan.

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15:00-15:30 RECESO / BREAK

15:30–16:30 Presentación del Plan de Trabajo para Honduras
Presentation of Honduras Workplan
(Homero Fuentes)

16:30-17:15 Comentarios, adaptación y aprobación del plan local de Honduras.
Comments, adjustments and approval of local plan for Honduras.

17:15-17: 30 Anuncios y cierre del primer día.
Announcements and closing of first day.

19:00 - Cena Conjunta (Todas y todos invitados). (Lugar ASD)
Partner dinner. (All participants are invited). Place TBD

Viernes 6 de Julio / Friday 6th July

7:00 – 8:30 Desayuno Trabajo con los miembros de los Steering Committees
(Temas sugeridos: Llegar a acuerdo sobre el propósito y términos de referencia para el Comité. Acercamiento a grupos de RSE, incorporación de abanico más amplio de sindicatos y otras formas de organizaciones de trabajadores, revision del protocolo de comunicación y toma de decisiones, otros).
Working Breakfast with Steering Committee members. (Proposed agenda items: Agreement on purpose and scope of work of commitee, approach to CSR groups, incorporation of a wide scope of trade unions and other forms of workers organizations, review of communication protocol and decision making process, others).

A PARTIR DE LAS 9:00 HORAS / *STARTING AT 09.00 AM*

9:00–10:00 Presentación del Plan de Trabajo para Republica Dominicana.
Presentation of Workplan for the Dominican Republic.
(CIPAF)

10:00-10:30 Comentarios, adaptación y aprobación del plan local de Republica Dominicana.
Comments, adjustment and approval of local plan of the DR.

10:30-10:45 RECESO / BREAK

10:45-11:00 Presentación del Plan de Trabajo para Nicaragua
Presentation of Workplan for Nicaragua.
(INEH)

11:00-11:30 Comentarios, adaptación y aprobación del plan local de Nicaragua
Comments, adjustment and approval of local plan of Nicaragua.

11:30-12:45 Hacia una definición del Socio Local en Guatemala y la creación de un Comité Consultivo.
Defining a Local Partner in Guatemala and the establishment of a Consultative Committee.

12:45-1:45 Almuerzo / Lunch

1:45-2:45 El Seguimiento en CIMCAW
CIMCAW Follow Up
(INEH, Rafael Amador, Elena Arengo)

2:45-3:30 Análisis de propuesta de Desarrollo Infraestructural del proyecto sugerencias aportadas por los Socios locales. (Este documento sera compartido antes de la reunión, favor de revisarlo)
Analysis Infrastructure Development proposal and suggestions provided by Local Partners (This document will be circulated before the meeting, please review). (Rafael Amador).

3:30-3:45 RECESO / BREAK

3:45-4:15 Comentarios y observaciones a la propuestas anteriores.
Comments and observations on proposals.

4:15-5:00 Presentación de los temas generales abordados por el Steering Committee y toma de decisión en puntos que requieran consenso
Conclusión
Presentation of general themes discussed by Steering Committee and decision making process for issues that requires agreement
Conclusion..
(Rafael Amador, Samira Salem).

ANNEX 12

DRAFT

CIMCAW Alliance Tier System for Corporate Affiliation

An important lesson from Continuous Improvement in the Central American Workplace (CIMCAW) I is that enhancing workplace labor standards in the apparel industry requires the active participation of the private sector at the regional and international level. At the international level, major apparel brands and retailers are a critical partner, as they possess extensive experience, offer global best practices, and are in a position to positively influence suppliers' and factories' behavior. Achieving sustainable improvements in working conditions in the *maquilas* of Central America requires more than just brand participation, it requires an intensive multi-stakeholder effort, and that's precisely what the CIMCAW project offers.

The Value of CIMCAW

The CIMCAW Project brings brands and retailers tremendous valued added through its innovative multi-stakeholder capacity building program at the factory level and via the promotion of social dialogue around labor standards at the national level. Additionally, as a result of the fact that CIMCAW has established a tested model that is viewed as credible and legitimate by key sectors in the region, it is also of *strategic value* to participating brands and retailers. The strategic value is enhanced by the positive profile CIMCAW enjoys outside of the region. Key actors are taking notice of our work and the CIMCAW Alliance responds in the spirit of sharing lessons learned and advancing efforts to improve working conditions. For example, CIMCAW has been featured at the Bellagio Forum for Sustainable Development's meeting in Salzburg Austria in December of 2006; the project has been consistently participated in American Apparel and Footwear Association's meetings; and CIMCAW is consistently featured around the world as a successful alliance model by USAID's Office of Global Development Alliances.

A Tiered System for Brand and Retailer Affiliation to the CIMCAW Project

The CIMCAW Alliance realizes that one size does not fit all when it comes to participation in the project; brands and retailers have different needs and capacities. In response, CIMCAW has developed a tiered system for corporate affiliation to the project. The following matrix outlines 4 levels of affiliation that a company can choose, depending on their needs, interests, and capacity.

**Companies that participate in the worker-manager training should be prepared to encourage their suppliers to participate in the training.

** Companies make contribution per training

CORPORATE AFFILIATION TO CIMCAW										
Tier	Alliance policy & strategy development	Worker-Manager Training & follow up at factory level*	Multi-stakeholder dialogue activities (e.g., conferences, workshops)	Resource contribution to support project	Corporate HQ and field staff engagement	Recognition as CIMCAW Partner and enhanced brand reputation by supporting locally relevant, sustainable approaches	Direct access to industry best practices developed by CIMCAW	Shared costs & responsibilities among other brands and suppliers for sustained compliance	Meaningful engagement at the local & international levels with key stakeholders	Greater & more sustainable impact on workplace labor standards
I	√	√	√	√	√	√	√	√	√	√
II		√	√	√		√		√		√
III		√**		√				√		√
IV			√	√				√		√

.ANNEX 13

NOTAS PARA CONVENIO DE COOPERACION ENTRE CUMPLE Y GANA, CIMCAW Y SOCIAL ACCOUNTABILITY INTERNATIONAL (SAI)

1) El Proyecto Cumple y Gana: Para el mejoramiento de los derechos laborales en Centroamérica, Panamá y República Dominicana está desarrollando herramientas para inspectores laborales tales como Guías de Inspección, Protocolos de Inspección y Protocolos de Investigación, en 7 países de la región.
2) Social Accountability Internacional (SAI) ha venido desarrollando en algunos países de la región, intercambios de experiencias y buenas prácticas de auditoría con los inspectores de trabajo, especialmente con el proyecto CIMCAW Para el mejoramiento continuo de la maquilla.
3) Los conocimientos y experiencias de auditoría social de SAI, especialmente la norma SA 8000 y el documento Guía para la Responsabilidad Social SA 8000, así como el acervo de conocimientos que ha acumulado en capacitación a inspectores el proyecto CIMCAW pueden perfectamente aprovecharse para los inspectores de trabajo se beneficien de esas técnicas de investigación, experiencias, buenas prácticas, y sobre todo de la filosofía preventiva que guía a los auditores sociales.
4) La coyuntura es propicia para realizar un convenio de cooperación entre Cumple y Gana, CIMCAW y SAI, por estar iniciándose un proceso de contratación de consultores en cada país para hacer una revisión de las herramientas que actualmente utilizan los inspectores de trabajo, que incluye la incorporación transversal del enfoque de género, y la terminación de los proyectos de Protocolos de Inspección y de Investigación elaborados por el Coordinador de Cumplimiento e Inspección del Proyecto Cumple y Gana, fruto de talleres realizados en cada país con los inspectores de trabajo. Los términos de referencia de dicha contratación fueron puestos en conocimiento de Rafael Amador y Elena Arengo, respectivamente oficiales de CIMCAW y SAI.
5) Una de las propuestas de colaboración es que los consultores contratados en cada país por Cumple y Gana tengan acceso directo e irrestricto a los insumos pertenecientes a SAI y a CIMCAW relativos a técnicas de investigación y de comprobación de cumplimiento de derechos laborales en las empresas, para que puedan utilizarlos como insumos complementarios al momento de presentar los productos finales de las Guías de Inspección, Protocolos de Inspección y Protocolo de Investigación.
6) Dichos productos posteriormente serían presentados a SAI, CIMCAW, y al Proyecto Cumple y Gana para su revisión, en cabeza de las personas encargadas de los Componentes: Derechos Laborales de las Mujeres; y Cumplimiento e Inspección.
7) En una última etapa dichos productos serán validados en cada país con los inspectores de trabajo en un taller designado al efecto.
8) Cumple y Gana dispone de los fondos para la contratación de los consultores en cada país, para cubrir los costos de los talleres de validación de los instrumentos, así como los artes finales e impresión de los documentos definitivos.
9) La capacitación de los inspectores de trabajo se hará de manera coordinada entre CUMPLE Y GANA y CIMCAW. Finalizado el diseño y validación de los instrumentos, se procederá a realizar la capacitación de las personas inspectoras del trabajo, para la utilización de los instrumentos. Para ello el Proyecto Cumple y Gana,

podría financiar los materiales y los costos de local y refrigerios y CIMCAW podría aportar las personas consultoras..

10) De forma complementaria el Componente Derechos Laborales de las Mujeres, realizará talleres de capacitación que fortalezcan los conocimientos de las personas inspectoras sobre métodos y técnicas de investigación que les permitan identificar la discriminación por género, Cumple y Gana informará a CIMCAW las fechas en las que se realizará dichos talleres, con el propósito de que las actividades no se dupliquen ni choquen entre ambos proyectos, para evitar saturar los Ministerios de Trabajo, sino más bien aunar esfuerzos con la coordinación entre los proyectos a fin de maximizar los recursos.

ANNEX 14

Informe Reuniones de Seguimiento en Empresas de Guatemala, Viernes, 5 de Enero 2007

Durante el periodo de vacaciones, Homero Fuentes mantuvo contacto con las Empresas C-SITE y SAE, con el propósito que se hiciera una visita por parte del proyecto a estas empresas. Esta gestión garantizo que el viernes 5 de enero, se dieran estas reuniones.

Como antecedente, se recuerda que estas empresas estuvieron incorporadas al CINGUAW y participaron en talleres para gerentes y trabajadores con CIMCAW I, durante los meses de julio y agosto del 2006. Durante las capacitaciones, los asistentes identificaron una serie de problemas relacionados con los derechos laborales en su respectiva empresa, junto con sus causas raíces y posibles soluciones. Estos hallazgos se sistematizaron y serán volcados en un informe que se presentará a las fábricas como un primer paso en el proceso de seguimiento.

Siendo que los socios internacionales, la administración del CIMCAW, y la USAID, coincidieron que el proyecto debía de garantizar mecanismos para dar seguimiento a las actividades y del impacto de las actividades del proyecto en general, como dentro de las empresas, después de la reunión en Washington en el mes de Noviembre del 2006, se organizo un sub comité que se encargo de preparar la propuesta metodologica para dar respuesta al seguimiento y medición del impacto dentro de las empresas. Los insumos para la realización de esta propuesta se tomaron de los documentos trabajados por INEH, SAI, y CIMCAW-GUA, sobre la cual, SAI y CIMCAW-GUA adelantaron una propuesta general que fue revisada y nutrida por GAP, FITTVC, DAI, INEH y CIMCAW-GUA. El ultimo intercambio telefónico que realizo el sub comité a esta propuesta, fue el Dic 21 del 2006. SAI se encargo de retomar las últimas observaciones, y envió un borrador a todos antes de finalizar el ano. Por su lado FITTVC preparo un componente sobre Buenas Practicas, que seria agregado a la propuesta general.

Con esta versión, SAI preparo una versión corta para ser explicadas y entregadas a las Empresas.

Agenda propuesta para las reuniones:

1. Retomar el contacto con las empresas, iniciando con la entrega de un informe de los problemas, causas y posibles soluciones que se indentificaron durante los talleres.
2. Solicitar su opinión sobre las capacitaciones y si estas estaban provocando alguna diferencia en la empresa.
3. Presentarles la metodología y solicitar su revisión y comentarios.
4. Comenzar a explorar la realización de más entrenamientos de trabajadores y administradores, durante el CIMCAW I.

Con estos antecedentes, el viernes 5 de Enero del 2007, Elena Arengo, Homero Fuentes y Rafael Amador visitaron la empresa C-SITE y se reunieron con Henry Choe (Executive Vice President), Sang Deok (Lazaro) Lee (Gerente Administrativo), Shirly Navas (Factory Compliance Officer).

El resumen de la reunión:

El Sr. Choe menciono que aun no habían visto ninguna utilidad del entrenamiento para mejorar el ambiente laboral, así como nunca haber recibido el informe del entrenamiento. Con esta ausencia de impacto, reforzaba su opinión que el ritmo de las demandas de trabajo de la empresa, no se correspondían con el ritmo del proyecto. Sinceramente menciono que no encontraba interés de seguir participando. Así mismo, menciono que la capacitación fue muy positiva, de mucha calidad, y que los asistentes llegaron motivados del entrenamiento, una vez de regreso a la empresa; pero al no haber tenido seguimiento y contacto con el proyecto, esta oportunidad creada, se esfumo. (LECCION APRENDIDA: en cualquier otro entrenamiento que se haga a las

empresas, se debe de garantizar la entrega del informe en un plazo mínimo de tiempo, siendo que en el futuro, esta responsabilidad recaerá principalmente, sobre el socio local, o de la persona contratada para servir de enlace del proyecto en cada país. Con la implementación de la metodología de seguimiento, se espera solucionar el problema de ausencia del proyecto después de las capacitaciones).

Una observación a los talleres que hizo el Sr. Choe fue que su impresión de las capacitaciones fue que se enfatizó demasiado el tema de los derechos laborales, y no suficientemente el aspecto de las responsabilidades de los trabajadores para con la empresa, en este momento de "crisis" en que la supervivencia de la empresa es crucial. Se le recordó que el primer módulo del taller se dedica precisamente a ese aspecto: a los desfíos del contexto internacional para el sector, y las presiones que existen tanto para los empresarios como para los trabajadores en este aspecto. Se intenta de esa manera, encontrar puntos en común sobre los cuales establecer un ambiente de diálogo para enfrentar los problemas y desafíos. De todos modos, se tomó en cuenta esta retroalimentación del Sr. Cho y en una futura capacitación se buscará poner más énfasis en este aspecto.

Una vez que se explico que con la metodología de seguimiento, se esperaba reforzar el apoyo del proyecto a las empresas participantes, el Sr. Choe como Lee, aceptaron revisar la propuesta, elevarla a sus superiores en Corea y organizar la reunión con los gerentes de la empresa, para la semana entre el 5 y 9 de febrero. Por lado del proyecto, SAI se comprometió a enviar el informe editado a más tardar el 19 de Enero.

Hubo un consenso sobre la realización de nuevas capacitaciones, para efectuarse después de realizado el taller de febrero, de modo que con esta experiencia se tuviera mas elementos de juicio para decidir.

A la empresa SAE, asistieron Elena Arengo y Rafael Amador. En esta empresa, se efectuaron dos reuniones. Primero una con la gerencia: Rafael Uk Jung (Manager), Roberto Monge (Gerente de Recursos Humanos) y Amparo Barrios (Factory complience Officer). Luego con dos miembros del sindicato, uno de ellos asistió al entrenamiento (omito sus nombres ya que preferimos darle a la entrevista, carácter de anonimato).

La reunión con la gerencia, así como los compromisos adquiridos y los resultados logrados, fueron similares a los de la reunión en C-SITE. Entre los aspectos de la capacitación que destacó el Sr Jung fue que al principio consideraron su participación como una obligación por parte de la marca GAP, pero que los temas en sí y la experiencia del taller fueron "muy emocionantes, intersantes, y bonitos". Lo que sí vieron como dificultad fue el tiempo dedicado, especialmente el proceso de la selección de trabajadores participantes, y en el momento de realizarse la capacitación de la segunda mitad de la fábrica (en el taller de agosto, sólo se capacitó a la mitad de la fábrica) quisieran que se revisara el proceso de selección para que no ocupe tanto tiempo de producción. Se le contestó que se explorarán otros métodos de selección, siempre tratando de respetar los principios de auto-selección, no interferencia, democracia y equilibrio que se buscó con la metodología aplicada en la selección de trabajadores para el primer taller. Otra observación fue que el número de trabajadores, según el Sr Jung, fue muy elevado y que se considere reducir en una segunda vuelta.

Impacto del Proyecto en SAE

Durante la entrevista con los sindicalistas (representantes del comité ejecutivo), el eje de esta se dirigió a conocer sus perspectivas de la capacitaciones y si habían logrado ver modificaciones.

Sus respuestas fueron claras en manifestar que después de la capacitación, notaron cambios positivos de actitud de los supervisores que asistieron, siendo que cambiaron su percepción, sobre el trabajo del sindicato y que mejoraron la relación con los trabajadores que estaban bajo su supervisión. Esta opinión la manifestaban al comparar a los otros supervisores que no habían asistido al entrenamiento y que mantenían comportamientos negativos que los otros cambiaron. Llegaron a afirmar que en las líneas donde la comunicación entre trabajadores y supervisores ha mejorado, se ha incrementado la productividad [esto aun es una observación empírica, pero existe posibilidad de medir este cambio, mediante el uso de la variable "nivel

de producción en relación a la norma", (durante la entrevista, con Elena encontramos que de esta se podían sacar varios indicadores de impacto tanto cualitativo como cuantitativo, algunas de las cuales ya se han mencionado arriba)]. Los representantes sindicales enfatizaron que sería óptimo capacitar a más supervisores, ya que los efectos positivos en cuanto a mejores relaciones con los trabajadores, eran claros. También sugirieron que algunos representantes del comité ejecutivo del sindicato que asistieron a la primera capacitación, también participe de la segunda (para la otra mitad de la fábrica).

Otra idea que surgió durante la entrevista, con el propósito de analizar las modificaciones causadas por el entrenamiento, es el de realizar una comparación de diferentes variables, en la que se le preguntara a los asistentes si cada una de estas variables eran peor, igual o mejor después del entrenamiento, ejemplo a base de las entrevistas:

	PEOR	**IGUAL**	**MEJORO**
Motivación por su trabajo		x	
Nivel de productividad			x
Trabajo en equipo		x	
Situación salarial		x	
Situación de incentivos		x	
Nivel de comunicación con supervisores y/o trabajadores			x
Percepción de supervisores en relación al trabajo sindical		x	

Con esta información hecha a cada participante, se puede hacer una síntesis numérica, pasando información cualitativa a cuantitativa.

Visita de Consultaría de Sean Ansett
CIMCAW/ MECOMAQ
Seguimiento de Capacitaciones Mejores Prácticas
Informe Rafael Amador R. con comentarios de INEH, COVERCO y el consultor.

Nicaragua 4 de Febrero 2007:
Sean sostuvo dos reuniones el domingo, de 10:00 a.m. a 12 m. con Rafael Amador. Se realizó una revisión de la correspondencia enviada por los miembros del subcomité, con el propósito de asegurar que todas las dudas planteados por ellos fueran del conocimiento de Sean, así como el de conocer sus respuestas y/u opiniones.

Asimismo, Amador expuso las experiencias que se habían sostenido en las visitas a las empresas de Guatemala, así como la realizada en Istmo Textil en Nicaragua. Se intercambió información y criterios relacionados con los aspectos organizativos de los sistemas gerenciales en las empresas. Posteriormente, se revisó el contenido de la presentación que Sean haría a las empresas durante las sesiones de trabajo. También, se habló acerca de la táctica de abordaje de las reuniones, el enfoque y los mensajes claves para presentar en las reuniones con la gerencia.

De 3:00 a 5:00 p.m., Yamileth y Martha del INEH, se reunieron con Sean para revisar el contenido, la agenda y los aspectos operativos para garantizar el éxito de las visitas a las dos empresas el día 5 de febrero del 2007.

Nicaragua, 5 de Febrero:

<u>Reunión en USLC</u>

Todo el equipo se encontró en la empresa USLC a las 8:45 a.m. y fuimos recibidos por el Sr. Jorge Duarte (Gerente Administrativo de Desarrollo Humano) y Lilliam Guadamuz (Responsable de Higiene y Seguridad Ocupacional).

Antecedentes:
El Sr. Duarte inició compartiendo información histórica de la fábrica, fundada en 1998 como Caronica, cerró operaciones en Junio del 2003 y reabrió bajo nueva administración en Septiembre del 2003. El Sr. Duarte es parte de la nueva administración. Lilliam ha tenido la experiencia con ambas administraciones y afirma que esta última ha sido mejor. Hicieron referencia a que en el período de cierre de la fábrica había 34 mujeres embarazadas, a las cuales se les mantuvo su salario hasta la reapertura de la fábrica. El número de trabajadores ha crecido de 1200 a 1750. Así también han tenido cambios en las marcas que le compran producción.

Durante la reunión el Sr. Duarte manifestó la existencia de una contradicción entre el deseo de la empresa de desarrollar las actividades del proyecto y la presión de las marcas para que la empresa cumpla con los contratos.

> *Una sugerencia que esperamos plantear para CIMCAW II, es la de buscar cómo las marcas que son socios internacionales del proyecto y que tienen contratos con empresas que están participando,, desarrollen un ambiente de menor presión de producción, de modo que las empresas incorporadas al proyecto puedan garantizar la incorporación de las/os trabajadores en las actividades del proyecto y que esta incorporación lejos de entrar en contradicción con las demandas de la producción, sean un apoyo para elevar la eficiencia en el cumplimiento de futuras demandas.*

El consultor presentó para los siguientes temas, una serie de mejores prácticas y ejemplos de otras fábricas que han implementado esas prácticas, en base a las áreas que fueron identificadas por trabajadores y gerentes durante la capacitación.

- Estructuras de incentivos
- Horas laborales y horas extra
- Discriminación
- Comunicación interna

Luego del intercambio, se destacaron los principales problemas planteados por la empresa. Estos están relacionados con:

- La comunicación entre los supervisores y trabajadoras/es de línea.
- El flujo de la información: es de arriba hacia abajo, y no se está aprovechando la experiencia de las/os trabajadores para desarrollar procesos de mejora continua.
- La rotación del personal se da en las primeras semanas de ingreso a la fábrica. El trabajador renuncia o abandona el puesto de trabajo. Algunas oportunidades y problemas en relación al personal son los siguientes.
    - La selección del personal la hace el supervisor.
    - La gerencia realiza tres horas de inducción previa al ingreso a laborar.
    - La gerencia ha desarrollado un proyecto piloto con trabajadores que no tienen experiencia en maquila pero que han demostrado habilidades durante el proceso de selección. Estos son enviados por 3 semanas a capacitarse a un centro técnico y luego son contratados.
    - Los jefes de línea muchas veces no quieren aceptar a estos nuevos empleados recién capacitados por temor a que tengan baja productividad.

- Pero según la gerencia, parece que hay una contradicción porque según ellos estos trabajadores han llegado a alcanzar niveles de productividad mayores que trabajadores con más años de experiencia.

La gerencia se describe como "puertas abiertas" a los trabajadores. Pero observan la debilidad que esto no permite ningún tipo de privacidad para realizar sus labores o un sistema para priorizar el tipo de asuntos a atender. Es decir, no se han establecido canales de comunicación eficiente entre los mandos intermedios para que el trabajador llegue directo a la gerencia.

La Gerencia enfatizó que ellos han estado interesados y han promovido la capacitación a los supervisores principalmente. Esto es con el fin de fortalecer las relaciones entre la gerencia y los trabajadores, y que los mensajes sean más objetivos. Sin embargo, los supervisores implementan lo aprendido en las capacitaciones sólo en los primeros meses y luego su comportamiento continúa deficiente.

La gerencia reconoció una debilidad en cuanto al sistema de comunicación. A pesar de estar concientes que es positivo realizar reuniones periódicas, éstas no se llevan a cabo con los supervisores o jefes de línea, debido a que el tiempo no se lo permite y todos sus esfuerzos están concentrados en la producción.

Los supervisores tampoco cumplen con tareas que la gerencia les encomienda de realizar, tales como sistemas de control de asistencia. Sin embargo la gerencia no toma ningún tipo de medida disciplinaria por esto.

Asimismo, se encontró que no existe una organización establecida en la empresa que garantice el seguimiento a las acciones que se realicen y una definición de quien desarrollara las acciones en base a un plan de monitoreo.

En general siente que no hay crecimiento individual. Hay un estancamiento en cuanto a las actividades que realizan.

Áreas de Oportunidad:

- Desarrollo de sistemas gerenciales
- Reforzar el sistema de comunicación
- Asistencia técnica para mejora de productividad
- Un plan anual de capacitación
- Identificación de prioridades
- Capacitación sobre relaciones humanas y autoestima para los supervisores

Durante las presentaciones, Sean insistió en el hecho de que la implementación de las buenas prácticas debe de ser asumidas por las empresas como algo de interés para ellos y no solamente vinculado a la demanda o presión de cumplimiento hecha por sus clientes

<u>Reunión en Istmo Textil/CZF:</u>

A las 2:00 p.m., Yamileth, Marta, Sean y Rafael visitaron la empresa Istmo CZF. Estuvieron presentes:

- Lourdes Valle, Gerente de Recursos Humanos
- María de los Angeles, Departamento RSE
- Inés, Departamento RSE
- Anielka, Departamento RSE

La Gerente Administrativa, Estela Cho, se disculpó que no pudo estar en la actividad debido a una urgencia que surgió en el módulo de Masaya.

Previo a esta visita, la gerencia de la fábrica Istmo Textil permitió que el equipo de INEH y el coordinador Regional del Proyecto pudiera reunirse el miércoles anterior con los trabajadores que habían asistido a las capacitaciones del proyecto MECOMAQ, en las instalaciones de las fábricas, tanto en Managua (en la CZF) como en Masaya. Para ello, se realizaron trabajos de grupo para identificar necesidades o áreas a mejorar en la fábrica Istmo Textil en Managua y Masaya. Con esto se logró enviar esta información a Sean, de modo que pudiera realizarse la misma metodología que se utilizaría en USLC.

Para efectos de orientar la discusión de los grupos se elaboró una guía que contenía las preguntas que se desarrollaron en los trabajos de grupos de cada uno de los módulos de las capacitaciones.

En el módulo de Managua, participaron 6 trabajadores, 2 del área administrativa y 4 del área de producción. Luego de haber repasado la guía, los trabajadores llegaron a un consenso en cuanto a las áreas para mejorar:

- Medidas disciplinarias /concientizar a la gente sobre el uso de los equipos para evitar accidentes laborales

Lourdes expresó que la fábrica está anuente a recibir apoyo técnico de parte del proyecto MECOMAQ que sirva para fortalecer sus metas y logros en el bien común de los empleadores y trabajadores.

La fábrica cuenta con nuevo Gerente General, el Sr. Dong Bog Lee, quien hace algunos años había sido gerente de producción.

<u>Impacto de CIMCAW en Istmo Textil:</u>
El grupo expresó que después de las capacitaciones del proyecto MECOMAQ observan mayor comunicación entre los trabajadores y la gerencia de recursos humanos. Se observa que tienen mayor confianza para expresar sus inquietudes directamente a la gerencia.

Hay mejor entendimiento y diálogo abierto sobre el tema de la libertad de asociación por parte de los trabajadores y los gerentes. Istmo ya cuenta con tres sindicatos en sus plantas.

La gerencia está implementando programas de incentivos por a) orden y limpieza, b) asistencia y c) producción. Las auditoras internas (ahora "grupo de responsabilidad social"), tienen un checklist por área para evaluar y otorgar el incentivo. Se hacen dos evaluaciones al día. El que obtiene el porcentaje más alto recibe al final de la semana el incentivo. Este incentivo es una retribución económica divida entre los trabajadores de las áreas.

La gerencia tiene un sistema gerencial que está en proceso de mejorar. Recientemente tuvieron una reunión con el personal coreano para explicarlo y también tienen una reunión programada con los supervisores y área administrativa nicaragüense.

El día de la visita de la asesoría técnica, Sean hizo una ronda de preguntas a los asistentes, con el propósito de vincular la actividad en la empresa con las capacitaciones brindadas a las/os trabajadores. Se hizo un intercambio de buenas prácticas que la empresa está realizando.

Posteriormente, el consultor presentó los siguientes temas, sus mejores prácticas y ejemplos de otros fábricas que ha implementado esas prácticas en base de las áreas que habían sido identificadas por los trabajadores y los gerentes en la capacitación.

- Procedimientos Disciplinarios
- Seguridad y Higiene
- Discriminación
- Comunicación interna

En esta empresa se encontró que existía un sistema montado, pero que éste aún no está funcionando adecuadamente. Recientemente hubo cambios en la Gerencia y los nuevos gerentes están interesados en hacer que el sistema gerencial funcione, y ya se tiene una reunión programada para comenzar a revisar estos temas (lo cual era una de las sugerencias que se le pensaba hacer a la empresa). Uno de los principales problemas planteados es el del hecho que los supervisores han sido escogidos más en función de sus aptitudes técnicas, sin tener en cuenta su capacidad para manejar a las/os trabajadores y esto está provocando problemas en la implementación del sistema como tal.

Dentro de sus inquietudes expresaron que el supervisor todavía juega un rol importante para el retiro de un trabajador. Sin embargo recursos humanos ha tratado de ir limitando esto mediante la firma de las cartas de despido en base a la justificación planteado o documentación de soporte en los expedientes. El supervisor en algunos casos manipula la comunicación entre el trabajador y el gerente de línea que es el personal coreano. Reconocen como una debilidad los aspectos culturales para la comunicación con el personal coreano.

Con base en las discusiones realizadas en ambas empresas, se sugirió a los asistentes reflexionar sobre la definición de los principales problemas y sobre estos comenzar a analizar cuál es la capacidad que existe en la empresa para desarrollar un plan de acción. Se espera que el socio local dé seguimiento a ambas fábricas, buscando cómo apoyarlos en la búsqueda de la implementación del sistema gerencial.

Áreas de Oportunidad:

- Desarrollar una estrategia de sus sistemas para asegurar que esta dinámica y funcionando
- Identificación de problemas y prioridades
- Capacitación sobre relaciones humanas y autoestima por los supervisores
- Indicadores para evaluar su ejecución de programas
- Evaluar su sistema de evaluación y incentivos para los supervisores para tomar en cuenta relaciones humanos
- Capacitación cross-cultural por los gerentes coreano

Durante las presentaciones, Sean insistió en el hecho que la implementación de las buenas prácticas deben de ser asumidas por las empresas como algo de interés para ellos y no solamente vinculado a la demanda o presión de cumplimiento hecha por sus clientes

Guatemala 06 de Febrero

<u>Reunión en C-Site:</u>

Por el CIMCAW participaron Sean, Abby, Homero, Rafael. De la empresa: trabajadores, supervisores y representantes de la Gerencia incluyendo:

- Manuel Barrientos- Corte
- Anibal Castellanos- Corte
- Oscar Coreas- Empaque (Presidente del Comité de SHO)
- Nery Funes- Supervisora Línea 4
- Marvin Gonzáles- Supervisora Línea 7
- Yovani Velásquez- Supervisora Línea 10

- Helder Ramos- Supervisora Plancha
- Karla Contreras- Supervisora Inspección II
- Shirley Navas- Cumplimiento
- Lazaro Lee- Gerente Administrativo

Impacto de CIMCAW en C-Site:
Según los trabajadores, ven como muy positivo el hecho que se hayan podido reunir nuevamente con el proyecto. Así mismo, manifiestan que a partir de las capacitaciones han logrado mejorar la comunicación entre los supervisores, trabajadores y la gerencia. La mejor comunicación ha ayudado a mejorar aspectos sobre horas extras y los pagos de prestaciones. Los trabajadores reconocen que C-Site es un lugar bueno para trabajar, en donde se respetan los derechos de las/os trabajadores. La gerencia logra identificar cambios positivos en las/os trabajadores que recibieron la capacitación, y esperan seguir implementando este tipo de acciones.

El consultor presentó los siguientes temas, sus mejores prácticas y ejemplos de otras fábricas que han implementado esas prácticas en base a áreas de mejora que fueron identificadas por los trabajadores y gerentes en la capacitación.

- Estructuras de incentivos
- Procedimientos Disciplinarios
- Seguridad y Higiene
- Horarios laborales y Horas extra
- Discriminación
- Comunicación interna

Como parte de su desarrollo organizativo, tienen organizado y funcionando el Comité mixto de Seguridad e Higiene Ocupacional, sin embargo, éste no funciona regularmente. No tienen ninguna acción dirigida a la organización de otras instancias dirigidas a desarrollar sistemas gerenciales para mejorar el ambiente de trabajo ni recolectar de manera sistemática de la información.

Un problema relevante para ellos era el del elevado número de rotación del personal. Ellos plantearon que estaban desarrollando una ficha para recoger información (más que todo, datos personales) y agregaban una pregunta: ¿Porqué se va de la empresa? La gran mayoría respondía que por asuntos personales. A preguntarles cómo estaban usando esta información y cómo les estaba sirviendo para tomar acciones, respondieron que no usaban la información. Se aprovechó esta respuesta para sugerirles agregar a esta pregunta, otra más que permitiera saber si eran causas personales provocadas dentro o fuera de la empresa (ellos tienen la idea empírica que más del 90% de las causas son internas). Luego Sean agregó que si lo consideraban oportuno, se podía agregar una sub clasificación de las causas internas, todo esto con el propósito comenzaran a tener información que les ayudara a atender el problema de alta rotación del personal.

A partir de esta experiencia también se insistió en la situación de la inexistencia de un sistema gerencial vinculado a los aspectos laborales y de la necesidad de ir pensando en cómo éste debería de irse organizando.

Áreas de Oportunidad:

- Desarrollar una estrategia de sus sistemas para asegurar que está dinámica y funcionando
- Identificación de problemas y prioridades
- Capacitación sobre trabajo en equipo
- Indicadores para evaluar su ejecución de programas

Acuerdos:

- Formar un comité que establezca principios y reglas claras para la concesión del "premio al mejor empleado"
- El ya existente Comité de SHO incorpore formatos que les permita recoger información durante sus rondas de inspección para luego sistematizarla y darle seguimiento
- La incorporación de categorías que especifiquen "causa" para los formatos de carta de renuncia para establecer estadísticas
- Con base a las "causas de renuncia", la empresa estará en condiciones de cuantificar la inversión que representa la fuga de personal y tomar decisiones administrativas en cuanto a modificación de pago de incentivos, jornada extraordinaria o negociación de sus contratos con clientes.

Durante las presentaciones, Sean insistió en el hecho que la implementación de las buenas practicas deben de ser asumidas por las empresas como algo de interés para ellos y no solamente vinculado a la demanda o presión de cumplimiento hecha por sus clientes

Reunión en SAE-Int.

Por el CIMCAW participaron Sean y Rafael, 5 trabajadores (2 mujeres y 3 hombres) y 5 representantes de la Gerencia (1 mujer y 4 varones). No hubo representación sindical, porque al mismo momento se estaba efectuando una reunión de la junta mixta (órgano bipartito conformado por miembros del sindicato y la gerencia y que surgió como parte del convenio colectivo. Su propósito es abordar de manera periódico – cada mes – todos los aspectos del mundo laboral de la empresa). Esta empresa cuenta con un sistema gerencial más desarrollado, del cual se sienten muy orgullosos, sin embargo, les cuesta asumir que pueden mejorar aún más.

Se hizo referencia a la misma contradicción que surgió en USLC de Nicaragua (la incongruencia entre lo que el proyecto les proponía desarrollar y las presiones impuesta por los clientes).

El consultor presentó los siguientes temas, sus mejores prácticas y ejemplos de otros fábricas que han implementado esas prácticas, en base de las áreas de mejora que fueron identificadas por los trabajadores y gerentes en la capacitación.

- Estructuras de incentivos
- Procedimientos Disciplinarios
- Seguridad y Higiene
- Relaciones Industriales
- Horarios laborales y Horas extra
- Discriminación
- Comunicación interna

Sean hizo el mismo ejercicio que en las otras empresas, pero aquí la respuesta de los participantes era de aceptación del hecho que todo estaba bien en la empresa. Al hacerles algunas preguntas más fondo sobre qué tema o situación pudieran comenzar a profundizar en su proceso de mejora continua, manifestaron que comenzarían a usar indicadores. Se utilizó esta respuesta para que hicieran el ejercicio de pensar qué tenían que hacer en la empresa para hacer uso de los indicadores, a partir de las siguientes preguntas:

- ¿Qué van a medir? (se les sugirió varios indicadores durante la presentación)
- ¿Cómo lo van a medir?
- ¿Con qué instrumentos recogerán la información?
- ¿Quién recogerá la información?
- ¿Quién la procesará?
- Etc.

El propósito de este ejercicio fue evidenciarles que el sistema que tenían, aún estaba sujeto a muchas mejoras y que el hecho de realizar una tarea (usar indicadores), los debería llevar a pensar en qué otros pasos previos habría que dar antes.

Durante las presentaciones, Sean insistió en el hecho que la implementación de las buenas prácticas deben ser asumidas por las empresas como algo de interés para ellos y no solamente vinculado a la demanda o presión de cumplimiento hecha por sus clientes.

Áreas de Oportunidad:

- Reevaluar el sistema para asegurar que está dinámica y funcionando
- Definir misión, visión y objetivos sobre RSE en la empresa
- Integrar los objetivos en las evaluaciones y incentivos de los empleados
- Indicadores para evaluar su ejecución de programas

Al final, durante el intercambio de opiniones, se preguntó a un gerente sobre el estado de la decisión de la fecha para el siguiente entrenamiento conjunto para trabajadores/as y gerentes/supervisores, a lo cual se respondió que la gerencia no estaba muy convencida aún (esperábamos que esta reunión les diera más elementos a los asistentes para reforzar su planteamiento ante la gerencia sobre la pertinencia de más capacitación), pero dijo que si los clientes los obligaba,… "no les quedaba mas remedio que realizarla".

Esta respuesta fue muy frustrante, ya que sentimos que aún no lográbamos quitar esta actitud, aún después de tres horas de actividad.

> **Al final de cada una de las reuniones en las cuatro empresas, se les informó que recibirían una copia de la presentación, así como de la metodología del seguimiento y del documento de mejores prácticas. Así mismo, se les planteo que si estaban de acuerdo, en el caso de Nicaragua, el socio local seguiría reuniéndose con ellos en lo que resta del CIMCAW I para ir definiendo un plan de acción, a partir de la identificación de su capacidad organizativa interna. Ante la ausencia del socio local en Guatemala, habrá que organizar algo alternativo.**

CONCLUSIONES DEL COP A LA VISITA DE SEAN ANSETT

La visita hecha por Sean fue extremadamente oportuna en la implementación del plan de seguimiento.

La forma de abordar los temas en las empresas, permitió desarrollar un ambiente de confianza que provoco la participación activa de todos los asistentes.

La diversidad de ejemplos de buenas prácticas usados, fueron de mucho interés y utilidad para las empresas, lo cual es reflejo de la experiencia de Sean en el tema.

Siempre fue receptivo y abierto a los comentarios e ideas aportadas por los socios locales, así como los miembros de la Oficina Regional.

En la reunión final sostenida entre Homero, Sean y Rafael, logramos obtener de el su perspectiva de lo que vio en este momento, comparado a lo que conocía del proyecto en su arranque. Considerábamos su opinión muy valiosa, ya que el participo al inicio del CIMGUAW y del CIMCAW I, así como poseer una amplia experiencia mundial.

Comentarios de Sean:

- El nivel de abordaje de estos problemas ha sido muy franco, de mucha profundidad y con mayor dominio de los aspectos laborales de lo que he podido apreciar en mi experiencia profesional en otras empresas. Asumo que estos cambios son debidos a los entrenamientos realizados por el proyecto y la metodología empleada.
- El nivel de apertura de los gerentes y otras participantes para hablar sobre la libertad de asociación y su nivel de entendimiento de otros temas sindicales era positivo, como efecto de la capacitación.
- La metodología de seguimiento propuesta es coherente y factible de utilizar con algunas áreas a mejorar- ver el documento de Sean.
- Comparto la opinión del COP que el componente sobre el desarrollo de sistemas gerenciales sobre aspectos laborales es aún deficiente en el proyecto y que éste sería un tema importante a desarrollar en CIMCAW II (de hecho, uno de los objetivos del proyecto está dirigido a este aspecto). En su experiencia profesional, manifiesta que del total de las empresas en las que ha trabajado a nivel mundial, menos del 5% cuentan con sistemas gerenciales adecuados y que este es uno de los grandes retos a enfrentar en el futuro inmediato.

Por ultimo, deseo aprovechar para felicitar a SAI por haber puesto a Sean Ansett en contacto con el proyecto, esperando contar con su apoyo en el futuro.

Visita de Consultaría de Sean Ansett
CIMCAW/ MECOMAQ
Seguimiento de Capacitaciones Mejores Prácticas
Informe Rafael Amador R. con comentarios de INEH, COVERCO y el consultor.

Nicaragua 4 de Febrero 2007:
Sean sostuvo dos reuniones el domingo, de 10:00 a.m. a 12 m. con Rafael Amador. Se realizó una revisión de la correspondencia enviada por los miembros del subcomité, con el propósito de asegurar que todas las dudas planteados por ellos fueran del conocimiento de Sean, así como el de conocer sus respuestas y/u opiniones.

Asimismo, Amador expuso las experiencias que se habían sostenido en las visitas a las empresas de Guatemala, así como la realizada en Istmo Textil en Nicaragua. Se intercambió información y criterios relacionados con los aspectos organizativos de los sistemas gerenciales en las empresas. Posteriormente, se revisó el contenido de la presentación que Sean haría a las empresas durante las sesiones de trabajo. También, se habló acerca de la táctica de abordaje de las reuniones, el enfoque y los mensajes claves para presentar en las reuniones con la gerencia.

De 3:00 a 5:00 p.m., Yamileth y Martha del INEH, se reunieron con Sean para revisar el contenido, la agenda y los aspectos operativos para garantizar el éxito de las visitas a las dos empresas el día 5 de febrero del 2007.

Nicaragua, 5 de Febrero:

<u>Reunión en USLC</u>

Todo el equipo se encontró en la empresa USLC a las 8:45 a.m. y fuimos recibidos por el Sr. Jorge Duarte (Gerente Administrativo de Desarrollo Humano) y Lilliam Guadamuz (Responsable de Higiene y Seguridad Ocupacional).

Antecedentes:

El Sr. Duarte inició compartiendo información histórica de la fábrica, fundada en 1998 como Caronica, cerró operaciones en Junio del 2003 y reabrió bajo nueva administración en Septiembre del 2003. El Sr. Duarte es parte de la nueva administración. Lilliam ha tenido la experiencia con ambas administraciones y afirma que esta última ha sido mejor. Hicieron referencia a que en el período de cierre de la fábrica había 34 mujeres embarazadas, a las cuales se les mantuvo su salario hasta la reapertura de la fábrica. El número de trabajadores ha crecido de 1200 a 1750. Así también han tenido cambios en las marcas que le compran producción.

Durante la reunión el Sr. Duarte manifestó la existencia de una contradicción entre el deseo de la empresa de desarrollar las actividades del proyecto y la presión de las marcas para que la empresa cumpla con los contratos.

> *Una sugerencia que esperamos plantear para CIMCAW II, es la de buscar cómo las marcas que son socios internacionales del proyecto y que tienen contratos con empresas que están participando,, desarrollen un ambiente de menor presión de producción, de modo que las empresas incorporadas al proyecto puedan garantizar la incorporación de las/os trabajadores en las actividades del proyecto y que esta incorporación lejos de entrar en contradicción con las demandas de la producción, sean un apoyo para elevar la eficiencia en el cumplimiento de futuras demandas.*

El consultor presentó para los siguientes temas, una serie de mejores prácticas y ejemplos de otras fábricas que han implementado esas prácticas, en base a las áreas que fueron identificadas por trabajadores y gerentes durante la capacitación.

- Estructuras de incentivos
- Horas laborales y horas extra
- Discriminación
- Comunicación interna

Luego del intercambio, se destacaron los principales problemas planteados por la empresa. Estos están relacionados con:

- La comunicación entre los supervisores y trabajadoras/es de línea.
- El flujo de la información: es de arriba hacia abajo, y no se está aprovechando la experiencia de las/os trabajadores para desarrollar procesos de mejora continua.
- La rotación del personal se da en las primeras semanas de ingreso a la fábrica. El trabajador renuncia o abandona el puesto de trabajo. Algunas oportunidades y problemas en relación al personal son los siguientes.
    - La selección del personal la hace el supervisor.
    - La gerencia realiza tres horas de inducción previa al ingreso a laborar.
    - La gerencia ha desarrollado un proyecto piloto con trabajadores que no tienen experiencia en maquila pero que han demostrado habilidades durante el proceso de selección. Estos son enviados por 3 semanas a capacitarse a un centro técnico y luego son contratados.
    - Los jefes de línea muchas veces no quieren aceptar a estos nuevos empleados recién capacitados por temor a que tengan baja productividad.
    - Pero según la gerencia, parece que hay una contradicción porque según ellos estos trabajadores han llegado a alcanzar niveles de productividad mayores que trabajadores con más años de experiencia.

La gerencia se describe como “puertas abiertas” a los trabajadores. Pero observan la debilidad que esto no permite ningún tipo de privacidad para realizar sus labores o un sistema para priorizar el tipo de asuntos a

atender. Es decir, no se han establecido canales de comunicación eficiente entre los mandos intermedios para que el trabajador llegue directo a la gerencia.

La Gerencia enfatizó que ellos han estado interesados y han promovido la capacitación a los supervisores principalmente. Esto es con el fin de fortalecer las relaciones entre la gerencia y los trabajadores, y que los mensajes sean más objetivos. Sin embargo, los supervisores implementan lo aprendido en las capacitaciones sólo en los primeros meses y luego su comportamiento continúa deficiente.

La gerencia reconoció una debilidad en cuanto al sistema de comunicación. A pesar de estar concientes que es positivo realizar reuniones periódicas, éstas no se llevan a cabo con los supervisores o jefes de línea, debido a que el tiempo no se lo permite y todos sus esfuerzos están concentrados en la producción.

Los supervisores tampoco cumplen con tareas que la gerencia les encomienda de realizar, tales como sistemas de control de asistencia. Sin embargo la gerencia no toma ningún tipo de medida disciplinaria por esto.

Asimismo, se encontró que no existe una organización establecida en la empresa que garantice el seguimiento a las acciones que se realicen y una definición de quien desarrollara las acciones en base a un plan de monitoreo.

En general siente que no hay crecimiento individual. Hay un estancamiento en cuanto a las actividades que realizan.

Áreas de Oportunidad:

- Desarrollo de sistemas gerenciales
- Reforzar el sistema de comunicación
- Asistencia técnica para mejora de productividad
- Un plan anual de capacitación
- Identificación de prioridades
- Capacitación sobre relaciones humanas y autoestima para los supervisores

Durante las presentaciones, Sean insistió en el hecho de que la implementación de las buenas prácticas debe de ser asumidas por las empresas como algo de interés para ellos y no solamente vinculado a la demanda o presión de cumplimiento hecha por sus clientes

<u>Reunión en Istmo Textil/CZF:</u>

A las 2:00 p.m., Yamileth, Marta, Sean y Rafael visitaron la empresa Istmo CZF. Estuvieron presentes:

- Lourdes Valle, Gerente de Recursos Humanos
- María de los Angeles, Departamento RSE
- Inés, Departamento RSE
- Anielka, Departamento RSE

La Gerente Administrativa, Estela Cho, se disculpó que no pudo estar en la actividad debido a una urgencia que surgió en el módulo de Masaya.

Previo a esta visita, la gerencia de la fábrica Istmo Textil permitió que el equipo de INEH y el coordinador Regional del Proyecto pudiera reunirse el miércoles anterior con los trabajadores que habían asistido a las capacitaciones del proyecto MECOMAQ, en las instalaciones de las fábricas, tanto en Managua (en la CZF) como en Masaya. Para ello, se realizaron trabajos de grupo para identificar necesidades o áreas a mejorar en la

fábrica Istmo Textil en Managua y Masaya. Con esto se logró enviar esta información a Sean, de modo que pudiera realizarse la misma metodología que se utilizaría en USLC.

Para efectos de orientar la discusión de los grupos se elaboró una guía que contenía las preguntas que se desarrollaron en los trabajos de grupos de cada uno de los módulos de las capacitaciones.

En el módulo de Managua, participaron 6 trabajadores, 2 del área administrativa y 4 del área de producción. Luego de haber repasado la guía, los trabajadores llegaron a un consenso en cuanto a las áreas para mejorar:

- Medidas disciplinarias /concientizar a la gente sobre el uso de los equipos para evitar accidentes laborales

Lourdes expresó que la fábrica está anuente a recibir apoyo técnico de parte del proyecto MECOMAQ que sirva para fortalecer sus metas y logros en el bien común de los empleadores y trabajadores.

La fábrica cuenta con nuevo Gerente General, el Sr. Dong Bog Lee, quien hace algunos años había sido gerente de producción.

Impacto de CIMCAW en Istmo Textil:
El grupo expresó que después de las capacitaciones del proyecto MECOMAQ observan mayor comunicación entre los trabajadores y la gerencia de recursos humanos. Se observa que tienen mayor confianza para expresar sus inquietudes directamente a la gerencia.

Hay mejor entendimiento y diálogo abierto sobre el tema de la libertad de asociación por parte de los trabajadores y los gerentes. Istmo ya cuenta con tres sindicatos en sus plantas.

La gerencia está implementando programas de incentivos por a) orden y limpieza, b) asistencia y c) producción. Las auditoras internas (ahora "grupo de responsabilidad social"), tienen un checklist por área para evaluar y otorgar el incentivo. Se hacen dos evaluaciones al día. El que obtiene el porcentaje más alto recibe al final de la semana el incentivo. Este incentivo es una retribución económica divida entre los trabajadores de las áreas.

La gerencia tiene un sistema gerencial que está en proceso de mejorar. Recientemente tuvieron una reunión con el personal coreano para explicarlo y también tienen una reunión programada con los supervisores y área administrativa nicaragüense.

El día de la visita de la asesoría técnica, Sean hizo una ronda de preguntas a los asistentes, con el propósito de vincular la actividad en la empresa con las capacitaciones brindadas a las/os trabajadores. Se hizo un intercambio de buenas prácticas que la empresa está realizando.

Posteriormente, el consultor presentó los siguientes temas, sus mejores prácticas y ejemplos de otros fábricas que ha implementado esas prácticas en base de las áreas que habían sido identificadas por los trabajadores y los gerentes en la capacitación.

- Procedimientos Disciplinarios
- Seguridad y Higiene
- Discriminación
- Comunicación interna

En esta empresa se encontró que existía un sistema montado, pero que éste aún no está funcionando adecuadamente. Recientemente hubo cambios en la Gerencia y los nuevos gerentes están interesados en hacer que el sistema gerencial funcione, y ya se tiene una reunión programada para comenzar a revisar estos temas (lo cual era una de las sugerencias que se le pensaba hacer a la empresa). Uno de los principales problemas planteados es el del hecho que los supervisores han sido escogidos más en función de sus aptitudes técnicas, sin tener en cuenta su capacidad para manejar a las/os trabajadores y esto está provocando problemas en la implementación del sistema como tal.

Dentro de sus inquietudes expresaron que el supervisor todavía juega un rol importante para el retiro de un trabajador. Sin embargo recursos humanos ha tratado de ir limitando esto mediante la firma de las cartas de despido en base a la justificación planteado o documentación de soporte en los expedientes. El supervisor en algunos casos manipula la comunicación entre el trabajador y el gerente de línea que es el personal coreano. Reconocen como una debilidad los aspectos culturales para la comunicación con el personal coreano.

Con base en las discusiones realizadas en ambas empresas, se sugirió a los asistentes reflexionar sobre la definición de los principales problemas y sobre estos comenzar a analizar cuál es la capacidad que existe en la empresa para desarrollar un plan de acción. Se espera que el socio local dé seguimiento a ambas fábricas, buscando cómo apoyarlos en la búsqueda de la implementación del sistema gerencial.

Áreas de Oportunidad:

- Desarrollar una estrategia de sus sistemas para asegurar que esta dinámica y funcionando
- Identificación de problemas y prioridades
- Capacitación sobre relaciones humanas y autoestima por los supervisores
- Indicadores para evaluar su ejecución de programas
- Evaluar su sistema de evaluación y incentivos para los supervisores para tomar en cuenta relaciones humanos
- Capacitación cross-cultural por los gerentes coreano

Durante las presentaciones, Sean insistió en el hecho que la implementación de las buenas prácticas deben de ser asumidas por las empresas como algo de interés para ellos y no solamente vinculado a la demanda o presión de cumplimiento hecha por sus clientes

Guatemala 06 de Febrero

<u>Reunión en C-Site:</u>

Por el CIMCAW participaron Sean, Abby, Homero, Rafael. De la empresa: trabajadores, supervisores y representantes de la Gerencia incluyendo:

- Manuel Barrientos- Corte
- Anibal Castellanos- Corte
- Oscar Coreas- Empaque (Presidente del Comité de SHO)
- Nery Funes- Supervisora Línea 4
- Marvin Gonzáles- Supervisora Línea 7
- Yovani Velásquez- Supervisora Línea 10
- Helder Ramos- Supervisora Plancha
- Karla Contreras- Supervisora Inspección II
- Shirley Navas- Cumplimiento
- Lazaro Lee- Gerente Administrativo

Impacto de CIMCAW en C-Site:

Según los trabajadores, ven como muy positivo el hecho que se hayan podido reunir nuevamente con el proyecto. Así mismo, manifiestan que a partir de las capacitaciones han logrado mejorar la comunicación entre los supervisores, trabajadores y la gerencia. La mejor comunicación ha ayudado a mejorar aspectos sobre horas extras y los pagos de prestaciones. Los trabajadores reconocen que C-Site es un lugar bueno para trabajar, en donde se respetan los derechos de las/os trabajadores. La gerencia logra identificar cambios positivos en las/os trabajadores que recibieron la capacitación, y esperan seguir implementando este tipo de acciones.

El consultor presentó los siguientes temas, sus mejores prácticas y ejemplos de otras fábricas que han implementado esas prácticas en base a áreas de mejora que fueron identificadas por los trabajadores y gerentes en la capacitación.

- Estructuras de incentivos
- Procedimientos Disciplinarios
- Seguridad y Higiene
- Horarios laborales y Horas extra
- Discriminación
- Comunicación interna

Como parte de su desarrollo organizativo, tienen organizado y funcionando el Comité mixto de Seguridad e Higiene Ocupacional, sin embargo, éste no funciona regularmente. No tienen ninguna acción dirigida a la organización de otras instancias dirigidas a desarrollar sistemas gerenciales para mejorar el ambiente de trabajo ni recolectar de manera sistemática de la información.

Un problema relevante para ellos era el del elevado número de rotación del personal. Ellos plantearon que estaban desarrollando una ficha para recoger información (más que todo, datos personales) y agregaban una pregunta: ¿Porqué se va de la empresa? La gran mayoría respondía que por asuntos personales. A preguntarles cómo estaban usando esta información y cómo les estaba sirviendo para tomar acciones, respondieron que no usaban la información. Se aprovechó esta respuesta para sugerirles agregar a esta pregunta, otra más que permitiera saber si eran causas personales provocadas dentro o fuera de la empresa (ellos tienen la idea empírica que más del 90% de las causas son internas). Luego Sean agregó que si lo consideraban oportuno, se podía agregar una sub clasificación de las causas internas, todo esto con el propósito comenzaran a tener información que les ayudara a atender el problema de alta rotación del personal.

A partir de esta experiencia también se insistió en la situación de la inexistencia de un sistema gerencial vinculado a los aspectos laborales y de la necesidad de ir pensando en cómo éste debería de irse organizando.

Áreas de Oportunidad:

- Desarrollar una estrategia de sus sistemas para asegurar que está dinámica y funcionando
- Identificación de problemas y prioridades
- Capacitación sobre trabajo en equipo
- Indicadores para evaluar su ejecución de programas

Acuerdos:

- Formar un comité que establezca principios y reglas claras para la concesión del “premio al mejor empleado”
- El ya existente Comité de SHO incorpore formatos que les permita recoger información durante sus rondas de inspección para luego sistematizarla y darle seguimiento

- La incorporación de categorías que especifiquen “causa” para los formatos de carta de renuncia para establecer estadísticas
- Con base a las “causas de renuncia”, la empresa estará en condiciones de cuantificar la inversión que representa la fuga de personal y tomar decisiones administrativas en cuanto a modificación de pago de incentivos, jornada extraordinaria o negociación de sus contratos con clientes.

Durante las presentaciones, Sean insistió en el hecho que la implementación de las buenas practicas deben de ser asumidas por las empresas como algo de interés para ellos y no solamente vinculado a la demanda o presión de cumplimiento hecha por sus clientes

Reunión en SAE-Int.

Por el CIMCAW participaron Sean y Rafael, 5 trabajadores (2 mujeres y 3 hombres) y 5 representantes de la Gerencia (1 mujer y 4 varones). No hubo representación sindical, porque al mismo momento se estaba efectuando una reunión de la junta mixta (órgano bipartito conformado por miembros del sindicato y la gerencia y que surgió como parte del convenio colectivo. Su propósito es abordar de manera periódico – cada mes – todos los aspectos del mundo laboral de la empresa). Esta empresa cuenta con un sistema gerencial más desarrollado, del cual se sienten muy orgullosos, sin embargo, les cuesta asumir que pueden mejorar aún más.

Se hizo referencia a la misma contradicción que surgió en USLC de Nicaragua (la incongruencia entre lo que el proyecto les proponía desarrollar y las presiones impuesta por los clientes).

El consultor presentó los siguientes temas, sus mejores prácticas y ejemplos de otros fábricas que han implementado esas prácticas, en base de las áreas de mejora que fueron identificadas por los trabajadores y gerentes en la capacitación.

- Estructuras de incentivos
- Procedimientos Disciplinarios
- Seguridad y Higiene
- Relaciones Industriales
- Horarios laborales y Horas extra
- Discriminación
- Comunicación interna

Sean hizo el mismo ejercicio que en las otras empresas, pero aquí la respuesta de los participantes era de aceptación del hecho que todo estaba bien en la empresa. Al hacerles algunas preguntas más fondo sobre qué tema o situación pudieran comenzar a profundizar en su proceso de mejora continua, manifestaron que comenzarían a usar indicadores. Se utilizó esta respuesta para que hicieran el ejercicio de pensar qué tenían que hacer en la empresa para hacer uso de los indicadores, a partir de las siguientes preguntas:

- ¿Qué van a medir? (se les sugirió varios indicadores durante la presentación)
- ¿Cómo lo van a medir?
- ¿Con qué instrumentos recogerán la información?
- ¿Quién recogerá la información?
- ¿Quién la procesará?
- Etc.

El propósito de este ejercicio fue evidenciarles que el sistema que tenían, aún estaba sujeto a muchas mejoras y que el hecho de realizar una tarea (usar indicadores), los debería llevar a pensar en qué otros pasos previos habría que dar antes.

Durante las presentaciones, Sean insistió en el hecho que la implementación de las buenas prácticas deben ser asumidas por las empresas como algo de interés para ellos y no solamente vinculado a la demanda o presión de cumplimiento hecha por sus clientes.

Áreas de Oportunidad:

- Reevaluar el sistema para asegurar que está dinámica y funcionando
- Definir misión, visión y objetivos sobre RSE en la empresa
- Integrar los objetivos en las evaluaciones y incentivos de los empleados
- Indicadores para evaluar su ejecución de programas

Al final, durante el intercambio de opiniones, se preguntó a un gerente sobre el estado de la decisión de la fecha para el siguiente entrenamiento conjunto para trabajadores/as y gerentes/supervisores, a lo cual se respondió que la gerencia no estaba muy convencida aún (esperábamos que esta reunión les diera más elementos a los asistentes para reforzar su planteamiento ante la gerencia sobre la pertinencia de más capacitación), pero dijo que si los clientes los obligaba,… "no les quedaba mas remedio que realizarla".

Esta respuesta fue muy frustrante, ya que sentimos que aún no lográbamos quitar esta actitud, aún después de tres horas de actividad.

Al final de cada una de las reuniones en las cuatro empresas, se les informó que recibirían una copia de la presentación, así como de la metodología del seguimiento y del documento de mejores prácticas. Así mismo, se les planteo que si estaban de acuerdo, en el caso de Nicaragua, el socio local seguiría reuniéndose con ellos en lo que resta del CIMCAW I para ir definiendo un plan de acción, a partir de la identificación de su capacidad organizativa interna. Ante la ausencia del socio local en Guatemala, habrá que organizar algo alternativo.

CONCLUSIONES DEL COP A LA VISITA DE SEAN ANSETT

La visita hecha por Sean fue extremadamente oportuna en la implementación del plan de seguimiento.

La forma de abordar los temas en las empresas, permitió desarrollar un ambiente de confianza que provoco la participación activa de todos los asistentes.

La diversidad de ejemplos de buenas prácticas usados, fueron de mucho interés y utilidad para las empresas, lo cual es reflejo de la experiencia de Sean en el tema.

Siempre fue receptivo y abierto a los comentarios e ideas aportadas por los socios locales, así como los miembros de la Oficina Regional.

En la reunión final sostenida entre Homero, Sean y Rafael, logramos obtener de el su perspectiva de lo que vio en este momento, comparado a lo que conocía del proyecto en su arranque. Considerábamos su opinión muy valiosa, ya que el participo al inicio del CIMGUAW y del CIMCAW I, así como poseer una amplia experiencia mundial.

Comentarios de Sean:

- El nivel de abordaje de estos problemas ha sido muy franco, de mucha profundidad y con mayor dominio de los aspectos laborales de lo que he podido apreciar en mi experiencia profesional en otras

empresas. Asumo que estos cambios son debidos a los entrenamientos realizados por el proyecto y la metodología empleada.

- El nivel de apertura de los gerentes y otras participantes para hablar sobre la libertad de asociación y su nivel de entendimiento de otros temas sindicales era positivo, como efecto de la capacitación.
- La metodología de seguimiento propuesta es coherente y factible de utilizar con algunas áreas a mejorar-ver el documento de Sean.
- Comparto la opinión del COP que el componente sobre el desarrollo de sistemas gerenciales sobre aspectos laborales es aún deficiente en el proyecto y que éste sería un tema importante a desarrollar en CIMCAW II (de hecho, uno de los objetivos del proyecto está dirigido a este aspecto). En su experiencia profesional, manifiesta que del total de las empresas en las que ha trabajado a nivel mundial, menos del 5% cuentan con sistemas gerenciales adecuados y que este es uno de los grandes retos a enfrentar en el futuro inmediato.

Por ultimo, deseo aprovechar para felicitar a SAI por haber puesto a Sean Ansett en contacto con el proyecto, esperando contar con su apoyo en el futuro.

ANNEX 15

Update on Management, Administrative, and Communications Developments and Outputs, (ACCORDING TO LOGICAL FRAMEWORK METHODOLOGY, YELLOW MEANS OUT OF PERIOD)

#	RESULTS	ACTIVITIES	TASKS		PLANED	UPDATE
A	R.A.- CC functioning on regular, systematic and sustainable basis (Phase I)	(A1.1) Establishment of CC	A1.1.T1.	-For Guate: request support from FITTVC and rest of international partners to agree in tactic for developing CC in Guate.	MAY	Pending. In this moment the appointment of the LC has become the priority and the RO is waiting for SC to decide about the proposal presented to them. Last date of activity, Oct 1. It is expected that once the LP is appointed, they will start working immediately in this task.
			A1.1.T2.	-Start bilateral meetings with stakeholders. GUA	JUN	Idem.
			A1.1.T3.	-Organize CC. (GUA)	JUN	idem
			A1.1.T4.	-Define local partner with CC. (GUA)		idem
			A1.1.T5.	-In El Salvador support from international partners to agree in tactic for developing CC in El Salvador. (April)	MAY	Pending of the results of the study which is planned to be finished at the end of October. After that, the document will to be reviewed in SC. Decision to be taken ASAP in November.
			A1.1.T6.	-Start bilateral meetings with stakeholders. (June) ES	JUN	RO all ready met with private sector and MOL. Meetings with unions will be done during the study. Activity accomplished in 67%. A report of this activity is in annex.
			A1.1.T7.	-Organize CC. (July) ES	JULY	Pending of the results of the study which is planned to be finished at the end of October. After that, the document will to be reviewed in SC. Decision to be taken ASAP in November.
			A1.1.T8.	-Define local partner with CC. (August) ES	AUG	Pending of the results of the study which is planned to be finished at the end of October. After that, the document will to be reviewed in SC. Decision to be taken ASAP in November.
		(A1.2) CC Strengthening	A1.2.T1.	-18 CC meetings in Nic,	JUL - SEP	One CC meeting per month celebrated. Memo of each meeting exist. Total 3 meetings
			A1.2.T2.	-18 CC meetings in Hond	JUL - SEP	One CC meeting in July, 2 in Aug and 1 in Sept, Memo of each meeting exist. Total 4

						meetings
			A1.2.T3.	-18 CC meetings in DR	JUL - SEP	One full meeting celebrated in Sept and one meeting with Exec Sec and CIPAF, Total 2 meetings.
			A1.2.T4	-12 CC meetings in Guate	JUL - SEP	PENDING
			A1.2.T5	-6 CC meetings in ElS	AGO - SEP	PENDING
			A1.2.T6.	-Participation of RO in at least 2 CC meetings in every country every 6 months (2 in Nicaragua, 2 in Honduras, 2 in DR, 1 en GUA)	MAY-JUN	Rafael Amador has attended the one meeting in Nicaragua. Homero Fuentes has attended to 4 in Honduras. Abby Najera has attended 4 in Honduras.
		(A2) Stakeholder consultation on social state of industry	A2.T1.	- meeting in Nic,	AUG	PENDING
			A2.T2.	- meeting in Hond	AUG	PENDING.
			A2.T3.	- meeting in DR	AUG	PENDING
			A2.T4.	- meeting in Guate	SEPT	PENDING
			A2.T5.	- meeting in ElS	SEPT	PENDING
		(A3) Alliance Outreach -- Key stakeholders engaged and their buy-in consolidated from the start.	A3.T1.	- Performance, Printing and distribution of Briefing Packet to each Local Partner	JUN	Antonio Pinillos started to perform the new brochure on Sept 27. Planned to be ready Thursday 5th of Oct, and delivered to DAI. Once receive clearance, printing process will start immediately.
			A3.T2.	- Distribution of Briefing Packet to new factories involved in Nic.	JUN	Planning delivery for the end of October.
			A3.T3.	- Distribution of Briefing Packet to new factories involved in Hond.	JUN	Planning delivery for the end of October.
			A3.T4.	- Distribution of Briefing Packet to new factories involved in DR.	JUN	Planning delivery for the end of October.
			A3.T5.	- Distribution of Briefing Packet to new factories involved in Guate.	JUN	Planning delivery for the end of October.
			A3.T6.	- Distribution of Briefing Packet to new factories involved in ElS.	JUN	Planning delivery for the end of October.
B	R.B.1.- Workers and Managers from participating factories acquire	(B1.1) Outreach to Factories/Good practice Workshop	B1.1.T1.	-Local partners from Nic., Hond., DR together with CC organize their work plan for outreaching new factories and organizing Good practice Workshops. (also refer to C2.T1 to C2.T3)	MAY-JUN,	Honduras CC has met and planed to do so on October. DR still pending.
			B1.1.T2.	-3 Workshops of good practices (NIC, HOND, DR) with OR participation in the 3 (also refer to C2.T1 to C2.T3)	AUG - SEP	Successful meeting done at Nicaragua during AUG. Report in annex. Honduras has planned for Oct.

	knowledge on labor standards and this is integrated into management systems resulting in continuous improvement and increased competitiveness.	(B1.2) Outreach to Workers Organizations/Briefing	B1.2..T1.	**-In Nicaragua 3 events of sectorial workers training.**	**JUN**	**Task to be re-defined in SC.**
		(B1.3) WM Training	B1.3.T1.	Nic: 7 WM trainings (1 training = 48 hours)	MAY - SEP	In Sept, 8 factories started training in two rounds of training.
			B1.3.T2	DR: 9 WM training(1 training = 12-16 hours)	JUL - SEP	Two trainings planned for end of Oct, beginning of Nov.
			B1.3.T3.	Hond: 6 WM trainings (1 training = 40 hours)	JUN - AUG	CC planed start training on 3rd week of Oct.
			B1.3.T4	Guate: 2 WM trainings (1 training = 16 hours)	JUL - AUG	PENDING
			B1.3.T5	ElS	SEP	PENDING
		(B1.4) WM Training Follow up	B1.4.T1.	Nic follow up to 7 factories	JUL - SEP	Started follow up to one factory on Aug.
			B1.4.T2	DR follow up to 6 factories	JUL	PENDING
			B1.4.T3.	Hond follow up to 2 factories	JUN - AUG	PENDING
			B1.4.T4	Guate follow up to 2 factories	JUL - AUG	PENDING
			B1.4.T5	ElS		
		(B1.6) Improve Management Systems for Compliance	B1.6.T1.	-Agreement of International partners to develop a standard manual aimed at improving Management Systems for Compliance in the factories.	MAY	Still pending. International partners showed concerns on this activity and proposed a deeper review of its content. **To be review SC**
			B1.6.T2.	-Organization of ToR of consultant that will develop the manual for improvement of Management Systems for Compliance in the factories.	JUN	Still pending. International partners showed concerns on this activity and proposed a deeper review of its content.
			B1.6.T3.	-Performance and validation of the Manual.	JUN	Still pending. International partners showed concerns on this activity and proposed a deeper review of its content. **To be review SC**
			B1.6.T4.	-Regional workshop with local partners to be trained in the development of Management Systems for Compliance in the factories.	AUG	Still pending. International partners showed concerns on this activity and proposed a deeper review of its content. **To be review SC**
			B1.	-3 National workshops (NIC,	AUG	Still pending. International

			6.T 5.	DR., Hond) with enterprises receiving the WM training, to be trained with the manual		partners showed concerns on this activity and proposed a deeper review of its content. **To be review SC**
	R.B.2 Tailored training program develop ed	(B2.1) Training program design	B2. 1.T 1	Training program designed for El Salvador	AUG	PENDING. Will depend of results of study.
	R.B.3. – MOL Inspecto rs sharing and learning industry best practice s in auditing shared. Opportu nity to collabor ate with key actors of the sector-	(B3.1) Public-Private Inspector Working Group	B3. 1.T 1.	-Nic., DR., Hond., ELS., Gua Local Partners and CC organize activity with MOL	MAY – SEP	CC and Homero will start again the contacts in order to see if Cumple y Gane Project still is interested in collaborating with CIMCAW by means of financing two group of inspectors trained. The rest of the countries have been planned by SAI for Oct, Nov and Dec.
			B3. 1.T 2	-Inspectors workshops developed in Nic.	AUG	planned by SAI for Oct, Nov OR Dec.
			B3. 1.T 3	-Inspectors workshops developed in DR.	AUG	planned by SAI for Oct, Nov OR Dec.
			B3. 1.T 4.	-Inspectors workshops developed in Hond.	AUG	planned by SAI for Oct, Nov OR Dec.
			B3. 1.T 5	-Inspectors workshops developed in ELS.	SEP	planned by SAI for Oct, Nov OR Dec.
			B3. 1.T 6	-Inspectors workshops developed in Gua.	AUG	planned by SAI for Oct, Nov OR Dec.
C	R.C.- Alliance defined and impleme nted systema tic process which has been successf ully used for the incorpor ation of new brands (Phase II)	(C1) Recruitmen t of new brand partners	C1 .T1 .	International Partners and/or RO promote contact with new firms and pipe outcomes to international partner.	JUN - SEP	DAI has continued contacting new potential partners, New Balance have provided in kind collaboration, Timberland continues to support the participation of the Factory D'Clase in DR. Wal Mart continues to support the participation of their providers in the region. A more flexible strategy has been prepared by the alliance in order to offer to the new potential partners, wider options of participation in the project.
		(C2) New Industry alliance developme nts/activitie s	C2 .T1 .	-Presentation of project to factories organized by Industries Associations and CC, and with the participation of the RO in NIC,	JUL	INEH has permanently visit new factories and already started training with the participation of 8.
			C2	-Presentation of project to	JUL	PENDING suppose to start in

			.T2 .	factories organized by Industries Associations and CC, and with the participation of the RO in Hond,		Oct.
			C2 .T3 .	-Presentation of project to factories organized by Industries Associations and CC, and with the participation of the RO in DR,	JUL	CIPAF already started visiting D'Clase factories during Sep.
			C2 .T4 .	-Presentation of project to factories organized by Industries Associations and CC, and with the participation of the RO in Gua.	JUL	PENDING. If the SC approves the appointment of the LC proposed by the RO, the visits should start on Oct.
	R.D.1.- Collaboration with a National Training Institute established.	(D1.1) Structure collaboration process with INFOTEP.	D1 .1. T1.	Consultation with International Partners proposing Plan for Local Partner (first week June2007)	JUN	**DONE**
			D1 .1. T2	-Exploratory meetings with INFOTEP.	JUL	**DONE IN AUGUST**
			D1 .1. T3	-Elaboration of specific MOU to outline pilot phase by Local Partner with follow up of RO, review the training program (train of trainer modality among others) and seek collaboration in training delivery in one set of training.	JUN	**DOCUMENT ALL READY DISTRIBUTED TO SC MEMBERS ON SEP**. EXPECTING FEEDBACK AND APPROVAL ON OCT.
			D1 .1. T4	MOU signing by RO and INFOTEP (in DR).	AUG	EXPECTING FEEDBACK AND APPROVAL ON OCT.
			D1 .1. T5	-Report of progress of pilot to CC and International partners. Institutes becoming members of CC.	AUG	EXPECTING FEEDBACK AND APPROVAL ON OCT.
			D1 .1. T6	-Evaluation of training and proposal developed for Institutes taking over.		
	R.D.2.- Increased capacity of local partners to : a) Deliver training independently; b) provide factory follow up; c) provide fee-	(D2.1) Organize Regional workshop to systematize contents, methodologies and management of CIMCAW package fee based.	D2 .1. T1.	-Organize the logistic of the workshop.	JUN	Pending. A deeper discussion of the role of the local partner is pending. **To be review SC.**
			D2 .1. T2	-Organize the content of the workshop.		
			D2 .1. T3	-Organize the legal aspects for providing fee based training in NIC, GUA, HOND, ELS, and D.R.		

	based CIMCA W like training and TA (sustain ability).					
E	R.E. Efficient Regional and National system of planning , monitoring, evaluation and communication will be developed in order to promote labor rights in the region.	(E1) Confirmation of Local Partner in Honduras.	E1. T1	-Organize a meeting with CC to define local partner	MAY	Under request of the CC, and approved by consensus by the SC, Homero has been appointed as Liaison person for Honduras in late September
			E1. T2	-Sign contract between local partner and DAI	MAY	**DONE IN SEP**
			E1. T3	-Definition of work plan	MAY	**DONE IN SEP**
		(E2) Diagnostic and Validation in El Salvador.	E2. T1.	-Definition of ToRs of consultant that will develop the Diagnostic	JUN	SOW delivered to network in El Salvador,
			E2. T2	-Selection of consultant	JUN	Fiver (5) CV's received by the end of Sep. Interview with candidates on Oct 3 and 4. Contract to be sign on Monday Oct 8.
			E2. T3	-Performance and validation of the Diagnostic	JUL	Depending of results of the report, the SC will decide how this task will be done.
		(E3) Training content development In Honduras.	E3. T1	-Contracting of consultants selected by CC (May 2007)	MAY	**Four of the five manuals have been performed**. One is still pending (Freedom of Association to be ready by the end of Oct.)
			E3. T2	-Preparation & validations of training modules (May-June 2007)	MAY-JUN	**DONE FOR 4 OF THE 5 MODULES.**
		(E4) Collaboration with relevant labor related initiatives.	E4. T1.	-Each CC organize a plan for meeting relevant labor related initiatives, such as Congress labor commissions, NGO working labor rights issues, etc.	JUN	PENDING
			E4. T2	-Each CC attends meetings invited by related initiatives.	JUN	No CC has reported participation in such meetings.
		(E5) Development and Institutionalization of Management Tools.	E5. T1.	Steering committee monthly conferences to hold issues not covered by the Implementation Guide or Training Guide.	JUL - SEP	Three teleconferences developed with participation of all partners. Agreements defined and follow up performed by RO.
			E5. T2.	-Develop the structure for the Steering Committee.	JUN	**DONE**
			E5. T3.	-Develop CIMCAW briefing packet for new partners.	JUN	To be ready on October.
			E5. T4.	-Review and redefine Decision Making Protocol	JUN	**DONE**
			E5. T5.	-Review and redefine Implementation Guidelines	JUL	Not has been an issue in the agenda of the SC. Instead, the follow up methodology and the

						Technical Assistance document has been under review by SC.
			E5. T6.	-Review and redefine Trainers' Guide	AUG	Not has been an issue in the agenda of the SC. Instead, the follow up methodology and the Technical Assistance document has been under review by SC.
		(E6) Regional Symposium and Consultative committee meetings.	E6. T1.	-RO and DAI organize a regional exchange meeting with other organizations and project working with labor rights issues, competitiveness issues, etc.	SEP	PENDING TO BE PLANNED. **To be review SC.**
			E6. T2	Symposium delivery (country TBD) Nov 2007		
		(E7) Regional private sector / brands networking forum.	E7. T1	Local Partners and/or CC organize in coordination with RO a regional meeting to establish network		
			E7. T2	Networking Forum delivery (country TBD) Feb 2008		
		(E8) Annual alliance partner's meeting.	E8. T1	RO and DAI organize the first meeting (ASAP) (Present Regional Plan, Final Report CIMCAW I, State of the Art methodologies and outcomes, proposals from local partners to international partners, define local planning mechanism of countries, others) June 2007	MAY-JUN	**DONE ON JULY 5 AND 6**
			E8. T2.	RO and DAI organize a second meeting during the first quarter of year 2008.		
		(E11) Communications	E1 1.T 1.	Performance of an Internal communication strategy, which aims to clarifying communications path, targets and responsibilities	JUN	**DONE**
			E1 1.T 2.	Providing a State-of-the-art communications tool (Lotus Notes Team Room)	JUN	**ALL READY SET UP**. RO PERSONEL TRAINED.
			E1 1.T 3.	Circulating regional biweekly activity reports, trips reports, quarterly reports, monthly calendars project work plan, receipt weekly reports from local partners (info. to be delivered to RO at the end of the month).	JUN	Due to USAID request, the biweekly reports are now weekly reports. Up dated monthly calendar work plan have been performed, All these reports have been located in the salesforce.com platform
			E.1 1.T 4.	Monthly conferences to address an agenda set by the Project Director	JUL - SEP	Three agendas for same number of SC teleconference performed. Week conferences with CTO, RO and DAI. Week follow up conferences between

						LP and RO. Several conferences have been spontaneous between DAI and RO, SAI and RO. DCOP and COP done. Internally the RO has have three team meetings, each one with memo's, agreements and follow up.
			E1 1.T 5.	Organize a bi-monthly conference call with each local partner	MAY	COP has had weekly conferences with INEH and biweekly conferences with CIPAF. Two meetings with Homero Fuentes as person in charge of Honduras.
			E1 1.T 6.	Organize a quarterly phone call open to full alliance, (Sep 2007, Jan 2008, May 2008 and Sep 2008)	SEP	Not have been done. SC has been developed instead.
			E1 1.T 7.	Preparation of monthly reports of ongoing activities to be uploaded to the web,	JUN	TO BE STARTED ON OCTUBER
			E1 1.T 8	Disseminate decision to the local partners.	JUN	
			E1 1.T 9.	Organization and up date of Web site.	MAY-JUN	STARTED AT THE END OF SEP, SUPPOSE TO BE READY BY OCT 8.
		(E9) Evaluation.	E9. T1	Evaluation of DR activities		
			E9. T2	Evaluation of N activities		
			E9. T3	Evaluation of ES activities		
			E9. T4	Evaluation of Hon activities		
			E9. T5	Evaluation of G activities		
		(E10) Office Close Down	E1 0.T 1	Close down activities at DAI and RO		

Part IV SUMMARY MATRIX OF ACHIEVEMENTS TO DATE BASED ON CIMCAW II BASE LINE

#	RESULTS	INDICATORS	BASE LINE CIMCAW II	ACHIEVEMENTS FIRST QUARTER	ACHIEVEMENTS SECOND QUARTER
A	R.A.1- Two CC functioning on regular, systematic and sustainable basis – (Phase I). *NIC & HON - CC members influence policy making process in their own sectors (trade unions, management, industry association and government) -DR - Tripartite Commission added project points to their own country agenda. -GUA and El Salvador- CC members working actively to contribute with agreed positions in national discussions on labor rights compliance to promote competitively and productivity.*	-One regular meeting of the CC per month per country, with list of participants, agenda and agreements.	Nicaragua and Honduras, organized and working DR: Official Tripartite committee has taken the role. To be ratified by the President. Nicaragua and Honduras has met at least once per month, memorandum of each meeting in the month report of the project.	Nicaragua and Honduras are meeting periodically and systematically. The tripartite commission in DR is working in the planning of the project and is involved. The stakeholders are having more protagonism.	Nic and Hond continue meeting regularly. They are making decisions. Honduras is fully tripartite. MOL participation in Nic is still irregular. In DR, the Tripartite Committee is meeting.
		-One Regional Consultative Committee Meeting.	**Data Not Available**		
		-Conduct an Annual Stakeholder Consultation/workshop on the (social) State of the Industry in each country where best practices can be	• GILCA (Guatemala) • Tripartite Commission (Feb. 2007 DR) • Project presentation to private sector (Honduras August-Sept. 2006) • Project presentation to private sector (Nicaragua Feb. 2006) • Union meeting (DR 2005) • Union meeting (Nicaragua 2005)		

	R.A.2 Stakeholder Consultation on Social State of Industry.	shared. These will be planned & organized with input from the CCs.	• Union Meeting (Guatemala 2005) • Union Meeting (Honduras)		
	R.A.3 – Alliance Outreach -- Key stakeholders engaged and their buy-in consolidated from the start.	Briefing packet for factories completed and distributed as part of initial factory engagement; Manager briefings conducted, as needed; more factories recruited to participate and participating in full program (e.g. WM training and follow up)	• Brochure • Website • Updates. • Brief reports to USAID for their bi-weekly internal report	New and updated brochure is under construction. The project has a new communication platform that expects to support the efficiency of communication and exchange of information of the project.	Brochure to be distributed at the end of October. Salesforce.platform fully working. Website re design and to be up to date on Oct. 8th.
B	R.B.1.- Workers and Managers from participating factories acquire knowledge on labor standards and this is integrated into management systems resulting in continuous improvemen	Approximately 57,050 **[USAID Strategic Objective 596-022: INDICATOR 8: Number of workers that benefit from documented improvements in**	There has been documented improvements that have benefited 7,050 (4,050 in 2 factories in Guatemala C-Site and SAE and 3,000 in Nicaragua, Istmo Textil) workers during FY2007.	INEH has met with USLC and Istmo in order to guarantee the participation in the first cycle of training. In Nicaragua, the first Good Practice Workshop has been planned in order to recruit more factories. This workshop is supposed to take place on august 2007. International partners are part of the participants.	In Nicaragua after developing the national seminar of Good Practices on August, 8 factories started to participate in September in two rounds of training. Information segregated by gender and type (worker or manager). Honduras has prepared the conditions during this quarter to start trainings in the end of October In DR., the LP with personnel from TIMBERLAND started the

	t and increased competitiveness.	**factory working conditions. 30,000 (2007), 50,000 (2008)**			process of involving Timberland providers and have agreed to perform two trainings in late October and early November.
		Approximately 10-50 workers trained in each factory, depending on factory size	**351 workers and managers trained.**		
		Approximately, 3-10 managers trained in each factory, depending on factory size	Information is incorporated in issue above. **Information is shared with workers, NEEDS TO BE SEGREGATED IN THE FUTURE**		Information is already segregated in Nicaragua
		-Follow-up, including technical assistance provided in approximately 10% of the largest factories in the region.	**Guatemala:** C-Site, SAE **Nicaragua:** U.S.L.C. DE NICARAGUA, SAE-A TECNOTEX At the end of CIMCAW I, these factories had defined their list of problems and the implementation plan. **Impact of the Improvement is still to be measured during CIMCAW II.** Even though**, In Guatemala** SAE a bipartite committee has been organized and is working, testimonial evidence exist of Policy changes that positively has affect the communication and work relation among	INEH is giving follow up in two of the factories that participated in CIMCAW I. As part of the technical assistance provided, they have elaborated a methodology for impacting in the improvement of the internal human relations in the factories (this includes the construction and elaboration of interviews to workers and managers and content of the training).	INEH has continued the follow up and the Technical Assistance. SAI is up dating the Technical Assistance and follow up manual.

			supervisors that attended to the trainings and the workers. Health and Safety committee have been organized as well. **In Nicaragua**, workers organized unions after the trainings, and started to increase the level and quality of dialog with the supervisors and managers.		
		- Approximately 92 factories directly trained and 40% demonstrating improvements in labor conditions.	**Guatemala:** C-Site, SAE **(2)** **Nicaragua:** FORTEX; Henry Garment, SA; KNITWEAR, S.A.; U.S.L.C. DE NICARAGUA, S.A.; ISTMO TEXTIL NICARAGUA, S.A.; DASOL TEXTIL, S.A.; SAE-A TECNOTEX; INDUSTRIAS SANTA MARIA; CHAO HSING, Chih Hsing (12) **DR:** Grupo M, 3 MT **(2)** **TOTAL: 14 factories. Impact of the Improvement is still to be measured during CIMCAW II.**		
		At least, an 30% increase on those that had a pretest of 60% or more	SAI has made analysis of the impact of the training by evaluating difference of performance on pre and post test, showing an increase of the knowledge of the workers and managers attending training.		A well elaborated document has been prepared by SAI and will be available in the web site and salesforce.com.
		At least, an 50% increase on those that had a pretest of 50% or less	SAI has made analysis of the impact of the training by evaluating difference of performance on pre and post test, showing an increase of the knowledge of the workers and managers attending training.		A well elaborated document has been prepared by SAI and will be available in the web site and salesforce.com.

		-x% of factories in the project establish managem ent systems, with the use of self-evaluation tools, among others.	**Guatemala:** C-Site, SAE **Nicaragua:** U.S.L.C. DE NICARAGUA, SAE-A TECNOTEX At the end of CIMCAW I, these factories had defined their list of problems and the implementation plan. Impact of the Improvement is still to be measured during CIMCAW II.		
		-xx% decrease in workers turns over according to base line prior the training program.	**Data Not Available**		These indicators are subjected to the possibility of using information provided by the factories that agreed to participate in the follow up process. There fore, this indicator will not be used in all the cases. Even though, any change that can be seen by means of using this indicator will be a big success.
		-xx participatin g factories informing of increased contact with buyers.	**Data Not Available**		idem
		-xx% increase in productivit y (instrumen ts to be developed) .	**Data Not Available**		idem
	R.B.2 Tailored training program developed	Training program developed for El Salvador	**Data Not Available**		idem
	R.B.3 Quality of labor inspectors reporting	-Conduct 2 one-day sessions of a working	**336 Labor Inspectors Trained**: El Salvador 148 Guatemala 21		

	improved. Industry best practices in auditing shared.	groups composed of labor inspectors, brand compliance officers, private social auditors, and NGO independent monitors in El Salv., Gua., DR, Hond. and Nic.	Dominican Republic 74 Honduras 62 Nicaragua 31**Evaluation in CIMCAW I was quantitative, in CIMCAW II it turns into qualitative.**		
C	R.C.-Alliance defined and implemented systematic process which has been successfully used for the incorporation of new brands (Phase II)	-Three new brands and/or retailers incorporated as full members of the international alliance.	**Currently the following brands are part of the alliance:** • **GAP** • **TIMBERLAND** • **LIMITED BRAND** • **WAL-MART**		New Balance has continue to support the project by the means of facilitating the time and experience of their specialist. A process to formalize this cooperation is underway. The alliance has performed a more flexible and feasible proposal for different options of becoming a partner. In this proposal, a list of factories that could become potential partners is inserted.
		-xx factories influenced by Alliance's brands to join the training program	**Guatemala:** C-Site, SAE **Nicaragua:** FORTEX; Henry Garment, SA; KNITWEAR, S.A.; U.S.L.C. DE NICARAGUA, S.A.; ISTMO TEXTIL NICARAGUA, S.A.; DASOL TEXTIL, S.A.; SAE-A TECNOTEX; INDUSTRIAS SANTA MARIA; CHAO HSING. **DR:** Grupo M, 3 MT		GAP, TIMBERLAND and Wal-Mart have been active in influencing their providers to participate in the project**.**
D	R.D.1.-Increased capacity of local	a) local partners delivering training	**Data Not Available**		

	partners to : a) Deliver training independently; b) provide factory follow up; c) provide fee-based CIMCAW like training and TA (sustainability).	b)local partners relying less on international partners for factory follow up	**Data Not Available**		
		c) business plan that supports local partners ability to	**Data Not Available**		
	R.D.2.- Collaboration with a National Training Institute established.	-A feasibility study completed -If feasible, then training program established	**Data Not Available**		Study all ready done and is under consideration of SC in order to continue plan.
		-A MOU signed between INFOTEP and CIMCAW -Joint training prepared and delivered with at least one national training institute.	Advanced meetings with INFOTEP in DR and INTECAP in Honduras, at the end of CIMCAW I.		
E	R.E. Efficient Regional and National system of planning, monitoring, evaluation and communication will be developed in order to	-Five quarterly reports performed, adding the use of indicators in the evaluation. In the first Quarter report, the information	**Data Not Available**	First quarterly report performed (the current one), with the addition of the use of indicators. The information from Honduras is still being provided by the Regional Office.	Second quarterly performed, Honduras is fully reporting, together with Nicaragua and DR. In El Salvador, the study is about to start.

	promote labor rights in the region.	of local partner in Honduras (which will mean, it is working), and in the second Quarter, report of the El Salvador Diagnosis will be added).			
		-Final evaluation performed based on the base line, done at the end of CIMCAW I.	**Data Not Available**		
		Regional Symposium to disseminate best practices	**Data Not Available**		
		-5 quarterly newsletters completed.	**Data Not Available**		
		Buyers' Forum	**Data Not Available**		
		Web page up to date (also, refer to E11 Communications).	**Data Not Available**		Up to date on Oct 8th.
		-Steering committee has reviewed and redefined Decision Making & Communications	Decision Making & Communications Protocol exists.		Not has been an issue in the agenda of the SC. Instead, the follow up methodology and the Technical Assistance document has been under review by SC.

		Protocol.			
		-Steering committee has reviewed and redefined Implementation Guidelines.	Implementation Guidelines exists.		Not has been an issue in the agenda of the SC. Instead, the follow up methodology and the Technical Assistance document has been under review by SC.