



REVISED

CIMCAW

Annual Work Plan

Continuous Improvement in the Central American
Workplace
CIMCAW

Covering the Period between January 1st – September 30th, 2008

First Submitted February 8, 2008

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**Approved by Sandra Lorena Duarte 4/3/2008*

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1. EXECUTIVE SUMMARY

The work plan presented in this document represents CIMCAW's regional plan for the period between January 01 and September 30, 2008. It is a revised version of our annual plan that was submitted to Sandra Lorena Duarte, CIMCAW CTO on October 16, 2007 for approval. The project received verbal comments from our CTO during the last quarter of 2007 and was asked to resubmit a revised report, incorporating USAID's comments. The revised version was submitted in February 2008.

The project subsequently received a set of written comments from USAID on February 28, 2008 and this version final of the work plan incorporates these comments and is submitted for USAID approval. In addition to the revised work plan, the project will also revise the Project Monitoring Plan (PMP) so that it is harmonized with the revised and approved work plan.

The work plan has been organized according to the deliverables proposed in the agreement signed between DAI and USAID. As mentioned above, the revised Project Monitoring Plan has been organized in the same format, so all deliverables and indicators are harmonized. Therefore, the reader will find 10 deliverables, and in each deliverable, a set of sub-deliverables, depending of the planning for accomplishing each deliverable.

For each deliverable there is an expected results section, target over the life of the project (and by quarter), indicator (linked to the PMP), a summary of the status of the performance of the project up to December 2007, and a comprehensive narrative explaining how the project expects to achieve the deliverables and outlining challenges and how the project expects to overcome them.

Below are key performance indicators outlined by the Agreement with USAID:

Key Performance Indicators found in Agreement with USAID

	Number of Factories Trained	Number of New Brands	Leverage Achieved
Agreement Targets	92¹	3 to 6	\$3.2 million
Achieved as of March 14, 2008	19	3²	\$2.29 million³

In order to achieve the main project targets outlined in the following work plan, the project will focus its effort on:

- Reaching the number of factories that the Local Partners (LP) have planned, for training, technical assistance and follow up. Thereby, impacting the target number of worker beneficiaries.
- Working more closely and systematically with brand partners to secure factory involvement in the CIMCAW training program.
- Further strengthening data collection at the factory level, reporting systems and analysis.

¹ This assumes that each factory employs 1,000 employees. Where feasible, the CIMCAW project is targeting larger factories. However, based on feedback received from CIMCAW local partners regarding the number of factories that could be trained, the CIMCAW Alliance is targeting between 49 and 60 factories (see deliverable 4.6 of the work plan matrix for more detailed explanation).

² In addition to Wal-Mart and Coldwater Creek, the CIMCAW Alliance has recently nominated a new brand, Billabong, to become an affiliate in the Alliance. The nomination is under consideration by the CIMCAW Steering Committee and should be confirmed by the third week of March 2008.

³ This leverage was achieved as of December 31, 2007.

- Working with INFOTEP (Technical Training Institute) in the Dominican Republic to expand the project's reach over time and bolster the sustainability of the project.
- Further strengthening CIMCAW's Local Partners' capacity in order to improve impact at the factory level and become a national actor able to continue implementing CIMCAW's model and bolstering the element of sustainability.
- Consolidating the empowerment process of the Consultative Committees in the Dominican Republic, Nicaragua, Honduras and if possible, in Guatemala.
- Focusing more resources and effort on ensuring sustainability of results and the model at the factory and country levels.
- Strengthening CIMCAW's communication of results.

Toward these ends, the partner brands have started a more aggressive approach of their suppliers in order to motivate them to join CIMCAW. This includes them working in a more coordinated fashion with the Local Partners on brand recruitment. Marketing materials aimed at recruiting factories and making the business case have been developed to improve factory recruitment results.

In addition, the Local Partners, the Regional Office and other partners are exploring new ways of coordinating and developing alliances with other projects and/or organizations both in the countries and internationally, in order to increase the number of factories and workers involved in the project and the sustainability of the model.

The project will also expand the team supporting the Regional Project Office. The project is hiring 2 new staff (Communications Specialist and Project Assistant) and will also benefit from the support provided by consultants hired by one of the partners to work on data collection, reliability, analysis, and follow up.

A couple of other projects are currently working on labor standards-related issues and some, like the IADB-financed program in Honduras and Guatemala propose to train factories in the maquila sector. As such, CIMCAW has aggressively strengthened the coordination and alliance options with several of them, so that we do not compete but complement our actions as well as share our methodologies and experiences.

As a direct support of the alliance in fulfilling the goals of the project, the monthly Steering Committee teleconferences have been changed to weekly conferences. In addition, the project is concerned with sustainability of the program. A discussion of the approach that the project is taking to promote the sustainability of CIMCAW's methodologies, contents and approach once the life project ends is considered in the "Technical Program" section of the workplan.

The CIMCAW project faces the following challenges to achieving the project targets:

- A continuing crisis in the textile and apparel sector in the Dominican Republic, which makes it even more challenging to recruit factories to participate in the CIMCAW program. In order to overcome this challenge, we are working even more closely with Timberland to provide training to their factories, coordinating with the MFA Forum group that will be visiting the Dominican Republic in April to determine what can be done to overcome the crisis and offering the CIMCAW project as an element of the solution, working with INFOTEP (the national technical training institute).
- Resistance on the part of the industry association in Guatemala, VESTEX, to participate as a member of the Consultative Committee and to support the project. The project has met with the new Minister of Labor and the workers' representatives in Guatemala both of whom have demonstrated their interest in participating in the CIMCAW Consultative Committee.

Unfortunately, despite several attempts to set up a meeting with the industry association, VESTEX, the project has not been able to meet with them because they keep postponing the meeting. This has happened in the past under the first phase of CIMCAW and we interpret this as a delaying tactic on the part of the association. This situation makes the establishment of the Consultative Committee extremely challenging. In order to overcome this challenge, the project will be coordinating with USAID and its brand partners to see if their combined moral authority and relationships will help us reach a positive outcome with VESTEX.

- Lack of interest in El Salvador on the part of the industry associations (CAMTEX and ASIC). In addition to this challenge, our brand partners have told us that they are not sourcing sufficient product from El Salvador to be able to influence factories to participate. This makes our plan of training factories in El Salvador extremely challenging. Due to this situation, the CIMCAW Steering Committee members authorized the Regional Office to hire a consultant that could work as a liaison in El Salvador and support the networking and the logistic of communication and coordination for directly recruiting factories and supporting the development of inspector training activity.
- Those brands interested in participating in the Alliance are interested in participating as affiliates and thereby the level of contribution required is not as great, making leverage targets more challenging to reach. Another challenge vis-à-vis leverage is the fact that some of it is tied to field-level activities. Thus, obstacles to achieving technical targets also negatively impact leverage targets.
- Projects such as the IADB's projects in Guatemala and Honduras that offer capacity building to factories without the union component. These are more attractive to the factories than the CIMCAW project, which includes Freedom of Association as a module provided to both workers and managers and includes unions as part of the multi-stakeholder approach. We have already felt some impact, especially in Guatemala where VESTEX seems to not be interested in supporting our program. We believe it is, in part, because they have their own competing program. As mentioned above, the project is focusing some of its efforts on coordinating with these projects so as to transform a potentially competitive or duplicative situation into a complementary situation where the projects coordinate for maximum impact.
- Slow training uptake in Honduras. Despite pressure from brand partners such as Wal-Mart and Gap Inc., factories in Honduras have not yet agreed to participate in the joint worker-manager training. They have expressed resistance to the module on Freedom of Association and have asked that we provide a mini-training on this module to the management of these factories before they will agree to participate. This could further delay training in Honduras, making it difficult for them to hit their training and follow up related targets. We have agreed to do the mini-training and have continued to recruit other factories bilaterally.
- General resistance on the part of factories to participate in the CIMCAW program. To overcome this situation, we've developed marketing materials aimed at making the business case; we're working more closely with our brand partners on recruitment, we're coordinating more closely with industry associations to have them to recruit factories for us; we will deliver manager-only training in an effort to better familiarize management with the program and ease any concerns they might have vis-à-vis the project.

2. INTRODUCTION

In May 2007, CIMCAW received a 16.5 month extension to continue its work, using a multi-stakeholder approach to improve working conditions in the textile and apparel sector in Central America and the Dominican Republic and increasing the sector's competitiveness.

This following work plan presents the project's strategy for achieving the remaining deliverables by the end of the project. This work plan was developed with input from the project's Local Partners as well as the project's international partners, in particular member of CIMCAW's Steering Committee (SC).

The aim of this work plan is to be realistic given the context in the region – e.g., crisis in the Dominican Republic's textile and apparel sector, declining market share of the U.S. market for the region as a whole – yet ambitious because the Alliance members want to reach the maximum numbers of workers possible, improving their working conditions and simultaneously their job security through improving the competitiveness of the sector.

In addition, the Alliance is enthusiastic about continuing the extremely valuable work around social dialogue. The Alliance has made tremendous contributions with regard to social dialogue, the CIMCAW model, tools and methods we've developed and the strengthened capacity that we've instilled in our local partners. This plan aims to build on these achievements, maximize the benefits we can bring to workers in the region, and achieve sustainability of our efforts.

CIMCAW WORK PLAN

October 2007 – September 2008

DELIVERABLES	EXPECTED RESULTS	TARGETS LIFE PROJECT	INDICATORS (from PMP)	STATUS Up to December 2007	TARGET 2nd QUARTER Jan.-March 2008		TARGET 3rd QUARTER April-June 2008		TARGET 4th QUARTER July-Sept. 2008	
					PLANNED	ACHIEVEMENT	PLANNED	ACHIEVEMENT	PLANNED	ACHIEVEMENT

3. Work Plan

a. Technical Program

Deliverable 1: Needs Assessment for Coalition Building

1.1. Diagnostic in El Salvador	A comprehensive diagnostic on the state of labor compliance and social dialogue. The diagnostic will analyze the context and obtain stakeholder opinions regarding their receptivity to the CIMCAW Project and also obtain stakeholder opinion on how to effectively tailor relevant aspects of CIMCAW's approach to El Salvador. The report will become an input into the approach developed for El Salvador.	Diagnostic report completed and approved by Steering Committee (SC) and approach to El Salvador.	1.1. Diagnostic report completed and reviewed by the SC.	The diagnostic was completed in El Salvador on time. The diagnostic was reviewed by CIMCAW SC. The SC asked for some revisions, which the consultant and Chief of Party (COP) are working on.	Final report to be approved by SC in February 2008.	N/A	N/A
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As part of the CIMCAW extension, the project planned to conduct a diagnostic of El Salvador. The report would be used as an input into the project approach developed for El Salvador.

The diagnostic was completed in November 2007 and has been reviewed by the CIMCAW Steering Committee.

On January 22, 2008 the Regional Office (RO) received feedback from the Steering Committee on the diagnostic. The SC asked for some revisions, which the consultant and COP are working on. In order to finalize the diagnostic, the consultant that wrote the diagnostic has been asked to deepen or complete any information the SC has asked for. This is to be done under close supervision of the RO. Final report to be submitted to the SC for approval in February 2008.

The SC has also sent a representative to El Salvador to follow up on a couple of issues more in depth and on the basis of the initial findings of the diagnostic confirmed by the representative they have begun working with the RO on developing a project approach for El Salvador.

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1.2. Consultative Committee (CC) established and functioning in Guatemala

	Guatemala will have a CC functioning on regular, systematic and sustainable basis.	Consultative Committee established and functioning in Guatemala.	1.2 Guatemalan CC established and meeting once per month between May and August 2008 (4 meetings).	The Local Partner (LP) is working on establishing the CC in Guatemala. The labor sector has agreed to participate. Meetings with new Minister of labor to be conducted in October. The LP and Regional Office (RO) will meet with VESTEX (industry association) third quarter FY08.	LP working with the RO will hold bilateral meetings with all sectors in order to organize CC in Guatemala.		CC established in Guate and first meeting conducted by June 2008.			
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One of CIMCAW's main goals is to promote the social dialogue among the key stakeholders, an important way in which we do so is by establishing Consultative Committees (CC) charged with providing input aimed at ensuring that the project is tailored to the local context. The project has established these bodies in Nicaragua, Honduras and Dominican Republic where they are active. The project is in the process of establishing a similar body in Guatemala.

The first steps to establishing such a body entails bilateral engagement of the various sectors (Government, Labor, and private sector) and obtaining the agreement of these sectors to participate. COVERCO, the Local Partner, working with the RO has already obtained the agreement of labor to participate in the CC, the RO and COVERCO, accompanied by USAID, will be holding an initial meeting with the new Guatemalan government (Minister of Labor) the week of February 11, 2008. It is expected that this meeting will open the door to their participation in the CC. Initial attempts to bilaterally engage VESTEX (the industry association) have of yet not been fruitful. It appears that VESTEX may have some misperceptions about the project and possibly, may be less enthusiastic to participate because they have their own labor standards capacity building project (not multi-stakeholder and thus more attractive to them) funded by the IDB. If representative of the three sectors agree to participate, then it is expected that the Guatemalan CC will be established during the third quarter of FY08.

1.3 Honduran Local Partner selected and working	A local partner chosen by Honduran's CC and approved by the CIMCAW SC will support CIMCAW implementation in the country.	One person or organization selected by CC and approved by the SC, working with the CC during the life of the project.	1.3 Honduran LP selected by CC and approved by SC .	The Honduran LP was selected and approved in first quarter of FY08. The LP has formed a local team to support them and they have been working closely with the CC since first quarter of FY08..						
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At the start of the CIMCAW's extension it was still a challenge to define a local partner for Honduras that could facilitate social dialogue around labor standards and work as the liaison group or person between the CC and the RO. After almost 12 months of dialogue and consideration of more than 4 local NGOs, the CC members decided to propose Homero Fuentes as the Country Representative for the project in Honduras. Last quarter, and with the consent of the International Partners, Homero was appointed as LP. He has organized its work team, which is leading the work and working with the CC systematic and regularly. **Deliverable Achieved.**

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1.4 Project Approach by Country	A developed project approach/work plan for each country that is current and relevant for the local country context.	Completed project work plan for El Salvador in April 2008. NOTE: This is the only country approach that remains to be completed.	1.4. One project work plan.	The Project Approach for El Salvador will be based on inputs taken from the finalized diagnostic. Once the diagnostic has been finalized, then the RO can begin work on the project approach for El Salvador. This will need to be approved by the SC. All other countries approaches plans have been completed.	Begin developing project work plan for El Salvador.		Complete project work plan for El Salvador by April 2008.		Activities in El Salvador implemented.	

With the exception of El Salvador, all country approaches have been completed. As in the other countries, the first step to developing an approach is to develop a comprehensive diagnostic. As mentioned above, the diagnostic was completed during the first quarter of FY08, the CIMCAW Steering Committee has reviewed the diagnostic and is in the process of working with the Regional Office (RO) to develop an approach/plan for El Salvador.

Initial discussions around the project approach in El Salvador (subject to refinement and final approval) include:

1. Train 2 factories in El Salvador. Since the industry representatives, CAMTEX and ASIC, have not demonstrated any interest nor cooperated with the project, the project proposes to approach the factories bilaterally. This will require that we work with factories that supply our partners. Gap Inc. has told us that they have a limited presence in El Salvador and will not be able to influence factories, Wal-Mart has told us that they will do some research into their supply chain in El Salvador and if they have sufficient influence will work with us to encourage their suppliers in country to participate. Timberland, Limited Brands, and Coldwater Creek have not yet responded with regard to their supply chain, but from what we understand it is more limited than Gap Inc.'s. Given these circumstances, the development of the training manuals for El Salvador will not follow the same process as they did in the other countries with the CC reviewing and validating them. Therefore one option may be that the project hires a consultant to prepare the Salvadorian version of the manuals. If the project believes it is viable, it may still be able to get the sectors to review and validate the manuals, although this would likely happen on a bilateral basis.
2. Meanwhile, the project will continue working with the Ministry of Labor, providing inspector working group trainings (discussed below, deliverable 5).
3. Continue a bilateral approach to each of the three key sectors in the country in order to provide them with a summary of the diagnostic developed and if possible, to reach consensus about the main issues that can be seen as potential areas that can be used to promote social dialogue.
4. In order to follow these processes, the RO is proposing to hire a person that supports the communications, contacts and logistic of the activities to be done. This person should be hired, if possible, by the end of February.

Deliverable Completed in All But One Country

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Deliverable 2: Multi-Stakeholder Dialogue

2.1. CCs hold monthly meetings	Nicaragua, DR and Honduras will have CCs providing significant input into the decision making process of the project and functioning on regular, systematic and sustainable basis. Lay the foundation for a more effective and sustainable national industrial relations system at the workplace level, and ongoing social dialogue. Launch dialogue providing common ground for improved labor relations.	10 CC meetings in Nicaragua, DR, and Honduras and 4 CC meetings in Guatemala between October 2007 and September 2008.	2.1. CC meets once per month; in total at least 10 meetings (No meetings planned for December 2007 or September 2008).	CC in Nicaragua, DR, and Honduras have been meeting at least once a month. Honduras has met 4 times over the last quarter, Nicaragua has met 3 times and the DR twice. CC in Guatemala being formed. No requirement for CC in El Salvador.	One CC meeting each month for Nic, DR and Hond.	Three CC meetings for Nic, DR, Hond and two meetings for Guate over the quarter.	One CC committee in July and August for Nic, DR, Hond and Guate.
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The CIMCAW Project used the results of the national diagnostic's stakeholder mapping to begin to engage stakeholders in a social dialogue around labor standards. This was an important first step toward improving the stakeholders' understanding of and appreciation for labor standards compliance and building the trust and relationships necessary to ensure that we could encourage the participation of local factories in the capacity-building component. Out of this process, the CC were established. Since their formation, the CCs have been active in guiding the project's development at the local level. They have empowered themselves and function effectively as a body that guides the project locally and provides a high level of political credibility to the project. Key to their effective functioning is regular monthly meetings facilitated by the CIMCAW LP and organized to deal with both topical issues and challenges and long-term planning. These have been occurring and will continue in Nicaragua, Honduras, and the Dominican Republic. Once the CC is established in Guatemala, it is expected that it will hold monthly meetings as well.

2.2. Pilot program for collaboration with national training institute developed	Through collaboration with INFOTEP, CIMCAW will be able to disseminate the CIMCAW model and expand its reach in a more sustainable way.	-Feasibility study completed. -Joint training program designed and delivered to INFOTEP by end of third quarter of FY08.	2.2a. -Feasibility study completed 2.2b. -If feasible, pilot program designed and delivered.	A feasibility study has been completed and the international partners have discussed with local stakeholders to secure their buy-in. International partners have agreed to the feasibility of the work. Local partner in the DR is preparing to move forward with the development of pilot program.	Discussions with INFOTEP to reconfirm their interest, joint planning, and pilot design.	MOU signed by end of April 2008 between INFOTEP and CIMCAW. INFOTEP's trainers trained by the beginning of June, 2008.	One follow up activity conducted in one factory by CIPAF to INFOTEP's trainers by the end of August, 2008.
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The National Diagnostic completed in the Dominican Republic in 2005, indicated that there might be a possibility for CIMCAW to collaborate with INFOTEP, taking advantage of their capacity to train more factories and achieve sustainability of the CIMCAW model in the country. Subsequently, initial conversations with INFOTEP were held to gauge their interest.

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The CIMCAW SC members requested a formal feasibility study be completed by the LP, CIPAF. CIPAF submitted the feasibility study for review in October 2007. After long discussions with the CIMCAW SC members and further stakeholder consultation to confirm the findings of the feasibility study, on January 15, 2008 the SC members agreed to advance on the pilot program to collaborate with INFOTEP.

CIPAF has indicated that they are fully capable of developing the pilot with INFOTEP. The RO will follow up with CIPAF to ensure that they have the resources that they need and that everything is on track. Due to the general elections of the country taking place in May 2008, CIPAF is planning training activities with INFOTEP until June 2008. Meanwhile, CIPAF will advance in the organization and performance of the methodology and content to be added in the curricula and to be used for the training of INFOTEP's officials. The next steps are planned in this process are as follows:

1. Lobbying INFOTEP's Board of Directors in order to consent in the endorsement of the strategy. March 18th to April 14th. If all the parts consent, CIPAF starts to prepare the MOU and the Train of Trainers methodology (April /May),
2. MOU signed between INFOTEP and CIMCAW by the end of April 2008.
3. CIMCAW's methodology reviewed and added to INFOTEP's curricula during June 2008.
4. INFOTEP's trainers trained by the beginning of June, 2008.
5. One follow up activity conducted in one factory by CIPAF to INFOTEP's trainers by the end of August, 2008.

2.3. Identify communications and industry promotion strategy upon which the diverse participants agree (improve social dialogue around labor standards)	With the support of international expertise linked to the project, each country will develop a national workshop where different stakeholders will share the Best Practices Document developed by CIMCAW, and their impact in these factories in order to improve an attitude of compliance.	-National best practices events in each country/event on the social state of the industry.	2.3a. One national stakeholder meeting per country (at least 4 in total) by the end of quarter two of 2008, with input from the local CC aimed at promoting the benefits of labor standards compliance or identifying an industry promotion strategy upon which the stakeholders agree where key stakeholders invited.	CIMCAW has held a National Best Practices event in Nicaragua others planned for Honduras, Guatemala, and the DR. Also planning Regional MS Symposium, and Buyers' Forum. Working closely with CC on this. The planning for this activity is schedule with the SC for Feb 2008.	Start to plan with SC the agendas and with LP the dates for each country	Hold one meeting in Nic, Hond, DR and Guatemala during the month of June.	N/A

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2.3.a In order to tailor activities to the local context and encourage the leadership and initiative of the local Consultative Committee, CIMCAW has proposed an annual stakeholder consultation on the (social) state of the industry and/or global best practices in compliance assurance. These national events are supposed to be planned and organized by the LP with significant input from the Consultative Committee members. It is expected that they invite different sectors or groups and projects working with CIMCAW's related issues.

CIMCAW has held a National Best Practices event in Nicaragua. Others are planned for Honduras, Guatemala, and the Dominican Republic. The specific planning for these events will begin in the March of 2008 and be led by the LPs working with the CC, in the case of Guatemala the LP will determine whether it is possible to convene a multi-stakeholder event or if instead the event will be more focused.

<p>CIMCAW will sponsor and organize a regional multi-stakeholder symposium/conference, with participation of CC members of all the countries benefited by CIMCAW.</p>	<p>One regional symposium/conference where members of the CC's participate and interact with other stakeholders & Buyers' Forum.</p>	<p>2.3b. One Regional Consultative Meeting.</p>	<p>Initiate planning for this activity February 2008.</p>	<p>Start to plan with SC, setting the agendas, defining dates, and organizing logistics.</p>	<p>Conduct one regional meeting in July 2008, Nicaragua, (to be confirmed).</p>	<p>N/A</p>
<p>2.3.b The planning for the Regional Consultative Committee activity will begin in early February 2008 with the SC members discussing the content and means of their participation as well as proposing dates for these meetings. From there on, a process will be defined, in which the LP and the CC will be closely involved in organizing the event along with the RO. If deemed feasible, the Regional Consultative Committee meeting may be combined with the Regional Symposium and Buyers' Forum (2.3.c).</p>						
<p>2.3c. In addition to our work with the Consultative Committees, CIMCAW will convene a Regional Symposium & Buyers' Forum with broad participation of regional and international stakeholders to disseminate best practices gleaned from the CIMCAW model and promote an exchange on labor standards among local and international stakeholders, including multinational brands. We will invite members of the Consultative Committees around the region to attend the Regional Symposium and may also host the Regional Consultative Committee meeting around the Regional Symposium. The Regional Consultative Committee meeting will be aimed at strengthening the Consultative Committees and further promoting a culture of compliance by providing a venue where they can share experiences, workable practices, and efforts around labor standards compliance. It is hoped that such an event will result in a leveling-up effect at a regional level.</p>						

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The planning for this activity will start in February, with the SC members discussing the content and means of their participation as well as proposing dates for these meetings. From there on, a process will be defined, in which the LP with the CC will be closely involved. The RO office will lead the planning of this event between March-end of June 2008.

2.4. Establish mandate/framework where CC members commit to work together.										
2.4. Establish mandate/framework where CC members commit to work together.	A proposal tailored for each country and accepted by the CC that outlines the CC mandate and is aimed at formalizing the CC as a body so that they continue to function even outside of CIMCAW.	One proposal developed for and accepted by the CCs of Nic, Hond and Guate NOTE: The CC in the DR was established by Presidential Decree, so no need to develop proposal for DR.	2.4. One proposal developed for two to three countries that is accepted by the CC.	In the DR established by Presidential Decree (pre-CIMCAW), and working on establishing a formal framework in Honduras, and Nicaragua.	Development of draft proposal by March 2008 for 3 countries.	Draft of proposal submitted to CC in Nic, Hond. and Guatemala by the end of April. Proposal Approved in at least 2 countries for the end of June.				N/A

In order to support the role that the CC could play in the future as bodies that enhance industrial relations milieu by providing opportunities for key actors to meet regularly in a constructive environment and build/mend relationships which could broad support for creating a culture of labor standards compliance, CIMCAW has planned to develop and propose to these bodies, a mandate or framework, that would formalize the creation of these bodies. In the DR the CC was established by Presidential Decree (pre-CIMCAW), and therefore, this will not be necessary for this country. In the cases of Nicaragua, Honduras and Guatemala, the LP will develop a proposal for each country to be submitted to the CC for review and adoption. It is expected that the LP will deliver these proposal to the CC's by March 2008 for their review and adoption by June 2008. Given that we don't expect the Guatemalan LP to establish the CC until June 2008, the proposal there will be delayed until July 2008 for adoption by August 2008.

Deliverable 3: Tailored Training Design

3.1. Development of tailored training program in each country										
3.1. Development of tailored training program in each country	Each country will have a tailored training program developed through a consensus process with the participation of the members of the CC. As such, project activities, along with training workshops, materials, and	Publish the following number of training manuals by the second quarter FY08.: 5 Nicaragua, 1 Guatemala	3.1. Each country will have published the following number of manuals that compose their training program:	Completed in Guatemala, Honduras, Nicaragua, and the DR (in the DR undergoing some refinement). In November 2007, the RO started a process of standardizing the manuals, which should be completed by the third quarter of FY08.	Hire consultant to standardize all manuals by the end of March 2008..	All documents standardized, and re-printed by the end of June 2008..				N/A

CIMCAW WORK PLAN

October 2007 – September 2008

DELIVERABLES	EXPECTED RESULTS	TARGETS LIFE PROJECT	INDICATORS (from PMP)	STATUS Up to December 2007	TARGET 2nd QUARTER Jan.-March 2008		TARGET 3rd QUARTER April-June 2008		TARGET 4th QUARTER July-Sept. 2008	
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methodologies will have increased relevance as a result of being tailored to the local context. Trainers and/or leaders from business, NGO, government and labor sectors are engaged in developing trainings and related strategies for improving labor standards.	1 D. Republic, 5 Honduras	5 Nicaragua, 1 Guatemala 1 D. Republic, 5 Honduras
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The development of tailored training material to be used in the joint training of workers and managers in each country has been a successful activity that CIMCAW has completed with the participation of the key stakeholders involved in the CC in each country. Using a multi-stakeholder approach, the project has completed these materials in Guatemala, Honduras, Nicaragua, and the Dominican Republic (they're currently undergoing some refinement in the Dominican Republic). In November 2007, the RO initiated a process of edition and standardizing the formats of the manuals, which should be completed by the third quarter of FY08. In order to complete the materials standardization, the RO will hire a consultant in March 2008. Once they manuals are ready, they will be available on the project web site. It is expected that all the documents will be ready by the end of June 2008.

Deliverable Complete.

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Deliverable 4: Capacity Building at Factory Level (textile and other)

4.1. Workers that benefit from documented improvements in factory labor practices.	Workers and managers from participating factories acquire knowledge on labor standards and this is integrated into management systems resulting in continuous improvement.	Between 37,155 and 47,753 workers will benefit from documented improvements in factory labor practices over the life of the project. Of these, 7,050 workers have already benefited from documented improvements by December 31, 2007. The remaining target that the project expects to reach is between 30,105 and 40,703 workers benefited.	4.1. Workers that benefit from documented improvements in factory labor practices.	By September 2007, CIMCAW documented improvements that affected 7,050 workers (4,050 in 2 factories in Guatemala C-Site and SAE and 3,000 in Nicaragua, Istmo Textil). For the quarter ending December 31, 2007, CIMCAW has documented improvements that affected another 1,800 workers in Nicaragua (USLC, Nicaragua). This increases the number of workers benefited by documented improvements to 8,850.	Between 4,200 and 6,341 workers benefited by the end of March.	Between 10,905 and 13,941 workers benefited by the end of June.	Between 15,000 and 20,421 workers benefited by the end of August 2008.
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This deliverable refers to the number of workers and managers that benefit from documented improvements implemented in factory labor practices. In order to maximize our impact, CIMCAW's approach has been re-tooled such that we're intensifying our outreach to factories, working more closely with the brands, and adding more brands to the alliance so that we can provide the incentives and information needed to get the factories to commit to participating in the full package (joining training, follow up and impact evaluation) and so that we can better capture the impact in those factories that decide not to participate in the follow up phase.

Obtaining factories' agreement to participate in the training program and commit to the requirements of the project remains the main challenge. CIMCAW understands that the more we ask of factories in terms of their time and in terms of asking them to make changes, the greater need there is for them to see the value proposition. Thus, CIMCAW has developed a set of outreach documents for the factories, in order to ensure that we lead with a clear and compelling value proposition for factories and the full program (i.e., manager's promotional flyers, worker-manger training, follow up, impact evaluation, etc.) and expected commitments are presented up front. In addition to these documents, the RO is working closely with the LPs and the brand partners to intensify our outreach to factories so that we maximize the number of factories that agree to participate in the full program (see detailed discussion, Deliverable 4.5 below).

The PMP indicates in detail how the impact will be measured. In essence, the LP will administer a survey or will interview workers and managers from the factories that participated in the joint training and follow up or simply the joint training program within 3 months of the trainings to determine whether there have been any changes implemented that benefit workers as a result of CIMCAW interventions. These will then be documented following methods agreed to with USAID and reported.

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The RO has worked and will continue to work very closely with the LP from each country to support their factory recruitment effort. The RO has trained them on the appropriate methodology for measuring impact and has worked with the LP to obtain realistic estimates of the number of workers they expect will benefit per country. In total, the LPs expect to benefit an additional 30,105 to 40,703 workers. In order to arrive at these numbers, we assumed that at least 50% of the factories agree to participate in the follow up and a positive impact is found and documented in 50% of these factories. We assume that 35% of the factories that choose not to participate in the follow will show a positive. The specific amounts are shown in the following table:

Calculations		HONDURAS	GUATEMALA	NICARAGUA	D. REPUBLIC	TOTAL
# of Factories	Low	8	12	8	4	32
With Follow Up		6,000	7,200	8,000	1,100	
Without Follow Up		2,100	2,520	2,800	385	
Total		8100	9720	10800	1485	30,105
# of Factories	High	10	15	12	6	43
With Follow Up		7,500	9,000	12,000	1,650	
With out Follow Up		2,625	3,150	4,200	578	
Total		10,125	12,150	16,200	2,228	40,703

As indicated in the PMP, it is not possible to determine apriori what types of changes will be implemented in the factories. We expect that changes will come about as a result of learning, increased awareness of rights and obligations as well as the importance of compliance for the factories' competitiveness. In addition, those factories that have agreed to participate are already demonstrating an inclination to improve in the area of compliance so the likelihood that they will be open to implementing changes outlined in the tailored CIMCAW report is good. In addition, those factories that participate in the follow up will be provided with tools and support aimed at implementing positive changes.

4.2. Trained workers & managers	1123 workers and managers will have completed CIMCAW'S training in all the countries participating in the project.	433 have already been trained. A total of 690 workers and managers remain to be trained.	4.2. Trained workers and managers	433 have already been trained. A total of 690 workers and managers remain to be trained.	122 workers and managers trained by the end of March 2008.	250 workers and managers trained by the end of June 2008.	318 workers and managers trained by the end of August
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The LPs have recently provided estimates for the number of trainings they expect to complete by the end of the project. Based on these estimates they have estimated that they will be able to train an additional 690 workers and managers by the end of the August 2008. The discussion above and below (Deliverable 4.1 and Deliverable 4.5) outline how the program will achieve this.

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4.3. Increase in the understanding of national labor laws and ILO Core Labor Standards of workers in participating factories.

Those workers and managers participating in the training will have increased their knowledge.

Trainees achieve at least a 30% improvement in understanding between pre and post test.

4.3. At least, a 30% improvement in understanding between pre and post test.

In Nicaragua, individual's pre and post test have been conducted for each module.

In the DR, individual's pre test was performed at the start of the 8 hours training and a post test at the end.

Results for both the DR and Nicaragua are still pending.

Ten working days after the end of each training, the LP of each country will deliver the results of the pre and post test to the RO.

Ten working days after the end of each training, the LP of each country will deliver the results of the pre and post test to the RO.

Ten working days after the end of each training, the LP of each country will deliver the results of the pre and post test to the RO.

During each joint worker-manager training session, the LP administers a pre-test and a post-test to determine the increase in trainees' understanding of national labor laws and ILO Core Labor Standards of workers in participating factories. The LP then analyzes the scores and reports the improvement in understanding to the RO within 10 days of the training. The project expects at least a 30% improvement between the pre and post tests. It is fair to say that this 30% improvement is possible only if the pre test evaluation was 70% or less. This means that if the average in the pretest is above 70%, less than 30% of improvement is considered as successful. Since the extension, these tests have been administered regularly in Nicaragua. The RO has obtained the commitment of the partners in the other countries to also administer these systematically and report on the results on a regular basis. The RO will closely monitor the progress on this and follow up with the LP.

4.4. Strategy Document for Improving Factory Labor Standards

The project will have presented at least 32 reports to the same number of factories in the countries participating in the project.

32 to 43 Reports developed and presented to factories (one report per factory).

4.4. Reports developed and presented to each of the factories that participate in the training.

As of Dec. 31, 2007, 4 documents have been delivered to equal number of factories (two in Guat. and 2 in Nic). One of the 2 from Nic was delivered during this quarter.

Between 6 and 8 reports delivered to equal number of factories during the quarter.

Between 10 and 15 reports delivered to equal number of factories during the quarter.

Between 16 and 20 reports delivered to equal number of factories during the quarter.

As part of the joint training, both workers and managers are asked to identify gaps in compliance in the factories in which they work. On the basis of the gaps identified and solutions proposed by the workers and managers, the LP in each country develops a strategy report for each factory that participated in the training and will deliver it to the factory management within 10 days, if possible. The LP will hold a meeting with factory management to review the findings of the report and will propose follow to address some of the issues that emerged. The LP will have to come to an agreement with the factory regarding which of the issues from the report to cover in the follow up and when the follow up, including impact evaluation, can take place. As part of the meeting with the factory, the LP can share the CIMCAW Best Practices Manual that will be finalized by the end of March 2008..

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4.5. Alliance Outreach	Local partners will work with industry associations to engage factories; international brand partners will encourage vendors to participate in CIMCAW; worker organization briefings will also be conducted.	LP develop joint activities with industry associations to encourage factories to participate. International brand partners actively encourage suppliers to participate.	4.5.a. One plan for how to more effectively recruit factories developed jointly by the CC and LP in each of the following countries Honduras, DR, Nicaragua, and Guatemala. 4.5.b. International brand partners actively encourage vendors to participate.	LP in Nicaragua and Honduras have jointly organized factory presentations/best practices events. Wal-Mart has worked closely with LPs in Nicaragua and Honduras to ensure factory participation. They have traveled to both countries and organized meetings with suppliers and LP to encourage them to participate. Timberland has done the same in the DR. Gap Inc. is working increasingly closely with LP and RO to ensure their suppliers' participation. To date, this issue has been on the agendas of the CC from Nicaragua, Honduras and DR. Nicaragua and Honduras have followed through with CC supported activities to recruit factories.	LPs in Honduras and DR will organize factory presentations with industry association and/or brand partner support.		LPs in Guatemala will organize factory presentations with industry association and/or brand partner support. Brands will continue to support supplier recruitment efforts.			Brands will continue to support LPs in factory recruitment efforts.

A critical challenge faced by any capacity building program of a voluntary nature is to get the incentives for participation right and to make outreach to the target population as effective as possible. CIMCAW's approach to outreach focuses on 3 levels: 1) Local Partners working with their CCs and especially, the industry associations to recruit factories to participate; 2) Local Partners' (with support of CIMCAW SC) following up directly with interested factories; 3) International brand partners actively encouraging suppliers to participate.

- **Local partner works with industry association to engage factories.** After building initial relationships with industry associations, CIMCAW LPs generally work with the industry associations to engage factories. Initial engagement typically occurs as part of a **factory presentation** organized by CIMCAW's local partner in coordination with the industry association and the country's consultative committee, where it exists. The factory presentation, which is typically hosted by the industry association presents the project, its objectives, methods, and the benefits to the factories and allows the local partner to determine which factories are most interested in the project. These activities have been underway in Nicaragua, and DR, and in Honduras. In this country, one such factory presentation meeting is planned on February 19th for members of the Asociacion Hondureña de Maquiladores (AHM).
- **Local partner follows up with interested factories to explain project in more detail.** In order to facilitate the work of the LPs at this stage, the CIMCAW Steering Committee has put together a comprehensive briefing packet that covers:
 - Overall purpose of project (up to date flyer)

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- Benefits of and incentives for participating in the project (provide evidence from other countries on the business case --decreased turnover, increased productivity, etc. – and invitation to participate in Buyers' Forum to top performing factories).
- Opportunities and expectations of participating factories.
- Scope of opportunities for participation (Consultative Committees, training and follow-up, impact assessment, etc.).
- Terms for participating
- Key documents such as training documents.

This is a tremendous tool for the LP to use in their engagement of the factories.

– **International brand partners actively encouraging suppliers to participate.** CIMCAW Brand partners possess a comparative advantage when it comes to influencing local factories. Consequently, they have an important role to play in promoting the project to their vendors. Our brand partners are committed to encouraging their vendors to participate in the training program. Specifically, they will work to promote the project with factories where they have more influence and will try to work more closely with key vendors that are influential leaders in the sector. Doing so raises the probability of a demonstration effect, whereby other less progressive factories are influenced by the choices of these leader factories to participate. As an evidenced of the Alliance brand engagement strategy, CIMCAW has continued to deliver **Manager Briefings**, in order to enable more factories to learn more about CIMCAW and its training programs. CIMCAW has started to implement a more aggressive outreach with suppliers of our partners, with their direct support, and as a result of this, there have been several meetings:

- In Nicaragua, Wal-Mart visited 4 of their providers together with the LP, leading that they have committed in participating in the training, follow up and impact evaluation..
- In DR the visit of TIMBERLAND to their providers, together with the LP has involved the providers to participate in the trainings and follow up.

And there are several other meetings proposed:

- In Honduras, there is a meeting co-organized by Honduras' CC and Wal-Mart on February 5th, 2008 for Wal-Mart providers.
- In Guatemala, the visit of Coldwater Creek on Feb 6, 2008 will start the bilateral approach to their providers.

In El Salvador, the project is looking to work with Adidas, and GAP Inc., as well as Wal-Mart has committed to support the RO in order to get their suppliers in contact with the project, so that they can participate on CIMCAW's initiative.

ITGLWF conducts 1 worker briefing in Honduras, Guatemala, DR, and Nicaragua.	4.5.c. One worker briefing conducted in Honduras, Guatemala, DR, and Nicaragua.	ITGLWF has started to coordinate with LP from DR, Honduras and Nicaragua in order to conduct these briefings during the third and fourth quarters of FY08.	N/A	Conduct meetings in 3 countries during the quarter.	Conduct 1 meeting during the quarter.
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Worker organization briefings will be led by the International Textile, Garment and Leather Workers Federation (ITGLWF) in collaboration with CIMCAW partners. The aim is to secure the continued commitment of the unions in participating in the project, to update them on project progress and future plans, and systematically obtain their feedback. There are several worker organizations and campaign groups – national and international – active in the region. Outreach and communication to address the concerns of these groups will help to encourage constructive receptivity to CIMCAW and its goals. ITGLWF is to

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conduct 1 worker briefing in Honduras, Guatemala, DR, and Nicaragua. ITG started to coordinate with the Local Partners from the Dominican Republic, Honduras and Nicaragua in order to conduct the briefings during the third and fourth quarters of FY08.

4.6. Train at least 32 factories	Joint labor standards training that results in shared understanding and expectations fostered on workplace strategies for improving labor standards compliance.	Train between 49 and 60 factories (assuming 1,000 workers, per factory). As of December 31, 2007, 17 factories already trained by Dec. 31, 2007. 32 to 43 remain to be trained. (assuming 1,000 workers, per factory).	4.6. Provide labor standards training to factories.	As of Dec. 31, 2007, 17 factories have been trained.. Partners have indicated that they can train between 32 and 43 more factories. For more detailed information by country, please see in the narrative section, right below	Between 6 and 8 factories trained during the quarter.	Between 10 and 15 factories trained during the quarter.	Between 16 and 20 factories trained during the quarter.
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As of December 31, 2007, 17 factories have been trained. Local Partners have indicated that they can train between 32 and 43 more factories. The calculations made by the Local Partners is shown in the following table:

Variable/Country	Honduras	Guatemala	Nicaragua	D. Republic	Total
# of factories participating in training	8 to 10	12 to 15	8 to 12	4 to 6	32-43
Estimated population of workers in each factory	1,500	1,200	2,000	550	

In order to reach the goal, CIMCAW has intensified its outreach (Deliverable 4.5 and new Brand Recruitment efforts, Deliverable 7.1). The strongest activity is expected to happen during the third quarter of FY08, mainly because if there is any chance of developing Technical Assistance (TA) and Follow Up (FU), the project will need at least 3 month after delivering the strategy to be implemented in order to measure impact. The discussion on Deliverables 4.1, 4.5 and 7.1 outline how the project expects to achieve this goal.

4.7. Follow up/technical assistance	Training results are reinforced and rapidly taken to scale in the workplace. Interim assessments of training impact are made in timely manner. Links are established between training curriculum and factory improvements. Data is	At least 50% of the factories participate in the training follow up.	4.8. At least 50% of the factories participate in the follow up.	To date, training follow up has been conducted in 4 factories (2 in Guat. and 2 in Nic.). Nicaragua and the DR have informed the RO that 2 factories in each country have agreed to the follow up and they plan to initiate it in the second quarter of FY08. In addition to offering the	3 to 4 factories participate.	8 to 10 factories participate.	5 to 7 factories participate.
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gathered on qualitative and quantitative change in factories and hundreds of workers and managers involved in factory improvement process.

follow up to new factories, the LP are also engaging already trained factories to see if they also are interested in the follow up.

The Alliance recognizes that training alone is not enough to secure sustainable improvements in workplace conditions. Therefore, the project offers a *voluntary* follow up to factories in order to assist them in deepening impact and strengthening factory management systems aimed at ensuring social compliance. Training follow up presents an opportunity to assist factories to integrate lessons learned and tools into their management systems so that they can move toward a continuous improvement cycle, but more importantly also provides an opportunity for the Alliance to gather information on the impact of the interventions. Indeed, surveys and structured interviews with workers and managers designed to determine what improvements have occurred are part of the follow up.

Because the follow up is voluntary, CIMCAW faces a challenge in attracting factories to participate. Our approach to ensuring optimum levels of factory participation is to effectively communicate the value added to the factory of their participation. It is incumbent on the Alliance to make the business case for factory participation.

Follow-up activities consist of the training team, which includes the local partner, providing factory management with a comprehensive (and confidential) written report on the conclusions and findings of the workshop. The report will focus on problems identified and examples of best practices to assist factory management for implementing improvements. More in-depth follow-up will entail working with top factory management to provide technical assistance to address the findings in a more in-depth manner.

The factory follow up activity will allow the project to gather the data needed to evaluate output, impact and to develop case studies detailing best practices. Lessons learned will be disseminated to interested stakeholders working to promote improved working conditions.

CIMCAW's has assume that at least 50% of the factories that agree to participate in the joint training activities, will agree to participate in the follow up and that a of these factories, a positive impact is found and documented in 50% of these factories. Therefore, it is expected that between 16 and 22 of the trained factories will go on to participate in the follow up.

Training follow up has been conducted in 5 factories (2 in Guat. and 3 in Nic.). Nicaragua has informed the RO that 2 more factories have agreed as well as DR (total 4), planning to start during second quarter of FY08. As of the first quarter of FY08, the LPs systematically offered the follow up during their meetings with the factories to present the report. However, as of December it was agreed that those factories that participated in the joint training and did not participate in the follow up because it was not offered to them will be offered the technical assistance option. This will help the project increase the number of factories that participate in the technical assistance and also increase the project's ability to effect and capture impact in these factories. In addition, the LPs have agreed to more systematically "sell" the technical assistance. The RO has developed materials that provide the business case for participating in the both the training and follow up. Finally, we're asking our brand partners to also present the package deal to their suppliers.

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Deliverable 5: Capacity Building for Auditors

5.1. Inspectors participating in working group/training sessions.	MOL Inspectors from the countries participating in the project increase their knowledge on industry best practices, shared and collaborate with key actors of the sector in order to improve compliance.	One workshop developed in each one of the countries with participation of inspectors and others working in verification.	5.1. 77-97 inspectors participating in 5 workshops.	Completed inspector training in Honduras (17 inspectors). Others being planned for Guatemala, Nicaragua, DR, and El Salvador.	One workshop delivered in Guatemala by March in which 15-20 inspectors will participate.	One workshop delivered in DR, Nic and El Salvador by the end of May in which 15-20 inspectors will participate in each workshop.	N/A
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Raising labor standards includes improving the quality of verification of labor compliance in the factories. CIMCAW will build on the dialogue created between inspectors from the Ministries of Labor and other actors involved in verification by convening working groups on best practices in verification in maquila factories. These working groups will bring together labor inspectors, brand compliance officers, private social auditors and non-governmental independent monitors to identify priority areas that are emerging as particularly challenging to conceptualize and investigate. These include, for example, discrimination, freedom of association and working hours. The working groups will analyze these areas, focusing on labor laws and international legislation and leveraging their experience and practices from the field. Best practices for identifying and investigating them will be exchanged, with a focus on tracing root causes and strategies to prevent and remediate. Findings will be shared, on the one hand, with factory management, with a vision for these to address gaps in compliance in these areas in systemic ways, and on the other, with the Ministry of Labor Inspectorate divisions as inputs to guidelines for inspections that can help enhance continuous improvement. SAI is responsible to develop material and is supported by Local Partner to coordinate logistics. SAI applies the pre and post-tests and submits the corresponding report to the Regional Office / DAI. Report of findings of activity is delivered by SAI to the Ministry of Labor within 10 working days after the end of each workshop.

This will be accomplished in one-day sessions of the working group in Nicaragua, Guatemala, Dominican Republic, Honduras and El Salvador.

To date, CIMCAW has completed a working group training in Honduras where 17 inspectors participated. Despite the fact that other sectors were invited, only inspectors participated. There are other working group sessions being planned for Guatemala, Nicaragua, DR, and El Salvador. At the end of the March, the project expects to deliver one workshop with participation of inspectors and others working in verification and by the end of the third quarter FY08 the remaining 3. SAI will take the lead on this activity with support from the RO.

5.2 – see deliverable 5.1

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5.2. Other key actors participating working group/training sessions included in training/working group with inspectors.	Key actors working in compliance verification in the region participating in the training, improving their knowledge on industry best practices, sharing and collaborating with inspectors in order to improve compliance.	One workshop developed in each one of the countries with participation of inspectors and others working in verification.	5.2. 5-10 actors from sectors than the MOL will attend each of the 5 workshops	Completed inspector training in Honduras (17 inspectors). Despite the fact that other sectors were invited, only inspectors participated in this activity. Others being planned for Guatemala, Nicaragua, DR, and El Salvador.	One workshop delivered in Guatemala by March attended by 5-10 actors.		One workshop delivered in DR, Nic and El Salvador by the end of May attended by 5-10 actors.			N/A
	See deliverable 5.1									
5.3. Increase in understanding of auditing methods by workshop participants.	Those Inspectors and key actors working in verification participating in CIMCAW's workshops will have increased their knowledge on compliance and verification issues according to an average increase of 30 % of their scores.	At least, a 30% improvement in understanding between Pre and Post test.	5.3. At least, a 30% improvement in understanding between Pre and Post test.	The results of the pre and post test from the inspector training in Honduras (Dec. 2007) showed an improvement of 31%.	Report to be delivered 10 working days after the end of each workshop. Four reports to be delivered for the end of the quarter.		Report to be delivered 10 working days after the end of each workshop. Four reports to be delivered for the end of the quarter.			N/A

During each working group session SAI a pre-test and a post-test to determine the participants' previous knowledge about the issues of verification and workers rights' and at the end of the session they participants are given a post-test. SAI then analyzes the scores and reports the improvement in understanding to the RO within 10 days of the training. The LP then analyzes the scores and reports the improvement in understanding to the RO within 10 days of the training. The project expects at least a 30% improvement between the pre and post tests. The RO has obtained a commitment from SAI to continue administering the tests systematically and report on the results on a regular basis. The RO will closely monitor the progress on this and follow up with SAI.

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Deliverable 6: Build NGO Capacity to Deliver High Quality Workplace Trainings

6.1. Increased capacity of local partners.	The local partners are able to : a) Deliver training independently; b) provide factory follow up; c) provide fee-based CIMCAW like training and Technical Assistance (sustainability); d) engage stakeholders at regional level. The project expects that a sustainable cadre of organizations to meet local demand around labor standards compliance will be established.	One regional workshop with the attendance of Local Partners during the first quarter of FY08. <hr/> Two International and Local Partners meetings. Joint Local and International Partner activities and work.	6.1a. One regional workshop with the attendance of Local Partners. 6.1b. Two regional International and Local Partner meetings.	In December 2007, held 3-day capacity building session for local partners with the manual and methodology developed by CIMCAW. Completed: 6.1a One regional workshop aimed at LP capacity building with the attendance of Local Partners during the first quarter of FY08. International partners have worked closely with local partners on capacity building efforts. In July 2007, held partner meeting working with local partners. The second meeting is planned for April 2008.	Deliverable 6.1.a Accomplished. One meeting held = Deliverable 6.1.b 50% completed.	N/A Meeting planned for April 17 and 18 th 2008 in EI Salvador.	N/A N/A
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With the goal of strengthening local capacity to deliver training, follow up and technical assistance in an independent way, the CIMCAW Project identified the need to standardize procedures and methodologies used by Local Partners in their work related to Technical Assistance, Follow Up and Assessment of activities to be implemented at those factories which voluntarily accepted to participate in this phase of the program, after the joint training sessions for managers and workers took place.

In December 2007, the Project delivered a 3-day Regional Capacity Building Workshop for LPs. The Regional Workshop was organized to present the LPs with a tailored Manual, which contained the project methodology, especially when it comes to follow up and impact evaluation. This document was enriched with the Local Partners inputs and contains key elements regarding organization of general managerial procedures that will help Local Partners and the factories to strengthen the implementation of the methodology in an immediate and medium term. This will also help factories to develop sustainable procedures linked with continuous improvement.

Emphasis was also given to the implementation of the use of documents to record (in a systematic and organized manner) activities that must be monitored and assessed, thus enabling the Project to document improvement as a result of the intervention. Regarding the work with the Local Partners to develop a business plan that supports their ability to provide fee-based CIMCAW-like training and technical assistance, as well as multi-stakeholder program of capacity building, the Regional Office will work proposals during the third quarter of FY08 and present them during next Regional Partners Meeting in April of 2008.

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				Up to December 2007	PLANNED	ACHIEVEMENT	PLANNED	ACHIEVEMENT	PLANNED	ACHIEVEMENT

Deliverable 7: Brand Recruitment

7.1. Increase in the number of new brands participants.	Alliance defined and implemented systematic process, which has been successfully used for the incorporation of new brands.	3 to 6 new brand partners	7.1. Three new brands participating in the project.	Created new brand affiliation scheme. By the end of January 2008, the project has already added Wal-Mart and Coldwater Creek as brand participants during the extension phase. So the remaining goal is to attract to 1 to 4 new brands. The Alliance is in serious discussions with New Balance, Vanity Fair Corp./Nautica, ANVIL and Gildan Activewear.	Coldwater Creek became a CIMCAW affiliate.	Added one new brand. Achieved 75% of goal.	N/A			N/A
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Increasing the number of new brands participating in the Project is a key part to encourage local factories to participate in the training program and follow up and technical assistance. As a result of this effort, Wal-Mart officially joined the CIMCAW Alliance as a full partner in the third quarter of FY07 and Coldwater Creek joined as of the end of January 2008.

DAI developed a new scheme for brand affiliation to the project, which allow brands to choose the level of their engagement with the project because we've found that not one size fits all in terms of participation. The expectation driving this document 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. This document has been agreed to by the SC and finalized.

We are now using this document in the recruitment of new brand partners and it has yielded positive returns. Coldwater Creek Inc. has joined the Alliance as a tier III partner, Anvil and Billabong have expressed interest in participating at a tier III affiliation. At least one of these companies has suggested that while they would like to expand their commitment to the project later on, that for now the tier III affiliation is the "right fit" for them as they get their feet wet. So, this has encouraged brands to participate in the project.

With regard to the status of discussions with prospective brand affiliates, the project has the following to report:

- **Billabong** has been nominated as a Tier III level affiliate with a focus on Honduras, Guatemala and Nicaragua. We expect the CIMCAW Steering Committee to approve the nomination by late March 2008.
- SAI is working on obtaining a Letter of Commitment signed by **New Balance**. It is expected early in the third quarter of FY08.

DAI understands that getting more brands to participate in the project, providing lists of their target factories and actively encouraging their factories to participate is key to getting more factories and workers trained, which is what the project would like to do. As such, DAI has actively worked with our partners to make a strong push toward confirming new partners and

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getting them to support the entire CIMCAW program. We expect to have one more brand confirmed as a new alliance affiliate by the end of March 2008, thereby achieving this target.

It is important to note that as part of the new brands commitment to the Alliance we are asking that they provide a list of target factories up front and that they commit to working with the Alliance to encourage these factories to participate in the full CIMCAW program (training, follow up and impact evaluation).

Deliverable 8: Develop Tools and Methods to Improve Workplace Conditions

8.1. Develop tools and methods to improve workplace conditions	<p>CIMCAW develops a comprehensive manual that fits the needs as a guide for local partners outlining the process for implementing CIMCAW methodology for training, development of strategic factory plan, impact evaluation and providing follow up to the factories. And CIMCAW develops Best Practice Manual for factories in the region.</p> <p>CIMCAW also develops new approach to training (joint worker-manager) and worker selection (democratic) and impact evaluation in the absence of traditional baseline. These are integrated in to the comprehensive manual.</p>	<p>By the end of the first quarter of FY08, one comprehensive manual was completed and disseminated to the LP for use in the factories.</p> <p>Best Practices Manual Finalized and systematically disseminated to factories by end of second quarter FY08.</p>	<p>8.1.a One comprehensive manual completed and disseminated to LP and factories participating in the project.</p> <p>8.1.b Best Practice Manual for factories.</p>	<p>CIMCAW has developed the comprehensive manual and disseminated to LP in first quarter of FY08.</p> <p>The Best Practices Manual is in draft form and will be finalized during the second quarter of FY08.</p>	<p>The Best Practices Manual is in draft form and will be finalized during the second quarter of FY08.</p>	<p>Deliverable 8.1.a. accomplished.</p>	<p>N/A</p>	<p>N/A</p>
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This deliverable calls for developing tools and methods to improve working conditions. During the Regional Capacity Building Workshop for Local Partners held in December 2007, the Comprehensive CIMCAW Manual was presented and enriched with Local Partners inputs. It is expected to be used by Local Partners to ensure standardization and effective implementation of training methodology, preparation of reports for the factories, assessment of management systems. The final version of the manual will be ready by the end of February 2008. CIMCAW has also already developed a Best Practices Manual to be disseminated to factories that participate in our training program and on our website. The Best Practices Manual is to be finalized early in the second quarter of FY08.

As part of the follow up provided to USLC factory in Nicaragua, INEH has developed a communications strategy tailored for the factory.

In addition to the training manuals and the documents outlined above, CIMCAW has also developed new approach to training (joint worker-manager) and worker selection (democratic) and impact evaluation in the absence of traditional baseline. These are integrated in to the comprehensive manual.

Deliverable nearly complete.

Deliverable 9: Leverage

9.1. Leverage target	The project will effectively leverage partner and stakeholder contributions to maximize project reach and impact.	\$3.2 million target	9.1. Leverage raised	By Dec. 31, 2007 CIMCAW had raised \$2.29 mn in leverage.			
					\$239,235	\$373,000	\$402,000

The Alliance is working to hit the target leverage figure. Leverage is being regularly captured from brand partners (in-kind and cash), other international partners, stakeholders in the region according to a methodology that has been submitted to USAID. DAI has reviewed this methodology and determined that they have been under-reporting leverage because the methodology does not include overhead for stakeholders or brand partners. In addition, non-brand partners have not been reporting their fringe benefits. As these are allowable contributions under US government regulations, DAI is working to revise the methodology and accounting to capture this leverage that was previously unaccounted for. In addition, there is a significant effort to increase the participation of existing brand partners and attract new brand partners. These efforts combined with an increase in the activity level in the field will help the project advance toward its target. In addition, the project has been talking with PEPFAR, IDB, MCC, and US Department of Labor's *Cumple y Gana* Project about the possibility of collaborating and leveraging resources.

Deliverable 10: Evaluation and Dissemination

10.1. Web page maintained.	CIMCAW has an updated website with key public documents available.	Webpage regularly updated	10.1. Web page maintained.	During the quarter ending December 31, 2007, the website was re-designed and updated information was posted.	Systematic up date.	Systematic up date	Systematic up date
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The project website is an important tool to disseminate information about the CIMCAW model, outreach to stakeholders, and to communicate project status and events to stakeholders. The webpage was recently redesigned to make it more user friendly and to update the content. The RO will continue to ensure that the website is maintained. The Project Assistant has been tasked with ensuring that the website is updated regularly.

10.2. Project outreach to stakeholders – both in the region and out – regarding project model	<p>An efficient regional and national system of planning, monitoring, evaluation and communication was developed in order to promote labor rights in the region.</p> <p>Presentations of/participation on panels to discuss CIMCAW model at stakeholder events in the region and outside</p> <p>Project sponsored events and/or activities that promote and disseminate information on the CIMCAW model.</p>	<p>Three periodic project update reports completed and disseminated on the webpage and to stakeholders in the region and abroad.</p> <p>Presentations of/participation on panels to discuss CIMCAW model at stakeholder events in the region and outside</p> <p>Project sponsored events and/or activities that promote and disseminate information on the CIMCAW model.</p>	<p>10.2.a. Three periodic project update reports/bulletin completed and disseminated on the webpage and to stakeholders in the region and abroad.</p> <p>10.2.b Presentations of/participation on panels to discuss CIMCAW model at stakeholder events in the region and outside.</p> <p>10.2.c. Project sponsored events and/or activities that promote and disseminate information on the CIMCAW model.</p>	<p>The first CIMCAW Regional Quarterly Bulletin was produced and distributed.</p> <p>A promotional CD was produced and distributed to regional stakeholders.</p> <p>An article on the CIMCAW model and its links to competitiveness was published in DAI's quarterly publication, <i>Developments</i>.</p> <p>Elena Arengo of SAI participated in the IADB's CSR Conference in Guatemala.</p> <p>Rafael Amador presented on the CIMCAW project at SAI's 10th Anniversary Conference.</p> <p>Samira Salem of DAI attended the BSR Conference on behalf of CIMCAW and engaged a number of corporate and NGO stakeholders around the CIMCAW model.</p> <p>Samira Salem of DAI wrote an article on the link between labor standards and competitiveness, focusing on CIMCAW published in DAI <i>Developments</i>, Fall 2007.</p> <p>An event marking Wal-Mart's participation in the CIMCAW Alliance and discussing the CIMCAW model was held in</p>	<p>13th quarterly report delivered by Jan 31st, 2008.</p> <p>Frontlines article on CIMCAW.</p> <p>Dialogue with Center for Global Development (Washington DC) about changes in labor standards situation, in the region, competitive position, and outlook for sector.</p> <p>Coordination with other initiatives and projects in the region such as Cumple y Gana, FLA, and MFA Forum.</p>	<p>14th quarterly report delivered by April 30th, 2008</p> <p>CIMCAW Bulletin #2</p> <p>CIMCAW Symposium</p> <p>Other dissemination activities</p> <p>Coordination with other initiatives and projects in the region such as Cumple y Gana, FLA, and MFA Forum.</p>	<p>15th quarterly report delivered by July 31st, 2008 and 16th quarterly report delivered by September 30th 2008.</p> <p>CIMCAW Bulletin #3</p> <p>Coordination with other initiatives and projects in the region such as Cumple y Gana, FLA, and MFA Forum.</p>
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Washington DC in November 2007.

DAI has held a meeting with IDB/MIF in November 2007 to discuss sustainability of the CIMCAW model.

The CIMCAW model has been disseminated via the project website, bulletin, and articles published in both USAID's *Frontlines* and DAI's *Developments* and presentations of/participation on panels to discuss CIMCAW model at stakeholder events in the region and outside. The Project has planned to sponsor events and/or activities that promote and disseminate information on the CIMCAW model to regional and global stakeholders (please refer to deliverable 2.3, Regional Symposium and Regional CC for May 2008 as well as Worker Organization briefings to be performed in Honduras, Nicaragua and DR during second quarter FY08 and in Guatemala during the third quarter FY08 (Deliverable 4.5). CIMCAW continues to participate in regular donor coordination meetings in the region and in Washington DC and the partners will be taking advantage of speaking opportunities

In addition, 13 quarterly reports have been delivered to USAID. The 13th is been delivered on January 31, 2008. This QR has been modified in its format to fit the original Project Agreement format. The same has been done with the WP and with the PMP, so now all the three documents are harmonized and synchronized.

b. CIMCAW'S APPROACH TO SUSTAINABILITY

The CIMCAW Alliance is committed to delivering a project with sustainable impact. Indeed, the *Continuous Improvement* in the Central American Workplace is designed to achieve sustainability. The project achieves this by “enabling transformation” at the factory, national and international levels, ensuring that there will be a continuation of similar progress (e.g., improved working conditions and social dialogue) after the life of the project. Some elements of sustainability will be more prominent than others, but in the end sustainability will be achieved at multiple levels. The following represents CIMCAW's approach to sustainability:

- **Sustainability at the Factory Level.** By virtue of the fact that CIMCAW is a capacity building project, the project is enabling transformation at the factory level. Educating workers and managers leads to behavioral changes at the factory level, improves the labor climate and empowers both to continue to work toward improving working conditions, ensuring that fundamental rights are upheld. As part of the training, CIMCAW works closely with workers and managers, expending resources to ensure that workers and managers understand the benefits and are committed to the goals of the project. This is critical to achieving sustainability because only through the participants' commitment can the project effect meaningful and lasting changes in working conditions in the factories.

Unlike traditional capacity building efforts, CIMCAW does not just provide a one-off training. It also provides customized training follow up focused on improving management systems in areas identified as deficient by the training. The follow up is designed to ensure that sustainable changes occur in the workplace by setting in motion systemic changes that reinforce the behavioral changes engendered by the worker-manager training.

The increased awareness at the factory level of the benefits of labor standards compliance; increased acceptance of a multi-stakeholder approach to addressing labor standards and improving industry competitiveness; labor standards training provided by CIMCAW; customized factory reports; technical assistance; and training reference material provided to the factories and workers all contribute to the construction of a continuous improvement cycle at the factory level that can continue past the life of the project. In addition, this is bolstered by relationships with/exposure to the local partner, world-class consultants and key stakeholders, including multinational buyers.

- **Sustainability at the National Level.** In addition to achieving sustainability at the factory level, CIMCAW is designed to generate enabling transformation at the national level. It achieves this in two ways: first, by building the capacity of local partners to develop and implement a labor standards training program in a multi-stakeholder setting; provide technical follow up; engage and work with all key local and international stakeholders; and improve their internal management systems to meet donor requirements. In essence, by the end of the project, the local partner will be equipped with the know-how, networks of expert consultants, and training materials to implement a CIMCAW-like project locally. The upcoming Alliance Partners' meeting in April 2008 will address the issue of business plan development and possibility for fee based delivery of training after CIMCAW. The project understands that this is completely voluntary and depends on the interest of the individual Local Partners.

Due to extraordinary circumstances where the Consultative Committee in Honduras requested that instead of a Local NGO, the project hire Homero Fuentes as the country representative in charge of implementation, the project does not have a Local Partner in Honduras. This ends up costing the project less because even though the project pays for Homero Fuentes' travel to Honduras, we don't have a local partner and thus costs associated with a local partner are not a factor. However there is the question of local capacity. Homero has responded to this by building local capacity by

building and training a local team that will have the tools and develop the networks and relationships with key local stakeholders needed to become champions of the project approach even after the project is over.

The consolidation of multi-stakeholder Consultative Committees at the national level represents the second way that the CIMCAW project achieves sustainability at the national level. The Consultative Committee established by CIMCAW in Nicaragua, Dominican Republic, and Honduras is an important mechanism for building the sort of trust and relationships among the private sector, unions and government actors needed to address not only the compliance challenges they face, but also to facilitate their ability to constructively address other challenges confronting the sector.

Convening historically conflicted actors together on a regular basis to discuss an issue of common interest and collaborating to develop a solution achieves significant inroads to improve industrial relations, creating an enabling environment for capacity building, and ultimately establishing a culture of compliance. We are working toward the result that CIMCAW's efforts around the Consultative Committees will leave in place a momentum and commitment to the issue that remains beyond the life of the project. Thus, through the consolidation of the Consultative Committee, the project is able to promote the sort of stakeholder dialogue and culture of compliance that is essential to ensuring the project's success and sustainability.

Given its importance to project sustainability, CIMCAW continues to work toward strengthening the existing Consultative Committees and establishing Consultative Committees in countries like Guatemala where they do not currently exist. The project has instituted regular monthly meetings, is involving the Consultative Committees in more aspects of local project decision-making and is working toward developing mandates/frameworks whereby members agree to work together even past the life of CIMCAW. Finally, our coordination with other projects has led us to begin to facilitate them to develop relationships with this CIMCAW-created body. This is significant because the body takes on a legitimate role outside of CIMCAW thereby achieving sustainability.

Another way that CIMCAW achieves sustainability at the National level is that it CIMCAW is working with INFOTEP (the National Training Institute) in the Dominican Republic, to disseminate the CIMCAW model and expand its reach in a more sustainable way. CIMCAW is also planning to work more closely with the Corporacion de Zonas Francas in Nicaragua and the Asociacion Hondureña de Maquiladores (AHM) in order to advance the CIMCAW model.

In sum, through CIMCAW's capacity building efforts aimed at our local partners, our efforts to consolidate Consultative Committees in each country, through the work with INFOTEP and industry associations in Nicaragua and Honduras the project will secure the sustainability of the project at the national level past the life of the project.

- **Sustainability at the International Level.** By emplacing improvements at a substantial number of factories, building brand confidence in sourcing from CIMCAW countries, the CIMCAW model has the ability to achieve sustainability at the international level. Broad dissemination and sharing of lessons learned as well as bringing additional partners to the Alliance are essential to achieving a sustainable impact at this level. At the end of CIMCAW, the CIMCAW model will have been consolidated and tested.

Apart from CIMCAW's efforts to expand the reach of the project, some of the existing partners are talking about how to expand the reach of the model after the life of the project by taking the best practices that emerge from CIMCAW and applying them in another context, for example the agriculture sector. The decision-making protocol anticipates this and provides initial guidance to partners on how to approach replication across sectors and even, regions.

An excellent example of how CIMCAW has already given life to other projects and has thereby achieved sustainability is the CULTIVAR project financed by the US Department of Labor and implemented by SAI and DAI. In this case, CIMCAW has given life to a 5-year project that uses a model based off of the CIMCAW model in the agriculture sector in Central America, the CULTIVAR Project, financed by the US Department of Labor.

CIMCAW's current budget is programmed up to September 2008. Acknowledging this situation and convinced that the changes of attitude of the various stakeholders towards a culture of compliance, demands long-term and systematic actions the Alliance is committed to delivering a project with sustainable impact. Toward this end, the CIMCAW Alliance's work plan is focused on:

- Achieving sustainable results at the factory level;
- Local Partner capacity building;
- Formalizing the tripartite Consultative Committees in the region as bodies to promote social dialogue around labor-related issues facing the nation;
- Working with INFOTEP (the National Training Institute in the Dominican Republic), to disseminate the CIMCAW model and expand its reach in a more sustainable way.
- Harmonizing the training manuals and disseminating them to the industry associations and regional stakeholders as well as factory Human Resource departments in the region;
- Disseminating CIMCAW's Global Best Practices Manuals to the same group of stakeholders;
- Follow up work with the factories that is aimed at sustainable and continuous improvements in working conditions.
- Coordinating with other initiatives (Cumple y Gana, the new BSR Project, CULTIVAR, and possibly the IADB project in Honduras), sharing our methodology and tools so that they can be used outside of our project and applied outside of the textile and apparel sector.
- Participation of Consultative Committee members in regional planning meetings and regional multi-stakeholder's forums, to strengthen their empowerment and sharing across the region in an effort to support their future role as champions of the model in the future.
- Engaging the ILO, IADB and PEPFAR around directly collaborating with their ongoing efforts or applying the model and/or lessons in some of their ongoing work.
- Enhancing the sustainability of the continuous improvement model through more intensive localization and the sharing of lessons in best practice
- Promoting multi-stakeholder dialogue. Convening historically conflicted actors together to discuss an issue of common interest and collaborating to develop a solution achieves significant inroads to improve industrial relations, creating an enabling environment for capacity building, and ultimately establish a culture of compliance. CIMCAW does this through the work of its Consultative Committees and also via National and Regional workshops and events.

c. CIMCAW REGIONAL OFFICE TRAVEL PLANS, MARCH – SEPTEMBER 2008

MONTH	WHO	COUNTRY	ACTIVITY
March 28 -29	Homero Fuentes	Honduras	Meeting with stakeholders, follow up
April 13 – 16	Rafael Amador	Dominican Republic	MFA meeting and work with CIPAF
April 10-11	Homero Fuentes	Honduras	Meeting with stakeholders, follow up
April 16- 19	Rafael Amador Homero Fuentes Pavlova Galindo DCOP Communications Specialist	El Salvador	Regional Partners meeting
April 21-22	Rafael Amador	El Salvador	Coordination of Action Plan for El Salvador
April 21-22	Homero Fuentes	Honduras	Training and/or meeting with stakeholders
April 28 - 29	Rafael Amador & Communications Specialist	Nicaragua	Inspector training
April 28 -29	Homero Fuentes	Honduras	Training and/or meeting with stakeholders
May 7 - 10	Rafael Amador & Communications Specialist	Dominican Republic	Inspector Training, follow up INFOTEP activities, success story
May 8 - 9	Homero Fuentes	Honduras	Training and/or meeting with stakeholders
May 29 - 30	Rafael Amador	El Salvador	Inspector Training, Follow up, Factory Engagement
o Jun 2-3			
May (late)	Homero Fuentes & Communications Specialist	Honduras	Training and/or meeting with stakeholders
June (early)	Homero Fuentes	Honduras	Training, follow up and/or meeting with stakeholders
June (late)	Homero Fuentes	Honduras	Training, follow up and/or meeting with stakeholders
June/July	Rafael Amador Homero Fuentes Pavlova Galindo DCOP Communications Specialist	Nicaragua	Buyer's forum, CC regional meeting
June/July	Rafael Amador or DCOP & Communications Expert	Dominican Republic	Training program and work with INFOTEP
July (early)	Homero Fuentes	Honduras	Training, follow up and/or meeting with stakeholders
July	Rafael Amador	El Salvador	Follow up Action Plan
July (late)	Homero Fuentes	Honduras	Training, follow up and/or meeting with stakeholders

August	Rafael Amador and Communications Specialist	Nicaragua	Follow up, preparation for close down, and Success Story documentation
August (early)	Homero Fuentes	Honduras	Training, follow up and/or meeting with stakeholders
August (late)	Homero Fuentes	Honduras	Training, follow up and/or meeting with stakeholders
September	Homero Fuentes	Honduras	Project follow up and close down

e. ADMINISTRATIVE PROGRAM

i. Regional Office Staffing

CIMCAW is a regional project and has a Regional Office (RO) based in Guatemala City. It operates in five countries: Guatemala, El Salvador, Honduras, Nicaragua and the Dominican Republic.

The staff of the RO is composed by the Chief of Party, the Deputy Chief of Party, a part-time Project Assistant and a Financial Assistant. In the coming weeks, the project will expand the team supporting the Regional Project Office. The project is hiring 2 new staff (a Communications Specialist and a Project Assistant) and will also benefit from the support provided by consultants hired by one of the partners to work on data collection, reliability, analysis, and follow up.

iv. Reporting and Communication Channels

The Regional Office has developed different processes in order to ensure periodic collection of information regarding implementation of activities, identification of challenges that need attention, and any data that could enrich Project's background.

At administrative level of the Regional Office, there are Monday meetings in order to verify how work is going on according to the plan. The whole staff provides a brief explanation and update of ongoing activities and if needed, some tasks are re-scheduled and/or reassigned. The approach aims to team work.

Due to the regional character of the Project, the assistance to Local Partners in the development of their country work plans is divided into the Chief of Party (COP) who takes primary responsibility of Nicaragua, the Dominican Republic and El Salvador, while the Deputy Chief of Party (DCOP) has under her responsibility Honduras and Guatemala. The Regional Office also ensures coordination of the country work plans with overall Project framework and assist in the conceptualization of all workshops and project-related activities, including local and regional stakeholder workshops.

There are also weekly conference calls with the Steering Committee members in order to speed up decision making processes on crucial matters that will enable the Project to move forward. For each conference call, the RO prepares an agenda at least one week before the conference to all SC members. In an average of two days after each conference, a memoire of the discussion is elaborated by the Project and Communications Assistant, reviewed by the COP and delivered to all SC members for comments and/or feedbacks. The agreements of each conference are review in the next one.

One vital element is the regular and consistent communication channels with USAID's CTO. Weekly telephone calls are scheduled with Sandra Lorena Duarte and she has the lead in setting the agenda to be discussed. There are also monthly meetings with USAID/EI Salvador. The Regional Office updates and shares information of current and future plans and activities. In order to ensure systematic and regular feedback on the implementation at country level, Local Partners provide the Regional Office with a Weekly Report and from there on the Regional Office prepares a consolidated Weekly Report briefly explaining the achievements, agreements and next steps at country level and submits the corresponding report to USAID every Friday.

Local Partners are responsible to submit to the Regional Office their next monthly plan of activities at least one week before the current month ends. The Regional Office has provided all Partners with corresponding format and then integrates a regional Monthly Events Calendar, which is sent to all contacts to keep them posted and to provide them with an overview of planned activities so that they also are able to plan their agendas to the region. Local Partners are also responsible for updating the Regional Office on any change that might occur during the month.

According to their contracts, Local Partners have to prepare reports or minutes of each activity they deliver at country level, including of course minutes of the Consultative Committee meetings and those of the joint training sessions. This information is collected by the Regional Office and is used to prepare the Quarterly Reports to be submitted to USAID, as well as the inclusion in the bulletin.

Back to the Steering Committee, once the members approve a document, it is posted on the website if it is intended to be of public interest and on the information platform Salesforce.com for internal use only.

4. GANTT CHART CIMCAW WORK PLAN JANUARY – SEPTEMBER 2008

DELIVERABLE	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
Deliverable 1: Needs Assessment for Coalition Building:									
1.1. Diagnostic in El Salvador (Final report to be approved by SC in February 2008).		x							
1.2. Consultative Committee (CC) established and functioning in Guatemala LP working with the RO will hold bilateral meetings with all sectors in order to organize CC in Guatemala CC established in Guate and first meeting conducted by June 2008.									
1.3 Honduran LP selected and working -- COMPLETED									
1.4 Project Approach by Country Begin developing project approach/work plan for El Salvador Complete project approach/work plan for El Salvador in April 2008 Activities in El Salvador implemented.									
Deliverable 2: Multi-Stakeholder Dialogue									
2.1. CC hold monthly meetings									
2.2. Pilot program for collaboration with national training institute developed Discussions with INFOTEP to reconfirm their interest, joint planning, and pilot design. MOU signed by end of April 2008 between INFOTEP and CIMCAW. INFOTEP's trainers trained by the beginning of June, 2008. One follow up activity conducted with INFOTEP's trainers by the end of August, 2008.									
2.3. Identify communications and industry promotion strategy upon which the diverse participants agree Start to plan with SC the agendas and with LP the dates for each country Conduct meetings in 3 countries by June. Start to plan with SC, setting the agendas, defining dates, and organizing logistics. Conduct one Regional CC Meeting in July 2008. Start to plan with SC (agendas and defining dates and detailing the division of labor). Conduct one Regional Symposium & Buyers' Meeting in July 2008..									
2.4. Establish mandate/frame-work where CC members commit to work together. Development of draft proposal by March 2008 for 3 countries. Draft of proposal submitted to CC in Nic, Hond. and Guatemala by the end of April. Proposal Approved in at least 2 countries for the end of June.									
Deliverable 3: Tailored Training Design									
3.1. Development of tailored training program in each country. Hire consultant to standardize all manuals in March 2008. All documents standardized, and re-printed by the end of June 2008									
Deliverable 4: Capacity Building at Factory Level									
4.1. Workers that benefit from documented improvements in factory labor practices. Between 4,200 and 6,341 workers benefited by the end of March. Between 10,905 and 13,941 workers benefited by the end of June. Between 15,000 and 20,421 workers benefited by the end of August 2008.									
4.2. Trained workers & managers 122 workers and managers trained by the end of March 2008. 250 workers and managers trained by the end of June 2008.									

Dissemination

10.1. Web page maintained.

Systematic update.



10.2. Project outreach to stakeholders – both in the region and out – regarding project model

13th quarterly report delivered by Jan 31st, 2008.

x

Frontlines article on CIMCAW.

x

Dialogue with Center for Global Development (Washington DC) about changes in labor standards situation, in the region, competitive position, and outlook for sector.



Coordination with other initiatives and projects in the region such as Cumple y Gana, FLA, and MFA Forum.



14th quarterly report delivered by April 30th, 2008

x

CIMCAW Bulletin #2

x

CIMCAW Symposium

Other dissemination activities

x

15th quarterly report delivered by July 31st, 2008

x

16th quarterly report delivered by September 30th 2008.

x

CIMCAW Bulletin #3

x

Project Close Down

See plan in section 6 of this document.

