



FY 2004-2005 ANNUAL REPORT

Continuous Improvement in the Central American Workplace (CIMCAW)

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I. CIMCAW FY2005 PERFORMANCE OVERVIEW AND NARRATIVE

Since October of last year, CIMCAW has completed numerous key activities, have met FY2005 workplan targets and are on track regarding our FY2006 workplan goals. The achievements for FY2005 include:

- Held a total of half a dozen multistakeholder workshops in Phase I countries -- Honduras, Nicaragua and the Dominican Republic.¹
- Held three sectoral workshops with key unions involved in the maquila sector in Honduras, Nicaragua and the Dominican Republic. As a result, obtained their support for the project.
- Completed diagnostic in Phase I countries.
- Held diagnostic validation workshop in which all key stakeholders representing the private sector, unions, civil society and government participated. The idea was to engender a social dialogue on labor standards around the diagnostic (the diagnostic made recommendations for how to adjust the project to the context of each country), provide the project an opportunity to build a relationship with key stakeholders, elicit their comments on the diagnostic and thus obtain feedback on the project.
- Engaged over 400 stakeholders in the six countries of Central America and the Dominican Republic. Built relationships with key stakeholders in the region and obtained the support of key stakeholders from the private sector, government, unions and civil society in Phase I countries.
- Obtained support of the Corporación de Zonas Francas in Nicaragua, ADOZONA in the Dominican Republic, and the Association of Honduran Maquilas in Honduras.
- Trained 75 inspectors from the Ministry of Labor, private auditors, and NGO monitors in Nicaragua and Honduras. Scheduled to train 60-70 Ministry of Labor inspectors, NGO monitors, and private auditors in the Dominican Republic and Guatemala by the end of the first quarter of FY2006.
- Identified and received approval from key local stakeholders on choice of local partner in Nicaragua and the Dominican Republic. The Alliance is currently working with AHM in Honduras and other key stakeholders to confirm a local partner there.
- Held three Continuous Improvement Alliance Partners meetings.
- Collaborating with two initiatives in the region, including a U.S. Department of State-funded project Central America Labor Assurance (CALRA) project and a USAID-WID office funded project "Greater Access to Trade Expansion" (GATE). Will leverage resources through collaboration.
- Confirmed the addition of a *new corporate multinational brand partner, the Limited Inc.* Will receive cash resources to leverage from Limited.

¹ In order to use CIMCAW resources more efficiently the CIMCAW Alliance has divided the six countries of Central America and the Dominican Republic into two groups. As opposed to Phase II countries (i.e., El Salvador and Costa Rica) key institutions and frameworks exist in Phase I countries (i.e., Nicaragua, Honduras, Dominican Republic, and Guatemala), facilitating joint work between the different sectors. Our knowledge of Phase II countries, which has been confirmed by early experience, indicates that advancing on labor standards training for workers and managers will be significantly more difficult than delivering training in Phase I countries. Additionally, the return in terms of impact will be smaller than in the Phase I countries. In El Salvador, there is a lot of resistance in key sectors to such training and distrust among the sectors. Given the relatively smaller size and decline of the sector in Costa Rica this country presents other challenges with the promise of a relatively smaller impact. The idea is that by advancing on worker manager training and social dialogue in Phase I countries CIMCAW will create a demonstration effect, build the project's legitimacy, and allow us the time needed to build relationships in Phase II countries that will give us the opening to deliver worker manager training in the Phase II countries. In the meantime, we will work on building relationships with key stakeholders through social dialogue.

II. THE CIMCAW PROJECT RESPONDING TO GLOBAL CHALLENGES AND OPPORTUNITIES FACING THE MAQUILA

The CIMCAW project is about improving the working conditions in the Central American apparel and textile industry. The CIMCAW Alliance recognizes that this is a powerful win-win proposition that holds the promise of decent employment, improved quality of life for workers, and increased competitiveness for a critical export sector. Since October of last year, the Continuous Improvement Alliance² has dedicated itself to helping the apparel and textile industry of Central America and the Dominican Republic respond to the new context it faces as a result of the expiration of the Multi-Fiber Arrangement's (MFA) textile quota system and the ratification of CAFTA by all but Costa Rica.

The post-MFA era has brought increased vulnerability to competition from lower cost producers in Asia, threatening 450,000 jobs -- of the mostly women workers -- in Central America's³ *maquila* sector. Estimates indicate that up to 60 percent of garment manufacturing would likely move to China. This is bad news for a garment industry-dependent region like Central America, which even with new trade preferences provided by the DR-CAFTA simply won't be able to compete on the basis of price with the likes of China and other Asian countries. If global apparel manufacturing continues to shift to lower-cost but also lower-standard locations, labor standards might worsen as Central American factories experience pressure to remain competitive by racing to the bottom. The collapse of the sector and lowering of standards could disrupt regional economic stability. The CAFTA-generated debate about labor standards has intensified the spotlight on this sector. Central America has to look for other ways of increasing its competitiveness.



Improving labor standards has become an important way for countries to improve competitiveness, gain market access, and attract foreign investment. While Central America has been banking on speed to market and moving toward offering a full service package to increase their competitiveness, they realize that this may not be sufficient. In this new global context, *improved labor standards has become a determining factor of competitive advantage* because : 1) with the end of the MFA and other regional developments, the importance of improving labor standards has gained prominence and; 2) multinational brands and consumers are increasingly demanding compliance with such standards. *Market access and competitiveness require products produced at the right price, right quality and produced under the right conditions.* Recent studies have clearly demonstrated that "brand security" in the form of improved labor standards is a significant factor in corporate sourcing decisions and decisions of foreign investors.⁴

² In October 2003, the Continuous Improvement Alliance launched the Continuous Improvement in the Guatemalan Workplace (CIMGUAW) Project, a pilot project in Guatemala. The CIMCAW project represents the regional rollout of the CIMGUAW project.

³ The CIMCAW project covers Guatemala, El Salvador, Nicaragua, Honduras, Costa Rica, and the Dominican Republic.

⁴ See *Enabling CSR in El Salvador, A Survey of US & European Purchasers, Summary Report*, January 2004, Political & Economic Link Consulting, funded by El Salvadoran Economics Ministry Program on Economic Competitiveness and the World Bank Group Foreign Investment Advisory Service. Also, *Cambodia Blazes A New Path To Economic Growth and Job Creation*,

CIMCAW does trade capacity building and market access for the maquila sector in Central America and the Dominican Republic.

In a garment-industry dependent region like Central American and the Dominican Republic, trade capacity building and market access is strongly linked to labor standards. *CIMCAW is providing the maquila sector in Central America with the tools and capacity needed to help them overcome current challenges and take advantage of the tremendous opportunities.* This is confirmed by the fact that CIMCAW directly addresses three of the five areas recommended by the IDB White Paper.⁵ These are building a culture of compliance, addressing gender and discrimination and strengthening the labor ministries. A critical theme that emerges is the *principle of inclusion*. This last point is key to achieving sustainable results and because it is difficult to achieve given the troubled history of the region to the great detriment of the region it is all too often overlooked in the various initiatives.

Key elements of CIMCAW:

1. At its core, CIMCAW promotes a “culture of compliance”. CIMCAW does this through *joint worker-manager training* aimed at increasing workers’ and managers’ understanding of their rights and obligations according to national legislation. These workshops and the intensive follow up-also aim to ensure that the lessons and tools transferred are integrated into factory systems. The existence of a culture of compliance brings many benefits, including less demands on the justice system as potential industrial conflicts are increasingly solved at the plant level; less pressure on labor inspectorates, allowing them to focus on the more intransigent cases; and it is beneficial to society as a whole because it strengthens the rule of law, which is critical to the consolidation of democracy and attracting foreign investment.

The CIMCAW multistakeholder approach requires that a solid foundation for trainings be established prior to the initiation of trainings. This entails understanding the context of each country, identifying the key actors, building relationships with key stakeholders, promoting social dialogue among the key actors and including them in the process of refining the project so that it is relevant for the context in each country and allowing them to participate in the development of the training curriculum. This is a painstaking and time consuming process, but it is the only way to ensure a sustainable and positive impact of CIMCAW’s activities in a region that is dominated by a culture of fear and suspicion that is the legacy in some cases of protracted civil war.

CIMCAW Collaboration on Gender:

Approximately 70 percent of the workers in the maquila are women and in many cases indigenous, the issues of gender and discrimination are critical element of the training. In an effort to leverage resources and create synergies, CIMCAW will collaborate with a USAID-WID office funded global project called “Greater Access to Trade Expansion” (GATE) in the Dominican Republic. GATE, managed by Development Training & Services (DTS), will: 1) to develop gender sensitive indicators and; 2) support the design and conduct an evaluation of our work in the Dominican Republic.

The Alliance has trained 25 managers in Guatemala and is on track to begin joint worker-manager trainings for approximately 180 workers and managers in Phase I countries in the first quarter of 2006.

2004, Sandra Polaski, Carnegie Paper No. 51. And *Cambodia’s Sales Pitch: Sweatshop-free Products No forced labor, No child labor, UN agency reports, USA Today, April 4, 2005.*

⁵ Recognizing both the challenges and the fact that significant action had to be taken in order to take advantage of the opportunities, the Vice Ministers responsible for Trade and Labor of Central America and the Dominican Republic in collaboration with the Inter-American Development Bank (IDB) released a White Paper in April of 2005, that was endorsed by all countries of Central America. The White Paper, taking into account the new global context facing these countries (i.e., CAFTA, and for the textile sector the end of the MFA and increased global competition) made concrete recommendations for action by the Central American countries in partnership with donors.

2. Promoting the principle of inclusion through social dialogue. Social dialogue is the keystone of the CIMCAW approach. It is essential for improving the climate of industrial relations in Central America and is a means for the Alliance to ensure that the impact of its activities is sustainable. The operative principles are inclusion and transparency and the goal is to establish buy-in and legitimacy for the project. An important premise of this project is that advances in the area of labor standards require the combined effort of key local stakeholders and international actors. There has therefore been an emphasis on activities aimed at bolstering the foundation of the CIMCAW partnership and its relationship to other key stakeholders.

A MODEL PUBLIC-PRIVATE PARTNERSHIP
that brings together...

- Gap Inc., Timberland and The Limited, are multinational brand leaders in the U.S. apparel industry with global sourcing networks, providing global best practices, access to factories, and incentives for factories to participate.
- Social Accountability International (SAI), an international NGO and expert in building capacity and systems for workplace code implementation.
- The International Textile, Garment and Leather Workers' Federation, an international union representing 10 million workers worldwide.
- COVERCO, CIPAF, INEH, local NGOs with vast experience working with labor issues in the Central American maquila sector.
- Development Alternatives, Inc. (DAI), a leading international development consulting company with supply chain expertise and years of experience implementing competitiveness initiatives and working in Central America, manages the alliance.

Using a multistakeholder approach that brings together key local stakeholders and international actors, the Alliance Partners have advanced the dialogue on labor standards in Central America and the Dominican Republic. Indeed, by successfully framing the issue of improving compliance with labor standards as an issue vital to the textile and apparel sector's continued vitality and to jobs, *the Alliance have put the issue of labor standards on the local stakeholders' agenda.*

Over the past year, the Continuous Improvement Alliance has hosted approximately a half dozen multistakeholder workshops and activities that have included private sector representatives, industry associations, unions, NGOs, NGO monitors, the government, and brands and have facilitated serious dialogue on how to address the labor standards issue in Central American and the Dominican Republic.

Successful Multistakeholder Workshop in Guatemala:

A noteworthy example of a multistakeholder workshops was the multistakeholder curriculum development workshop the Alliance held in Guatemala. Before the workshop began observers expressed reservations about the possibility of developing a training curriculum that would be agreed to by both VESTEX (the industry association that represents the textile and apparel sector) and FESTRAS (the union federation active in the textile and apparel sector). The workshop was highly constructive and ultimately resulted in a training program that has been approved by two key stakeholders. This is significant given the nature of industrial relations in Guatemala.

3. CIMCAW strengthens Central American countries' enforcement capacity

Through its inspector and auditor training CIMCAW is increasing the capacity of the Ministry of Labor (MOL) as well as private auditors to monitor and enforce national labor legislation. Building this capacity is essential to the consistent application and enforcement of labor legislation required by global markets. The goal of the 3-day workshops is bring to provide labor inspectors with best practices and tested tools to elevate the professionalism and level of the verification of labor conditions in the manufacturing sector. This dimension of the project is complementary to the worker-manager training. In the absence of either the capacity to enforce laws and the culture of compliance, the system fails.

The CIMCAW project has already trained 30 Ministry of Labor inspectors and private auditors in Nicaragua and is scheduled to train 45 Ministry of Labor inspectors and private auditors in October and November 2005 in Honduras and 30 in Guatemala in November 2005.

4. CIMCAW measures and profiles achievements in labor standards compliance. Developing indicators that will capture improvements in working conditions and productivity will help improve the region's image in the global marketplace, attracting reputation-conscious buyers and investors and increasing its competitive advantage and make business case for labor standards.

5. CIMCAW's emphasis on coordinating with other labor-related initiatives in the region.

CIMCAW collaboration and additional leverage:

The CIMCAW project is collaborating with the GATE project in the Dominican Republic on gender issues and is collaborating with the CALRA Project to launch a regional multistakeholder conference on global best practices on labor standards compliance. The combined in-kind leverage from both of these collaborations will amount to approximately \$50,000.

The Alliance is currently negotiating with the ILO regarding their participation in key workshops.

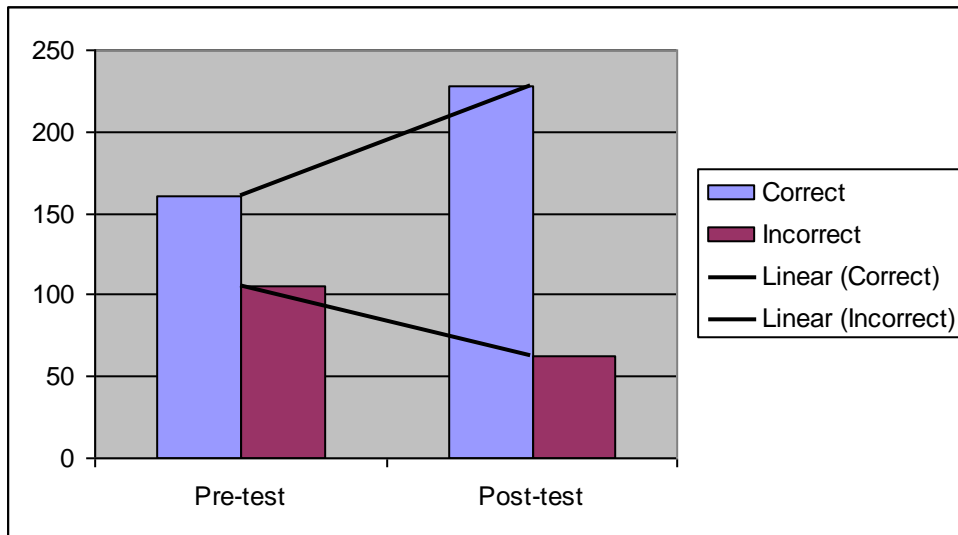
The CIMCAW project has actively engaged other projects in the region in an effort to coordinate with them. Given the paucity of resources relative to the challenge, CIMCAW recognizes the importance of avoiding duplication and maximizing synergies. It has therefore sought to coordinate with various projects and institutions, including the International Labor Organization, Department of Labor's *Cumple y Gana* project, USAID's PROALCAII, Fair Labor Association's (FLA) project in Central America, Department of States Central America Labor Rights Assurance (CALRA) Project, and USAID's GATE project.

III. CIMCAW FY2005 ACHIEVEMENTS

- **Capacity building for Ministry of Labor Inspectors and Private Auditors in Nicaragua.** In Nicaragua, SAI conducted a four-day training August 2-5 for 30 Ministry of Labor Inspectors, private auditors, and NGO monitors. The training provided information about codes of conducts and social audits, provided an opportunity to compare various codes of conduct with the national labor laws, shared interviewing techniques that are applicable in both inspection and audits, and most importantly brought inspectors a perspective that audits can be viewed as allies, rather than competition to the work of inspectors.

The instructors and training received high marks from the participants. More importantly, as shown in Figure 1 the participants demonstrated a significant increase in understanding of audits and labor laws, as measured by the ten question pre and post test given to the participants (see Annex A for full results).

Figure 1. Significant improvements in Ministry of Labor Inspector’s understanding of labor legislation and enforcement after CIMCAW Training in Nicaragua



This also demonstrates achievement according to the draft Project Monitoring Plans indicator for Sub Immediate Objective 3: Improve the capacity of the Minister of Labor Inspectors, and where possible other interested actors, in current auditing methods in the apparel sector. We trained 19 Ministry Inspectors, 2four other auditors, and there is a significant increase in test scores before and after the training. (See Annex for Strategic Framework and draft PMP).

The Alliance has confirmed two combined Ministry of Labor/private auditor trainings scheduled for the October 31 and early November in Honduras and will also deliver a training in Guatemala in November 2005.

- **Successful union workshops held in three countries with 68 key union members to obtain union perspective, buy-in and create a sense of ownership.** One of the lessons from the Guatemala pilot is that it is critical to obtain the buy-in and create and *maintain* a sense of ownership of the project early on. Labor issues are inherently complex and easily become politicized and sometimes polarizing. Inclusion is essential to overcoming the challenges. The Alliance relied on its partner, the International Textile Garment Leather Workers Federation to organize two-day workshops for unions with representation in the apparel manufacturing factories in Honduras, Nicaragua, and the Dominican Republic. The outcome of the meetings was positive. During these workshops 68 union members and representatives learned about the project, its objectives, and discussed the key issues for the workers of the sector, and developed suggestions on how to implement the project in each country.

- **Completed diagnostics in Phase I countries: Honduras, Nicaragua, and the Dominican Republic.**

- **Held diagnostic validation workshops in Nicaragua, Dominican Republic, and Honduras.**

Project staff and the consultants presented the results of the diagnostic at validation events in Nicaragua, Dominican Republic and Honduras. All key stakeholders from the maquila sector were invited and the attendance represented the interest in the project. In total approximately 50 key



stakeholders participated in these events. The events also provided an opportunity to receive comments on the diagnostic findings, and in the case of the Dominican Republic, present the local partner, CIPAF *the Centro de Investigación para la Acción Femenina*.

- **Identified and confirmed local partner in the Dominican Republic and Nicaragua.**

In order to identify a local partner acceptable to key stakeholders in each country the project

staff conducted follow-up visits and communications with stakeholders in Nicaragua, Honduras and the Dominican Republic and used the diagnostic and diagnostic validation workshop to build support of the local partner. We have identified two partners for Phase I countries, namely INEH in Nicaragua and CIPAF in the Dominican Republic.⁶

- **Help put labor standards on the agenda of a wider range of stakeholders' agendas.**

Among the most important accomplishments of the CIMCAW project has been to put labor standards onto a wider range of stakeholders' agendas, promoting it as a serious issue of discussion and debate among the key stakeholders in the region. This project has taken advantage of the opening provided by the current context to raise the issue of labor standards in a serious way with the key players, including the unions, the private sector, and the governments. Given the recent history in of the region, getting these parties to consider this issue, let alone have an ongoing discussion about it is no small feat.

Success Story: After the validation workshop in Nicaragua, the local stakeholders wanted to continue discussing the next steps for the project, including the decision on CIMCAW's local partner. The stakeholders took the initiative to program follow-up meetings. These events were attended by representatives from the private sector, government, unions and NGO's and demonstrated a high level of interest in and commitment to the project. An official from the Corporación de Zonas Francas said that the project was extremely valuable to them for its objectives and the fact that it has already created a productive and much needed space for social dialogue.

⁶ In Honduras, the diagnostic confirmed project concerns that the environment is divided and further consultations with local stakeholders were required in order to discuss the options for a local partner with acceptance from all the key actors. The Alliance is currently working with AHM in Honduras and other key stakeholders to confirm a local partner there.

- **Engaged over 400 stakeholders in the six countries of Central America and the Dominican Republic.** Built relationships with key stakeholders in the region and obtained the support of key stakeholders from the private sector, government, unions and civil society in Phase I countries. During

Success Story: In the case of the Nicaragua, Gap Inc. had been considering producing in Nicaragua for nearly two years prior to CIMCAW. However, Gap was not convinced that the working and other conditions were appropriate. Early on, the private sector, government, and civil society in Nicaragua embraced the CIMCAW project and demonstrated a commitment to it. While certainly not the only factor that goes into a sourcing decision, a commitment to improving labor standards is important. Gap began production in Nicaragua last year.

visits to the Dominican Republic, Costa Rica, El Salvador, Honduras and Nicaragua, the project staff met with the apparel manufacturers associations, Ministers of Labor and their staff, union representatives, and key non-governmental organizations that work in the maquilas, as well as other projects that work on labor issues, other donors, and the ILO to present the project, its staff, its objectives and share the Terms of Reference for the diagnostics.

Number of Stakeholders Engaged

	Nicaragua	Dominican Republic	Honduras	Costa Rica	El Salvador	Guatemala	Total
Union workshop	21	29	18			20	88
Unions/workers	19	16	15	4	5	20	77
Employers	34	10	5	1	5	30	83
Government	21	14	5	2	10	7	59
NGOs/university	25	7	8	4	7	20	71
Donors/projects	3	3	6	5	3	5	25
	123	79	57	16	30	102	407

- **Obtained support of the Corporación de Zonas Francas in Nicaragua, ADOZONA in the Dominican Republic, and the Association of Honduran Maquilas in Honduras.**
- **Collaborating with two initiatives in the region, including a U.S. Department of State-funded project Central America Labor Assurance (CALRA) project and a USAID-WID office funded project “Greater Access to Trade Expansion” (GATE).** CIMCAW will leverage resources through these collaboration.
- **CIMCAW confirmed the addition of a new corporate multinational brand partner, the Limited Inc.** The project will receive cash resources to leverage from Limited.

Administrative Achievements

- Established main office in Guatemala City.
- Hired COP, DCOP, and Financial Administrator.
- Developed TOR, interviewed, and contracted consultants for diagnostics.
- Developed web page in English and Spanish (www.cimcaw.org)
- Developed intranet system for document storage with access by Alliance Partners.
- Designed and printed updated project brochures in English and Spanish with objectives, activities and contact information.
- Connected office to internet and DAI network.
- Began negotiations with local partners in Nicaragua and Honduras to develop letter of agreement and sub contracts.

Alliance Partners

- Held meetings with the Alliance Partners in November 2004 (minus ITGLWF), May 2005, and September 2005 to formulate and refine our strategy, discuss challenges and develop next steps.
- Traveled with Alliance Partners together in the region to present the project.
 - DAI/ITGLWF to Nicaragua and El Salvador
 - SAI to Costa Rica/Nicaragua
 - ITGLWF to Dominican Republic, Guatemala
 - Gap Inc. to Dominican Republic, Nicaragua
- Achieved consensus on:
 - Terms of Reference for Diagnostics
 - Project Workplan
 - Prioritization of Dominican Republic, Honduras and Nicaragua as first phase countries.
 - Communications and Decision Making Protocols
 - Strategic Framework
 - Local Partners in Nicaragua and Dominican Republic
 - Draft Project Monitoring Plan

TABLE 2. SUMMARY MATRIX OF CIMCAW ACCOMPLISHMENTS⁷

ACCOMPLISHMENTS FY 2004-2005				
INTERVENTION	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4
1. Needs Assessment for Coalition Building/Diagnostic	- Developed terms of reference for diagnostic. -Began identifying candidates to conduct the diagnostic in each country.	- Interviewed candidates in DR and Nicaragua, finalizing contracts. Sent TOR for Honduras to various stakeholders	- Contracts signed and field work conducted for diagnostics in Nicaragua, Dominican Republic, and Honduras.	- Public summaries of the diagnostics distributed to local stakeholders and posted on website. - Diagnostics presented to local stakeholders - Final revisions made based on feedback from local stakeholders
2. Multi-Stakeholder Dialogue	-Identified key stakeholders in Honduras and Nicaragua and held initial discussions with them.	- Identified key stakeholders in Costa Rica, Dominican Republic, and El Salvador held initial discussions with them. - Met with key players in follow- up visit to Nicaragua. - Meeting with FESTRAS, local union	- Identified and presented project to key stakeholders in Honduras. - Consultants interviewed all key stakeholders in Honduras, Nicaragua and Dominican Republic. - Revised workplan to outline next steps for validation workshop and curriculum development.	- Validation workshops held in Nicaragua, Dominican Republic and Honduras with all key stakeholders present. - Multi stakeholder meeting to discuss local partner and project next steps in Nicaragua. - Discussions with local stakeholders regarding local partner in Honduras. ?? Dominican Republic
3. Local Partner Selection	THIS WAS ADDED BASED ON CHALLENGES IN HONDURAS AND NICARAGUA TO FIND LOCAL PARTNER THAT IS RECOGNIZED AS CREDIBLE BY ALL STAKEHOLDERS		- Local Partner presented at validation workshop in Dominican Republic.	- Local stakeholders initiate meetings to discuss local partner options. Further search conducted, and consensus reached. - Project Director consulted with local stakeholders regarding local partner options.
4. Training Design	-Activity to be initiated in Qtr 2	- Visited training facility - Distributed Guatemalan training manual to key stakeholders in Nicaragua and El Salvador as sample	- Developed materials to help prepare the workers regarding the training, its objectives, methodology and content.	- Contracts with local partners negotiated, action plans including first curriculum development workshop developed. Fist quarter of FY 2006 workshops to be held

⁷ Although we have set general targets for the timing of those activities that have not been initiated yet (i.e., activities 5-6), these will ultimately be determined by the outcome of the diagnostic.

ACCOMPLISHMENTS FY 2004-2005 (cont'd)				
INTERVENTION	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4
<i>5. Integrated Training for Workers, Managers, and Auditors</i>				Scheduled for beginning of calendar year 2006.
<i>6. Applied Training</i>				
<i>7. Worker Rights and Life Resource Facilities</i>				
<i>8. Capacity Building of Local Partners</i>	-Activity to be initiated in Qtr 3	Discussed with Ministers of Labor regarding auditor training in CR, Nicaragua and El Salvador and the Sub Secretary in Dominican Republic.	Diagnostics will analyze strengths and weakness of local institutions and propose local partner organizations. Begin discussions on how to organize validation workshop and propose local partner organization.	<ul style="list-style-type: none"> - Auditor training conducted in Nicaragua. - Auditor training scheduled for first week in November in Honduras. - Possible auditor training for Dominican Republic and Guatemala first quarter FY 2006. - Sub contracts/letters of agreement with local partners signed by end of 2005.
<i>9. Evaluation and Dissemination of Lessons Learned</i>	-Activity to be initiated in Qtr 2	Drafted Strategic Framework and Project Monitoring Plan with indicators, pending partner validation	<ul style="list-style-type: none"> - Drafted outline of problems from pilot project and proposed solutions. - Decided at partners meeting to conduct internal evaluation of CIMGUAW. - TOR and evaluation to be conducted next quarter. 	<ul style="list-style-type: none"> - Indicators collected for first training workshop in Nicaragua. - Strategic Framework and PMP shared with GATE for development of productivity indicators in Dominican Republic.

IV. BRAND ENGAGEMENT

Multinational brands offer increased access to factories in the region, global best practices, financial leverage, and greater possibilities for impacting the industry as a whole. The presence of multinational corporations adds a significant incentive to gaining local participation while pioneering approaches that can be rolled out in other countries and other industries.

Since October 2004, we have engaged in an outreach campaign to apparel brands in an effort to develop a dialogue with them on challenge and opportunities they see in the region, as a way to share best practices and in order to bring some brands in to the CIMCAW Alliance as partners. This includes a brand breakfast briefing at last year's Business for Social Responsibility meeting in New York City, bilateral face-to-face meetings with a dozen brands, phone conferences, and email exchanges.

Limited Inc. joins the CIMCAW Alliance

The CIMCAW Alliance is pleased to announce that Limited Inc. (through Fontheim International) has confirmed their interest in joining the CIMCAW project as a full Alliance partner. We have finalized the MOU with their legal advisors and are awaiting confirmation of the levels of cash and in-kind contributions as well as signature of the MOU.

Given the passage of CAFTA and the completion of our first trainings (manager, auditor and union workshops) in several countries we launched an all out effort in July to coincide with the passage of CAFTA to get more brands to join as partners on the CIMCAW project. We contacted 49 major brands and apparel companies with a CAFTA mailing on the day CAFTA passed. (see annex for list of companies and sample letter). We had active follow-up and discussion with companies after the mailing.

The mailings led to a sustained dialogue with the following companies who have at this time requested face to face meetings on CIMCAW during the first half of November: 1) Disney Company; 2) Wal-Mart; 3) Eddie Bauer and; 4) Nike. The face to face meetings with these companies will take place in Washington, D.C. Other brands continuing to express an interest are Coldwater Creek, Nautica, Sears/K-Mart, and Nordstrom.

Issues brands want to know about:

- Will CIMCAW continue beyond the September 2006 current completion date?
- Will the ILO be connected in some way with CIMCAW?
- How does CIMCAW link with the Fair Labor Association projects in Central America?
- Have we discussed the project with WRAP- a widely used commercial code of conduct?
- When will trainings start in countries outside of Guatemala?

Specific brand follow-up:

1) Levi's: In August Scott Desmarais, DAI Vice President for Business Advantage, and Kristi Ragan, CIMAW Director for Brand Engagement visited Levis Strauss Headquarters in San Francisco for a meeting with 6 Senior Managers from Levis units including the Director, Global Code of Conduct, Levi Strauss Foundation Manager for Latin America, Director for Government Affairs and Trade Policy and their Manager for Worldwide Government Affairs and Public Policy. Samira Salem participated in the meeting via teleconference. Following this meeting we arranged a teleconference with Levis and CIMCAW Project Director and Deputy Director, Homero Fuentes and Paula Church, Levis remains engaged about the project but has not yet taken a decision to join as a partner.

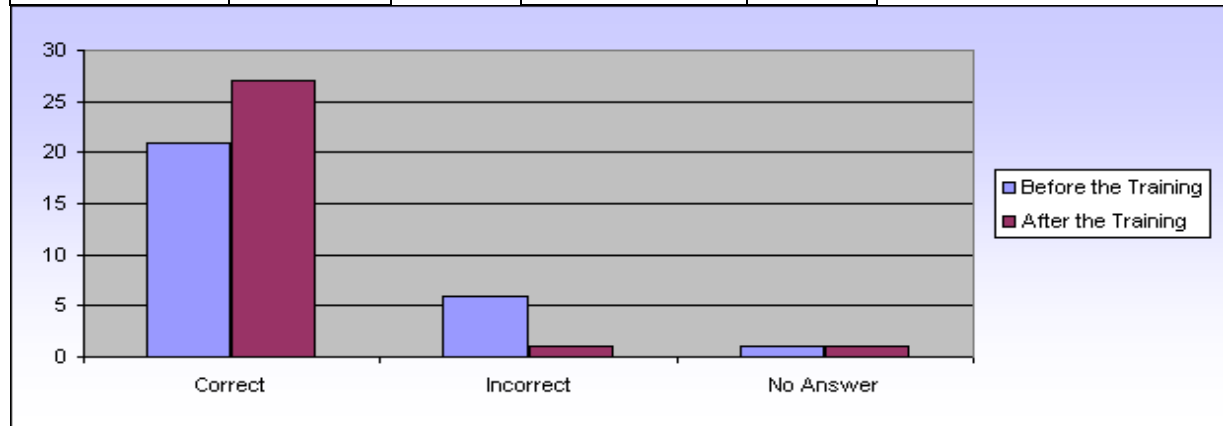
- 2) Coldwater Creek: Have exchanged several communications and phone conversations. They have requested their agent in Guatemala to link with our project team and see about the possibility of attending the next factory training.
- 3) Nautica: We continue to discuss with VFC the parent company of Nautica. Nautica and CIMCAW will do a presentation on approaches to compliance in New York on 15 November.
- 4) Polo Ralph Lauren: They are interested in attending next factory training.
- 5) Sears: Sears is interested in attending next factory training.
- 6) Eddie Bauer: The key senior manager for compliance at Eddie Bauer has been provided with supplier lists for Guatemala and the DR, a draft MOU to join the project and workplans for the coming months. Kristi Ragan will meet them in Washington DC to discuss how to accommodate their interests.
- 7) Jones Apparel: Significant dialogue was undertaken with Jones that included one face to face meeting and 2 teleconferences to explore how we could link CIMCAW with their own initiative in Guatemala with the Fair Labor Association. We have agreed to explore potential linkages between these two efforts on the ground.
- 8) Timberland: DAI is setting up a meeting with Timberland's new Director of the Global Compliance, Gordon Peterson, who is to take up his position in October 2005 to obtain their corporate commitment to the project in the form of an MOU with CIMCAW.

ANNEX A

Pre and Post Test of Ministry of Labor Inspector Training in Nicaragua

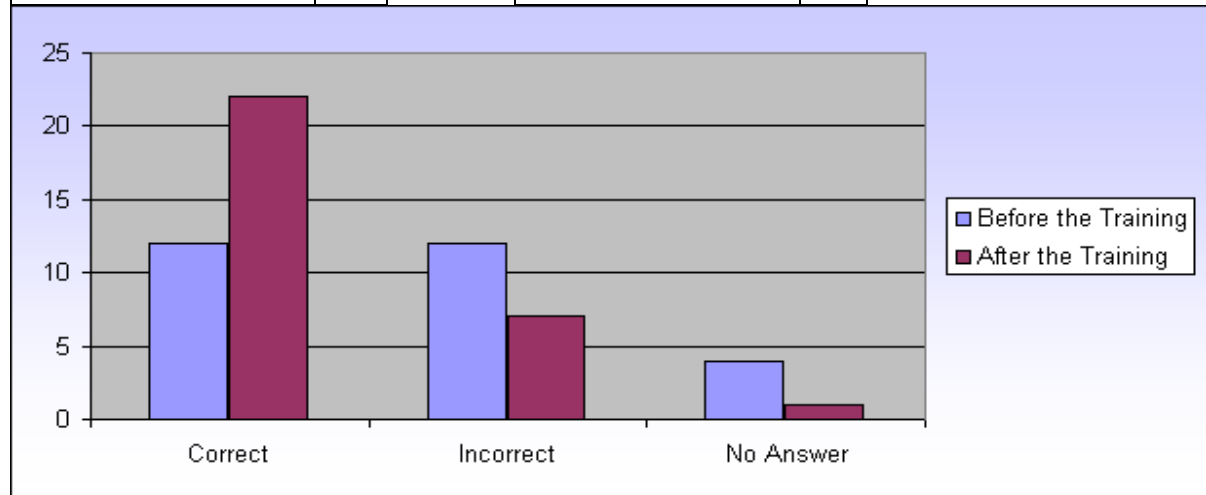
1. When is the application of an ILO convention mandatory?

Before the Training		After the Training	
Correct	21	Correct	27
Incorrect	6	Incorrect	1
No Answer	1	No Answer	1



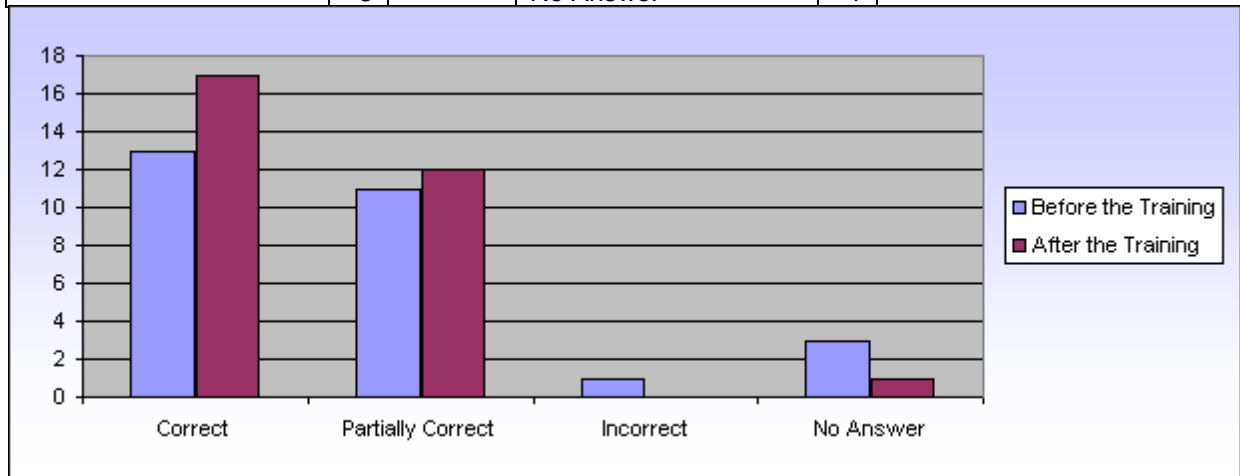
2. Give an example of forced labor in the maquila.

Before the Training		After the Training	
Correct	12	Correct	22
Incorrect	12	Incorrect	7
No Answer	4	No Answer	1



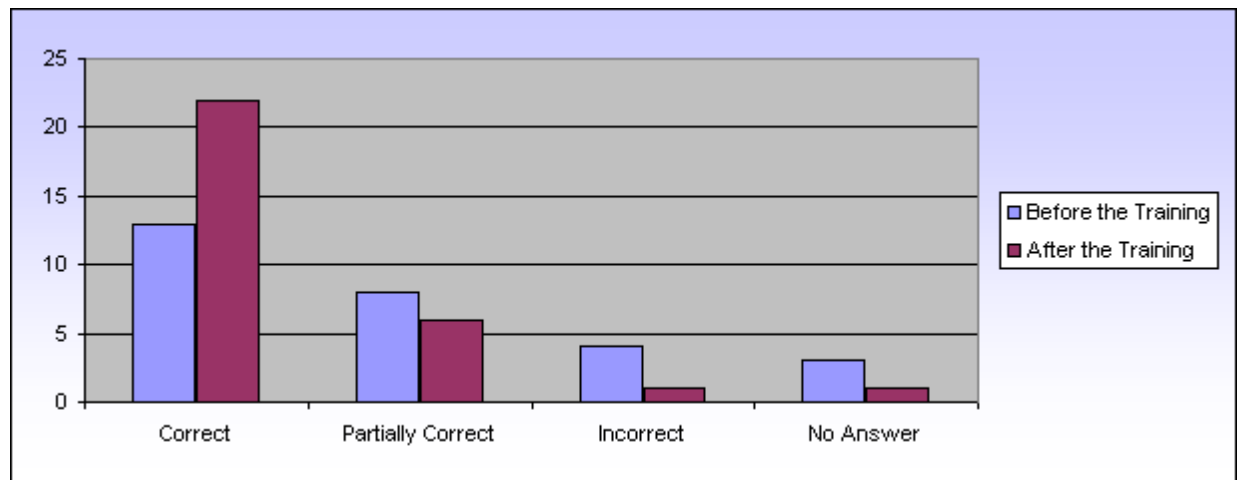
3. Give three examples of evidence that should be examined to determine whether a factory in compliance with health and safety regulations.

Before the Training		After the Training	
Correct	13	Correct	17
Partially Correct	11	Partially Correct	12
Incorrect	1	Incorrect	0
No Answer	3	No Answer	1



4. Give two examples of how discrimination is practiced in the maquila.

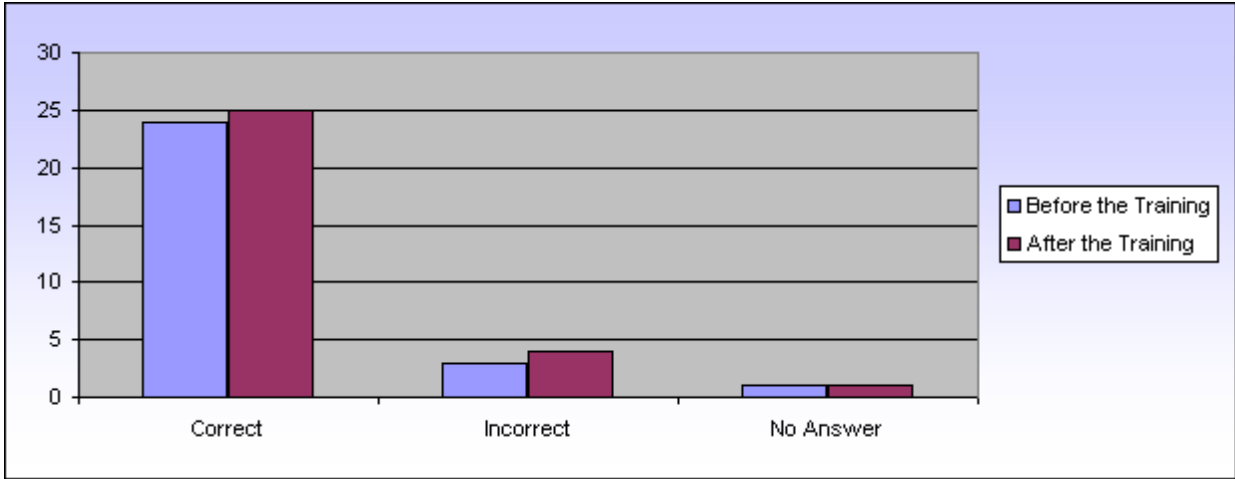
Before the Training		After the Training	
Correct	13	Correct	22
Partially Correct	8	Partially Correct	6
Incorrect	4	Incorrect	1
No Answer	3	No Answer	1



5. What do you understand by "Freedom of Association"?

Before the Training	
Correct	24
Incorrect	3
No Answer	1

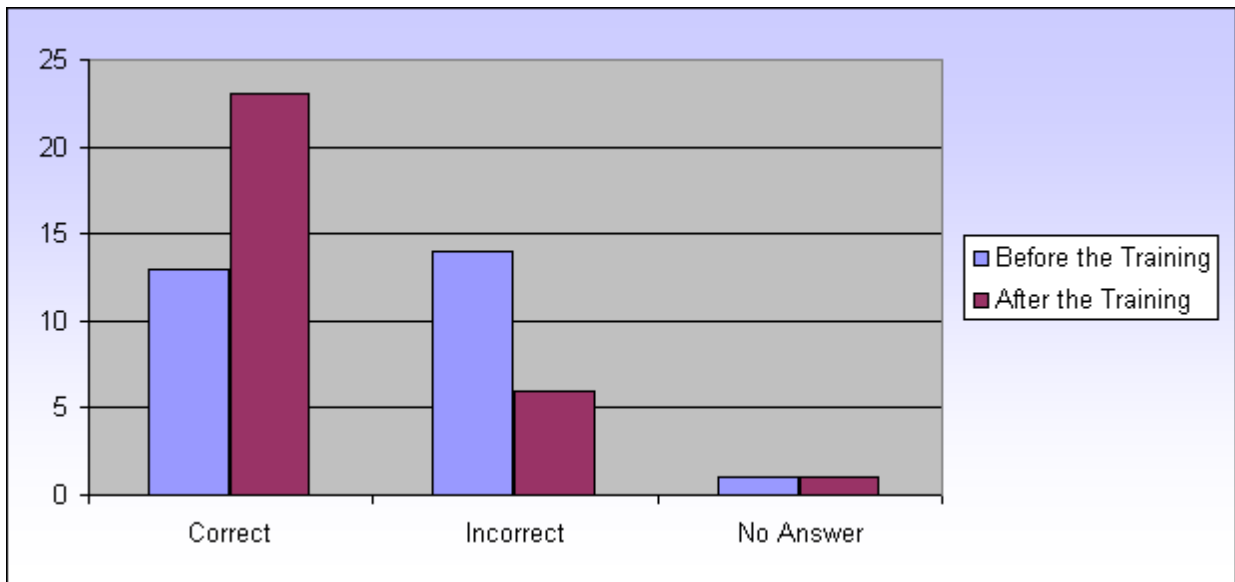
After the Training	
Correct	25
Incorrect	4
No Answer	1



6. What protections should be given to adolescent workers in the maquila?

Before the Training	
Correct	13
Incorrect	14
No Answer	1

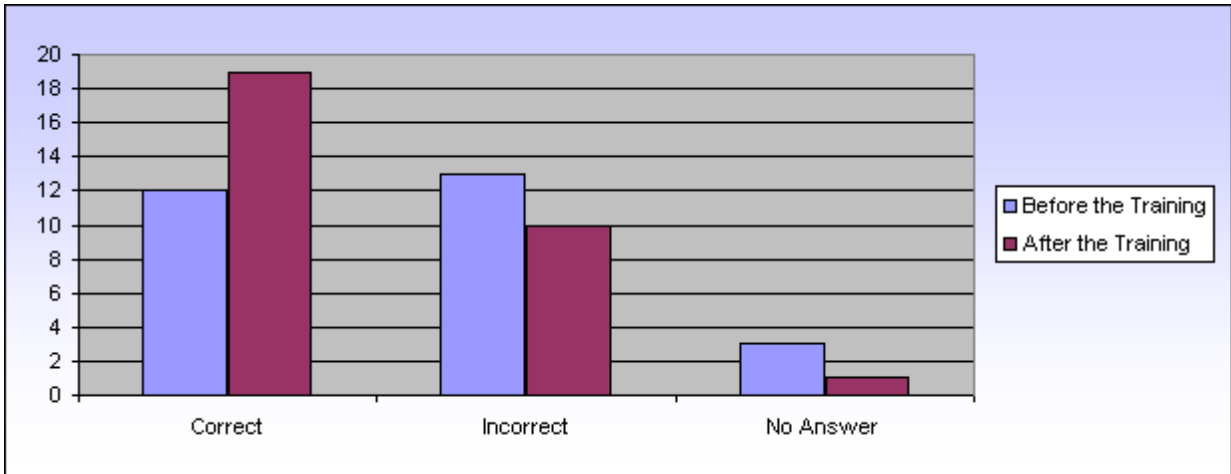
After the Training	
Correct	23
Incorrect	6
No Answer	1



7. Give two examples of the kind of evidence that should be sought to verify that a factory is in compliance with provisions against child labor.

Before the Training	
Correct	12
Incorrect	13
No Answer	3

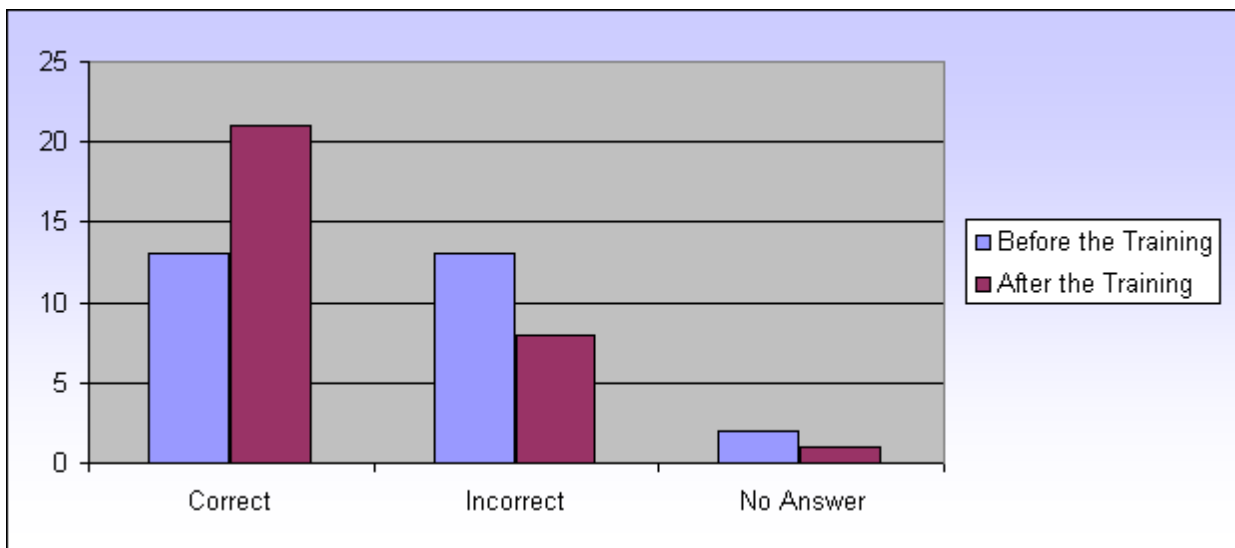
After the Training	
Correct	19
Incorrect	10
No Answer	1



8. In order to comply with what the labor codes say about overtime, overtime should be...

Before the Training	
Correct	13
Incorrect	13
No Answer	2

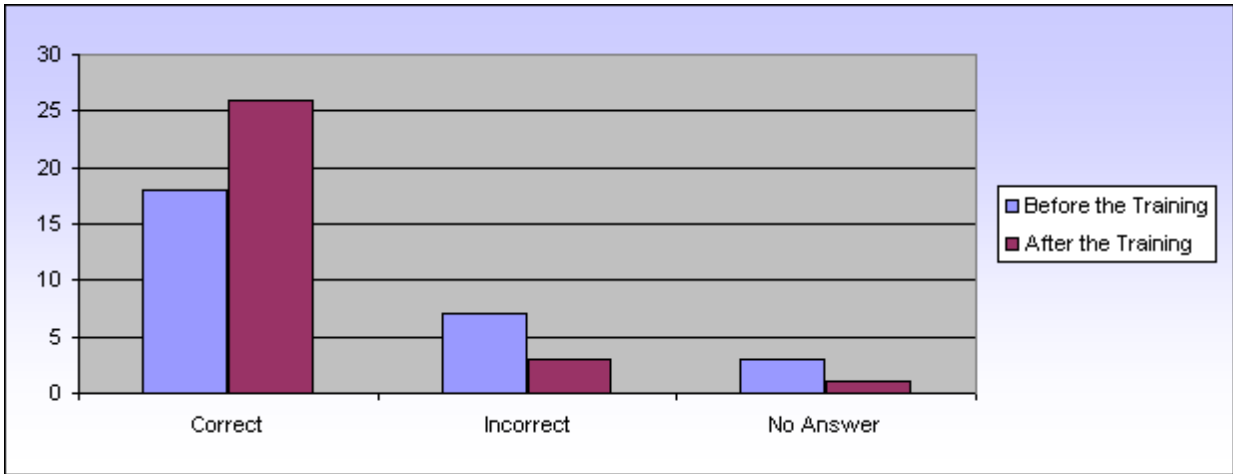
After the Training	
Correct	21
Incorrect	8
No Answer	1



9. Name some of the obstacles to the exercise of Freedom of Association in the maquila.

Before the Training	
Correct	18
Incorrect	7
No Answer	3

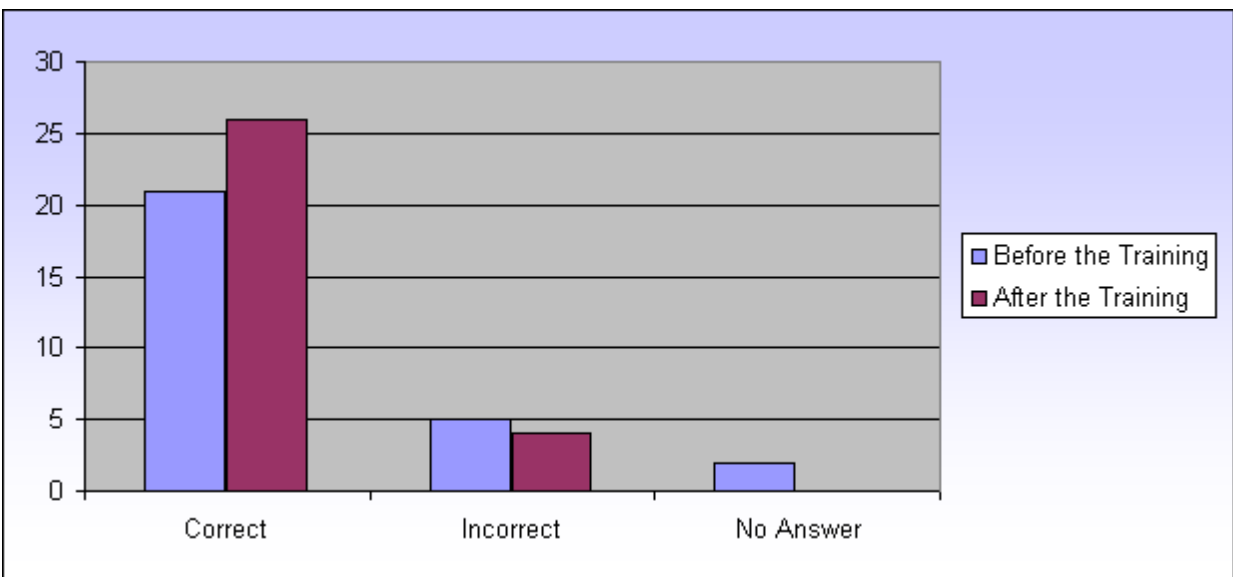
After the Training	
Correct	26
Incorrect	3
No Answer	1



10. What compensation is a worker owed if she or he is laid off?

Before the Training	
Correct	21
Incorrect	5
No Answer	2

After the Training	
Correct	26
Incorrect	4
No Answer	0



ANNEX B

PROYECTO: CIMCAW: PROJECT MONITORING PLAN DATE: APRIL, 2005

INDICATOR		INFORMATION SOURCE	COLLECTION METHOD	COLLECTION OF INFO		ANALYSIS OF INFO	
				WHEN	WHO	WHEN/HOW	

**Immediate Objective 1:
Improved working conditions in the participating factories.**

1. NUMBER OF CHANGES MADE TO IMPROVE WORKING CONDITIONS IN THE PARTICIPATING FACTORIES.	“CHANGE” INCLUDES: - BIPARTITE COMITÉS FORMED. - EQUIPMENT BOUGHT FOR WORKERS. - AGREEMENTS BETWEEN WORKERS AND MANAGEMENT. PARTICIPATING FACTORY = FACTORY THAT HAS RECEIVED PROJECT TRAINING. THESE NEED TO BE DEFINED BY SAI/GAP/TIMBERLAND/COVERCO	- Report from factory management - y/o visit by partner to factory - y/o Brand monitoring visit.	Questionnaire given to participating factories. Partner visits? Brand monitoring visit?	We need a before and after.	Depends	Depends	depends
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Products:
 Case study demonstrating changes.
 Factory visits.
 List of all changes in factories after the training.

**Immediate Objective 2:
Improved management systems in participating factories.**

1. NUMBER OF CHANGES TO IMPROVE MANAGEMENT SYSTEMS IN THE	THIS NEEDS TO BE DEFINED BY SAI AS IT IS A RESULT OF THEIR TRAINING.	- Report from factory management - y/o visit by	Questionnaire given to participating factories. Partner visit	We need a before training and after.	Depends	Depends
--	---	--	--	--------------------------------------	---------	---------

PARTICIPATING FACTORIES.	PARTICIPATING FACTORY = FACTORY THAT HAS RECEIVED PROJECT TRAINING	partner to factory - y/o Brand monitoring visit.	Brand monitoring visit			
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Products:
Case study demonstrating changes.
Factory visits.
List of all changes in factories after the training.

Sub –Immediate 1: Increased worker understanding in participating factories of labor rights and obligations, as well as the current context

1. NUMBER OF TRAINED WORKERS	TRAINED= ATTENDED A COURSE OF A MINIMUM OF XX HOURS UNIT: WORKER IN MAQUILA (DEFINE WORKER VERSUS MANAGEMENT) UNIT: WORKER	Attendance list	Instructor notes number of participants	Each course	Instructor	Trimestral
2. INCREASE IN THE UNDERSTANDING OF NATIONAL LABOR LAWS AND REGULATIONS OF WORKERS IN PARTICIPATING FACTORIES.	AVERAGE PERCENTAGE CHANGE IN THE PRE-POST TEST SCORES. UNIT: A PERCENTAGE POINT	Pre-post test for workshop participants	Instructors give test, collect grades and report in their training report.	Each course	Instructor	Trimestral

Products:
Curriculum developed and validated by national partners for each first –phase country on national labor rights, in English and Spanish, for the workers and participating factories.
Joint training workshops using curriculum.

SUB IMMEDIATE OBJECTIVE 2: INCREASED MANAGEMENT UNDERSTANDING IN PARTICIPATING FACTORIES OF LABOR RIGHTS AND OBLIGATIONS, AND OTHER SE TOPICS.

1. Number of management trained	TRAINED= ATTENDED ENTIRE COURSE OF MINIMUM XX HOURS. DEFINE MANAGEMENT VERSUS WORKER. DEFINE PARTICIPATING	Attendance list	Instructor notes number of participants	Trimestral	Instructor	# in chart for region	DAI BASED ON INFO FROM FIELD
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	FACTORY IF WE LIMIT TO THAT HERE.						
	UNIT: PERSONS WHO WORK IN MAQUILA MANAGEMENT						
2. INCREASE MANagements' UNDERSTANDING OF NATIONAL LABOR LAWS AND REGULATIONS AND OTHER SELECTED TOPICS	AVERAGE PERCENTAGE CHANGE IN THE PRE-POST TEST SCORES. UNIT: A PERCENTAGE POINT	Pre-post text exam for workshop participants	Instructors give test, store test, and report in their training report.	Each course	Instructor	Trimestral	HF/PC DAI for AID reports

PRODUCTS:

Curriculum developed and validated by national partners for each first –phase country on national labor rights , in English and Spanish, for the workers and management participating factories.

Joint training workshops using curriculum.

CURRICULUM ON MAQUILA SOCIAL AUDITING METHODS, AND OTHER TOPICS (E.G. ADR) IN ENGLISH AND SPANISH.

EXPLANATION OF MATERIALS IN KOREAN.

SAI may lead 2-day walk-through for participating factories that help factories to identify shortfalls against labor standards, corrective action requests and assistance in resolution.

Sub Immediate Objective 3: Improve the capacity of the Ministry of Labor inspectors, and where possible other interested actors, in current auditing methods									
1. NUMBER OF MOL INSPECTORS TRAINED.	TRAINED= ATTENDED ENTIRE COURSE OF MINIMUM XX HOURS. UNIT: TRAINED GOVERNMENT STAFF PERSON (MOL OR OTHER SUCH AS VOCATIONAL INSTITUTES)	Attendance list	Instructor notes number of participants	Each course	Instructor	Trimestral	F		
2. NUMBER OF OTHER ACTORS TRAINED.	TRAINED= ATTENDED ENTIRE COURSE OF MINIMUM XX HOURS. UNIT: TRAINED STAFF FROM NON-PROFIT OR FOR PROFIT MONITORING ORGANIZATIONS.	Attendance list	Instructor notes number of participants.	Each course	Instructor	Trimestral	F		

3. INCREASE IN UNDERSTANDING OF AUDITING METHODS BY WORKSHOP PARTICIPANTS.	AVERAGE PERCENTAGE CHANGE IN THE PRE-POST TEST SCORES. UNIT: A PERCENTAGE POINT	Pre and Post test	Instructores aplican exámenes, recopilan las notas y las reportan en sus informes	Each course	SAI?		
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PRODUCTOS:
TRAINING MATERIALS IN SOCIAL AUDITING IN THE APPAREL SECTOR DEVELOPED FOR INTERESTED MINISTRIES OF LABOR IN THE REGION.
TRAINING FOR THE MOL.

BASE LINE OBJECTIVE: INCREASE SOCIAL DIALOGUE IN THE MAQUILA SECTOR.

1. NUMBER OF MEETINGS WITH MULTIPLE STAKEHOLDERS IN THE MAQUILA SECTOR	MEETINGS CONVENED BY THE PROJECT TO DISCUSS PROJECT OBJECTIVES, ACTIVITIES, WHERE REPRESENTATIVES FROM PRIVATE SECTOR AND WORKERS AT A MINIMUM ATTEND. UNIDAD: A MEETING	PROJECT UPDATE INFORMACIÓN	STAFF INCLUDE IN DESCRIPTION OF ACTIVITIES	HF PC	HC/PC		DAI
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PRODUCTOS:
POR LO MENOS 3 REUNIONES CON TODOS LOS ACTORES DEL SECTOR DE LA MAQUILA EN CADA DE LOS TRES PAÍSES DEL PRIMER FASE. UNA REUNIÓN CON SEGUNDA FASE.

ANNEX C
List OF 49 Multinational Companies Contacted, Action Taken and Interest

First Name	Last Name	Title	Email	Tel	Action Taken	Interest
Kim	Harr	Human Rights Supervisor	kim_harr@abercrombie.com	614.283.6157	Sent email post CAFTA 7/28 w/ CIMCAW brochure, workplan, BA overview, MOL role.	Will review e-mail and contact KR
Pui	Yu		pui_yu@abercrombie.com			
Gregg	Nebel	Social and Environmental Affairs, Region Americas	gregg.nebel@adidasus.com	360-394-1660	Sent email post CAFTA 7/28 w/ CIMCAW brochure, workplan, BA overview, MOL role.	some interest but mainly in govt training
William	Anderson	Purchasing Dept	william.anderson@adidas.com.hk	852-230-28-735		
Frank	Henke	Head of CSR	frank.henke@adidas.de	49-9132-84-2241		
John	Eapen	VP, Environmental, Health & Safety	john_eapen@amefird.com	704.951.2578	Sent CIMCAW and garment sector information 7/8	Need to set meeting teleconference
Jeannette Ferran	Astoraga	HR Compliance Director	jeannette_ferranastorga@anntaylor.com		Sent email post CAFTA 7/28 w/ CIMCAW brochure, workplan, BA overview, MOL role.	LB wants to meet at E
Lauren	Berry	Human Rights Compliance Analyst	lauren_berry@anntaylor.com	212.884.6919		
Gladys	Tang	Asia Specialist -- Human Rights	gladys_tang@anntaylor.com			
Janet	Ydavoy	VP Production & Sourcing	jant.ydavoy@chico.com		Sent email post CAFTA 7/28 w/ CIMCAW brochure, workplan, BA overview, MOL role.	Did not answer request for meeting/teleconference

Lynn	Terhune	Sr. Corporate Compliance Mgr	lynn.terhune@chicos.com	239 274 4119		
Bill	Bradbury	Director, Social Compliance	bradburyb@cintas.com	513.573.4164	Sent email post CAFTA 7/28 w/ CIMCAW brochure, workplan, BA overview, MOL role. Teleconference 8/29	BB wanted to meet BSR Conference but cannot assist. BB wa proposal for CIMCA and Asia. KR sent th CINTAS overview.
Tammy	Duley	Social Compliance	tammy.duley@cintas.com	513.573.4979		
Marilyn	Tudor	?	marilyn.tudor@cintas.com	ext. 24874		
Kelly	Leary	Director of International Logistics, Customs and Compliance	kellyleary@thecreek.com	208-865-3478	Sent CIMCAW and garment sector information 7/8	KL will be travelling Guatemala in mid November, where th have a new field manager, and KR w organize for him to m with Homero and Pa
Neil	Howard	Compliance Officer	NHoward@thecreek.com			
Grant	Hanson	VP & General Counsel	grant.hanson@colehaan.com	207.846.2584	Sent email post CAFTA 7/28 w/ CIMCAW brochure, workplan, BA overview, MOL role.	If interested, will follo up with KR; should pu for meeting or teleconference
Brian	Thompson	VP Corporate Division	briant@cutterbuck.com	206.428.5790		
Jon	Runkel	VP, Production	johnr@cutterbuck.com			
Laura	Rubbo	Senior Manager, Monitoring Operations. International labor Standards	Laura.Rubbo@disney.com	818-553-4056	KR had 2 teleconferences, sent list of DR suppliers; to meet 4 November	Expressed interest Central Amrerica
Betty	Klunchinsky		bkunchinsky@dkintl.com			
Elizabeth	Borrelli		elizabeth.borrelli@eddiebauer.com		Sent email post	High interest in DR

					CAFTA 7/28 w/ CIMCAW brochure, workplan, BA overview, MOL role. KR sent draft MOU and CIMCAW fliers, DR suppliers list, text workplan and Gantt workplan	activities; KR to meet DC in Nov
Barb	Caalim	Deputy VP, Global Sourcing & Supply Chain Operations	barb.caalim@eddiebauer.com	425-755-6260		
Diane	Hampton	Managing Specialist, Global Labor Practice Compliance	diane.hampton@eddiebauer.com	425 755 6153		
John	Thomas	VP, CSR	john.thomas@eddiebauer.com			
Amy	Wellons	Senior Vice President, Global Sourcing & Supply Chain	amy.wellons@eddiebuaer.com			
Erica	Bloomenthal	People & Culture Specialist	ebloomenthal@eileenfisher.com	914 721 4144	Sent email post CAFTA 7/28 w/ CIMCAW brochure, workplan, BA overview, MOL role.	No production in Central America, only China, and Uruguay.
Amy	Hall		ahall@eileenfisher.com	914.721.4053		
Susan	Schor					
Gerri	Maslanka	Chief of Operations		914-721-4053		
Claude	Fontheim	CEO	cgbf@fontheim.com	202-296-8100	MOU finalized with legal; awaiting signature	Limited to join CIMCAW working on finalizing MOU
Lena	Kopelow	Global Trading Partnerships	lkopelow@fontheim.com	202/879-5813		

Paul	Pressler	CEO	Paul_Pressler@gap.com		Working in CIMCAW since the beginning the project	
Dan	Henkle	VP, Global Compliance	Don_Henkle@gap.com			
Sean	Ansett	Director, Global Partnerships	sean_ansett@gap.com			
Tamsin	Randlett		tamsin_randlett@gap.com			
Daryl	Knudsen		daryl_knudsen@gap.com			
Deborah	Palmer-Keiser					
Wilma	Wallace	VP, Associate General counsel	wilma_wallace@gap.com	415 427 2060		
Adriana	Co		Adriana_Co@intertek.com		Met AAFA meeting; sent CIMCAW and garment sector information 7/8	Not right for partneri
Andre	Raghu	Global Mgr of Social Responsibility	andre_raghu@intertek.com	973.332.7255		
Nicholas	Deakin	Business Development Regional Manager, Latin America	ndeakin@itslabtest-mex.com	(+52) 5211.5264		
Francis	Yuk	VP	fyuk@itslabtest.com	973.346.5500		
Margot	Sfeir	Senior Compliance Analyst	msfeir@jcrew.com		Need to send materials	
Ross	Tishler	Sr. Mgr., Corporate Supplier Compliance	rtishler@jcpenny.com	215-745-8692	Sent email post CAFTA 7/28 w/ CIMCAW brochure, workplan, BA overview, MOL role.	Some interest; agreed follow up in 4th qtr C when they have time talk.
Rod	Birkins	President & Director of Sourcing	rbirkin2@jcpenny.com			

Peter	McGrath	VP, Director of Quality & Sourcing				
Don	Young					
Mark	Jaeger	VP & General Counsel	mark.jaeger@jockey.com	262.653.3763	Sent email post CAFTA 7/28 w/ CIMCAW brochure, workplan, BA overview, MOL role.	ES called 8/10. jock founding member of WRAP. CIMCAW source interesting- he is checking with Rafael Vaya de Leon of WRAP on what he thinks. Will follow WRAP's lead.
Ellen	Smith	Mgr, Supplier Compliance	ellen.smith@jockey.com	262.653.3269		
Sammie	Lancia	Supplier Compliance / WRAP	sammie.lancia@jockey.com			
Kevin	Arentz	Customs issues	kevin.arentz@jockey.com			
Laura	Wittman	Contractor Compliance Manager	lwittman@jny.com	215.781.5559		
Desta	Raines		draines@jny.com			
Nita	Solanki	Sr. Auditor	nis@jny.com	215 781 5248	Met at AAFA in NY June 05; all materials provided; 2 Teleconferences 6/29; sent Guatemala suppliers and CIMCAW contacts	They want to expand their current initiative FLA/Solidarity Center will try to link w CIMCAW where possible.
Liz	Terrazas	Supervisor, Corporate Compliance	lterrazas@jny.com	915 633 0066		
Matthew	Xu	Compliance Manager	mzw@jny.com	215 781 5145		
Yong Ming	Xu	Sr. Auditor	ymx@jny.com	215 785 4000		
Greg	Murphy		greg_murphy@kellwood.com	256.831.0316		
					Sent email post CAFTA 7/28 w/ CIMCAW brochure,	Initially receptive. Want to find out exact overview with WRAP. Will get back.

					workplan, BA overview, MOL role.	to KR
James C.	Jacobsen	Vice Chairman	jim_jacobsen@kellwood.com	314.576.3429		
Thomas	Montgomery	GVP of Global Sourcing	tmontgomery@kennetcole.com	212-265-1500	Attended Brand briefing 11/04; sent CAFTA email.	Some interest but n able to get sustaine conversation.
Carolina	Kim	Paralegal	ckim@kennethcole.com	212 315 8238		
David	Levey	Mgr of Sourcing Compliance	david.levey@kohls.com	262-703-1162	Sent email post CAFTA 7/28 w/ CIMCAW brochure, workplan, BA overview, MOL role.	Initial interest. KR inv them to speak to CAF team during their trip Central America
Chuck	Easley		cfeasl@kurtsalmon.com	404.898.7917	Met at AAFA 6/05; sent all materials	Agreed to review materials. KR to conti to touch base.
Steve	Peterson	Compliance Manager	steven.j.peterson@landsend.com	608.935.4174	Sent email post CAFTA 7/28 w/ CIMCAW brochure, workplan, BA overview, MOL role.	Initial Interest. SEAR (parent co) is looking it
Miriam	Rodriguez	Regional Mgr -- The Americas code of Conduct	mrodriguez@levi.com	954-331-8228	Several meetings at Levi HQ in San Francisco in 8/04 and 8/05; all materials sent; due diligence on CIMCAW completed; Teleconference with CIMCAW project team 10/05;	COP and KR to ascen interest
Anna	Walker	Mgr, Worldwide Gov't Affairs & Public Policy	awalker@levi.com	415-501-4944		
Helga	Ying	Director, Government Affairs	hying@levi.com			
Sean	Cady	Safety & Compliance	scady@levi.com	415-501-3452		

		Manger				
Kevin	Carroll	Sr. Mgr, Worldwide Community Affairs	kcarroll@levi.com	415 501 5425		
Jason	McBriarty	Sr. Finance Mgt -- Worldwide Community Affairs	jmmcbriarty@levi.com	415 501 6405		
Leslie	Croshaw	Mgr, Licensees Global Code of Conduct	lcroshaw@levi.com	415 501 3608		
Michael	Kobori	Director, Global Code of Conduct	mkobori@levi.com	415 501 1459		
Helga	Ying	Director, Gov't Affairs and Trade Policy	hying@levi.com	415 501 3974.		
Jill	Southard	Mgr, Latin America, Levi Foundation	jsouthard2@levi.com	415 501 6516		
Peter	Gartman	Senior VP	pgartman@limitedbrands.com		See "Fontheim"	See "Fontheim"
Daryl	Brown		daryl_brown@liz.com	201.295.7895	Sent CIMCAW and garment sector information 7/8	SAI contacts told the no interest in partneri
Roberta	Karp	VP, Corporate Affairs	roberta_karp@liz.com			
Toni	Douaihy	SVP, Technical Center / Quality	toni_douaihy@may-co.com	314.342.6736	Sent email post CAFTA 7/28 w/ CIMCAW brochure, workplan, BA overview, MOL role.	Not enough operation Central America to participate
Bea	Gagliardo	SVP, Techniacl Cntr / Quality	bea_gagliardo@maymerchandising.com	314.641.1720		
Chris	Lorusso	EVP	clorusso@nortonmcaughton.com	212.971.8300	Sent email post CAFTA 7/28 w/ CIMCAW brochure, workplan, BA overview, MOL role.	

Mollie	Munro	VP, PR & Mktg	mmunro@munroshoe.com	501.262.6000	Sent email post CAFTA 7/28 w/ CIMCAW brochure, workplan, BA overview, MOL role.	Factories only in Chi
Lary	Brown	Corporate Compliance Mgr	lary.brown@newbalance.com	978.946.4368	Sent email post CAFTA 7/28 w/ CIMCAW brochure, workplan, BA overview, MOL role.	Lary responded that t have too few factories Central America but answered that is th same with Timberlan but they joined anywa monitor.
Kathy	Shepard	PR	kath.shepard@newbalance.com	617.746.2240		
Chuck	Gatchell		chuck.gatchell@nike.com		KR has spoken with Hannah Jones, Dusty Kidd & confirmed Nike interest.	KR meeting Caitlin Morris 31 October possible visit to Nike
Joseph	Ha	VP, International Business & Government Relations	joseph.ha@nike.com	503-671-2638		
Fakumi	Hauser		fakumi.hauser@nike.com			
Dusty	Kidd		dusty.kidd@nike.com			
Hannah	Jones	VP, Corporate Responsibility	hannah.jones@nike.com ; hjones@nike.com			
Caitlin	Morris	Director, Business Integration & Collaboration	caitlin.morris@nike.com			
Ziba	Cranmer	Sr. Mgr, Stakeholder Relations, Sustainable Development	ziba.cranmer@nike.com	503.671.4600		
Amanda	Tucker	Now in Vietnam	amanda.tucker@nike.com			

Gabriel	Llaguno	Director of Compliance	gabriel.llaguno@nike.com			
Robert	Speltz	Director, Global Community Affairs	robert.speltz@nike.com	503 532 0254		
Lee	Weinstein	Director, Corporate Responsibility Communications	lee.weinstein@nike.com	503 671 3080		
Jill	Zanger	Mgr. Corporate Responsibility Communications	jill.zanger@nike.com	503 532 0316		
Kelly	Goodejohn	Social Compliance Mgr	kelly.goodejohn@nordstrom.com	206.373.5436	Sent email post CAFTA 7/28 w/ CIMCAW brochure, workplan, BA overview, MOL role.	Not interested in Cen America as priority b wants to learn more replication in other countries.
Lynn	Peffer	VP, Soc Compliance				
Marin	McEntyre	Sourcing Mgr	marin.e.mcentyre@nordstrom.com	206.373.5636		
Mark	Wilson	Sourcing Mgr	mark.f.wilson@nordstrom.com	206.373.5253		
Virginia	Bergin	Social Compliance Training Coordinator	virginia.bergin@nordstrom.com			
Jennifer	Soethe	Regional Specialist, Social Compliance Program	jennifer.soethe@nordstrom.com			
Karen	Smith	Corp. Mgr, Organizational Development	skaren@bgosh.com	920.232.4264	Sent email post CAFTA 7/28 w/ CIMCAW brochure, workplan, BA overview, MOL role.	Answered that they would call if intereste
Yani	Avila	Social Compliance	yanire.avila@pery.com	305.873.1214	Sent email post CAFTA 7/28 w/	Need to get meeting teleconference.

		Manager			CIMCAW brochure, workplan, BA overview, MOL role.	
Howard	Posner	EVP, Global Sourcing	??	212.354.3551		
Joseph	Roisman	EVP, Operations	joseph.roisman@pery.com	305.418.1251		
Guilene	Dixon	Social Compliance Specialist	guilene,dixon@pery.com	305 873 1362		
Ted	Sattler	Corporate Group Exec Vice President, Foreign Operations	tedsattler@pvh.com	212-381-3526	Sent numerous mailings including post CAFTA email 7/28 w/ CIMCAW brochure, workplan, BA overview, MOL role	Some interest but need to get meeting or teleconference
Marcela	Manubens	VP, Global Human Rights and Social Responsibility	marcelamanubens@pvh.com	212.381.3950		
Maeve	McGurk		MaeveMcGurk@pvh.com	212.381.3537		
Mike	Barberree		mikebarberree@pvh.com			
Lynda	Woods	Human Rights Assistant	lyndawoods@pvh.com	334.774.4978 x385		
Ana	Menedez	Director of Global Compliance	amenedez@poloralphlauren.com			
David	Uricoli	Sr. Director of Global Human Rights Compliance	duricoli@poloralphlauren.com	201-531-6104	KR sent them 7/26 CIMCAW wokplan + invitation to attend training and visit to NY to discuss	Initial strong interest Nicaragua; need to move to commitment when trainings set
Brian	Li		brian.li@poloralphlauren.com			
Doug	Cahn	Director, Human Rights Program	doug.cahn@reebok.com	781.401.7690		
					Sent email post CAFTA 7/28 w/ CIMCAW brochure,	Not ready to commit. Factories in Guatemala, Honduras, El Salvador

					workplan, BA overview, MOL role.	Wants to be kept in the loop because opportunity may arise and want to join.
Peter	Friedmann	Federal Affairs Council	ourmanindc@aol.com	202.783.3333		
Vanessa	Rodriguez	Human Rights Coordinator	vanessa.rodriguez@reebok.com	781. 401.4489		
Marianne	Voss	Mgr, Human Rights	marianne.voss@reebok.com	401 822 1537		
Rodney	Paulk	VP, Operations	rodney@reedmfginc.com	662.842.4472 x106	Sent email post CAFTA 7/28 w/ CIMCAW brochure, workplan, BA overview, MOL role.	Need to get meeting teleconference.
Ivan	Viera	VP, Int'l HR	vieraivan@russellcorp.com	678.742.8277	Sent email post CAFTA 7/28 w/ CIMCAW brochure, workplan, BA overview, MOL role.	Sounded interested 8/28
Rose Ann	Cruz		rcruz@sapphire.com.pk	212.512.0599	Sent email post CAFTA 7/28 w/ CIMCAW brochure, workplan, BA overview, MOL role.	Sounds interesting but not in Central America for now.
Steve	Jesseph	VP, Compliance & Risk Management	steve.jesseph@saralee.com	336-519-8888	Sent email post CAFTA 7/28 w/ CIMCAW brochure, workplan, BA overview, MOL role.	Interested, but undergoing company restructuring. May join in Spring 06.
Chris	Fox	New VP, Compliance & Risk Management	chris.fox@saralee.com	336-519-7214 c: 336.926.0298		
Jerry	Cook	VP, International Trade	jerry.cook@saralee.com	336.519.5250		
L. Tadd	Schwab	VP, Quality & Compliance	lschwab@sschwab.com	212.564.5960x511	Sent email post CAFTA 7/28 w/ CIMCAW brochure,	They do not produce in Central America

					workplan, BA overview, MOL role.	
Sherrie	Esposito	Mgr, Labor Compliance	sespos1@sears.com		KR sent email April	Want to observe train KR aswered we will k them in the loop.
Ian	Spaulding	Director, Overseas Compliance	ispauld@sears.com			
C	Munoz		cmunoz@sears.com			
Mary Elizabeth	Tortorice	Associate General Counsel	mtorto3@sears.com	847-286-2966		
Mike	Dixon		mike_dixon@standardtextile.com ; mdixon@standardtextile.com		Sent email post CAFTA 7/28 w/ CIMCAW brochure, workplan, BA overview, MOL role.	Mostly produce in th Middle East. Not interested in CIMCAW
Jeannie	Lenz	Director of Merchandise Compliance	jeannie.lenz@talbots.com	781-749-7600	Sent email post CAFTA 7/28 w/ CIMCAW brochure, workplan, BA overview, MOL role.	Came to stakeholde dialogue in Guatemala some interest but need get sustained conversation
Jim	Hale	General Counsel	jim.hale@target.com	612-304-6073		
Tim	Baer	VP, Law Dept				
Richard	Kuzmich	President & CEO, Associated Merchandising Corporation	richard.kuzmich@theamc.com	212-819-6600		
Stacy	Flynn					
Kay	Schultz	Sr. Mgr Brand Compliance	kay.schultz@target.com	612 696 3752		
Gordon	Peterson	Sr. Driector Global Business	gnpeterson@timberland.com	603-773-1319	New Director appointed October 05,	Partner with CIMCAW Interested in Asia

		Alliance			DAI to engage re CIMCAW	
Ron	Martin	Director of Compliance, Internal Audit	Ron_A_Martin@vfc.com	336.424.6350	Attended Brand briefing 11/04; met at AAFA in 6/05; meetings held in NY; sent all materials; launching new initiative at VFC and must get sr. management buy-in	VF has 180 factories Central America. Considering Supplier Training Partnership new approach for company so taking ti to sell internally
Allison	Kohl	Social Compliance Manager	allison_kohl@vfc.com	212-841-8954		
Denise	Seegal	CEO, Nautica				
Kent	Diptee	818-560-4990	kent.diptee@disney.com		Sent email post CAFTA 7/28 w/ CIMCAW brochure, workplan, BA overview, MOL role.; held 2 teleconferences with them	High Interest; to me Nov 05 in DC to discuss details.
Laura Chapman	Rubbo	Sr. Mgr, Monitoring Operations, Int'l Labor Standards	laura.rubbo@disney.com	818-553-4056		
Betty	Klunchinsky		betty.kluchinsku@disney.com			
Jim	Leung	Director Asia Pacific	jim.leung@disney.com	(+852) 2203 2608		
Dena	Loverde	Mgr. Regional Compliance	dena.loverde@disney.com	818 553 4040		
Elise	More	Sr. Region Manager, Intern'l Labor Standards	elise.more@disney.com	(+44) 208 2222 101		
Michael	Rittersbacher	Sr. Mgr, Americas, Intern' Labor	michael.rittersbacher@disney.com	818 553 4055		

		Standards				
Brett	Rohring	Mgr. Environmental Policy	brett.rohring@disney.com	818-553-7252		
Rollin	Ford	EVP, Logistics & Supply Chain	rollin.ford@wal-mart.com	479-273-4000	Just beginning to consider supplier training programs; KR met in DC in Sept; sent all materials	high Interest. Will meet Nov 05 in DC to discuss
Angela	Hofmann	Director, International Trade	angela.hofmann@wal-mart.com	202.737.6049		
Rajan	Kamalanathan	VP, Global Corporate Compliance	rajan.kamalanathan@wal-mart.com			
Meredith	Menhennett	Assistant to above	meredith.menhennett@wal-mart.com	479.277.2317		
Marie	David	Global Procurement (Ethical Standards), Social Responsibility Mgt	m7david@wal-mart.com	479-277-7336		
Carrie	Irwin		carrie.irwin@wal-mart.com			
Steve	Cross		crossst@wwwinc.com		Sent email post CAFTA 7/28 w/ CIMCAW brochure, workplan, BA overview, MOL role.	Own factories in Dominican Republic
Jim	Musial	VP, Sourcing	musialji@wwwinc.com	616.866.5574		
Rick	DeBlasio	President of Domestic Operations Group				