



**BetterWork**  
Nicaragua

# Annual Report

**Healthier  
Workplaces for All**



International  
Labour  
Organization



**IFC**

International  
Finance Corporation  
WORLD BANK GROUP

2019 DATA



## An innovative report to inspire concrete change

Better Work Nicaragua presents the sixth edition of its Annual Report exploring the results of factory assessments and the programmes' key initiatives, partnerships, achievements, and challenges. The report also highlights Better Work Nicaragua's efforts to create healthier workplaces, including supporting the industry's response to the global coronavirus (COVID-19) pandemic. Readers

can access detailed findings on the portal and observations from the 23 factory assessments completed in 2019. Better Work Nicaragua, which is a partnership between the International Labour Organization (ILO) and the International Finance Corporation (IFC), has built a strong presence in the country over the past nine years and aims to drive sustainability efforts further.

The digital version of the Annual Report can be found on our website: <https://annual-report.betterwork.org/2019>

## A year of decreases in non-compliance

Launched in 2010, Better Work Nicaragua is a collaboration between the Nicaraguan government and international stakeholders to improve working conditions. In 2019, we observed positive changes. In January, the minimum wage increased by 8.25% in the free trade zones (FTZs\*) reaching US\$ 175 per month. We registered significant decreases in non-compliance rates for assessments on double payroll; occupational safety and health (OSH); time off for mother's breastfeeding; and, issues related to workplace harassment. Ensuring healthier and safer workplaces and boosting the social and labour compliance of subcontractors remain challenges that we aim to tackle through focused investments. We also piloted the 'Building Bridges' initiative to increase dialogue between stakeholders and advance joint solutions. We are successfully supporting factories to implement measures to prevent the spread of COVID-19 through 2020. However, the long-term impact posed by the disease can be a persistent threat.

### OUR PROGRESS

- ◆ 'Building Bridges' pilot to enable change in the apparel and garment industry and beyond.
- ◆ Lowest non-compliance rate in five years on double payroll, when management pays workers outside of the main payrolls.
- ◆ All factories installed alarm systems, made it possible for mother's to take time off to breastfeed and recorded no incidents of harassment.

\* FTZ is the regime established by the government that provide special benefits, such as tax exemptions on purchases among others, to certain sectors focused on export, including the garment and textile.

## 4 COUNTRY OVERVIEW

Two of our main accomplishments in 2019 were our ability to strengthen social dialogue through the implementation of the 'Building Bridges' project and our progress in reducing decreasing double payrolls to increase transparent book keeping and reporting.

## 6 HOW WE WORK

In addition to 81 advisory visits, 23 assessments and 29 training sessions, Better Work Nicaragua worked with partner brands and institutions to build capacity, strengthen social dialogue and improve industrial relations.

## 8 OUR STRATEGY

Better Work Nicaragua's strategic vision for 2020 has three goals: to sustain operations in the country; to offer activities in other countries in the region; and to continue capacity-building for labour inspectors and other partners.

## 10 NON-COMPLIANCE HIGHLIGHTS

Highlights from the eight different issue areas focus on places where non-compliance is very low or has decreased from previous years or places where non-compliance is high or has increased compared to other years.

## 11 KEY ACHIEVEMENTS

In 2019, we achieved our lowest rate of non-compliance on double payrolls, implemented the 'Building Bridges' programme and the factories were able to create more breastfeeding breaks and install alarm systems.

## 14 PERSISTENT CHALLENGES

Most of the factories assessed did not label chemicals and hazardous substances adequately; failed to provide workers with the necessary Personal Protective Equipment (PPE), clothing and had high levels of noise and temperatures.

## 16 SPOTLIGHT

We provide an insight into Better Work Nicaragua's initiatives that contributed to the decrease in non-compliance rates in many areas, such as OSH-related issues and paid leave.

## 18 THE WAY FORWARD

In 2020, joint initiatives with partners and brands will drive sustainable change.

# Nicaragua

Since 2018, Nicaragua has been in the midst of a socio-political crisis, which is currently exacerbated by the Covid-19 pandemic. This context has contributed to decreasing investments in the country and, consequently, affected Better Work Nicaragua and ILO's efforts to achieve synergy among all the programme's stakeholders. However, our presence has been recognized for providing a degree of stability throughout the industry. In turn, it also offers international brands with the confidence that we are continually monitoring all affiliated factories.



**WHERE WE ARE**  
THE LOCATION OF OUR 25 PARTICIPATING FACTORIES



**“The Better Work Nicaragua programme has achieved two things so far: it has raised the standards of compliance of labour laws, hygiene and safety among factories enrolled in the National Free Trade Zone Commission (CNZF) and second, the certainty that it should be expanded to all labour sectors.”**

*Enrique Espinoza Peña, Vice-minister at the Nicaraguan Ministry of Labour*



### ACHIEVEMENTS

- 100%** of factories have now installed a proper alarm system
- 100%** of employers provide breastfeeding workers with required time off to take care of their children
- 8%** is the lowest non-compliance rate on double payroll since 2014, a 50% reduction from 2015
- 100%** of the factories comply with all types of paid leave

### CHALLENGES

- 57%** of the factories do not provide workers with all necessary personal protective clothing and equipment
- 43%** of factories do not have acceptable temperature and ventilation, impacting the workplace environment
- 39%** of factories do not comply with legal requirements for compensation, contracts, OSH or working time hours.
- 26%** of employers fail to record and investigate work-related accidents or illnesses, or adopt the technical recommendations necessary to prevent them

# HOW WE WORK



## The three-level approach

Our work goes far beyond factory assessments. It comprises global initiatives that invite international stakeholders and brands to tackle on-the-ground problems, while addressing country-level issues through partnerships with government organisations, unions and employers' associations.



### GLOBAL REACH

We act as a resource for data-driven information and strategies to improve labour conditions and enhance productivity. The ILO, IFC and the World Bank leverage their partnerships through Better Work to **collaborate on successful public policy and technical interventions.**



### COUNTRY LEVEL

We work with national constituents to build capacity, influence labour laws, and strengthen industrial relations. Our efforts seek to **improve competitiveness and strengthen the private sector**, with benefits for well-performing factories. We work with local institutions and social partners to improve workplace compliance.



### FACTORY LEVEL

We offer hands-on assistance to promote worker-management cooperation. Training, advisory services and practical tools help managers and workers **increase their ownership of labour law compliance** and self-diagnose and fix problems. Currently, 25 factories are enrolled on our programme.

## OUR CHECKLIST

We evaluate over 200 issues on the eight topics below on international (red) and national (yellow) labour regulations.



CHILD LABOUR



DISCRIMINATION



FORCED LABOUR



FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING



COMPENSATION



CONTRACTS AND HUMAN RESOURCES



OCCUPATIONAL SAFETY & HEALTH



WORKING TIME

# HOW WE WORK

## COUNTRY LEVEL INITIATIVES IN 2019



### INDUSTRIAL RELATIONS

Better Work brought together national partners and brands to create a platform for them to build trust, raise concerns, look for solutions and discuss challenges. With our support, they developed a joint vision for the garment sector to promote growth, competitiveness and sustainability, including an initial action plan to achieve this vision. It outlines steps towards achieving the vision, including key performance criteria and milestones with target dates.



### SPECIAL PROJECTS

Better Work Nicaragua maintains a firm commitment to raise awareness on gender issues with all stakeholders. We trained 30 trade unionists on sexual harassment prevention and 24 labour inspectors to identify non-compliance criteria regarding this issue in the inspection process. In addition, 52 factory managers received capacity-building guidance to tackle this issue and risk-management training for pregnant workers.



### PARTNERSHIPS

In 2019, we finalized an online e-learning and accompanying 1-day in-person training focused on the linkages between brands buying practices and compliance. The aim is to ensure that our staff and partners have an overview of the role that brands can play to minimize pressures they place on factories, a root-cause of recurrent non-compliances. The programme is also developing an in-factory tool to assess purchasing practices impacts on compliance outcomes.

## STEPS TO SUPPORT FACTORIES' ACTIVITIES IN 2019



### ADVISORY SERVICES

In 2019, Better Work Nicaragua conducted 81 advisory visits to 25 enrolled factories all with the goal of strengthening social dialogue and worker-management committees. 20 of these factories now have a functioning bipartite Performance Improvement Consultative Committee (PICC) of workers and managers.



### ASSESSMENTS

In 2019, 23 assessments were conducted. From these, ten factories had at least one issue published in public reports available in the transparency portal. From May to July 2019, four labour inspectors participated in joint factory assessment visits conducted by the Better Work team. This is in-line with Better Work Nicaragua's sustainability strategy.



### TRAINING

353 people have been trained on topics ranging from sexual harassment prevention, gender perspectives in policies and procedures, risk management for pregnant workers, to supervisory skills, occupational, safety and health, and workplace communication. Our main national partners also took part in a Training of Trainers (ToT) session.



## Better Work Nicaragua Strategic Vision for 2020

Better Work Nicaragua is focused on ensuring it transfers its methodologies and knowledge to national stakeholders. After nine years in the country, it is important that the programme focuses on building the capacity of national actors and that staff increasingly invest in training and quality assurance. This will create greater ownership and sustainability across all activities. Amid the COVID-19 pandemic, Better Work Nicaragua is using the power of technology to boost the programme's impact when delivering services.

### INDUSTRY UPDATE

#### Women now represent 53% of our workforce

According to statistics provided by the Central Bank of Nicaragua, the country's apparel exports reached US\$ 10,366,900 during the first four months of 2019, representing 58.3% of the total of the free trade zone amount. According to data provided by the National Free Trade Zone Commission (CNZF), the sector employs some 63,660 workers and 53% are women.

### GOALS

IMPROVE WORKING CONDITIONS AND BUSINESS PRACTICES ACROSS THE GARMENT SECTOR



FOSTER A POLICY ENVIRONMENT IN WHICH A PRODUCTIVE GARMENT INDUSTRY CAN THRIVE



EMPOWER WOMEN, REDUCE SEXUAL HARASSMENT AND CLOSE THE GENDER PAY GAP



DEVELOP A REGIONAL BETTER WORK INITIATIVE ACROSS CENTRAL AMERICA



CONTINUE CAPACITY BUILDING PROGRAMMES FOR LABOUR INSPECTORS



### OUR APPROACH

- ◆ Continue to prioritise the delivery of factory assessments and training services with a focus on factory improvements. In the wake of COVID-19, we delivered services to factories to ensure adherence to World Health Organization (WHO) social distancing recommendations while Better Work Nicaragua is still able to deliver its services.
- ◆ Expand the reach of the programme through targeted outreach initiatives, both in the apparel sector and potentially to other light manufacturing.
- ◆ Strengthen worker-management committees, including by increasing women's participation and focusing on skills-building through Training of Trainers (ToTs) initiatives.

- ◆ Advance the national strategy for the garment industry by coordinating with all relevant actors to implement recommendations that strengthen the sector and foster the growth of quality jobs.
- ◆ Strengthen the capacity of the Ministry of Labour to promote labour law compliance, helping incorporate proven Better Work methodologies into occupational, safety and health and labour inspectors' approaches.
- ◆ Provide guidance to the government, workers and employers on the implementation of the National Tripartite Agreement on minimum wages.

- ◆ Train all staff on gender equality and sexual harassment prevention, conduct seminars to raise awareness of women's rights in the private sector, and work with new and existing partners to improve women's empowerment and strengthen their voices. This will include continued collaboration with the United Nations Children's Fund (UNICEF), who we have partnered with since 2015.
- ◆ Embed gender equality in all operations, from in-factory services to policy work.
- ◆ Ensure the garment industry in Nicaragua is a safe environment for all women and men transforming it into a model of best practice.

- ◆ Explore the potential for activities in other Central American countries, with a focus on the issues of gender awareness and industrial relations.
- ◆ Coordinate potential regional events and forums for global brands, spotlighting Central America – especially for the North American market.
- ◆ This activity is subject to the development of the COVID-19 pandemic situation.

- ◆ To ensure lasting impact, we will continue delivering several programmes for labour inspectors, focusing on the implementation of the labour law guide, assessment techniques and the identification of discrimination in the workplace.
- ◆ Deliver Training of Trainers (ToT) initiatives focused on payroll analysis, strategies to identify non-compliance with labour standards through proven Better Work methodologies, interview techniques and social dialogue.
- ◆ Develop an agreement to ensure that four labour inspectors will start joint visits with the Better Work team and help develop an enhanced inspection tool with the labour inspectorate.

# NON-COMPLIANCE HIGHLIGHTS

## Main results from our assessments

23 out of 25 Better Work-registered factories in Nicaragua were surveyed in 2019 on roughly 200 compliance issues. The non-compliance findings highlighted below either stand out as an improvement from the previous year or as a challenge that needs more attention. While it is essential to take note of achievements, flagging violations is crucial. The non-compliance rates in some clusters like occupational safety and health (OSH)-related issues, which includes chemical and hazardous substance management, remain persistent problems. Further details can be found on the website.



<p><b>CHILD LABOUR</b></p> <p>There was no evidence found of non-compliance.</p>	<p><b>DISCRIMINATION</b></p> <p>There was no evidence found of non-compliance.</p>	<p><b>FORCED LABOUR</b></p> <p>There was no evidence found of non-compliance.</p>	<p><b>FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING</b></p> <p><b>9%</b> of factories (2 of them) failed to implement provisions of the collective agreements in force.</p>
<p><b>COMPENSATION</b></p> <p><b>4%</b> of factories (only 1) did not pay workers correctly for annual leave.</p> <p><b>13%</b> of factories do not inform workers about wage payments and deductions.</p>	<p><b>CONTRACTS AND HUMAN RESOURCES</b></p> <p>All factories comply with disciplinary measures approved by Nicaragua's Ministry of Labour.</p> <p><b>9%</b> of factories do not pay severance based on years of service, unused annual leave, the accumulated 13th month payment, and any other legally required benefits to workers who resign or are terminated.</p>	<p><b>OCCUPATIONAL SAFETY &amp; HEALTH</b></p> <p><b>61%</b> of factories do not correctly label chemicals and hazardous substances.</p> <p><b>57%</b> of factories do not have acceptable levels of noise.</p>	<p><b>WORKING TIME</b></p> <p>All factories comply with all types of paid leave.</p> <p><b>9%</b> of factories do not provide a weekly rest day after six consecutive days of work.</p>

# KEY ACHIEVEMENTS

## Records of compliance

This year, the Better Work Nicaragua programme reached several significant milestones. For the first time, evaluated factories had no violations of alarm systems, breastfeeding time for female workers or reports of workplace harassment. The lowest non-compliance in double payrolls ever was recorded due to capacity-building of labour inspectors, advising factory managers on the issue and raising awareness among workers.



## TRAINING

### An international programme to bridge social gaps

For the first time in the country, the Building Bridges initiative put brands and national partners together

This year, Better Work Nicaragua implemented the 'Building Bridges' programme, funded by the Walt Disney Company, which supports national partners and brands in creating a vision for change in the apparel industry and beyond. The initiative brings together the country's public and private sectors in a new way, providing participants with a platform to build trust, raise concerns, identify solutions and discuss the future. In a tripartite workshop, Nicaraguan constituents developed a vision to promote growth, competitiveness and sustainability of the garment sector through social dialogue. Participants included – representatives from the Ministry of Labour, Free Trade Zone (FTZ) Commission representatives, union federation and factory delegates. A second workshop took place in November 2019 and focused on technical issues and how best practices can be scaled across and beyond the sector. This led to the delivery of an action plan laying out the steps toward achieving this vision, including critical performance criteria and milestones with target dates. Each stakeholder nominated a representative to be part of a working group in charge of implementing the plan.

### LABOUR INSPECTORS ASSESSING FACTORIES WITH US

Better Work Nicaragua aimed to strengthen the Ministry of Labour inspectors' capacity through the development of a comprehensive training programme to exchange knowledge and develop guidelines for the labour inspectorate. Topics covered included:

- ◆ Addressing sexual harassment in the workplace;
- ◆ Creating and standardising criteria through cases of studies;
- ◆ Sharing Better Work experiences in assessments, advisory processes and training through visits to factories.

## GROUND REPORT

### Lowest non-compliance rate on double payroll in five years

We also had achievements on alarm systems, time off for breastfeeding and verbal abuse prevention

Double payroll is a non-compliance issue which not only affects workers but also all stakeholders in the garment industry. It happens when management pays workers outside of the main payroll, including incentives for overtime and extra wages. This practice can decrease contributions to national social security and may prejudice workers' retirement, pensions and fees in case of sickness or accidents. Another disadvantage is that workers are unaware of the composition of their actual salary, incentives and goals. To decrease non-compliance, Better Work Nicaragua developed a dialogue process to inform all involved stakeholders. Delivering training to inspectors on how to identify double payrolls was crucial to this process. As part of our advisory process, our team also worked closely with factory managers to help monitor compliance on this issue. We also raised awareness among workers of the importance in accounting for everything so that it does not affect their pension and social security. Through interactions with union leaders, the message was shared with all employees. Due to these efforts, only one

factory with 137 workers is still not compliant. In 2014, half of the factories were offering double payroll, affecting around 7,521 people.

We found no violations on the following issues:

◆ **Properly-installed alarm systems:** For at least two years, Better Work Nicaragua and specialists from the fire department have provided emergency preparedness training for the majority of factories. These training sessions raised awareness among workers and management, which led to this significant improvement.

◆ **Time off for breastfeeding breaks for female workers:** From January to June 2019, trainings on sexual harassment prevention in the work place, risk management for pregnant workers and gender perspective in factories' policies and procedures were delivered to 52 management representatives.

◆ **Bullying, harassment or humiliating treatment in any factory:** In 2019, a total of 17 factories' supervisors went through supervisory skills training. In addition, 52 middle managers from 11 factories participated in a leadership skills programme.



## New initiatives for persistent problems

Warm, noisy, uncomfortable and sometimes unhealthy working environments remain challenges that compromise productivity in most factories. OSH-related issues are among the highest non-compliance rates for all problems assessed. However, other non-compliances, such as increasing social and labour compliance of subcontractors, lack of records that investigate work-related accidents or illnesses and a lack of registration of working hours, remain challenges that Better Work Nicaragua has focused on solving in recent years.



## Efforts for healthier workplaces

Issues such as high levels of temperature and noise still can impair worker's wellbeing and productivity

The majority of our persistent challenges involve health and safety problems. For instance, 61% of the factories do not correctly label chemicals and hazardous substances; 57% do not have acceptable levels of noise; 57% does not provide workers with all necessary personal protective clothing and equipment and 43% did not provide suitable workplace temperature and ventilation for employees. These issues are difficult for factories to address for a variety of reasons. Although essential for the worker's health, ergonomic chairs also pose some barriers to compliance. Better Work Nicaragua is working to improve dialogue between factories and buyers in an effort to solve these persistent OSH problems. Our strategy is showing promising results, as demonstrated in the following page.

GROUND REPORT

**Lower temperatures  
higher productivity**

Factories that installed air-conditioning or cooling systems are reaping good results

With 4,000 workers, Gildan Activewear Rivas II, S.A., a garment factory in the country, installed air-conditioning three years ago. The Sae-A Technotex invested in the cooling system at the beginning of the operation to provide their 3,300 workers with optimal conditions to fulfill their job requirements. According to previous factory management, in workplaces that did not have this type of system, workers are required to exert more effort, leading to increased physical fatigue and poor performance.

“The costs are worth the benefits, as we observed a high satisfaction by both workers and the company,” said the General Manager of Sae-A Technotex. “Providing them with the appropriate conditions reduces the risks to which they may be exposed, preserves their health, and prevents them from picking up diseases derived from dehydration, leading to achieving results in production.”



**GILDAN ACTIVEWEAR RIVAS II, S.A. FACTORY**  
*The environment was so warm that all workers would leave the factory very sweaty. Before the system, we had to open the emergency doors for the air to enter. The new air-conditioning system changed our working environment conditions completely. Now we feel better at work, we are more productive because we reach production goals earlier to go home.”*

*Aloika Patricia Gutierrez García, sewing operator, with 13 years of experience*

**SAE-A TECHNOTEX FACTORY**  
*In the factory I used to work before, there were no fans and it was so warm. We saw many high blood pressure problems, mainly among women, because they could not wear shirts without sleeves. In my current factory, we don't feel the heat at 1 pm from outside. It is always cool inside and there is some oasis with frozen water. I keep myself more relaxed, fresher and people get up less from their posts, compared to the other one, because they feel less suffocated.”*

*Lesther Antonio Mendoza Orozco, Production control supervisor, 13 years of experience*

**CONTRACTS AND HUMAN RESOURCES**

**39%**  
**of non compliance in  
 SUB-CONTRACT WORKERS  
 in our evaluated factories**

We started monitoring this issue to expand the impact beyond our enrolled factories

In 2018, we expanded our scope and we started monitoring sub-contractors. This was not a part of our assessments in the past, mainly because national laws did not directly address it. Better Work Nicaragua has monitored compliance on this issue as a way to scale the impact in improved working conditions to workers beyond the factories. The majority of cases are among the security guard services provided to the factories. The problem affects subcontracted employees, as they work much more than their limited hours and also get paid less.



Given that there is no formal legislation regarding sub-contractors and no clarity of responsibility or legal frameworks, Better Work Nicaragua decided to adopt international standards through our Compliance Assessment Tool. We have started an advisory process with factory managers to raise awareness of the need to ask more from the security companies to ensure compliance with this issue. We have observed a reduction in non-compliance trends annually since 2018.

**OTHER NON-COMPLIANCE ISSUES REQUIRING MORE ATTENTION**

	ROOT CAUSE	STRATEGY TO TACKLE IT
<b>26%</b> of employers still do not record or investigate work-related accidents and illnesses, or indicate the technical recommendations necessary to prevent them.	Although most factories investigate work-related accidents, workers are often not involved in these investigations and technical recommendations are not provided to prevent them.	Increased ownership of the improvement process among members of the worker-management bipartite committee, who are usually also part of the OSH committees, is crucial to solving this issue. The workers should also be permanently involved in the work-related accident investigations, in which the main objective is to reduce or eliminate recurrent problems of this type.
<b>16%</b> of employers do not keep working time records that reflect the hours actually worked.	Although many factories have an accurate record of worked hours, this remains a challenge because inaccurate registers lead to double payrolls, which affects the long-term benefits of workers.	Influence management of factories to increase transparency, improve their attendance record system, and involve human resources or production representatives in the PICC to permanently monitor sustainability once the issue has improved.



## More years with Better Work reduces non-compliance

**Factories that stayed with us more than five years have better non-compliance rates**

Since the beginning of operations in 2011, Better Work Nicaragua has conducted a total of 175 assessments. To date, over 15 factories completed cycle 5, or five years within our programme or beyond, an indicator of the lasting relationships and high retention rate of our initiative. The following non-compliance rates encompass a group of factories that has been assessed for five consecutive years, providing both an accurate depiction of trends and a dynamic overview of

the improvement process. The analysis combines non-compliance data collected by Better Work Nicaragua's Enterprise Advisors through unannounced assessments and qualitative narratives from our operational experience, which corroborate the results of our regular initiatives throughout the years. Here we present our main accomplishments between factories enrolled in the first year of the programme (cycles 1) and the fifth (cycle 5), highlighting the OSH related issues.

### OSH OVERVIEW

Significant advances have been made by factories in cycle 5, specifically in the area of OSH, which saw the highest levels of non-compliance when they began their engagement with Better Work Nicaragua (*below*). The combination of factory services provided by the programme and activities in partnership with national tripartite stakeholders have driven improvements in the use of chemicals and hazardous substances, emergency preparedness, health services and first aid, the establishment of sound OSH management systems and adequate welfare facilities. Improving working environments, particularly with respect to ventilation, temperature and illumination, as well as the provision of appropriate Personal Protective Equipment (PPE), remain important areas for future programme activities.

### CHEMICALS AND HAZARDOUS SUBSTANCES



### EMERGENCY PREPAREDNESS



### HEALTH SERVICES AND FIRST-AID



### LEAVE



FACTORIES' DISTRIBUTION ACROSS CYCLES





## Strong partnerships to ensure sustainability

In 2020, Better Work Nicaragua will amplify its positive impact by expanding the delivery of factory assessment, advisory and training services, as well as promoting the adoption of best practices among participating factories. The programme will also continue activities to strengthen the capacity of the Ministry of Labour and promote labour law compliance, helping incorporate proven Better Work methodologies into occupational health and safety and labour inspectors' approaches. To continue improving working conditions and business practices across the garment sector and beyond, Better Work Nicaragua will focus on greater ownership of the improvement process in participating factories through worker-manager committees and on capacity-building for factories that have not yet joined Better Work.

**“The Building Bridges modules are an accessible tool that allows broadening knowledge on topics of interest to the textile sector, integrating representatives of brands, government, employers and workers dynamically and efficiently”**

*Maria Isabel Fajardo, Regional Manager of Social Compliance at Fanatics brand*



### GOVERNMENT

A capacity-building programme will be developed with the Ministry of Labour to enable labour inspectors to work in partnership with the Better Work Nicaragua team. Four labour inspectors will participate in joint factory assessment visits conducted by our team and the programme will also help strengthen the Ministry of Labour's inspection instrument.



### FACTORY OWNERS AND MANAGERS

In 2020, Better Work Nicaragua will expand its training programme to factory managers. Training on sexual harassment prevention in the workplace and gender perspectives in factories' policies and procedures will be delivered. We will also continue to provide supervisor skills training in five factories.



### EMPLOYERS' ASSOCIATIONS

Better Work Nicaragua with the Employers Organization (ANITEC) agreed to deliver training for non-Better Work factories on to-be-determined topics. This initiative aims to increase interest in the programme among these factories.



### TRADE UNION

We agreed to provide training on facilitation skills to trade union leaders. It will be geared toward the training team of each of the four trade unions that are members of the programme's Programme Advisory Committee. A total of 16 people will join the initiative.



### GLOBAL DONORS

There is still strong interest from constituents, factories, and Better Work brands for Better Work Nicaragua to continue operating in the country. The programme continues to actively look for potential donors to secure funding for the next phase of our work.



### INTERNATIONAL BRANDS

Better Work continues to engage actively with international buyers sourcing from Nicaragua and encourages them to continue to enrol factories onto the programme.

### COVID-19 RESPONSE

Better Work Nicaragua is successfully supporting factories to implement measures to prevent the spread of COVID-19 through 2020. Measures include checking the temperatures of all workers upon entering the factory, universal use of masks on factory premises, the provision of hand sanitizer to all workers at the entrance of the factories, consistent awareness raising and training on COVID-19 prevention as well as the fumigation of factories including canteens and vehicles.



Check all non-compliance and compliance issues in our Transparency Portal here: [portal.betterwork.org/transparency](https://portal.betterwork.org/transparency)

 [betterwork.org](https://betterwork.org)

 [@Better\\_Work](https://twitter.com/Better_Work)

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