



Oficina Internacional del Trabajo

CINTERFOR

Title	Labour modernization project of the sugar industry in Mexico: SYMAPRO methodology application
Country	Mexico
Geographical scope	National
Implementation date	2008 - 2010
Responsible entity	<ul style="list-style-type: none"> * Workers' Union of Sugar and Allied Industries of Mexico (STIASRM) * National Chamber of the Sugar and Alcohol Industries (CNIAA) * Secretary of Labour and Social Welfare (STPS)
Related agents	* International Labour Office (ILO)
Objectives	To strengthen, within the sugar industry, the development of social dialogue in competency-based management, health and safety at work, social welfare and the systematic incorporation of a gender focus, further deepening and extending experiences geared towards a sustainable improvement of productivity and practices of decent work.
Target audience	Sugar sector companies
Description	<p>Was implemented in the framework of the "Governing Plan for the Comprehensive Labour Modernization of the Sugar Industry", agreed by workers and employers representatives. In 2007, the "Agreement on the Comprehensive Labour Modernization of the Sugar Industry" entered into force. The purpose was to increase productivity and competitiveness of the sugar industry in Mexico. Social partners requested technical assistance from the ILO.</p> <p>A training program was developed for leaders, coordinators, facilitators and workers at 13 sugar mills.</p>
Key factors	<ul style="list-style-type: none"> * Promoting decent work. * Competency-based training. * Measurement of productivity. * Standing contribution to the project, given the involvement of the ILO. * Relevance of the project. * Social dialogue as a basis of productive training. * A flexible strategy matching national standards with the sugar mills needs.
Outcome	<ul style="list-style-type: none"> * 769 workers, 250 facilitators and 73 coordinators were trained. * An Operational Map and 17 Self-Training and Competency Assessment Guide (STAG) were developed. * Were trained more people than originally planned and developed more guidelines than expected. * Efficient use of resources. * Wide sustainability.

Evaluation	<p>As assessed March 2010:</p> <ul style="list-style-type: none"> * The design, objectives and strategies were effective, sustained by the social dialogue and technical and methodological contribution of the ILO. * The project has been completed in compliance with the objectives and planned activities. * It has contributed to participatory corporate governance and social dialogue. * The 3 subcomponents: training and productivity (competency-based management and certification), health and safety at work and well-being and social commitment, were met satisfactorily. * Workers gained self-esteem and communication skills; enterprises gained accountability from the staff and also productivity.
Funding	Netherlands
Contact information	<p>ILO/Cinterfor</p> <p>Web: http://www.oitcinterfor.org</p>