



FAIR LABOR
ASSOCIATION®

Harvesting The Future

Phase I Project Report



Table of Contents

1. Executive Summary	1
2. Project Background	4
3. Objectives & Limitations	8
4. Challenges and Mitigation Measures	10
5. Component Based Reporting	11
5.1. Component 1: Supply Chain Mapping	11
5.2. Component 2: Risk Assessment	13
5.3. Component 3: Capacity Building of Supply Chain Actors	23
5.4. Component 4: Stakeholder Engagement	26
5.5. Component 5: COVID-19 Related Activities	28
6. Conclusion and Next Steps	30

1. Executive Summary

Introduction

Every summer, tens of thousands of seasonal workers move across Turkey to work in agricultural production. Most of these workers are from the southeastern part of Turkey. They travel as families, moving from crop to crop for six to eight months each year. It is common for children to work alongside their parents, contributing to the household income but at great cost to their own development.

The Fair Labor Association (FLA) is an international nonprofit organization with a mission to protect and promote workers' rights, with a strong interest in addressing child labor. FLA has been working in the Turkey agriculture sector since 2011. One project mapped the movement of about 300 labor intermediaries in the hazelnuts sector in the Black Sea Region from 2016 to 2018. The mapping revealed that 62 percent of labor intermediaries provided workers for at least two crops. The project conducted between 2016-2018 showed that a multi-commodity approach was needed to improve working and living conditions of seasonal migrant workers.

Many multinational companies are unaware of the working and living conditions for seasonal migrant workers in their supply chain. The suppliers and growers, which sell to multiple multi-national companies, have limited knowledge of their responsibilities, particularly with respect to child labor and responsible recruitment.

An Innovative Approach

The Harvesting the Future (HTF) project grew from a vision to bring about far-reaching change on child protection and responsible recruitment by pursuing a “multi-sector, multi-stakeholder, and multi-geography approach.”

Companies that wanted to support meaningful and sustainable change for workers, but were limited in creating a large-scale impact working on their own, joined forces through this project.

Eight of the largest global food and beverage companies, along with their 20 Turkish suppliers producing six agricultural commodities for which Turkey is within the top four producing countries in the world, joined the project. FLA partnered with the Turkish Ministry of Labour and Social Services (MoLSS), the Sustainable Agriculture Initiative Platform (SAI Platform), and IDH's Sustainable Spices Initiative (SSI) to ensure scalability and broader knowledge sharing. FLA worked closely with grassroots organization Pikolo to implement project activities. A partnership with UNICEF-Turkey helped to raise the awareness of child protection among companies, suppliers, and labor intermediaries.

Project Results

Project partners developed a shared understanding of the normative frameworks, human and labor rights standards, and salient human rights issues in upstream supply chains. Through this project they put in place a strong foundation for protection against and remediation of child labor.

- **Eighty-nine (89) company and supplier officials were trained** on decent work, child labor, hazardous work for children, and child protection in partnership with UNICEF.
- **Twelve (12) suppliers launched child labor monitoring and remediation programs** and started communicating these requirements to their producers and labor intermediaries which recruit workers.
- **Labor intermediaries (105) received training** on child labor and decent work.
- Interactions between labor intermediaries and the Turkish Ministry of Labour facilitated the **legal registration of 79 labor intermediaries**. The project provided a forum to regularly engage with the government agencies.
- **Twenty (20) suppliers mapped their upstream supply chains**, covering 746 small producers. Several suppliers became aware, for the first time, of the prevalence and root causes of child labor and other labor rights violations in their supply chains. Child labor ranged from 5 percent to 45 percent of the workforce, depending on up the commodity.
- **Registered 363 labor intermediaries in an online database** and mapped 528 worker groups (family members, extended family, and friends traveling together) comprising of 9,440 workers across six commodities.
- Companies and suppliers, **through risk assessments at the farm level**, developed a shared commitment on six priority issues:
 1. child labor
 2. hazardous work for young workers
 3. informality of employment relations
 4. excessive working hours, including for children
 5. lack of payment of minimum wages
 6. lack of access to basic services, such as water, hygiene, sanitation, and child protection.
- The project **responded to the COVID-19 pandemic through interventions** such as attribution of awareness materials, hygiene kits, and a needs assessment of workers and their families.
- Given the peculiarities of a transient workforce and lack of solid data and systems, a focus was to build trust and strong work in relationships among the project stakeholders. This was accomplished through cross-learning sessions and regular meetings with suppliers and companies. These efforts proved instrumental in getting supplier buy-in, understanding emerging best practices, and fostering collaborative approaches to remediation.

Sustainability and Next Steps

The project resulted in a new multi-stakeholder collaboration on the issues of labor migration, child protection, and responsible recruitment. Building on the groundwork laid during 2019–2020, FLA and the project partners plan to embark on a second phase of Harvesting the Future in 2021. The continuation of these efforts will focus on child protection and child labor remediation, elimination of hazardous work for workers under the age of 18, improving access to basic services, and strengthening responsible recruitment, grievance mechanisms, and adherence to living wage.

Harvesting the Future, Turkey

Brands



Suppliers



Public Partner Implementing Partner Industry Partners



2. Project Background

Seasonal Agricultural Workers in Turkey

Every spring, tens of thousands of seasonal workers migrate to agriculture production areas across Turkey. Most of these workers are from southeast Turkey. They travel as family groups moving from crop to crop for six to eight months each year.

From birth, seasonal migrant workers face issues that shape the trajectory of their lives. Poverty, debt cycles, lack of vocational skills, opportunities, income-generating activities, and lack of access to higher education, create a cycle of poverty that is difficult to overcome. These families experience poor living and working conditions and are often deprived of basic needs. Child labor emerges as a byproduct of this life—an economic necessity.



Photo 1: Seasonal Agricultural Workers in Izmir, Turkey

In this seasonal labor recruitment and employment cycle, labor intermediaries play a key role. They act as unofficial employment agents. Most deduct commissions from workers' wages, reducing the workers' take-home pay, often to below minimum wage. Typically, there are no written contracts between the parties, which leaves the workers vulnerable to pressure and arbitrary action by the intermediaries.

Fair Labor Association's Work in Turkey and Inception of "Harvesting the Future"

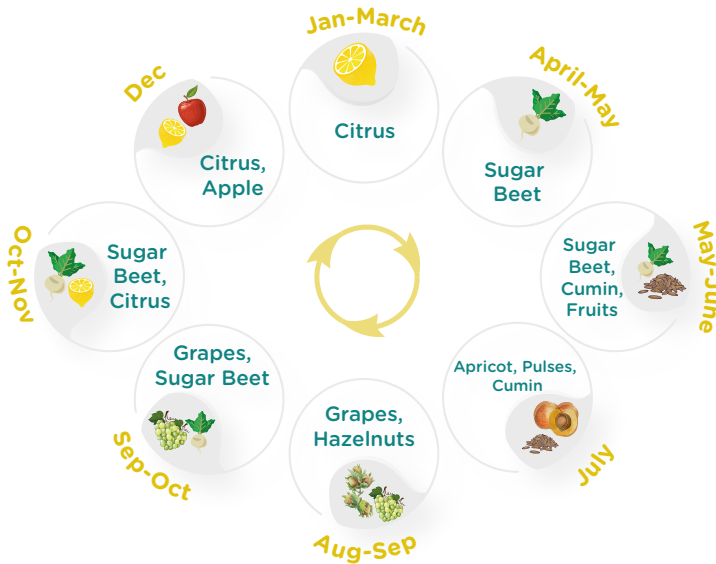
FLA promotes and protects workers' rights and improves workplace conditions through collaboration among business, civil society, and colleges and universities.¹ During 2015 to 2018, FLA led a human rights due diligence (HRDD) program in Turkey that focused on reducing child labor in the hazelnuts supply chains for three affiliated companies.² The project demonstrated that seasonal migrant workers involved in the hazelnut harvest are also employed in other agriculture commodities. They are most often managed by the same labor intermediary and face similar hardships while working in other crops.

Based on that insight and with an intention to create change beyond hazelnuts, the FLA launched "Harvesting the Future" in 2019. The project took a multi-sectoral, multi-geography, multi-stakeholder approach. The project focused on building the capacity of supply chain partners to ensure that they are able to address working conditions for their shared seasonal workforce.

Vision

**Different Supply Chains,
Same Workforce**

**Common Improvement
Areas**



Companies Operate in Silos

- ◆ Varying communication with producers and intermediaries
- ◆ Localized interventions

Lack of Supply Chain Traceability

- ◆ Opaque supply chains
- ◆ Partial traceability

Lack of Human Rights Due Diligence

- ◆ Lack of awareness
- ◆ Absence of data collection in upstream supply chains

Lack of Supplier Capacity

- ◆ Limited knowledge on labor standards

Supply Chain Human Rights Due Diligence Approach

The FLA provided step-by-step guidelines and tools to companies and suppliers to establish an internal human rights due diligence program based on three pillars:

1. supply chain mapping, traceability, risk assessment, and worker profiling
2. child labor monitoring and remediation
3. responsible recruitment and employment relations

These are topics high on the agendas of regulatory bodies, investors, buyers, and consumers. The project concentrated on helping companies and suppliers to gain visibility into their supply chains and workforce and demonstrate their efforts to conduct due diligence and improve working conditions.

¹ FLA sets high standards for working conditions in supply chains including farms and factories and help companies apply responsible sourcing and production practices across their global supply chains. FLA standards, along with our model of collaboration, accountability and transparency, help companies ensure that farm and factory workers are paid fairly and protected from risks to their health, safety, and well-being. The FLA has maintained a standard against child labor, monitored for compliance, and developed innovative solutions to address it since the organization's founding in 1999.

² Nestle, Olam, Balsu. More information on the project can be found here <https://www.fairlabor.org/global-issues/hazelnut-project-in-turkey>

Commodities in Focus

Initial research and dialogue with project partners confirmed that certain agricultural commodities have higher labor and human rights risks. Suppliers producing six high-risk commodities participated in all project activities.



Apricot

Harvest Time: July

Production in Turkey

Turkey is among the top three global producers of apricot. In 2018, Turkey produced 52 percent of global apricot supply.

About 55 percent of fresh apricot production and 85 percent of dried apricot production takes place in the Malatya province.

Labor Needs

At each stage of production, farmers need local or seasonal agricultural workers, depending on their garden size. Harvesting requires the highest number of workforce.

Tasks Undertaken by Workers During the Harvest

Picking

Carrying

Shaking

Pitting

Placement for Drying

Drying



Cumin

Harvest Time: June-July

Production in Turkey

Turkey is the fourth largest producer of cumin in the world producing (6 percent of global production). It is widely grown in Central Anatolia.

Labor Needs

The farmers sow cumin mostly by broadcasting that does not require labour. Hired labour is required during weeding and harvesting.

Farmers prefer to hiring temporary workers only if they have a large production area or if they do not have enough labour force within their own household.

Tasks Undertaken by Workers During the Harvest

Weeding

Picking



Hazelnut

Harvest Time: August-September

Production in Turkey

Turkey cultivates and processes most of the global hazelnuts, meeting 70 percent of hazelnut production in the world.

Hazelnuts are cultivated in the North of Anatolia, namely in the provinces of Ordu, Giresun, Trabzon, Rize, Artvin Samsun, Sinop, Düzce, Sakarya, Zonguldak and Kocaeli.

Labor Needs

Traditional production is labor-intensive, though mechanization is slowly gaining place in flat land. Harvest is the most labor-intensive period. Local and domestic migrant workers are recruited for harvest activities.

Tasks Undertaken by Workers During the Harvest

Picking

Carrying

Shaking

Disbudding



Sultana - Turkish Seedless Raisins

Harvest Time: August-September

Production in Turkey

Turkey is the world's largest grape manufacturer and exporter with a market share of 30 percent.

Sultana production is concentrated in the Western Aegean region in Turkey, mainly in Manisa, Denizli and İzmir.

Labor Needs

Workforce need is intensive in pruning and harvesting. Harvest is collected by hand, requiring use of special scissors. Usually, local and migrant workers are employed.

Tasks Undertaken by Workers During the Harvest

Cutting

Traying

Placement for Drying

Dipping



Potato

Harvest Time: September

Production in Turkey

Potato cultivation has been officially encouraged in Turkey since 19th century, and the country is the Middle East's biggest producer after Iran.

Potato is grown in nearly all provinces in the country and potato production was 4.8 million ton in 2017.

Labor Needs

Hoeing and harvesting are the main stages of potato production. Hoeing is a mechanized process but there is need for labor during the harvest. Domestic migrant workers are widely recruited for the potato harvest.

Tasks Undertaken by Workers During the Harvest

Picking

Carrying

Watering



Pistachio

Harvest Time: July-August

Production in Turkey

Turkey is known as the third-largest country for pistachio production after Iran and the United States of America.

Almost 56 provinces in Turkey produce pistachios. Gaziantep, Şanlıurfa, Adıyaman, Kahramanmaraş and Siirt are the most renowned provinces among them.

Labor Needs

Harvest dates are flexible depending on the product cycles and climate. Mostly, local workers from neighboring regions work in the harvest. While women work during the selection stage, men undertake remaining tasks such as cracking and carrying.

Tasks Undertaken by Workers During the Harvest

Cracking

Selecting

Carrying

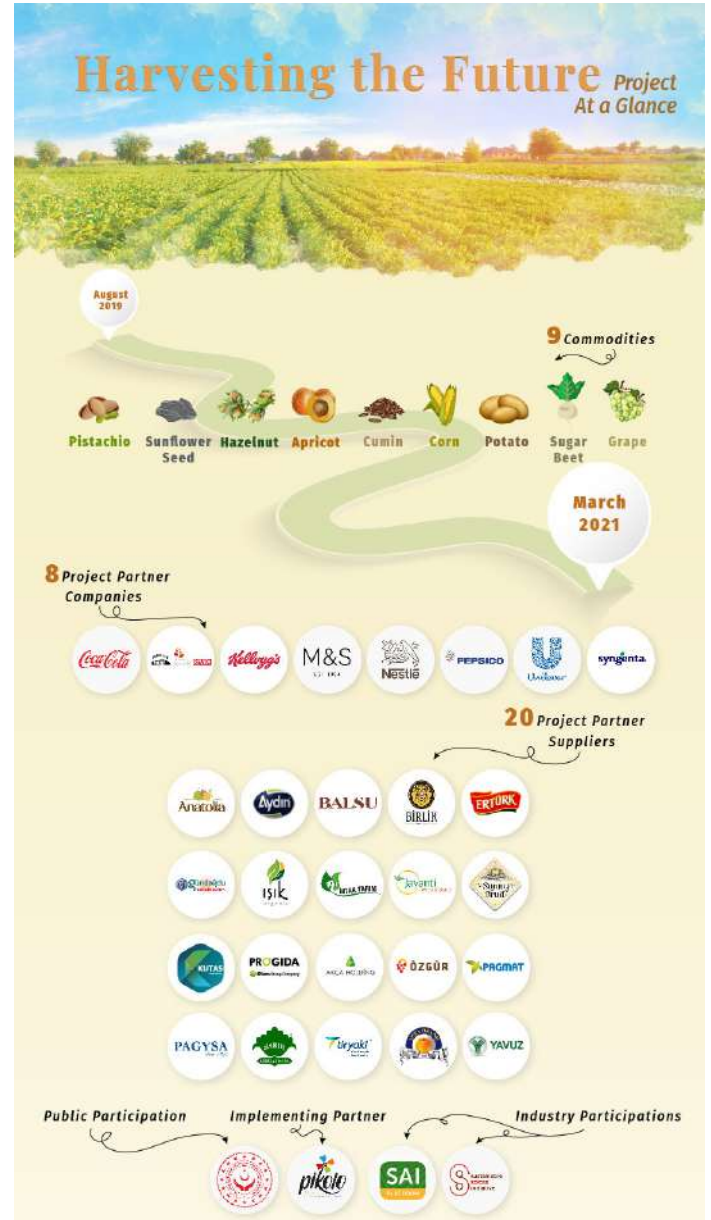
3. Objectives & Components

Project Objectives

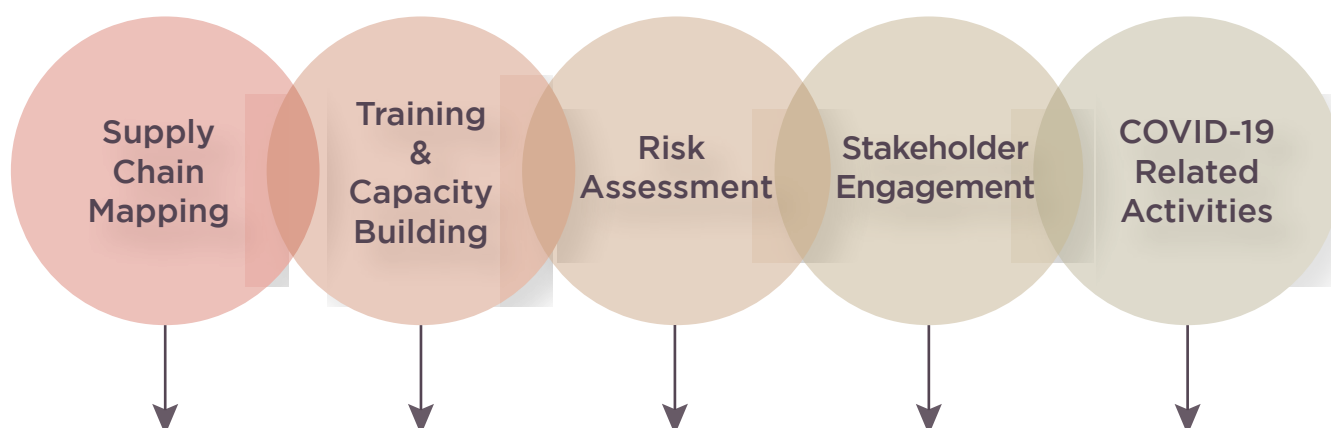
Eight of the largest global food and beverage companies (Coca-Cola, Jordans Dorset Ryvita, Kellogg's, Marks and Spencer, Nestlé, PepsiCo, Unilever, Syngenta) along with their 20 Turkish suppliers (Anatolia, Aydın, Balsu, Birlik, Ertürk, Gündoğdu, İntar Tarım, Işık, Jayanti, KFC, Kütaş, Olam, Osman Akça, Özgür, Pagmat, Pagysa, Sabırlar, Tiryakiler, Usta, Yavuz) joined the 20-month project (August 2019 to March 2021) which had four objectives:

1. Develop a collective understanding and standards on decent work for seasonal agriculture migrant workers.
2. Assist companies and their suppliers in mapping their upstream supply chains to the farms and establishing a human rights due diligence system to monitor and address child labor, responsible recruitment, and employment practices.
3. Map the profiles of workers and their families, farmers, and labor intermediaries to identify their child protection needs.
4. Boost stakeholder engagement, foster peer-to-peer learning, exchange good practices, and improve coordination on remediation including on child labor.

In 2020, to address the COVID-19 pandemic, FLA adapted the project plan and incorporated COVID-19 related interventions.



Project Components



Supply Chain Mapping

Supply chain mapping exercises with the project partners. Establishment of a database of labor intermediaries.

Training & Capacity Building

Delivery of trainings, provision of tools, procedures, and hands-on support during fieldwork.

Risk Assessment

Data collection from farmers, workers, and labor intermediaries.

Stakeholder Engagement

Monthly meetings, quarterly steering committee meetings, peer-to-peer learning sessions, and meetings with government officials.

COVID-19 Related Activities *(A later addition with the outbreak of COVID-19 in March 2020)*

Needs assessment and information sessions with labor intermediaries. Direct assistance through distribution of hygiene kits and other materials.

FLA Definition

Risk Assessment and Traceability	The Supplier uses risk assessments to prioritize its workplace labor compliance program implementation and progressively increase supply chain traceability.
Responsible Sourcing and Procurement	The Supplier aligns its sourcing/procurement practices with commitment to workplace labor standards.
Training of Staff	The Supplier identifies and ensures that the specific personnel responsible for implementing workplace labor standards (at head office and in the regions) are trained and are aware of the labor standards criteria.
Training of Supply Chain Actors	The Supplier obtains commitment and drives business partner awareness of labor standards.
Farm Level Monitoring	The Supplier conducts labor standards compliance monitoring at the farm level.
Grievance Mechanism	The Supplier ensures workers, farmers, and their family members (where applicable) have access to functioning grievance mechanisms, which include multiple reporting channels of which at least one is confidential.
Remediation	The Supplier works with business partners to remediate in a timely and preventative manner.

4. Challenges and Mitigation Measures

Trust: Suppliers were initially reluctant to share supply chain information given the varied experience suppliers had with HRDD systems, as well as their concerns about business confidentiality. The FLA team invested time and effort with these suppliers to create cooperation and trust and encourage transparency. Suppliers were asked to share a smaller list of their producers to kick-start the project.

Ownership: Not all suppliers were aware of the importance of establishing an internal monitoring and remediation system. Because they focused on sales and business development, it was difficult for them to unlearn long-standing business practices. A lack of capacity, resources, and technical know-how exacerbated the situation. The project team tackled the challenge by drawing attention to good examples and facilitating interaction with experienced peers at companies with mature HRDD programs.

COVID-19 Outbreak: The outbreak of the COVID-19 virus challenged the execution of project activities. Social distancing measures limited in-person meetings and trainings. Despite this, project partner Pikolo planned and implemented risk assessment activities and delivered training to labor intermediaries online to supplement reduced in person opportunities.

5. Component Based Reporting

5.1. Component 1: Supply Chain Mapping

Supply chain mapping was a core component that helped obtain insights in the supply chain tiers for apricots, cumin, grapes, hazelnuts, potatoes, and pistachios. FLA adopted a participatory approach with companies and suppliers to map the relationships and tiers in the supply chain. While companies and suppliers took lead on producer outreach, FLA supported the process by providing standard data collection tools and conducting in-person workshops on supply chain mapping.

To further support the suppliers, FLA and Pikolo provided on-the-job training to supplier staff in the fields. This component is partially completed as a part of the companies remain partially mapped. Furthermore, mapping efforts will continue in the next phase of the project for new partners.

Tools Used for This Component

- Supplier Profiling Tool
- Supply Chain Mapping Tool

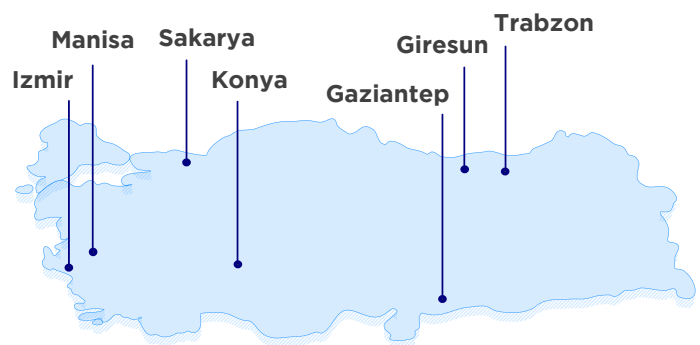
KPI 1 Average of 5 to 10 percent of each suppliers' supply chain mapped

Status:
**Partially
Completed**

Partner Suppliers



Supplier Headquarters (Cities)



Start of Social Compliance Related Efforts of the Suppliers

Supplier	Year of Establishment	Social Compliance
1	1989	2012
2	1979	2013
3	1965	2015
4	1996	2015
5	1974	1991
6	1990	2017
7	1821	2018
8	1979	2010
9	1965	2006
10	1985	2019
11	1968	2010
12	N/A	2019
13	2014	2016
14	2007	N/A
15	2007	2011

Certification Programmes

- ITU (Good Agricultural Practices)
- UTZ - Rainforest Alliance
- Fair Labor Association
- Fair for Life
- Fair TSA
- Naturland Fair
- Sedex
- ICS
- Organic Agriculture
- Global GAP
- Demeter

Most suppliers reported starting social compliance efforts only within the last 10 years.

Of the 15 suppliers who provided information, 10 reported participating in at least one certification/accreditation program. Of the suppliers participating in a certification scheme, eight reported having an internal monitoring system. In-depth interviews revealed that social compliance is not a component of internal monitoring programs.

Instead, internal monitoring mainly focuses on good agriculture practices and agronomy. Accordingly, the field teams usually consist of agricultural engineers who undertake social compliance related work, if instructed by the management. In this group, the hazelnut suppliers were an exception as they were found to have relatively mature social compliance programs.



5.2. Component 2: Risk Assessment

Risk assessment is an important component of FLA's methodology that was used in the project. Risk assessment helped plot the production cycle, seasonal calendar, production activities, hazardous work, risks, and groups involved in apricot, cumin, grape, hazelnut, potato, and pistachio production. It also increased understanding of the worker recruitment processes and working and living conditions.

FLA and Pikolo conducted visits to small holder farms during peak production months, and collected data from labor intermediaries, producers, workers, and their families. Suppliers supported the effort by providing access to the farms in their supply chains, accompanying FLA-Pikolo teams and eventually directly collecting data when needed.

Tools Used for This Component

- Worker Data Collection Tool
- Farmer Data Collection Tool
- Labor Intermediary Data

Summary of Data Collection Activities

KPI 2.1 Risks related to the Decent Work Principles identified for each supplier

Status:
Completed

Commodities in the Scope



Locations → **13 cities**
→ **35 district**
→ **86 villages**

Number of
Producer
Accessed : **746**



Number of
Labor Intermediary
Accessed : **363**



Number of
Worker Groups
Accessed : **528**



Number of
Workers
Accessed : **9440**

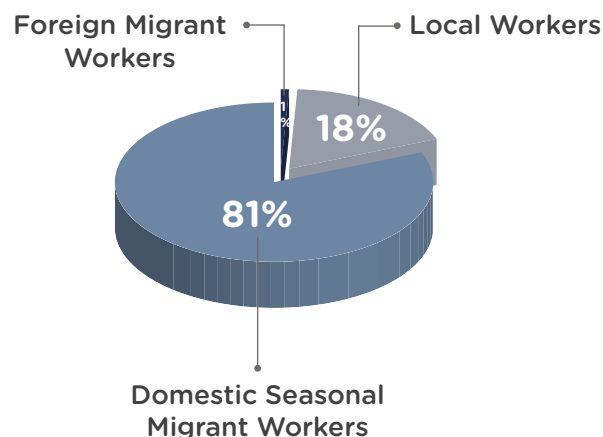


Please note that a number of worker, farmer and labor contractor surveys were excluded from the analysis during the data cleaning process, due to incomplete data. Therefore, the number of actors accessed and the number of surveys taken into account for analysis differ.

Salient Labor Rights Issues Identified

- Child labor
- Hazardous task undertaken by young workers
- Informality of work due to lack of contract and lack of registration of the labor intermediaries with the local authorities
- Long working hours
- Monetary deductions, leading to compensation less than legal minimum wage
- Debt bondage
- Stigma - Discrimination
- Harassment and abuse
- Poor living conditions (access to water, toilet, electricity, shelter)

Profile



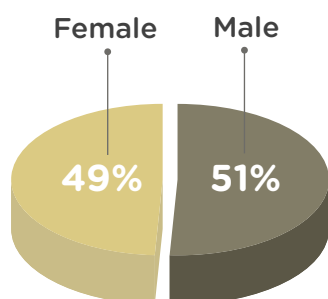
The data collected from 8675 farm workers and their families during 2019 and 2020 harvests of six crops in the project scope show that the work force is gender balanced and 77% are adults (>18 years).

Among the 33 percent of workers under 18 years old, seven percent are younger than 16 years, which is considered child labor under Turkish law. Sixteen percent are young workers (16-17 years old) who should not undertake any hazardous work.

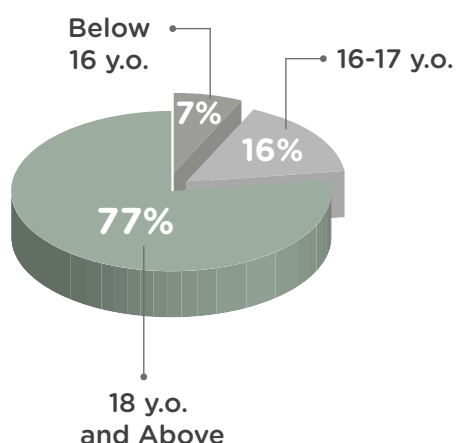
81% workers were domestic migrants from southeast Turkey. The largest domestic migrant groups were from Şanlıurfa, Diyarbakır, and Mardin. Foreign migrant workers were either Afghans or Syrians. Eighty-one percent of the workers reported working seven days a week without any rest; 19 percent reported one day of rest in seven days.

Aggregated Worker Profile Data

Gender

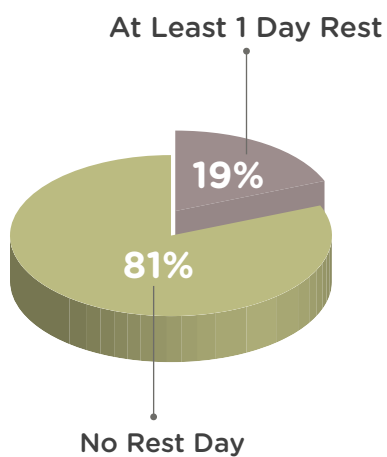


Age



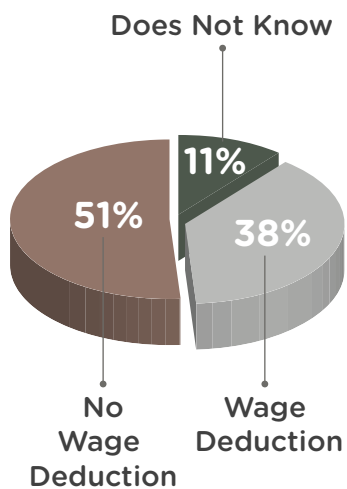


Rest Day

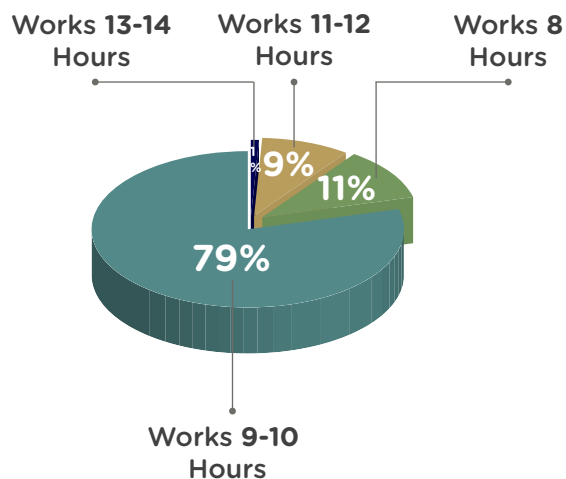


Seasonal migrant agricultural workers often do not have written contracts. Seventy-two percent of workers reported working without a contract. Among those who had a written contract, nine percent mentioned that they have been informed about the content of their contract. Irrespective of the contractual terms and conditions, workers work long hours. Only 11 percent of workers reported working eight hours per day, which is the legal limit. The balance worked more than eight hours, with 10 percent reporting more than 11 hours per day.

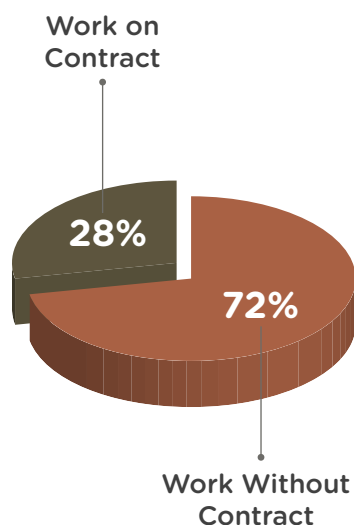
Wage Deductions



Daily Working Hours



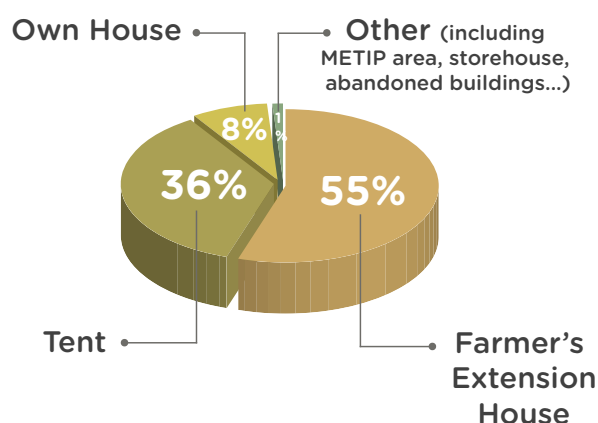
Contract Status



Most workers reported that their compensation fell below the legal minimum wage. A common reason was deductions made by the labor intermediaries. Several workers reported not being informed about the payment details.

- Fourteen percent of workers did not know how much they would be paid at the end of their work.
- Eleven percent did not know if there would be deductions from their wages.

Accommodation

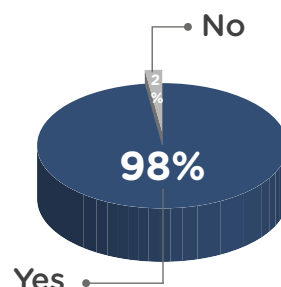


Workers resided in a wide range of accommodations. Some lived in self-built tents at the edge of the farm. Others lived in camps provided by the government near the production locations or in living quarters provided by the producers.

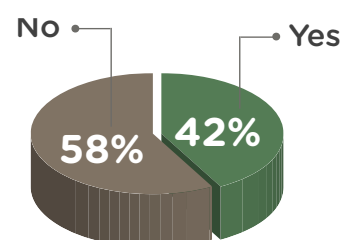
Half of the profiled workers reported no access to a toilet and electricity in their accommodations. Access to basic services was problematic at work sites as well. Nineteen percent of workers reported no access to potable water and 76 percent reported no access to toilets at the worksite.

Amenities - (excluding those residing in their own houses)

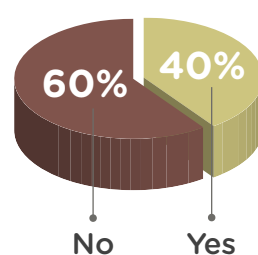
Access to Potable Water



Access to Toilet



Access to Electricity



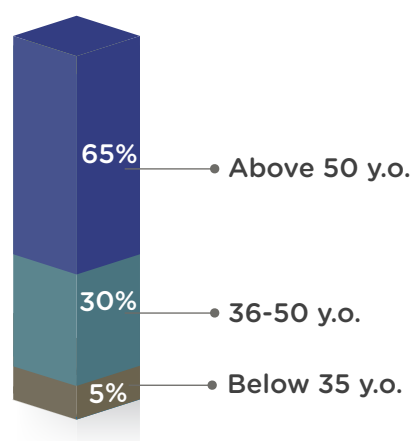


Aggregated Producer Profile Data

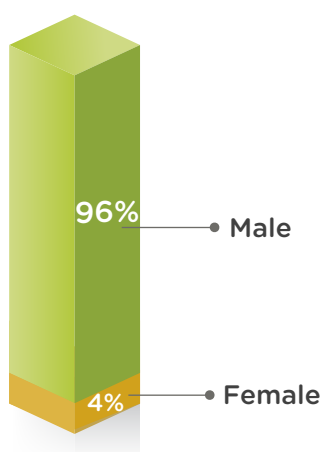
Data collected from 692 farmers/producers showed that the majority were male. Most are above 35 years and have been involved in agricultural production activities for several years in the same region. Most often, farming was a family business passed from generation to generation. Seventy-three percent of the producers were smallholder farmers working in an area smaller than 50 decar (10 decar = 1 hectare).

Half of the producers interviewed followed a certification program, and 59 percent were in direct contact with the suppliers.

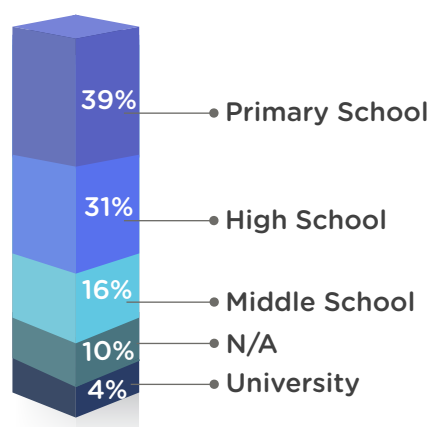
Producer Age (years)



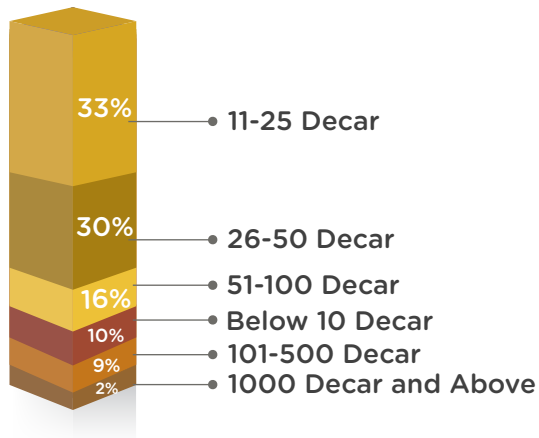
Producer Gender



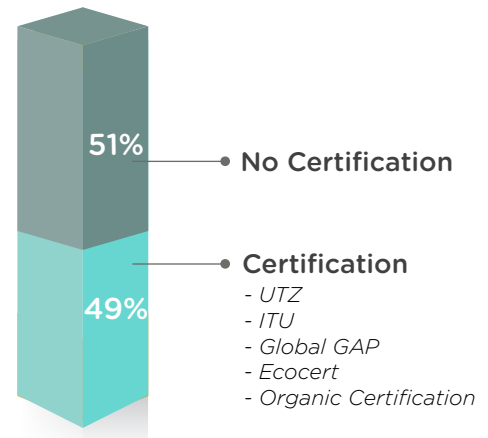
Producer Education



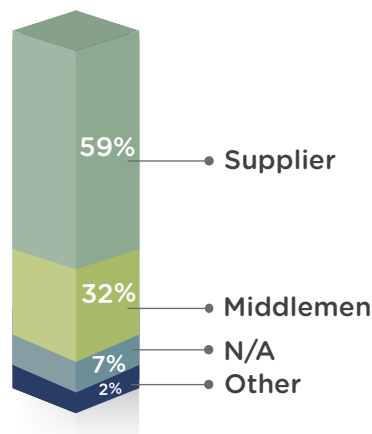
Production Area (Decar)



Certification



Connection to Supply Chain

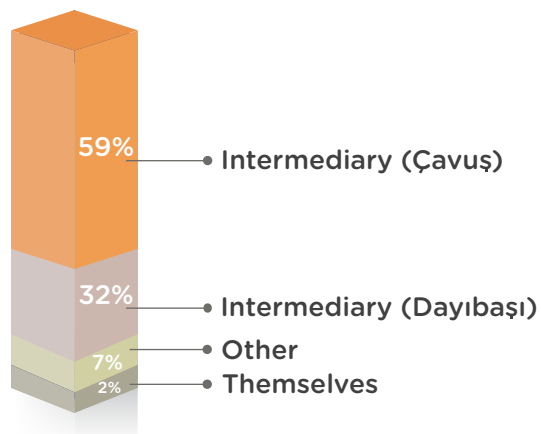


Ninety-one percent of the producers recruit their workers through a labor intermediary, exhibiting a high dependence by producers on recruiters. Eighty-five percent of producers reported paying workers' compensation (per legal requirements) to the intermediary and not directly to the workers. This suggests that the producers have minimal contact with workers. The responsibility of the employer is mostly delegated to the intermediary. Therefore, producers have limited oversight on how and what the labor intermediaries are paying workers.

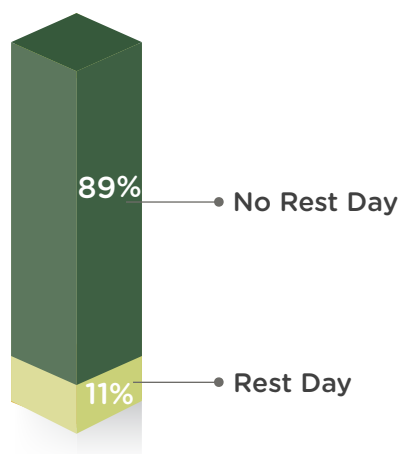
"Dayıbaşı" intermediaries deduct their commission from these payments before paying the workers, which often results in worker compensation below legal minimum wages.

For data triangulation of working hours reported by the workers, the field team inquired from the producers about working hours. Eighty-nine percent of producers confirmed those workers don't get a rest day in a seven-day work period. Among all producers, 19 percent reported that workers worked more than 10 hours per day; 39 percent reported between 9 hours and 10 hours; and four percent reported six hours to 8 hours per day.

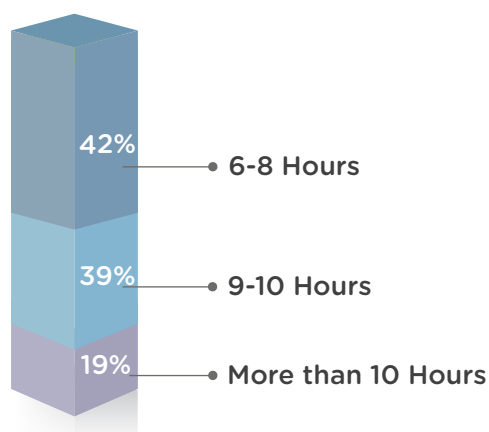
Recruitment Method



Workers' Rest Day (reported by producers)



Workers' Daily Working Hours (reported by producers)



Distinction Between “Çavuş” & “Dayıbaşı”

Generally speaking, two types of labor intermediaries operate in the field. They differ slightly in the way they operate, recruit workers, and deduct commissions.

“Çavuş” establish their own business network without being bound to a “Dayıbaşı”. They usually work a group of 10 to 20 workers and work in the field alongside workers. Çavuş do not deduct the wages from other workers but negotiate a double rate directly from the producer as a service fee for recruiting workers.

“Dayıbaşı” operate with a larger group, usually between 30 workers and 100 workers. The Dayıbaşı act as a worker supervisor and usually do not work alongside workers. For this service, the Dayıbaşı deducts a five percent to -10 percent commission from the wages of the workers.

In some cases, a Çavuş who works in the field may also deduct a commission instead of getting double wages from the producer.

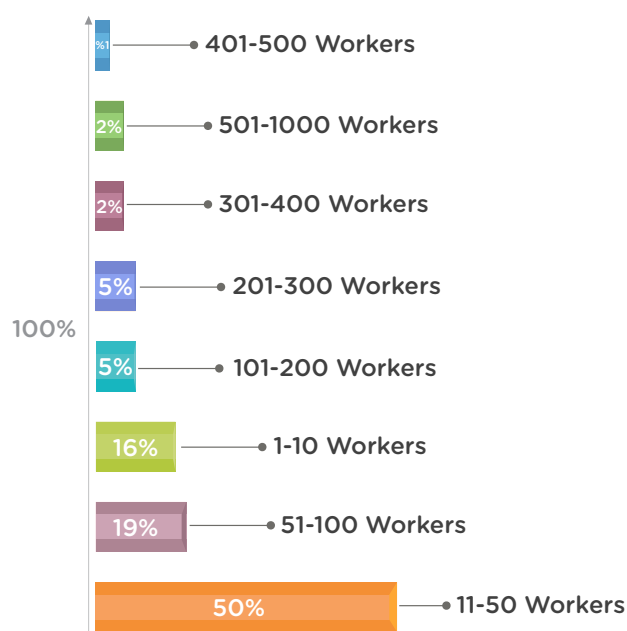


Aggregated Labor Intermediary Profile Data

Labor intermediaries are key players in the seasonal agricultural labor recruitment and placement processes as they connect workers and producers. Data collected from 332 labor intermediaries confirmed that they often place workers in more than one commodity. Intermediaries are predominantly male and usually neighbors and/or relatives of workers. They can manage groups ranging from 10 workers to 500 workers.

- » 28 of 84 labor intermediaries (33%) who provided workers for **grape** production activities declared that they also provided workers for **tomato** production activities.
- » 9 of 23 labor intermediaries (39%) who provided workers for **sugar beet** production activities declared that they also provided workers for **potato** production activities.
- » All of the 64 labor intermediaries (100%) who provided workers for **apricot** production activities declared that they also provided workers for **hazelnut** production activities.
- » 18 of 84 labor intermediaries (21%) who provided workers for **grape** production activities, declared that they also provided workers for **olive** production activities.
- » 3 of 21 labor intermediaries (14%) who provided workers for **potato** production activities declared that they also provided workers for **cumin** production activities.
- » 64 of 237 labor intermediaries (27%) who provided workers for **hazelnut** production activities declared that they also provided workers for **apricot** production activities.
- » All of the 6 labor intermediaries (100%) who provided workers for **corn** production activities declared that they also provided workers for **grape** production activities.
- » 5 of 7 labor intermediaries (71%) who provided workers for **cumin** production activities declared that they also provided workers for **sugar beet** production activities.
- » 11 of 23 labor intermediaries (48%) who provided workers for **sugar beet** production activities declared that they also provided workers for **hazelnut** production activities.

Workers' Groups Size



Mapped **labor intermediaries** can mobilize a total of **32,332 workers.**

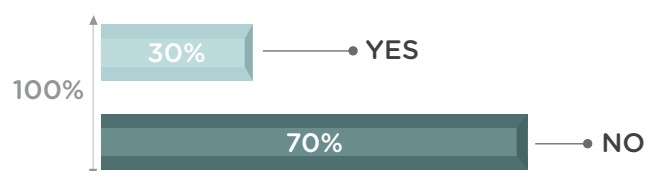
They supply workers for various agricultural supply chains. Some of the examples (outside of this project's scope) are as below:

Citrus	Olive	Spinach	Tomato
Pepper	Strawberry	Garlic	Tobacco
Cherry	Thyme	Plum	Melon
Watermelon	Cabbage	Mint	Cotton
Onion	Pea	Corn	Chickpea
Bean	Pear	Lentil	Apple

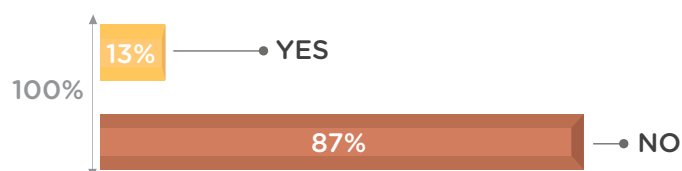
Key Findings About Intermediaries

Despite being the main interface with workers, 70 percent of the labor intermediaries have not been informed by any stakeholder of current labor laws or regulations. Eighty-seven percent mentioned receiving no vocational training. About three-quarters are not registered with the Turkish Employment Agency system (a legal requirement) and 69 percent do not report their activities to the agency as required by law. Contrary to the reports provided by the workers, only 37 percent reported that they make deductions from workers' wages.

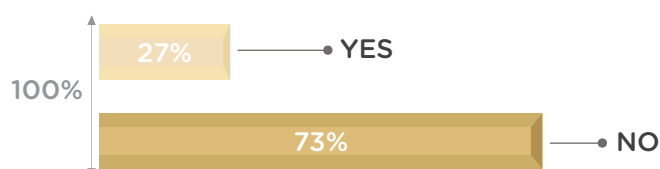
Informed about Relevant Legislation



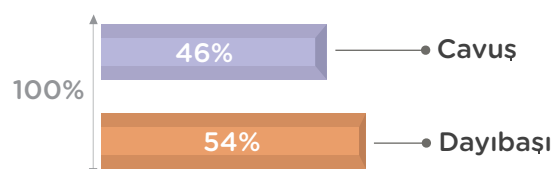
Received Vocational Training



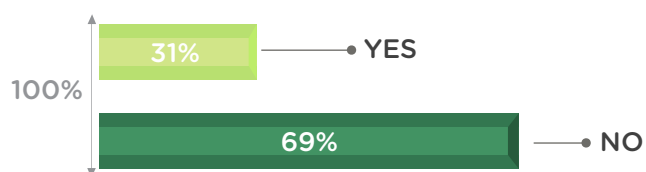
Registered in the Turkish Employment Agency System



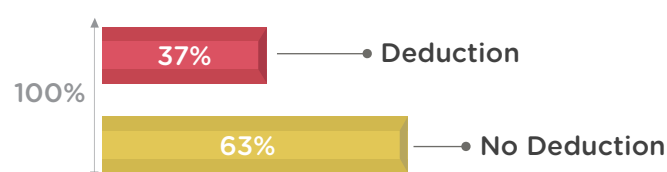
Labor Intermediary Profile



If Registered - Reports Activities



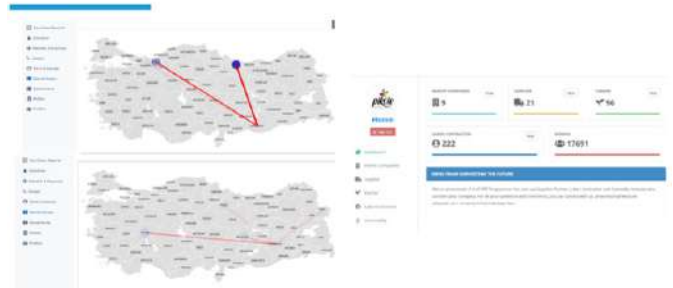
Deduction from Wages



Labor Intermediary Database

KPI 2.2 Labor Intermediary Database created and user access to the online database for each company and supplier provided

Status:
Completed



Online Database of Labor Intermediaries

FLA and Pikolo created an online database of labor intermediaries, building on the labor intermediary mapping that started in 2017. Data provided by the intermediaries was uploaded on this platform. Each project partner was granted access. Data uploaded was detailed and gave valuable insights about a range of key issues such as worker demographics and registration status of each labor intermediary.

The database is dynamic, and companies and suppliers will continue to update data on the labor intermediaries, allowing them to identify labor movement across commodities and assess risks related to their labor forces each year.



5.3. Component 3: Capacity Building of Supply Chain Actors

To facilitate the establishment and strengthen suppliers' social compliance and sustainability programs, the project team conducted several capacity building sessions. Some were in person while others were online due to COVID-19 restrictions.

Activities included training suppliers' management and field teams, farmers, and labor intermediaries; conducting a human rights due diligence gap analysis; and planning and advisory sessions with 12 suppliers. The project assisted labor intermediaries with legal registration.

Tools Used for This Component

- One-to-One Planning Tool for Suppliers

KPI 3.1 At least two management Staff are trained who are involved in social compliance programs at upstream supply chain

Status:
Completed

KPI 3.2 All suppliers develop a corrective action plans and participate in a two-day workshop training

Status:
Partially Completed

Twelve suppliers participated in the activities from the three regions:

- Şanlıurfa-Diyarbakır
- Mardin-Şırnak
- Manisa-Balıkesir

Forty participants (73 percent of suppliers' field staff) attended "Eliminating Child Labor in Agricultural Supply - Working with Labor Intermediaries" classroom trainings. The trainings were delivered by Development Workshop (Kalkınma Atölyesi) and UNICEF-Turkey in 2019. An additional 39 people participated in "Decent Work" trainings delivered by FLA staff.

Nine assessment areas were identified based on FLA Principles of Fair Labor and Responsible Sourcing for the Agriculture Sector

Labor Standards

Risk Assessment & Traceability

Responsible Sourcing & Procurement

Company Staff Training

Business Partner Training & Implementation

Monitoring

Functioning Grievance Mechanisms

Effective & Timely Remediation

Consultation with Stakeholders

KPI 3.3 A minimum of 70% field staff participate in decent work principles, working with farmer, labor intermediary and worker groups training

Status:
Completed

KPI 3.4 A minimum of 50% producers attend training in decent work principles

Status:
Partially Completed



Photo 2: Work Training in Trabzon, Turkey

FLA delivered an in-person producer training session for hazelnut suppliers in 2020. To support awareness building, FLA created and distributed informative brochures and posters on decent work principles. COVID-19 related restrictions did not allow to conduct more producer trainings during the first phase. It is planned to support the project partners to conduct producer trainings in the second phase.

KPI 3.5 A minimum of 60% of the labor intermediaries mapped in 2019 participate in decent work training sessions

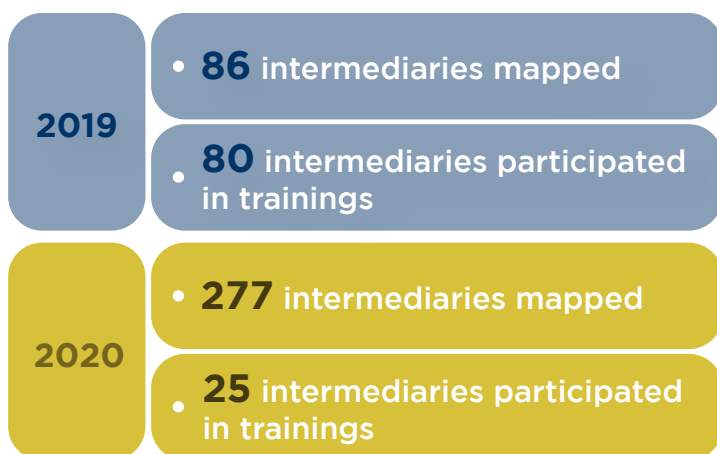
Status:
Completed

KPI 3.6 A minimum of 60% of the labor intermediaries mapped in 2020 participate in decent work training sessions

Status:
Partially Completed

In total, 105 labor intermediaries received training on child labor and decent work in 2019 and 2020. In 2020, most labor intermediaries received one-to-one advisory services virtually due to COVID-19 restrictions. Seventy-nine registered with the Turkish Employment Agency and received their intermediary certificates. Mapping, training and registration efforts will continue in the second phase as well.





Innovative Approach to Training Labor Intermediaries

Due to the COVID-19 pandemic, FLA piloted an innovative approach for training the labor intermediaries. A community-based, remotely-managed, information-sharing and registration pilot was designed. Local facilitators selected from among seasonal agricultural workers and intermediary communities contacted the intermediaries mapped during the 2020 harvest. They collected data, provided information about the relevant legislation, and assisted the intermediaries' registration with İŞKUR (Turkish Employment Agency).

5.4. Component 4: Stakeholder Engagement

The FLA process hinges on stakeholder engagement as part of building and sharing knowledge. Joint activities with the government enable exchange among partners and helped avoid duplication of efforts and maximized the use of financial, human, and time resources.

Knowledge and experience sharing occurred through 20 monthly meetings, 11 meetings between stakeholders and project partners, and four Project Steering Committee (PSC) meetings. FLA established three working groups to bring together suppliers dealing in three commodities (hazelnut, grape, cumin). Four cross-learning sessions were organized with suppliers to motivate them and boost their engagement. Suppliers with mature HRDD programs discussed experiences and lessons learned and provided practical tips and examples. Suppliers new to these efforts were able to ask questions from their more experienced peers.



Photo 3: Stakeholder Engagement in Konya, Turkey

Regular Meetings throughout the Project

Quarterly Project Steering Committee (PSC) Meetings

Monthly Project Partners Meetings

Other Meetings

Meetings with Local Stakeholders, CSOs

Working Groups

Cross Learning Sessions Among Partners



KPI 4.1 A minimum of 4 Project Streeting Committee meeting held

Status:
Completed

KPI 4.2 A minimum of 8 project partners meeting held KPI

Status:
Completed

The Ministry of Labor, Family and Social Services hosted the four PSC meetings. Partners had the opportunity to receive firsthand information about government plans and activities and ask questions.

KPI 4.3 A minimum of 2 cross learning sessions (one session peer to peer and one session for all project partners at Europe or Global Level)

Status:
Completed

	PSC Agenda	Date
1	• Workplan	15.11.2019
	• Preliminary Findings of Field Activities (2019)	
2	• COVID-19 Need Assessment Findings	29.05.2020
	• The Impact of COVID-19 on the Project Activities and Possible Cooperation Areas	
3	• Preliminary Findings of Field Activities (2020)	04.11.2020
	• Updates on EU Funded ILO Project and Potential Cooperation between the Projects	
4	• Summary of Phase I Activities	31.03.2021
	• Plans for Phase II of "Harvesting the Future"	
	• EU Mandatory Human Rights Due Diligence Directive by EU Parliament & Implications for the Partners	

	Cross-Learning Sessions	Presenter	Date
1	Combating Child Labor - Grievance Mechanisms Management	Balsu	23.02.2021
2	Registered Work and Contracts in Agriculture; Activities Targeting Seasonal Migrant Worker Women	Olam	03.03.2021
3	What difficulties were encountered in setting up sustainability programs and how were they overcome?	Yavuz Gıda	09.03.2021
4	Where to Start Developing a Social Compliance Program?	Sabırlar	16.03.2021

KPI 4.4 A minimum of 4 local stakeholder such as local CSOs, provincial directorates of Ministry of Agriculture; Ministry of Family, Labor and Social Services; Ministry of Education; Ministry of Health; Municipalities visited in each project location (province base)

Status:
Completed

The FLA organized two roundtables with local authorities (attended by 49 people). Several sessions were organized to share project goals and lessons learned with an international audience.

- FLA presented at an EU-funded Human Rights and Business Forum in Ankara in January 2020.

- FLA organized a panel discussion with three project partners (Nestle, PepsiCo, and Coca Cola) facilitated by Oxfam in February 2020 in Washington D.C.



Photo 4: Round Table Meeting in Konya, Turkey

- FLA presented at a workshop organized by Sustainable Spices Initiative (SSI) in February 2020 in Parisin.

- FLA and International Organization for Migration organized a webinar to provide guidance on protecting rights of migrant workers during COVID-19 in July 2020.

5.5. Component 5: COVID-19 Related Activities

To address the COVID-19 pandemic, FLA adapted the project plan and incorporated COVID-19-related interventions. Project partners led joint efforts to mitigate negative impacts on workers and their families.

FLA conducted a virtual COVID-19-focused needs assessment in April and May 2020. FLA developed COVID-19-related communication materials, which were distributed to labor intermediate diaries. FLA published practical guidance on its the impact of COVID-19 on child labor and urged companies to act.³

FLA affiliated agriculture companies active in Turkey distributed 1,000 school kits, 100 food kits, and 1,500 hygiene kits to the families of workers to protect from COVID-19 and facilitate children's attendance at school.

FLA affiliated apparel and sporting goods companies distributed socks and soccer balls to children from agriculture worker families with the help of four project suppliers in several villages in Ordu, Sakarya, Giresun, and Zonguldak.

³ <https://www.fairlabor.org/blog/entry/covid-19-and-child-labor-practical-guidance-companies-and-suppliers>



Tools Used for This Component

- Need Assessment Tool for Farmers
- Need Assessment Tool for Labor intermediaries & Workers

3 Main Activities Undertaken

1. Need Assessment – Information Collection

2. Informative Sessions with Labor intermediaries

3. COVID-19 Content Development

The main concerns of worker groups were:

- Finding decent accommodations
- Access to basic services (including washing stations and hygiene kits)
- Low wages and rising costs due to social distancing rules (e.g., transportation costs)

These concerns were communicated to the suppliers to prepare them before the workers arrive at their farms.

1. Need Assessment – Information Collection

In order to understand the actual and potential effects of COVID-19 on field activities, project participants conducted a needs assessment between April 2020 and June 2020 in collaboration with the FLA and Pikolo.

The team reached out to farmers and labor intermediaries in the partners' supply chains to collect information about the upcoming season and the needs of farmers and workers' groups. Reports detailing supplier-based findings were shared with the partners.

2. Informative Sessions With Labor Intermediaries

COVID-19 related content was created to raise intermediaries' awareness about COVID-19. The materials included health and safety precautions, and emphasized no child labor. The Pikolo team contacted 188 labor intermediaries via telephone calls to provide basic information about COVID-19-related measures.



COVID-19 Information Materials

3. Content Developed For Different Target Groups

In addition to COVID-19-specific materials (available for use by all suppliers), materials specific to hazelnut, cumin and sultana production were developed. Materials were customized for each supplier by adding their logo. Worker brochures, worker and producer posters, guidelines for labor intermediaries and supplier field staff were developed. A simple monitoring check list (on wages, hours of work, age verification) was included in labor contractor guidelines.

6. Conclusion and Next Steps

Harvesting the Future went beyond the usual commodity-based, single-company approach to promote coordination among industry peers. The project brought together a coalition of willing and visionary partners. The collective actions and sharing of knowledge helped scale the efforts of the project partners.

A focus at the outset was to map the supply chains, conduct risk assessments, build capacity, and establish trust and strong working relationships among the project stakeholders.



A commitment to ongoing stakeholder dialogue, including regular meetings and cross-learning sessions, supported these activities. An action-based learning approach proved critical in getting supplier buy-in, understanding good practices, and fostering collaborative approaches to remediation to overcome the challenges of a transient workforce and lack of solid data and systems. Engagement with national government officials helped inform national policy discussions by increasing knowledge of what was happening on the ground. At the local level it helped steer government resources to workers and strengthen operational-level interventions.

The project established a new multi-stakeholder collaboration at scale on issues of labor migration, child protection, and responsible recruitment. The project improved the capacity of the participants to tackle core labor rights challenges and increased coordination and implementation of responsible recruitment principles and child protection programs in companies' supply chains. By helping companies improve working conditions, the project provided a set of standards relevant to government regulators, investors, buyers, and consumers.

Building on this groundwork, FLA plans to embark on a second phase of Harvesting the Future in 2021. The continuation of these efforts will focus on child protection and child labor remediation, elimination of hazardous work for workers under age 18, improving access to basic services, and strengthening responsible recruitment, grievance mechanisms, and adherence to living wage standards. FLA invites the existing project partners and new willing companies and suppliers to join these efforts.



FAIR LABOR
ASSOCIATION