

HARVESTING THE FUTURE PHASE II: ACCESS TO REMEDY

NOVEMBER 2024

1. Executive summary

The Fair Labor Association's (FLA) Harvesting the Future (HTF) project grew from a vision to bring about far-reaching change in 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.

Harvesting the Future Phase II: Access to Remedy

Dates: June 2021 – May 2024

Company Partners: ABF/Jordan Dorset Ryvita, CocaCola, Kellogg, Marks & Spencer, Nestlé, VoiceVale

Industry Partner: IDH/SSI

Supplier Partners: Anatolia, Balsu, Durak Hazelnut, Ertürk, Grappa, Gürsoy, Işık Tarım, Jain, Jayanti, KFC Food, Ofi, Özgür Gıda, Osman Akça, Pagmat, Ronly, Sabırlar, Tariş, Tuğrul, Yavuz

Project Commodities: Cumin, Grape (Sultana), Hazelnut, Tea

After the culmination of its [pilot phase](#) (2019-2020), FLA launched Phase II of the project in the second quarter of 2021. This 30-month portion of the project focused on remediation. Specifically, it aimed to equip project partners to ensure child protection and child labor remediation; eliminate hazardous work for workers under the age of 18; improve access to basic services for seasonal migrant agricultural families; strengthen responsible recruitment and grievance mechanisms; and

explore the application of living wage standards in select commodities in Türkiye. FLA identified these topics as priority areas during risk analysis in Phase I.

FLA's goal for Phase II was to continue building the capacity of suppliers' programs with a modular approach. FLA identified six modules for Phase II; four core modules and two advanced modules designed to strengthen the relevant parts of partners' programs:

Core modules

- Module 1: Farm-level monitoring
- Module 2: Child labor remediation
- Module 3: Access to basic needs and promoting health and safety
- Module 4: Responsible recruitment

Advanced modules

- Module 5: Grievance mechanisms
- Module 6: Application of living wage standards



SULTANA HARVEST

Overall, Phase II kicked off the core activities for establishing workplace labor standard management systems, and suppliers took solid steps in this direction. In the future, they will need to work on consistency and scaling up. However, consistency, regular implementation, and further progress will rely on several factors, such as buyer companies' standards and expectations.

Buyer companies' expectations are driven in part by emerging international legislation; however, suppliers focus on a more practical issue—who should pay for the cost of establishing and maintaining such labor standard management systems? Lack of responsible sourcing practices, or poor communication and implementation, often lead to a reluctance from both parties to invest in the programs. Throughout the project, FLA observed that limited investment only results in limited progress.

HTF Phase III, launching in May 2024, will center on scaling up and ensuring consistency, coordination, and collaboration with the other stakeholders to use resources more effectively.

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2. About the project

2.1 Project background



FIELD VISIT DURING HARVEST

Every summer, tens of thousands of seasonal workers migrate to agriculture production areas across Türkiye. A majority of these workers are from southeastern Türkiye, and 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 development. This situation too often creates a vicious cycle for these migrant families as child labor results in continued poverty, poor living and working conditions, and a lack of opportunities.

The HTF project was designed to bring significant change in child protection and responsible recruitment by taking a "multi-commodity, multi-company, multi-geography approach." This approach was particularly important for companies that seek to make a positive and sustainable impact on workers, but are unable to do so on their own.

HTF is a result of FLA's earlier work in Türkiye. From 2016-2018, FLA mapped the movement of more than 300 labor intermediaries working with companies in the hazelnut sector in Türkiye's Black Sea region. The mapping revealed that 62% of the labor intermediaries provide workers with at least two crops. Each year in July, workers pick cumin and then move to grapes or hazelnuts, and then sugar beets and citrus fruits. This project showed that a multi-commodity approach was needed to improve working and living conditions for seasonal migrant workers.



HARVEST WORKERS

What's more, FLA found that many companies were unaware of the circumstances of this migrant workforce who worked for long hours without rest days, earning below minimum wage and struggling to access to basic needs such as clean water and sanitation facilities both at the worksites and their accommodations. Trading suppliers and growers have little knowledge of their responsibilities concerning child labor and responsible recruitment.

In 2018, FLA approached leading global companies that source agricultural commodities in Türkiye. Eight of the largest food and beverage companies in the world, with 20 Turkish suppliers active in six agricultural commodities, signed up to participate in

the HTF project. To ensure scalability and broader knowledge sharing, FLA partnered with the

Turkish Ministry of Labour and Social Services (MoLSS), the Sustainable Agriculture Initiative Platform (SAI), and IDH's Sustainable Spices Initiative (SSI). HTF Phase I launched in 2019.

2.2 Phase II objectives and results

FLA defined the modules in HTF Phase II by considering the varying maturity levels of suppliers' internal human rights due diligence and remediation programs, available resources, and supply chain partners' and companies' commitment to key topics. FLA facilitated the implementation of core modules with all project partner suppliers. Suppliers who had more advanced programs were also expected to progress in more advanced modules.

Module-based output results for Phase II include:

Core modules

Module 1: Farm-level monitoring

- Between 2021 – 2023, 48 participants from 19 supplier teams took part in three trainings on decent work principles and farm level monitoring.
- All project partner suppliers conducted farm-level monitoring at least once during Phase II.
- The project partner suppliers monitored a total of 1,388 farms out of 1,735 farms selected for the project during Phase II.

Module 2: Child labor remediation

- Sixty-eight participants from supplier teams completed two trainings on child labor remediation between 2022-2023.
- Twenty-seven participants from supplier teams took train-the-trainer sessions in 2024 to equip them with skills to publicize their standards.
- FLA reviewed 15 suppliers' policies and procedures.
- FLA contracted a professional expert to establish and improve the project partner suppliers' key policies and procedures.
- Eight suppliers developed materials to raise awareness and communicate their standards, such as brochures, posters, and booklets.
- Annex projects in 2021 and 2022 accessed a total of 350 children at risk of child labor.¹

Module 3: Access to basic needs and promoting health and safety

- Twenty-eight participants from supplier teams completed a training in 2023 on occupational health and safety in agriculture and access to basic needs.
- Supplier-initiated activities included establishing rest areas and improving living conditions at accommodation points, such as camps and houses.

Module 4: Responsible recruitment

- Thirty participants from supplier teams completed a training in 2022 to introduce an improved labor contractor database.

¹ A group of cumin suppliers went beyond the standard project activities during 2021 and 2022 harvests and collaborated to establish summer schools for children at risk in their supply chains. FLA coordinated the activities and named the collaborative efforts Annex projects.

- Project partner suppliers mapped 416 labor contractors between 2021-2023; 72 were certified.
- Nine suppliers delivered awareness trainings to the labor contractors in their supply chains for the first time.

Advanced modules

Module 5: Grievance mechanisms

- Forty-two participants from supplier teams completed two trainings in 2022 and 2023 on establishing field level grievance mechanisms.
- Hazelnut working group members completed a joint training in the workers' cities of origin, where their primary residences are located, to publicize their standards and grievance mechanisms; the sessions reached a total of 2023 workers during 2023 sessions in two cities of origin, Şanlıurfa and Diyarbakır.

Module 6: Application of living wage standards

- Seventeen participants from supplier teams completed a training in 2023 on living wage and living income.
- During the 2023 harvest, the project partner suppliers' teams collected data from 100 farmers and 96 workers using FLA-developed tools.

2.3 Challenges and mitigation measures

FLA encountered the following challenges during Phase II implementation:

COVID-19 restrictions: COVID-19 restrictions continued to limit in-person meetings and training during the initial stages of Phase II. Limited in-person interaction slowed the initial engagement of the supplier teams. FLA's implementing partners visited each supplier during the harvest season to boost engagement levels.

Available resources: Project partner suppliers would need to allocate a team to undertake the expected activities, and the team would spend more time and effort at the field level than in Phase I. This was a challenge for newly maturing programs that have yet to establish fully functioning sustainability departments. Executing project activities was often an additional burden on the already busy workload of agricultural engineers. They had to prioritize their primary responsibilities, especially under time pressure during the harvest season.

Changing focal points: The high turnover of the supplier staff often resulted in the loss of corporate memory, as only one person followed up on the project. Handing over information to new focal points was often a slow process.

The grey area of shouldering responsibility: The suppliers' business relationships with the buyer companies had a direct effect on their motivation to make long-term commitments to the project activities. The absence of a buying guarantee raises the standard question—who will pay for the efforts made towards compliance? In contrast, from buyer companies' perspective, compliance with legal requirements is a responsibility that suppliers should fulfill in the first place.

3. Module-based activities

3.1 Farm-level monitoring

3.1.1 Module activities

Trainings:

FLA delivered four online training sessions on worker rights in agriculture and internal monitoring processes in 2021. Refresher trainings in 2022 and 2023 targeted new staff in the suppliers' teams and those who wanted to refresh their knowledge. Forty-eight supplier staff members attended the trainings.

Topics covered in the trainings included:

- Worker rights and decent work principles (elimination of child labor, elimination of forced labor, non-discrimination, freedom of association and collective bargaining, employment relationship, occupational health and safety, hours of work, compensation, and harassment and abuse)
- Internal monitoring processes preparation (sampling, data collection tools, interview techniques validation, remediation, corrective action plans, referrals, and case management)

Field visits:

FLA visited each supplier's field during the harvest period in 2021, 2022, and 2023. The 2021 field visit was entirely focused on establishing and improving farm-level monitoring programs.

In 2021, FLA reviewed existing farm-level monitoring systems and shadowed their field-level activities to provide one-to-one feedback. FLA also completed a risk assessment exercise with new project partner suppliers, the initial step forward in establishing a farm-level monitoring system. Overall, supplier teams accessed 335 producers, 45 labor contractors, 118 worker groups, and 2,810 workers in the first year of Phase II.

All project partner suppliers conducted farm-level monitoring at least once during Phase II. According to their reporting, they monitored 1,388 of the 1,735 farms selected for the project during Phase II.

3.1.2 Key learnings

All project partner suppliers are expected to implement farm-level monitoring systems within the project's scope. Farm-level monitoring is a core module and is considered a foundational pillar for the workplace labor standard management systems, which this project aimed to establish.

Conducting farm-level monitoring for the first time originally appeared to be a relatively easy task for the supplier teams. All teams participated in basic training, during which they were provided with sample checklists, and they already had team members in contact with their farmers and visiting the farms regularly. As an entry step to the project, FLA conducted a risk assessment exercise in their fields. This offered an observational learning opportunity to interact with different supply chain actors to collect and analyze compliance data.

Although each supplier collected farm-level monitoring data at least once by themselves, consistency over the years proved to be a problem, especially for the new programs. FLA observed that farm-level monitoring becomes a challenge because it requires suppliers to allocate limited resources during an already busy harvest season. In the absence of a sustainability team clearly tasked with preparing for and carrying out the visits at the right time, farm-level monitoring becomes a side task for other departments. In these instances, the teams must focus on their primary tasks, and they may run out of time when it comes to farm-level monitoring. Even if they conduct the visits, they may not feel prepared to collect the monitoring data since they usually interact with the farmers only for agricultural purposes.

Once suppliers start regular farm monitoring and form sustainability teams, they will need to introduce additional checkpoints. First, the teams will have to regularly refresh their memories on labor standards and hone their skills to collect information from different supply chain actors. Second, they will have to learn to store and manage the collected data to inform their program and their next steps.

3.2 Child labor remediation

3.2.1 Module activities

Trainings:

FLA delivered six sessions of online training on child protection and remediation mechanisms to suppliers in 2022. A refresher training in 2023 targeted new members of the suppliers' teams and those who wanted to refresh their knowledge. Sixty-eight supplier staff members attended the training.

Topics covered in the training included:

- Child rights and business;
- Respect and support for child rights in agricultural supply chains: child Labor prevention measures;
- Risk assessment and child labor monitoring;
- Respect and support for child rights: child protection and safeguarding;
- Child labor case management and remediation; and
- Remediation planning: stakeholder engagement, social dialogue, and program development.

During field visits and follow-up one-to-one feedback sessions, a group of partners requested additional support from FLA to raise awareness and equip their teams with the skills necessary to

publicize their standards to different supply chain actors. FLA conducted two train-the-trainer sessions in 2024 (one in Manisa, the other in Istanbul) to a total of 27 supplier staff.

Child labor policy and procedure review:

Following the 2022 training, FLA reviewed 15 partner suppliers' child labor policies and procedures based on international standards and provided feedback to improve them.

Also, based on feedback collected during one-to-one meetings with the suppliers in the last quarter of Phase II, FLA decided to actively consult with partners on establishing and improving key policies and procedures as an additional project activity. Essential documents established or improved with the suppliers included the supplier code of conduct, risk analysis procedure, internal monitoring procedure, forced labor policy, child labor policy, child labor remediation and case management procedure, and grievance mechanism procedure. Twelve project partner suppliers worked with a consultant to review and improve the mentioned key documents.

Field visits:

During the 2022 and 2023 harvest visits, FLA collected information on the suppliers' child labor remediation activities. While remediation proved to be a challenging area, considerable effort has been made to raise awareness among key supply chain actors. During Phase II, eight suppliers developed and used awareness materials, such as brochures, posters, and booklets to communicate their standards to labor contractors (more information under 4. 3 – Responsible Recruitment).

3.2.2 Key learnings

Timely and preventive remediation is a fundamental FLA principle of upholding and protecting workers' rights in agricultural supply chains. Child labor remediation was another core module in the project that was closely connected with efforts towards farm-level monitoring.

Establishing and improving a system was incredibly challenging for newly maturing programs under this module. FLA emphasizes the need to work with experts to remediate child labor cases. These can be external experts if a supplier does not have such capacity internally. In these cases, the suppliers are expected to map and engage with the relevant stakeholders, local authorities, and civil society organizations in their region to make referrals. In addition, the supplier team must have clear policies and procedures to remediate child labor in place, so they can act swiftly if they come across a case. Overall, preparation should start early, months before the harvest season starts, and learnings should inform the strategy for the next season.

As programs mature, suppliers tend to recruit social workers temporarily for the harvest season, or as permanent staff, to run a case management system. These systems require complex work with forms, databases, and intensive field-level activity. Social workers are recruited using the relevant departments of universities in the region. Another step for the maturing programs is piloting summer schools, which suppliers operate in their supply chain to monitor the risk of child labor.

Sophisticated programs are also resource intensive. FLA aims to continue creating space for collaboration and coordination among partners so that they can use their resources more effectively and access as many at-risk children as possible.



ANNEX PROJECT SAFE SPACE, 2022

Annex projects in 2021 and 2022

FLA encouraged project partners to go beyond the core Phase II activities whenever possible. Commodity-based working group meetings served as platforms to discuss ways to move forward collectively, pool resources, and use them more effectively to create change. Some commodity groups were more ready to collaborate than others, depending on the maturity of their programs or available resources. As an example of such collaboration, FLA partnered with Cumin Working Group members to open safe spaces for children at risk of child labor during the 2021 and 2022 harvests. In two years, a total of 350 children regularly attended these safe spaces.

Following the 2022 activities, representatives from the suppliers, SSI, and FLA visited local authorities in the region. They shared lessons learned from 2021-2022 and discussed ways to mobilize local authorities' resources

3.3.1 Module activities

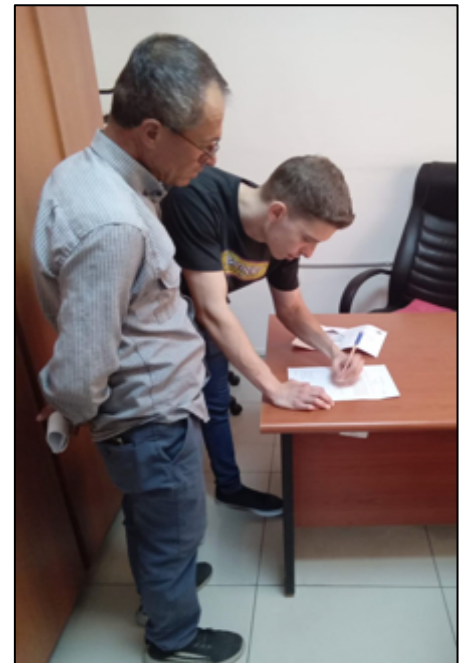
Trainings:

In 2022, FLA's implementing partner, Pikolo Association, delivered two train-the-trainer sessions for supplier teams to equip them with the skills to conduct awareness sessions with the labor contractors mapped in their supply chains. Topics covered in the training included child rights and child labor, as well as legal responsibilities, legislation, and advantages of formal work.

Mapping labor contractors and data entry in the labor contractor database:

During Phase I, FLA launched a database, which it administers jointly with Pikolo, for suppliers to map labor contractors in their supply chains and track their activities.

Each project partner has a unique username and password to access the database. While the suppliers can only access their own information, buyers can access all their suppliers' information.



REGISTRATION

Pikolo made improvements in the database during Phase II to render it more user-friendly. Leaders introduced the improved labor contractor database to supplier companies in 2022 during an orientation session. Thirty participants attended this session, where leaders presented data collection tools and tips to publicize the labor standards among accessed labor contractors. Thirteen participants attended the refresher session in 2023.

One-on-one consultancy to register labor contractors with the Turkish Employment Bureau:

FLA tasked Pikolo to work intensively with each supplier during 2023 to access as many labor contractors as possible in their supply chains, deliver awareness training to them, and facilitate the certification of uncertified labor contractors. In 2023 alone, suppliers mapped 69 new labor contractors. Nine suppliers were able to conduct awareness trainings with 25 of them. Eighteen met the requirements for certification, which they completed right after the training.

Overall, the suppliers mapped 416 labor contractors during Phase II (2021-2023). Seventy-two out of 416 were certified.

3.3.2 Key learnings

A core FLA principle is raising awareness among key supply chain actors on labor standards. Within the framework of the Responsible Recruitment Module, FLA concentrated its efforts on labor contractors, who are key agents connecting the farmers and the workers.

During Phase II, supplier teams successfully mapped labor contractors in the selected locations and monitored their certification status. Connecting the labor contractors with the local Turkish Employment Bureau and facilitating their certification as a first step towards formalization was not always easy. To obtain certification, labor contractors must be a Turkish citizen over 18 years old, have a primary school degree, and possess a clean penal record. Even if they meet the criteria, they may feel reluctant to report their activities to the authorities out of fear of paying income tax. FLA observed that a clear explanation of the process and requirements by the authorities is a strong motivator for labor contractors.

Also, a group of suppliers gained experience in delivering training on decent working conditions and child labor to the mapped labor contractors in their supply chains. Reluctant labor contractors did not accept the training invitations. The suppliers tried to be flexible for those who were willing to attend their training; they delivered classroom training whenever they could gather a group. They conducted one-on-one awareness sessions with the rest near the labor groups' worksites.



OCCUPATIONAL HEALTH AND SAFETY IN
AGRICULTURE TRAINING – IZMIR, 2023

3.4 Occupational health and safety

3.4.1 Module activities

Trainings:

In 2023, FLA delivered face-to-face trainings for supplier teams on occupational health and safety in agriculture. Fourteen staff attended the session in Izmir, and 14 staff attended the session in Istanbul.

Topics covered in the training included:

- Local and international legislation on occupational health and safety;
- Occupational sickness, accidents, and risk factors;
- Chemical, physical, biological, and ergonomic risks in agriculture;
- Accommodation conditions; and
- Special worker groups (young workers, elderly, pregnant, disabled, etc.).

Self-initiated activities:

Under this module, each supplier took different steps to support the workers in their supply chains. Based on available resources, suppliers' actions included distributing protective equipment and hygiene kits (kit composition differs but usually includes hats, t-shirts, and gloves); establishing rest areas in the workplaces; and improving living conditions in the camp areas and worker houses. Total numbers are not available and reporting remains an area of improvement for all of the suppliers.

3.4.2 Key learnings



REST AREA AT THE WORKSITE

The occupational health and safety in agriculture module encompasses self-initiated actions by the suppliers to improve conditions at the work and living areas. Risk assessment exercises conducted with each project partner proved that access to basic worker needs has been a key area of improvement. Whether small or large in scale, each supplier took steps towards improving conditions according to their available resources.

For a newly maturing program with a limited budget, the first steps suppliers take are distributing protective equipment and hygiene kits, and establishing rest areas.

Suppliers with more mature programs can make substantial improvements in workers' living areas. As a part of these efforts, suppliers renovate or incorporate

amenities such as sinks, showers, and water hoses in the workers' houses. In the camp areas, they ensure the provision of utilities, such as electricity and water supply for seasonal workers. One supplier recruited cleaning staff to maintain the camp areas and toilets.



ACCOMODATION AREA IMPROVEMENTS

As a next step, the suppliers should strive to consult more with the workers before planning their self-initiated actions. While suppliers' field-level experience helps them identify the workers' main needs, workers' opinions should shape decisions.

3.5 Grievance mechanisms

3.5.1 Module activities

FLA delivered online trainings on grievance mechanisms to suppliers in 2022. Refresher trainings in 2023 targeted new staff on the suppliers' teams and those who would like to refresh their knowledge. Forty-two supplier staff members attended the trainings. Topics covered in the training included grievance mechanism channels; establishment of child and worker-friendly feedback mechanisms; and ways to engage communities and motivate usage.

3.5.2 Key learnings

All project partner suppliers have factory-level grievance mechanisms, but establishing field-level grievance mechanisms has been a challenge for most, especially for the newly maturing programs. Although suppliers already had experience with developing a grievance mechanism system and the policies and procedures required for it, these mechanisms operate within a relatively isolated world. At the factory level, suppliers can easily monitor how different mechanisms function and how they have improved and take timely action for remediation as needed.

However, establishing field-level grievance mechanisms is a new and more complicated endeavor. Agricultural supply chains are complex and labor recruitment is often short-term and seasonal. FLA's experience in the field shows that workers prefer face-to-face interaction with a trusted figure, often their labor contractor and/or supervisor, to share their feedback and grievances. Beyond face-to-face interactions, suppliers should carefully consider multiple factors when choosing and designing a channel to pilot, such as workers' literacy levels, gender roles, command of language, access to smartphones, and network coverage in the area. FLA observes that as a starting point, the suppliers should map their supply chains and have a clear picture of their structure, the labor force, and potential risks.

Suppliers' experience with more mature programs shows that, at least for now, there is no single solution that ticks every box. Instead, suppliers should provide multiple complementary channels and publicize them during regular farmer, worker, and labor contractor trainings. They highlight that this is a process of continuous learning and improvement.



Raising awareness in the cities of origin

Even if a perfect mechanism were available, it would not work without trust building and continuous engagement by the supplier teams. FLA Hazelnut Working Group members have been working rigorously for years to raise awareness of their labor standards and publicize their grievance mechanisms during their harvest worker trainings. However, their experience showed that harvest worker training was practical only to a certain degree.

Balsu and ofi started to follow up with the worker groups in their supply chains in their cities of origin and conduct a series of activities, including trainings in 2016. Collaborative efforts that were halted due to COVID-19 resumed in 2022, following discussions in Hazelnut Working Group meetings. As a result of their joint efforts, Sabırlar, ofi, and Yavuz accessed 1,549 workers in 2022, 1,634 workers in 2023, and 2023 workers in 2024 during their Winter origin activities. FLA brought the collaborating hazelnut suppliers (Balsu, ofi, Sabırlarlar, and Yavuz) in the cities of origin and officials from the Ministry of Labor and Social Security together in an online meeting in 2024 to share the suppliers' experience so far and receive support on future activities.

Activities in the cities of origin enabled the suppliers to build a relationship based on trust and understanding with the workers over time. Feeling more comfortable in their hometowns and without the rush and fatigue of harvest time, workers achieved higher learning retention. Furthermore, workers became active participants in the training, asking questions and sharing their own experiences directly with the supplier teams.

3.6 Living wage and responsible sourcing

3.6.1 Module activities

Trainings:

FLA delivered online training on responsible sourcing practices in 2022 for buyer company staff. Topics covered in the training were:

- FLA's principle on responsible sourcing and procurement;
- A business case of responsible sourcing and procurement; and
- Company responsibility and procurement practices.

In 2023, FLA delivered an online training on living wage and living income for the supplier teams. Seventeen buyer company staff attended the training.

Data collection during the 2023 harvest:

FLA's training on living wage and income introduced key concepts and FLA data collection tools. FLA requested that each supplier company collect data from farmers and workers using these tools during the 2023 harvest. FLA's fair compensation manager analyzed data collected from 100 hazelnut farmers and 96 workers engaged in the 2023 hazelnut harvest.

3.6.2 Key learnings

Living wage and responsible sourcing are relatively new concepts for the project partner suppliers. FLA delivered training on responsible sourcing to the buyer companies and on living wage and living income to the suppliers. Additionally, as part of capacity-building efforts, FLA distributed tools after the training and requested that the suppliers collect data from their supply chain to identify gaps. This was an advanced step for most of the suppliers since the sector had been struggling to hit the minimum wage threshold for years.

Overall, the data collection experience showed that data collection and analysis remain areas for improvement for most suppliers. Only FLA member companies could access a meaningful number of workers and farmers for analysis; these companies could allocate staff time during the harvest and have prior experience collecting data from supply chain actors. FLA led the data cleaning, processing, and analysis stages for these companies.

The data collection pilot also was a learning experience for the FLA team. Feedback collected from the partners highlighted the need to redefine the types of data to be collected from workers and refine the data collection tool itself. Accuracy has been a source of discussion, including the calculation of in-kind benefits and deductions made from workers' wages. For the next phase, with

The image shows a data collection form titled 'Fair Labor'. It includes an introduction paragraph, a section for 'A. Credits' with a table for recording credits, and a section for 'B. Introduction and General Information' with checkboxes for seasonal workers, permanent residents, and household head status. Section 'C. Household - General Information' includes a table for recording household data with columns for gender, age, and household type.

TOOLS DEVELOPED BY FLA

the improved tool, data accuracy and ease of data processing are expected to improve. Also, as compensation data is not always available at the time of harvesting, the timing of the data collection may need to be adjusted.

4. Non-modular activities

4.1 Trainings to chambers of agriculture members

FLA and the Union of Chambers of Agriculture of Türkiye (TZOB) delivered "Decent Work in Agriculture" trainings in seven provinces, with support from the Ministry of Labor and Social Security. Chambers are authorities with a significant influence on farmers, and they make yearly announcements on key issues including the minimum daily wage to be paid to workers, working hours, and age limits.

These trainings were aimed at agricultural consultants and the general secretariat in the Chambers of Agriculture in Adana, Gaziantep, Konya, Malatya, Manisa, Sakarya, and Şanlıurfa. Training topics included minimum wage in agriculture, improvement of working conditions of seasonal agricultural workers, contracts, prevention of child labor, regulation on labor intermediation in agriculture, and precautions for COVID-19.

Representatives from 100 districts participated in trainings between September 12-October 8, 2021. Overall, 204 representatives attended 12 sessions.



TRAININGS COVERED IN LOCAL NEWSPAPERS

4.2 Meetings with project partners

During Phase II, FLA organized several meetings with project partners in different formats.

Project partner meetings: FLA conducted nine project partner meetings with the participation of both the buying companies and their suppliers operating in Türkiye. Online, bi-monthly meetings aimed to inform all project partners about the activities conducted within the last two months and those planned for the next period. Project partner meetings were usually on hiatus from July to October, taking into consideration the busy calendar of the suppliers. FLA's implementing partners visited each supplier during this period.

Commodity-based working group meetings: During Phase II, FLA organized 12 working group meetings with three main commodity groups: cumin, hazelnut, and sultana. The number of meetings per group differed based on the depth of collaboration. FLA has hosted more meetings with the Cumin Working Group, due to Annex project activities, and the Hazelnut Working Group, due to awareness activities in the cities of origin.

One-on-one meetings with suppliers: In 2022 and 2023, FLA conducted one-on-one feedback sessions with suppliers to create space to share their views on the project activities, their progress, and the challenges they faced. During 2022 meetings, FLA provided feedback and guidance on child labor policies and procedures. During 2023 meetings, FLA discussed the findings of the 2023 project end assessment reports and plans for Phase III.

5. Conclusion and next steps

Phase II was a learning experience for all project partners, especially those with newly maturing programs. Participants took solid steps to strengthen their programs by putting in place core systems such as farm-level monitoring and child labor remediation. They acquired experience in raising awareness among supply chain actors in several key labor issues, including child labor, occupational health and safety, access to basic needs, and responsible recruitment practices. They worked particularly closely with the labor contractors operating in their supply chains and facilitated their registration with the Turkish Employment Bureau as a foundational step towards formalizing their work.



SULTANA DRYING

Participants struggled with the expectations set for advanced modules, including launching field-level grievance mechanisms, and taking the first steps to identify living wage and income gaps. Still, the experience of the suppliers with more mature programs shows that progress is often slow and the process is complex. To achieve steady progress, participants will need to continue allocating resources for consistency and scaling up; establishing teams specializing in advancing their efforts; accelerating their awareness efforts both in the company and among their key supply chain actors; and improving their data collection, management, and analysis skills.

FLA will continue to support participants' efforts along the way. Building on the key learnings of Phase I and Phase II and feedback from the project partner suppliers, FLA will expand HTF activities for an additional two years (2024-2025) as HTF Phase III—Scaling Up. This new phase will advance progress on focus areas identified during Phase II, such as farm-level monitoring, child protection and child labor remediation, grievance mechanisms, and living wage.

Coordination and collaboration will be the key themes for Phase III. In the next phase, the project partners will be expected to work more closely with the members of their commodity-based working groups, actively seek new ways to join and expand efforts, and coordinate to boost impact. Cross-sectoral experience-sharing sessions among suppliers will aim to create a platform for learning. FLA will also encourage suppliers to engage closer with the local authorities and civil society organizations.

ABOUT THE FAIR LABOR ASSOCIATION

The Fair Labor Association (FLA) promotes human rights at work. We are an international network of companies, universities, and civil society organizations collaborating to ensure that millions of people working at the world's factories and farms are paid fairly and protected from risks to their health, safety, and well-being.