Final Technical Progress Report

Project Cultivar: Advancing Labor Rights in Agriculture in the Dominican Republic, Honduras and Nicaragua
May 2007 - May 2011

Funded by the U.S. Department of Labor Bureau of International Labor Affairs
E-9-K-7-0005
This document titled *Final Technical Progress Report for Project Cultivar: Advancing Labor Rights in Agriculture*, prepared by Social Accountability International (SAI) in the fourth quarter of the fourth year of the project, describes the activities carried out by SAI, its four Local Partners in the Dominican Republic, Honduras, and Nicaragua, and other subcontracted parties for the entire span of the project (May 15, 2007 to May 31, 2011).

This document was prepared by the following individuals:

<table>
<thead>
<tr>
<th>Name</th>
<th>Contribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eileen Kohl Kaufman</td>
<td>Editor</td>
</tr>
<tr>
<td>Executive Director, SAI</td>
<td></td>
</tr>
<tr>
<td>Matthew Fischer-Daly</td>
<td>Author</td>
</tr>
<tr>
<td>Senior Manager, SAI</td>
<td></td>
</tr>
<tr>
<td>Eliza M. Wright</td>
<td>Contributor</td>
</tr>
<tr>
<td>Program Associate, SAI</td>
<td></td>
</tr>
<tr>
<td>Nicomedes Castro</td>
<td>Contributors, Dominican Republic</td>
</tr>
<tr>
<td>Executive Director, CIAC</td>
<td></td>
</tr>
<tr>
<td>David Figueroa</td>
<td></td>
</tr>
<tr>
<td>Programs Coordinator, CIAC</td>
<td></td>
</tr>
<tr>
<td>Alsides Brea</td>
<td>Contributors, Dominican Republic</td>
</tr>
<tr>
<td>Executive Director, INCAP</td>
<td></td>
</tr>
<tr>
<td>Antonio Galán</td>
<td></td>
</tr>
<tr>
<td>Programs Coordinator, INCAP</td>
<td></td>
</tr>
<tr>
<td>Adelina Vásquez</td>
<td>Contributors, Honduras</td>
</tr>
<tr>
<td>Executive Director, CDH</td>
<td></td>
</tr>
<tr>
<td>Carlos Arturo Rivera</td>
<td></td>
</tr>
<tr>
<td>Programs Coordinator, CDH</td>
<td></td>
</tr>
<tr>
<td>Alberto Legall Torrez</td>
<td>Contributors, Nicaragua</td>
</tr>
<tr>
<td>Executive Director, PASE</td>
<td></td>
</tr>
<tr>
<td>Alberto Legall López</td>
<td></td>
</tr>
<tr>
<td>Program and Project Coordinator, PASE</td>
<td></td>
</tr>
</tbody>
</table>
Acknowledgements

SAI dedicates this report to the agricultural workers and proprietors of the banana, sugarcane, and melon sectors of the Dominican Republic, Honduras, and Nicaragua for their courage, time, and commitment to the principles and activities sponsored by Project Cultivar: Advancing Labor Rights in Agriculture. Not only was their involvement key to the project’s accomplishments in the region, but is a shining example of what multi-stakeholder participation can achieve in improving conditions in the workplace and in the industry as a whole. SAI extends gratitude to the various officials of the Ministries of Labor, Agriculture, and Public Health in each country for their openness and support for the project and its strategic objectives. Without their commitment and participation, the breadth and depth of social dialogue facilitated by Project Cultivar on a regional and national level by the project would not have been possible. And, it is the vision and commitment of the US Department of Labor (USDOL) which enabled the participants to come together to Advance Labor Rights in Agriculture in this project; we also thank Everett (E.J) Murtagh, Brenna Dougan and Laura Buffo who were the direct project contacts at USDOL.

Finally, with immense gratitude, SAI applauds the Project Cultivar research and implementing partners (Regional team, CDH, CIAC, CIECA, CIPAF, EMIH, INCAP and PASE) for their outstanding professionalism, excellent contributions and tremendous dedication to the mission of Project Cultivar. Their keen understanding of the complexities of labor relations and working conditions in the communities where they carried out project activities were pivotal to effective delivery of the message and mechanisms for labor right compliance promoted by Project Cultivar.
<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACC</td>
<td>Asociación de Colonos Azucareros del Ingenio Consuelo (Association of Sugarcane Producers of Ingenio Consuelo), Dominican Republic</td>
</tr>
<tr>
<td>AFD</td>
<td>Alcoholes Finos Dominicanos S.A. (Fine Dominican Alcohol S.A.), Dominican Republic</td>
</tr>
<tr>
<td>AGRIPAC</td>
<td>Agroindustrial Pacifico (Pacific Agro-Industry), Honduras</td>
</tr>
<tr>
<td>ANDEN</td>
<td>Asociación Nacional de Educadores de Nicaragua (National Association of Educators of Nicaragua)</td>
</tr>
<tr>
<td>ATC</td>
<td>Asociación de Trabajadores del Campo (Association of Field Workers), Nicaragua</td>
</tr>
<tr>
<td>CAEI</td>
<td>Consorcio Azucarero de Empresas Industriales (Sugar Consortium of Industrial Firms), Dominican Republic</td>
</tr>
<tr>
<td>CAFTA-DR</td>
<td>Dominican Republic- Central America Free Trade Agreement</td>
</tr>
<tr>
<td>CDH</td>
<td>Centro de Desarrollo Humano (Center for Human Development), Honduras</td>
</tr>
<tr>
<td>CDHST</td>
<td>State Counsel for Workplace Hygiene and Safety, Nicaragua</td>
</tr>
<tr>
<td>CES</td>
<td>Consejo Económico y Social (Socio-Economic Counsel), Honduras</td>
</tr>
<tr>
<td>CGT</td>
<td>Confederación General de Trabajadores (General Workers Confederation), Honduras</td>
</tr>
<tr>
<td>CIAC</td>
<td>Centro de Investigación y Apoyo Cultural (Center for Cultural Research and Support), Dominican Republic</td>
</tr>
<tr>
<td>CIPAF</td>
<td>Centro de Investigación para la Acción Femenina (Center of Research for Feminine Action), Dominican Republic</td>
</tr>
<tr>
<td>CMHST</td>
<td>Comité Mixto para Higiene y Salud en el Trabajo (Joint Worker-Manager Committee for Occupational Health and Safety)</td>
</tr>
<tr>
<td>CMS</td>
<td>Complaints Management System</td>
</tr>
<tr>
<td>CNPA</td>
<td>Comité Nacional de Productores Azucareros (National Committee of Sugar Producers), Nicaragua</td>
</tr>
<tr>
<td>COHEP</td>
<td>Consejo Hondureño de la Empresa Privada (Honduran Council for Private Business)</td>
</tr>
<tr>
<td>COSIBAH</td>
<td>Coordinadora de Sindicatos Bananeros y Agro-industriales de Honduras (Coordinator of Banana and Agro-Industry Unions of Honduras)</td>
</tr>
<tr>
<td>COVERCO</td>
<td>Commission for the Verification of Codes of Conduct, Guatemala</td>
</tr>
<tr>
<td>CST</td>
<td>Central Sandinista de Trabajadores (Sandinista Workers Union), Nicaragua</td>
</tr>
<tr>
<td>CST-JBE</td>
<td>Central Sandinista de Trabajadores “José Benito Escobar” (Workers Union Confederation “José Benito Escobar”), Nicaragua</td>
</tr>
<tr>
<td>CTH</td>
<td>Confederación de Trabajadores de Honduras (Workers Union of Honduras)</td>
</tr>
<tr>
<td>CUTH</td>
<td>Confederación Unitaria de Trabajadores de Honduras (United Workers Union of Honduras)</td>
</tr>
<tr>
<td>DVUS-UNAH</td>
<td>Dirección de Vinculación Universidad – Sociedad de la Universidad Nacional Autónoma de Honduras (Department of University Society Relations of the Autonomous University of Honduras)</td>
</tr>
<tr>
<td>EXCOSUR</td>
<td>Exportadora Costa Sur S. A. de C.V. (Export Company of South Coast), Honduras</td>
</tr>
<tr>
<td>FECARE</td>
<td>Federación de Colonos Azucareros de la Región Este (Federation of Sugarcane Producers of the East), Dominican Republic</td>
</tr>
<tr>
<td>FEDOCA</td>
<td>Federación Dominicana de Colonos Azucareros (Dominican Federation of Sugarcane Producers), Dominican Republic</td>
</tr>
<tr>
<td>FESITRANH</td>
<td>Federación Sindical de Trabajadores Nacionales de Honduras (National Union Federation of Honduras)</td>
</tr>
<tr>
<td>FETBASCH</td>
<td>Federación de Trabajadores del Banano, Agrícola y Servicios de Chinandega</td>
</tr>
<tr>
<td>Acronym</td>
<td>Description</td>
</tr>
<tr>
<td>-------------</td>
<td>------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>FETRABACH</td>
<td>Federation of <strong>Banana</strong>, Agricultural and Service Workers of Chinandega, <strong>Nicaragua</strong></td>
</tr>
<tr>
<td>FSLN</td>
<td>Frente Sandinista de Liberación Nacional (Sandinista Front for National Liberation), <strong>Nicaragua</strong></td>
</tr>
<tr>
<td>Global G.A.P</td>
<td>Global Good Agricultural Practice Standard</td>
</tr>
<tr>
<td>IHSS</td>
<td>Instituto Hondureño de Seguridad Social (<strong>Honduran</strong> Institute for Social Security)</td>
</tr>
<tr>
<td>INSS</td>
<td>Instituto Nicaragüense de Seguridad Social (<strong>Nicaragua</strong> Institute for Social Security)</td>
</tr>
<tr>
<td>M&amp;E</td>
<td>Monitoring and Evaluation</td>
</tr>
<tr>
<td>MAGFOR</td>
<td>Ministerio de Agricultura y Forestal (Ministry of Agriculture and Forestry), <strong>Nicaragua</strong></td>
</tr>
<tr>
<td>MARENA</td>
<td>Ministerio del Ambiente y Recursos Naturales (Ministry of the Environment and Natural Resources), <strong>Nicaragua</strong></td>
</tr>
<tr>
<td>MINED</td>
<td>Ministerio de Educación (Ministry of Education), <strong>Nicaragua</strong></td>
</tr>
<tr>
<td>MITRAB</td>
<td>Ministerio de Trabajo (Ministry of Labor)</td>
</tr>
<tr>
<td>MONTELIBANO</td>
<td>Agropecuaria Montelíbano (Agriculture Company), <strong>Honduras</strong></td>
</tr>
<tr>
<td>ILO</td>
<td>International Labor Office</td>
</tr>
<tr>
<td>OSH</td>
<td>Occupational Safety and Health</td>
</tr>
<tr>
<td>PASE</td>
<td>Profesionales para la Auditoría Social Empresarial (Professionals for Corporate and Social Auditing), <strong>Nicaragua</strong></td>
</tr>
<tr>
<td>UNDP</td>
<td>United Nations Development Programme</td>
</tr>
<tr>
<td>PPE</td>
<td>Personal Protective Equipment</td>
</tr>
<tr>
<td>SAG</td>
<td>Secretaría de Agricultura y Ganadería (Secretariat of Agriculture y Livestock), <strong>Honduras</strong></td>
</tr>
<tr>
<td>SAI</td>
<td>Social Accountability International</td>
</tr>
<tr>
<td>SERNA</td>
<td>Secretaría de Recursos Naturales y Ambiente (Secretariat of Natural Resources and Environment), <strong>Honduras</strong></td>
</tr>
<tr>
<td>SILAIS</td>
<td>El Sistema Local de Atención Integral en Salud (Local System for Integrated Focus on Health), <strong>Nicaragua</strong></td>
</tr>
<tr>
<td>STSS</td>
<td>Secretaría de Trabajo y Seguridad Social (Secretariat of Labor and Social Security), <strong>Honduras</strong></td>
</tr>
<tr>
<td>SURAGRO</td>
<td>Sur Agroindustrial (Agricultural Company of the South), <strong>Honduras</strong></td>
</tr>
<tr>
<td>TOT</td>
<td>Training of Trainers</td>
</tr>
<tr>
<td>USDOL</td>
<td>United States Department of Labor</td>
</tr>
</tbody>
</table>
Contents

I. Executive Summary ........................................................................................................................................... 7

II. Project Profile .................................................................................................................................................. 8
    Improved ability of targeted workers to exercise their labor rights, of targeted managers to ensure labor
    standards compliance, and of labor inspectors to enforce labor law in the agricultural sector .......... 8

III. Project Timeline .............................................................................................................................................. 14

IV. Diagnostic Study of Labor Relations and Working Conditions in CAFTA-DR Region ......................... 20

V. Baseline Data on Participating Farms and Factories by Sector ............................................................... 26

VI. Embedding a Culture of Compliance: Cultivar Training & Technical Assistance Methodology and
    Implementation ............................................................................................................................................... 29

VII. Social Dialogue – Roundtables and Consultative Groups ..................................................................... 40

VIII. Project Impacts: Quantitative and Qualitative Results by Objective ................................................... 44

IX. Conclusions ................................................................................................................................................. 53

X. Lessons Learned ........................................................................................................................................... 54

XI. Next Steps and Proposals ............................................................................................................................ 55

XII. Appendix: Case Studies, Training Materials, et al .............................................................................. 57
I. Executive Summary

Project Cultivar: Advancing Labor Rights in Agriculture was a U.S. Department of Labor funded project designed to increase labor law compliance and competitiveness in agricultural sectors of Central America and the Dominican Republic. Implemented through partnerships with local human rights NGOs led by SAI, Project Cultivar delivered training to 3,715 workers, 240 managers, 126 worker peer trainers, and 315 labor inspectors. This capacity building provided the infrastructure for ongoing social dialogue by heightening awareness of national labor laws, empowering workers to invoke their rights, strengthening managers’ capacity to comply with labor legislation, and equipping government inspectors with the tools to enforce regulations. It provided proof of concept of the multi-stakeholder, consultative, and capacity building model of SAI.

During the four-year project, Project Cultivar worked with 38 farms and factories in the Dominican Republic, Honduras, and Nicaragua. In all three countries, Project Cultivar improved dialogue concerning occupational health and safety issues at the workplace as well as with the labor ministry, reduced the number of complaints requiring outside support for resolution, and decreased both accidents and staff turnover (an indirect measure of worker satisfaction and a managerial cost-saving). Forty-two percent of participating farms initiated or re-activated Joint Worker-Manager Committees to monitor workplace health and safety issues; and 55% of farms installed first aid kits for employees. With respect to worker grievance management, 28% of farms implemented a system for registering and addressing problems in the workplace, and 44% reported an increase in the percentage of complaints resolved at the farm level.

To sustain these and other measured improvements and to address challenges to labor law compliance which are beyond the capacity of any single employer to resolve, Cultivar convened 32 Multi-Stakeholder Dialogue Roundtable meetings that facilitated tripartite social dialogue on labor rights. This industry-level social dialogue increased protections for migrant workers, provided a forum on cholera prevention during a 2010 outbreak in the Dominican Republic, re-activated a tripartite Occupational Safety and Health Council in Chinandega, Nicaragua, and established a university degree program on Labor Rights and Social Dialogue in Honduras.

Agriculture is a significant regional economic sector and a significant regional employer, with intrinsic risks and problems. Work on farms involves natural and physical risks, such as exposure to the sun and hazardous agrochemicals, and generally takes place in rural areas where enforcement of labor laws is weakest. Furthermore, tensions between employer and worker communities have historically complicated labor relations.

Addressing these challenges, Project Cultivar applied the systemic approach to promoting labor rights used by SAI since its innovation of the SA8000© Standard in 1997. Project Cultivar developed training materials customized for the crop sectors of banana, sugar, and melon, vetted them with local unions and government officials and then distributed these materials to key stakeholders to enable them to review, retain, and replicate the information in training for their peers. Training modules included: labor standards and national labor law; management systems; occupational safety and health; communications; and complaint management systems. Additional strategies included technical assistance in implementing management systems to sustain improvements on farms. Sustainability of the work is evidenced by the ongoing activities of Cultivar’s local partner organizations, whose expertise increased through their participation in the project.

SAI and its local partners- CDH, CIAC, INCAP and PASE- carried out the project’s mandates through this structured approach to increasing skills, knowledge, and dialogue facilitation. The engagement of workers and their trade unions, employers and their industry associations, and government officials at the national and local levels enabled Project Cultivar to support existing institutions and structures designed to implement labor standards. Coordination with other initiatives with similar objectives allowed Cultivar to maximize use of its resources by avoiding duplicative work and building on the existing expertise and lessons learned of other strategies. The support from USDOL and the dedication and skills of the partner organizations enabled SAI to implement a successful project, positioning SAI and its partners to build on the knowledge and lessons learned with the Cultivar model to improve labor standards compliance in other production systems and locations.
II. Project Profile

II. A. General Profile of the Project

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project No.:</td>
<td>E-9-K-7-0005</td>
</tr>
<tr>
<td>Country/Project Name:</td>
<td><strong>Dominican Republic, Honduras, Nicaragua/Cultivar</strong></td>
</tr>
<tr>
<td>Funding:</td>
<td>US$ 2,749,606.00</td>
</tr>
<tr>
<td>Project Duration:</td>
<td>May 15, 2007 – May 31, 2011</td>
</tr>
<tr>
<td>Evaluation Dates:</td>
<td>Mid-term: September 2009 Final: June 2011 (Internal)</td>
</tr>
<tr>
<td>Date Submitted:</td>
<td>August 12, 2011</td>
</tr>
<tr>
<td>Contact:</td>
<td>Everett J. Murtagh U.S. Department of Labor</td>
</tr>
<tr>
<td></td>
<td>Bureau of International Labor Affairs (ILAB)</td>
</tr>
</tbody>
</table>

II. B. Project Objectives

<table>
<thead>
<tr>
<th>Objective</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development Objective</td>
<td>Improve labor law compliance in the targeted agricultural sectors in the <strong>Dominican Republic, Nicaragua, and Honduras</strong></td>
</tr>
<tr>
<td>Objective 1</td>
<td>Increased understanding of labor rights among workers and management of participating farms</td>
</tr>
<tr>
<td>Objective 2</td>
<td>Improved ability of targeted workers to exercise their labor rights, of targeted managers to ensure labor standards compliance, and of labor inspectors to enforce labor law in the agricultural sector.</td>
</tr>
<tr>
<td>Objective 3</td>
<td>Sustainable mechanisms implemented for continually improving labor relations and working conditions in targeted sectors, particularly regarding health and safety</td>
</tr>
</tbody>
</table>

II. C. Project Background

On May 15, 2007, the Social Accountability International (SAI) Team was awarded a four-year cooperative agreement to implement *Building an Agriculture Alliance to Raise Labor Standards and Promote Social Dialogue in Central America*, in support of the U.S. Department of Labor’s Development Objective to improve labor law compliance in the agricultural sectors of Central America and the **Dominican Republic**. The USDOL development objective formed part of the overall strategy of the Governments of CAFTA-DR countries to implement “Chapter Sixteen: Labor” of the **Dominican Republic**-
Central America-United States Free Trade Agreement (CAFTA-DR). This project was later renamed “Project Cultivar: Advancing Labor Rights in Agriculture.”

In May 2007 SAI sub-contracted Development Alternatives, Inc. (DAI) as a member of the Project’s Alliance and established the Project’s first Regional Office in San Pedro Sula, Honduras. DAI’s primary responsibilities were: (1) conduct outreach and recruit corporate partners to provide financial and in-kind support to the project, subject to review by an international, multi-stakeholder advisory committee, (2) design and manage the Project’s Monitoring and Evaluation Program (MEP), (3) provide the initial Project Director (per approval by USDOL and SAI) during the project launch for one year; and (4) provide technical guidance in the application of, and the training on, occupational health and safety standards in the agricultural sector.

To serve as start-up Regional Director (Chief of Party) of the Honduran Project Cultivar Office, SAI and DAI approved DAI employee Dr. Symantha Holben in July 2007. Dr. Holben participated in the preliminary project planning and initial activities of Project Cultivar with SAI and USDOL. As Regional Director, her primary objectives were to plan and implement training and social dialogue events in close coordination with SAI and its Local Partners, as well as to provide leadership and direction to Project Cultivar’s Local Partners and the Regional Office staff.

Results from regional diagnostic studies recommended that Project Cultivar begin implementation in the melon sector in Honduras and in the banana sector in Nicaragua, in addition to the banana sector in the Dominican Republic. Hence, the Project’s Regional Office was first established in San Pedro Sula because of its proximity to the melon plantations of Choluteca Province in southern Honduras and the banana plantations of Chinandega Province across the border in Nicaragua. After one year of operation in Honduras, in June 2008, Dr. Rafael Barrera was named the permanent Regional Director, and the Regional Office was relocated to Managua, Nicaragua, closer to his home and more centrally located for regional travel.

In June 2009, DAI’s contract was terminated after the appointment of the permanent director and the reassignment of its other tasks to regionally-based personnel.

The following staff contributed to the implementation of Project Cultivar:

**SAI Headquarters**

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alice Tepper Marlin</td>
<td>President</td>
</tr>
<tr>
<td>Eileen Kohl Kaufman</td>
<td>Executive Director</td>
</tr>
<tr>
<td>Judy Gearhart</td>
<td>Director of Programs (May 2007- March 2011)</td>
</tr>
<tr>
<td>Dr. Elena Arengo</td>
<td>Director of Programs for Latin America (May 2007- February 2011)</td>
</tr>
<tr>
<td>Richard Cook</td>
<td>Chief Financial Officer</td>
</tr>
<tr>
<td>Matthew Fischer-Daly</td>
<td>Senior Manager</td>
</tr>
<tr>
<td>Yolanda Brenes</td>
<td>Senior Manager</td>
</tr>
<tr>
<td>Julia Ponce</td>
<td>Program Associate (May 2007 – June 2010)</td>
</tr>
<tr>
<td>Eliza Wright</td>
<td>Program Associate (June 2010 – May 2011)</td>
</tr>
</tbody>
</table>
DAI Team

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr. Symantha Holben</td>
<td>Regional Director (May 2007- May 2008)</td>
</tr>
</tbody>
</table>

Cultivar Regional Team

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr. Rafael Barrera</td>
<td>Regional Director (June 2008 – May 2011)</td>
</tr>
<tr>
<td>Antonio Duarte</td>
<td>Assistant Director (June 2009 - May 2010)</td>
</tr>
<tr>
<td>Carlos Morales</td>
<td>Deputy Director (December 2009 – May 2011)</td>
</tr>
<tr>
<td>Elizabeth Torres</td>
<td>Administrative Assistant (April 2009 – May 2011)</td>
</tr>
</tbody>
</table>

Local Partners

<table>
<thead>
<tr>
<th>Country</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dominican Republic</td>
<td>Centro de Investigación y Apoyo Cultural (CIAC) (Center of Research and Cultural Support)</td>
</tr>
<tr>
<td></td>
<td>Instituto para la Cultura y Autogestión Popular de la Región Noroeste (INCAP) (Institute for Culture and Local Self Reliance of the Northwest Region)</td>
</tr>
<tr>
<td>Honduras</td>
<td>Centro de Desarrollo Humano (CDH) (Center for Human Development)</td>
</tr>
<tr>
<td>Nicaragua</td>
<td>Profesionales para la Auditoria Social Empresarial (PASE) (Professionals in Social Auditing of Business)</td>
</tr>
</tbody>
</table>

II. D. Project Strategies

*Project Cultivar: Advancing Labor Rights in Agriculture* aimed to strengthen compliance with national labor laws, emphasizing occupational safety and health, at workplaces of the agricultural industry through an innovative approach leveraging:

- **worker–manager training** to develop mature labor relations and open dialogue as the foundation for sustainable workplace improvements;
- **technical assistance** for a) workplace managers to implement management systems for continual improvement, b) trade unions and workers organizations to train workers on occupational health and safety, and c) labor ministries to implement best practices in labor inspections in agriculture;
- **facilitation of multi-stakeholder dialogue** roundtables that engender ownership by each stakeholder group and build a sustainable culture of compliance through inclusive, solution-focused meetings, and
- **multinational brand companies’ support** for labor standards in their supply chains.
To implement project activities, *Cultivar* developed a regional network of strategic partners - local non-governmental organizations (NGOs)--which are experienced specialists in rights-based sustainable development having training and stakeholder engagement capacities in their respective countries. In the project design stage, SAI (and DAI) traveled to interview prospective candidates in the Dominican Republic, Honduras, and Nicaragua to select organizations based on three key competencies: technical, administrative, and stakeholder engagement.

To attain **Intermediate Objective 1** - *increased understanding of labor rights among workers and management of participating farms*-- *Project Cultivar* delivered separate and joint training programs for workers and managers on labor rights and national labor law. In order to increase the capacity of employers/managers to improve working conditions and achieve compliance, *Project Cultivar* activities also included manager-specific training on assessment of compliance.

To achieve **Intermediate Objective 2** - *Improved ability of targeted workers to exercise their labor rights, of targeted managers to ensure labor standards compliance, and of labor inspectors to enforce labor law in the agricultural sector*-- *Cultivar* delivered training for people in three key groups: workers, employers and labor inspectors. Training for workers, workers’ representatives and managers focused on three topics: management systems for continual improvement of labor conditions; occupational safety and health; and communications and complaint resolution at the workplace. Initial training workshops were separate, and subsequent workshops were joint worker-manager sessions. Training for labor inspectors concentrated on how to apply best practices in social auditing during labor inspections in agriculture.

To accomplish **Intermediate Objective 3** - *implementing sustainable mechanisms to continually improve labor relations and working conditions in targeted sectors*-- *Cultivar* delivered technical assistance and facilitated social dialogue on labor rights. Technical assistance included these three areas: a training of trainers program for worker representatives; tools to implement social compliance management systems for managers; and support on key challenges for labor ministries, *e.g.* cholera prevention. Facilitation of social dialogue included in scope the workplace and the industry, with over 30 multi-stakeholder meetings to take place.

At the workplace, the *Project* facilitated bilateral social dialogue through joint worker-manager training workshops, communications and dispute resolution modules, and support for activation of legally required Joint Worker-Manager Committees for OSH. At the industry level, *Cultivar* facilitated multi-stakeholder dialogue by convening workers, employers, local civil society, and government officials in an inclusive forum to identify entrenched obstacles to labor law compliance and develop consensus-based strategies to overcome those obstacles.

### II. E.  Highlighted Achievements from *Project Cultivar*

- 38 farms benefited from labor rights training programs (21 banana, 15 sugarcane plantations, 1 sugar mill, 1 melon); 19 of the farms also benefited from technical assistance.
- 3,715 workers and 240 managers benefited from training on international labor standards, occupational safety and health, communications and resolving complaints at the workplace.
- 315 labor inspectors and other government representatives benefited from training on social auditing techniques and best practices for labor inspections in agriculture
- Agreement to collaborate in *Project Cultivar*, signed by the three trade unions of the banana sector of Nicaragua - Federación Luis Anduray Neyra, Federación de Trabajadores del Banano,
2,202 workers from all three countries developed training skills through the “Training of Trainers” program implemented by Cultivar. In the Dominican banana and sugarcane sectors, worker representatives went on to replicate that training content in Creole.

21 farms installed first aid kits and implemented policies requiring regular preventative medical examinations.

16 farms established or reactivated Joint Worker-Manager OSH Committees across all countries. On the farms where a committee was already established, Project Cultivar helped to strengthen their functioning

11 farms established Complaints Managements Systems to resolve worker grievances on site

13 farms, which had previous cases brought before the labor courts, reported an increase in the percentage of workplace complaints resolved at the farm [rather than off-farm] level, as a result of their participation in Project Cultivar.

Sector-wide reduction in the number of complaints received at the government level in two countries was credited to the work of Project Cultivar by the Ministry of Labor Departmental offices in the banana-export region of the Dominican Republic and banana- and sugar-producing region of Nicaragua.

In Honduras, CDH cooperated with the Universidad Nacional Autónoma de Honduras (UNAH) to develop the Certificate Program in Social Dialogue, Labor Relations, and Management Systems based on international labor norms of the International Labor Organization (ILO). It graduated its first class of 32 participants in November 2010. The members of the graduating class--students from UNAH, government representatives, and participants from the private sector--subsequently trained 40 additional students on the curriculum materials.

Educational materials on labor rights in agriculture provided to participating workplaces, Labor Ministries and the public, including 8 volumes in Haitian Creole for workers in the Dominican agricultural sector

The Multi-Stakeholder Dialogue Roundtable in the sugar sector of the Dominican Republic represented a historic first meeting of workers, sugarcane producers, sugar companies, government and civil-society organizations to discuss labor conditions in the sector.

The Multi-Stakeholder Dialogue Roundtable in the banana sector of the Dominican Republic brokered groundbreaking agreements addressing the treatment of Haitian workers:

- The military agreed not to pursue undocumented workers and to accept temporary work visas as valid ID for Haitian migrants;
- The Haitian Consulate agreed to send a mobile unit to the farms to issue temporary identification documents so that laborers could work legally and gain access to limited social benefits, and
- The Dominican Immigration Department agreed to work with the Haitian Consulate on matters concerning the issuance of work visas.

The Cholera Prevention meetings of the Multi-Stakeholder Dialogue Roundtable in the Dominican Republic produced a plan for preventing cholera at agricultural workplaces throughout the country. Armed with a manual on cholera prevention developed by Cultivar, every project-participating farm in the country implemented preventive practices, including the distribution of 200 reusable containers of potable water.

The Departmental Occupational Safety and Health Council of Chinandega, the region of banana and sugar production in Nicaragua, reactivated its monthly meetings as a result of support from the Cultivar Multi-Stakeholder Dialogue Roundtable
• U.S. Ambassadors to **Nicaragua** and **Honduras** visited *Project Cultivar* farms in 2011; U.S. Labor Attaches from all three countries visited participating farms during 2010 and 2011; and all commented favorably
III. Project Timeline

May – June 2007:

- *Project Cultivar* launched – SAI signed agreement with USDOL, opened Regional Office in San Pedro Sula, engaged global stakeholders, including: the ILO, The Solidarity Center, United Food and Commercial Workers (UFCW), the Inter-American Development Bank, Dole Food Company Inc., Chiquita Brands International Inc., The Coca Cola Company Inc. and Green Mountain Coffee Roasters Inc.

July – September 2007:

- Stakeholder consultations about project design in *Honduras, Nicaragua* and *Dominican Republic*, including meetings with Ministries of Labor, U.S. Embassy Labor Attachés, producer associations, national and local trade unions, and NGOs.
- Final Project Document submitted
- Strategic Framework and Performance Monitoring Plan submitted

October – December 2007:

- Diagnostic Studies in *Honduras, Nicaragua* and the *Dominican Republic* completed and validated by stakeholders’ consultations
- Engaged with other U.S. Government supported initiatives supporting labor law compliance, including the *Comply and Win* and *Everyone Works* projects.

January – March 2008:

- *Project Cultivar* communications strategy expanded to include website *www.proyectoCultivar.org*
- Training module on social compliance management systems developed as project template, for customization to the local context of each project-targeted sector

April – June 2008

- Local Partner organizations contracted by SAI-- *Nicaragua* – PASE; *Honduras* – CDH; *Dominican Republic* – INCAP
- **Cultivar Partners meeting #1**: participants included SAI, DAI, PASE, CDH, INCAP and COVERCO
- In *Honduras*, CDH convened national and regional representatives of the Secretary of Labor, the Secretary of Education, the Secretary of Agriculture and Livestock, the Secretary of Health, the Secretary of Industry and Trade, the Social Security Institute, and the Secretary of Natural Resources, for a training workshop on inter-governmental coordination for labor law enforcement in the agricultural sector.
- SAI-Rainforest Alliance working group produced training modules on occupational health and safety for three crop sectors- *banana, melon* and *coffee* - with support from the International Social and Environmental Accreditation and Labeling Alliance (ISEAL)
First workplace training workshops delivered in Honduras, Dominican Republic and Nicaragua on labor rights in agriculture.

July – September 2008

- 139 workers from 5 Dominican banana farms participated in training workshops
- 23 trade union leaders of the Nicaraguan banana sector participated in the Cultivar training of trainers program (subsequently the union leader trainers replicated the training for 125 banana workers)
- 38 managers, representing all banana farms of Nicaragua, participated in training workshops
- Honduran Government Secretariats (Labor, Social Security, Health and Agriculture) continued meeting as a working group facilitated by Cultivar to coordinate inspections in the Southern Zone of Honduras
- 20 representatives of the Ministries of Labor, Health, Education, Natural Resources and the Institute of Social Security participated in training workshops in Chinandega, Nicaragua
- Multi-stakeholder Dialogue Roundtable in the export-banana region of Dominican Republic identified the status of migrant workers of Haitian origins as the key obstacle to labor rights compliance in the sector
- Multi-stakeholder Dialogue Roundtable in Chinandega, Nicaragua initiated dialogue about establishing a sector-wide collective labor agreement for all companies in the sector
- USDOL requests and supports the extension of Project Cultivar to the sugarcane industry of the Dominican Republic

October – December 2008

- Cultivar Partners meeting #2: Local Partners participated in SA8000® Basic Course and workshops led by the Cultivar Regional Office on management systems in occupational health & safety and complaint management
- 94 workers from the banana farms in Northwest Dominican Republic participated in a training workshop on the identification of occupational health & safety risks
- Inter-institutional government working group continued workshops facilitated by CDH on coordinated inspections in southern Honduras
- Minister of Labor and Minister of Industry and Commerce of Honduras commenced a proactive multi-stakeholder dialogue roundtable meeting on labor rights in Honduran agriculture
- First Cultivar newsletter released

January – March 2009

- Regional Office delivered capacity building workshops-- on management systems for occupational health and safety and internal complaint resolution --for Local Partners CDH and INCAP
- First joint worker-manager training workshops convened for participating banana farms in Nicaragua and Dominican Republic
- First training workshops on Internal Complaint Resolution delivered in Nicaragua and the Dominican Republic
- Second Multi-Stakeholder Dialogue Roundtable meeting in the banana sector of Nicaragua included national stakeholders; representatives from the workers unions, all six companies’
management and departmental government ministry offices participated. PASE focused the meeting on the upcoming joint worker-manager workshops and proposal to implement or revise management systems on OHS and Internal Complaint Resolution at each farm. Participants committed to continue their participation in Cultivar activities.

- SAI President visited Nicaragua and Honduras to consult with stakeholders

April – June 2009

- Joint training workshops delivered to workers and managers in the Dominican Republic and Nicaragua
- Multi-stakeholder Dialogue Roundtable meetings convened in the banana sector in the Dominican Republic – With the participation of Banamiel, Asociacion de Agricultores de la Region Noroeste (ASOANOR), SET, Solidaridad Fronteriza, JACARAFE, Centro Diocesano “Juan Pablo II”, INCAP and the Regional Office of Project Cultivar, the group discussed the Haitian immigrant workers current situation and the benefits of Health and Occupational Safety programs for workers, companies and communities. The forum served to analyze different initiatives taken towards normalizing the migrant workers situation and to discuss the experience of participating companies with management systems.
- Multi-stakeholder Dialogue Roundtable meetings convened in the sugarcane sector in Nicaragua – In Chinandega on June 13 Project Cultivar and PASE convened the first Consultative Group of the sugarcane sector with participation of the departmental delegations of the secretariats of Labor, Health, Education, Environment and Natural Resources, Agricultural and Forestry; Ramon Salvatierra trade union; and a representative of Ingenio Monte Rosa. The forum served to present the successful experience of the implementation of management systems in the banana sector and to discuss potential topics of interest for future training workshops, in terms of Management Systems for Health and Occupational Safety and Complaint Management.
- Multi-stakeholder Dialogue Roundtable meetings convened among agricultural industry stakeholders in Honduras - On June 17, CDH convened a Roundtable Forum convening three trade unions: Unified Confederaion of Honduran Workers (CUTH), General Workers Central (CGT) and Honduran Workers Central (CTH). The forum served to exchange opinions and ideas regarding the benefits of social dialogue. The parties agreed to convene all three trade unions to discuss this subject and to include Corporate Social Responsibility in the Socio-Economic Council (CES) agenda.
- Workshop co-facilitated by Cultivar Regional Office and CDH, for the Coordinator of Banana and Agro-Industry Unions of Honduras (COSIBAH) on mechanisms to resolve complaints at the workplace
- First of three training workshops delivered for Labor Secretariat inspectors in the Dominican Republic regarding the protocol for the investigation of labor risks
- Quarterly Newsletter (Year 2, Quarter 3) published

July – September 2009

- Joint worker-manager training workshops delivered for participating banana farms in the Dominican Republic
Second of three training workshops delivered for Labor Secretariat inspectors in the Dominican Republic regarding management systems
Quarterly Newsletter (Year 3, Quarter 1) published

October – December 2009

- Joint worker-manager training workshops delivered for participating banana farms in the Dominican Republic and Nicaragua
- Training workshops delivered for melon workers in their communities in southern Honduras on basic concepts of occupational health and safety, prevention of labor risks and ergonomics. A total of 44 workers (23 men and 21 women) were the beneficiaries of the workshops. It is important to point out that the start of Cultivar’s activities at this farm coincides with the farmers’ efforts to get Global Gap’s certification.
- Multi-stakeholder Dialogue Roundtable meeting convened in Mao, Valverde, Dominican Republic- On November 28, Project Cultivar Regional Director and INCAP participated in a consultative group meeting with representatives from banana farms Banamiel and Grupo Almonte, Solidaridad Fronteriza, Centro Diocesano de Mao and the Secretariat of Labor (SET) Labor Inspector for Mao, to discuss updates on the conditions of migrant workers in the northwestern region of Dominican Republic’s agricultural sector.
  - INCAP suggested having bi-monthly meetings to address the Haitian situation and making contacts with Haiti through the Haitian Consul in Dajabón and with the Secretary of Labor and Director of Immigration of the Dominican Republic.
- CDH and SAI developed new strategy for Cultivar in Honduras, in light of the context following the coup d’état
- Mid-term Evaluation of Project Cultivar by an independent evaluator
- Diagnostic of the Sugar Sector in the Dominican Republic by Center for Research for Feminine Action (CIPAF)
- Regional forum on CSR and Labor Rights in the Agricultural Sector of the DR-CAFTA region, in Managua, Nicaragua drew 120 participants representing producers, trade unions, government authorities and global companies
- Joint worker-manager training workshops on Labor Rights and Management Systems delivered in the Dominican Republic, Nicaragua and Honduras for a total of 160 workers and 17 managers/administrative personnel
- Honduran melon farm Agroindustrial Pacifica (AGRIPAC) and Nicaraguan banana farm Coquimba signed letters of commitment to implement Management Systems for Occupational Health and Safety and Complaint Management Systems
- Cultivar Partners meeting #3 convened in Nicaragua
- Revised Cultivar monitoring and evaluation system implemented, integrating recommendations of the Midterm Project Evaluation

April – June 2010

- Final of three training workshops on “social auditing” delivered for 25 labor inspectors and 5 occupational health and safety technicians from Ministry of Labor in the Dominican Republic
- Joint worker-manager training workshops delivered for participating farms in Honduras, Nicaragua and Dominican Republic
• CIAC contracted as SAI local partner for Cultivar implementation in the sugar cane sector of the Dominican Republic
• U.S. Embassy Labor Attaché visited local partner CDH in Honduras
• Letters of commitment to implement Management Systems for Occupational Health and Safety and Conflict Resolution signed by 6 additional farms: Pacífico, Guaruma y Tropical (Honduras), Hatillo Palma y Los Ríos (Dominican Republic)
• U.S. Embassy Labor Attaché visited Cultivar participating farms in Nicaragua
• Labor rights pocket pamphlets and workplace posters produced in Nicaragua and provided to all Local Partners for distribution to participating farms and factories.

July – September 2010

• Series of 8 training booklets produced in Spanish and Haitian Creole for distribution in the Dominican Republic
• Association of Sugarcane Producers of Consuelo (ACC) signed letter of commitment to create a worker-manager committee to address labor conditions and occupational safety and health in the Cultivar-participating sugarcane plantations in the Dominican Republic
• Multi-stakeholder Dialogue Roundtable participants achieved agreement with the Dominican Consulate in the northwest region to speed up and facilitate the process to obtain temporary residence permits, benefitting the migrant workers of the banana sector.
• Multi-stakeholder Dialogue Roundtable in Honduras – CDH convened two consultative groups which discussed labor rights and corporate social responsibility.
• Multi-stakeholder Dialogue Roundtable in Nicaragua – PASE convened the first of six inter-sector consultative group meetings with the Joint Worker-Manager Committees for OSH from all six of the banana companies and with two committees from two sugar mills (Monte Rosa and San Antonio) with 34 people (unions, workers, managers and government officials) to discuss health and safety inspections, check lists for identifying risks in the work place with the object of standardizing a model for the committees to follow as a means to achieve the sustainability of this good practice to maintain healthy and safe working environments.
• CDH delivered the first semester of the Cultivar Degree Program on Labor Rights and Social Dialogue, at the National Autonomous University of Honduras (UNAH)
• Cultivar Regional office staff visited all Cultivar participating farms for monitoring and evaluation of progress

October – December 2010

• Cultivar Regional Office developed manual on the Prevention of Cholera at Agricultural Workplaces in the Dominican Republic
• Local Partners in the Dominican Republic, CIAC and INCAP, convened Multi-stakeholder Dialogue Roundtable meetings to raise awareness on cholera prevention, 58 participants
• PASE, in Nicaragua and CDH, in Honduras, facilitated meetings for the Joint Worker-Manager Committees for Occupational Safety & Health from Cultivar-participating farms, to exchange best practices at their respective workplaces
• Labor Attachés of the U.S. Embassies in Managua and Tegucigalpa visited Cultivar participating farms in Nicaragua and Honduras
• **Cultivar** Local Partners met with the national technical training institutes of their three countries to initiate the process of accreditation as training organizations on labor rights, management systems, occupational safety and health, and workplace complaint resolution.

• Inaugural class of 32 managers and labor leaders completed the **Cultivar** Degree Program on Labor Rights and Social Dialogue, by CDH at the UAH of **Honduras**.

• 41 representatives of workers and agricultural companies in **Honduras** benefited from a training workshop on labor rights facilitated by graduates of the **Cultivar** Degree Program on Labor Rights and Social Dialogue.

• 779 workers and 79 managers benefited from 22 training workshops throughout the three countries of the project, in 2010 alone.

**January – June 2011**

• **Cultivar Partners meeting #4** convened in **Nicaragua**; Local Partners presented final results.

• Second Multi-stakeholder Dialogue Roundtable on the prevention of cholera was convened, by INCAP in northwestern **Dominican Republic**. The Ministry of Labor had encouraged **Cultivar** to convene the meeting after observing the successful promotion of preventive practices following the prior Roundtable on cholera prevention in December 2010. Among the 35 participants included representatives of the army, the ministries of migration, public health and labor, the majority of the **banana** associations such as Banamil, ASOANOR, Santa Cruz.

• Labor inspectors of **Dominican Republic** benefited from **Cultivar** training workshop on cholera prevention in the workplace.

• At the invitation of the **Honduran** tripartite Socio-Economic Council (CES), Local Partner CDH presented the **Cultivar** Degree Program in Social Dialogue, Labor Relations, and Management Systems to the regional forum of national tripartite socio-economic councils.

• U.S. Embassy Labor Attaché visited **Cultivar**- participating **banana** farms in Mao, Valverde, **Dominican Republic**

• **Project Cultivar** Regional Office closed and activities concluded on May 31, 2011. The equipment from the office was donated to the Ministry of Labor of Chinandega as well as local **Nicaraguan** workers unions, including: ATC Chinandega, FETRABASCH, Sindicato Ramón Salvatierra of Ingenio Monte Rosa, among others (See Annex A for photos of the event).
IV. Diagnostic Study of Labor Relations and Working Conditions in CAFTA-DR Region

The diagnostics process serves multiple goals: identifying priority action areas/priorities; initiating stakeholder engagement and multi stakeholder dialogue; and developing and testing potential partner compatibility. Thus it truly lays the necessary groundwork for effective project implementation, ensuring that the needs addressed are those which are current, and not the preconceptions of the project partners. It also helps establish the working relationships for the subsequent project activities.

IV. A. Description of Diagnostic

Recognizing that precise diagnosis enables effective treatment of problems otherwise considered intractable, SAI started off Project Cultivar by undertaking cooperative diagnostic studies of labor rights in the agricultural sectors of Nicaragua, Honduras and Dominican Republic. SAI partnered with local NGOs that had proven research and stakeholder engagement capacity, to conduct the diagnostics that provided the “contextual map” of the agricultural sector of each country. The mapped topics included: 1) principal agricultural sectors; 2) producer and buyer companies; 3) main labor issues in each sector; 4) stakeholders associated with the sectors such as key government agencies, industry associations, trade unions, NGOs; and 5) identification of existing initiatives promoting labor standards and forums for social dialogue on labor rights at the local, national and regional levels.

The Cultivar diagnostic studies prepared were as follows:1

- “Diagnostic of Labor Rights in Agriculture of Nicaragua: Case Studies – Banana, Sugarcane and Coffee” by PASE,
- “Diagnostic of Labor Rights in Agriculture of Honduras: Case Studies – Melon, Banana and Coffee” by EMIH,
- “Diagnostic of Labor Rights in Agriculture: Case Studies - Rice and Banana in the Dominican Republic” by CIECA, and

The diagnostic studies informed Project Cultivar in selecting not only crop sectors but also Local Partners for project implementation and helped to begin engagement of the local and national stakeholders of the project. With the experience from the diagnostics process, Cultivar selected local NGOs as Local Partners based on their organizational mission being focused on rights-based, sustainable social development and their demonstrated capacity to engage diverse stakeholders for training and social dialogue on labor rights. Together, SAI, the Project Cultivar Regional Office and the Local Partner in each country, selected crop sectors based on the diagnostic and according to 1) the sector’s economic importance locally and nationally, 2) the urgency of improving labor conditions in the sector; and 3) the willingness of local stakeholders in the sector to participate in the training, capacity-building and social dialogue activities of the project.

1 All diagnostic reports are available on the Project Cultivar website: www.proyectoCultivar.org/diagnostics.
IV. B. Dominican Republic: 2007 and 2009

*Project Cultivar* worked with four NGOs—CIECA, INCAP, CIPAF, CIAC—in the Dominican Republic to develop diagnostics and implement the findings thereof. With the later addition of sugarcane, new partners joined in.

2007

The first *Cultivar* diagnostic in the agricultural sector of the Dominican Republic provided the contextual map of labor in Dominican agriculture and focused on the rice and banana crop sectors. The study, produced by CIECA for *Cultivar*, identified macro-economic trends of the country: the relative increase in state support to tourism and other service industries, instead of agriculture, since the 1980s, steady growth of the country's GDP over several decades, high income inequality and unemployment rates, and growth trends in agricultural exports since 2000. The report also noted that agriculture employs 15% of the economically active population. The report highlighted the importance of rice production to domestic consumers and the significant exports of bananas, almost exclusively to European countries, with many being certified as organic and/or Fair Trade (FLO). Labor issues identified included significant occupational safety and health risks: intensive use of agrochemicals in conventional production; precarious employment status due to verbal, short-term and flexible contracts; lack of access to social security and other legal protections and benefits. The diagnostic also informed *Cultivar* that more than 80% of the workers in the rice and banana sectors are of Haitian origin and lack residence and working status documentation.

In December 2007, SAI and CIECA convened a multi-stakeholder meeting to review the diagnostic. Participants included representatives of the Ministry of Labor, the agricultural producers, exporting companies, and local organizations supporting workers’ rights in the agricultural sectors. Forty-three stakeholders were in attendance. Participants included six representatives of the Nicaragua Ministry of Labor (MITRAB), two from the National Social Security Institute (INSS), representatives of USDOL’s *Everyone Works Project*, as well as workers and representatives of banana and sugar unions. The meeting, which was covered by reporters from local and national media, publicly launched *Project Cultivar* in Nicaragua.

Findings that assisted with crop sector and Local Partner selection included identification of a more significant openness to *Cultivar* in the banana sector and specifically an opportunity to address key labor issues in the banana farms of the Northwest Region, along the Haitian border. As a research organization, CIECA also identified the Institute for Popular Culture and Self-Reliance of the Northwest Region (INCAP) as a strong candidate for project implementation partner. SAI therefore contracted INCAP as Local Partner, and together decided to initiate *Cultivar* activities in the banana sector of the Northwest Region.
Established in 1995, INCAP works with small to medium producers and cooperatives through training and technical assistance in areas such as water and health, the generation of income for women, and the production of yucca, livestock, and agro-tourism. INCAP’s mission is to improve the quality of life in the northwest region of the country by strengthening productivity, also focusing on gender equality and the environment.

2009
At the time of the development of Project Cultivar’s original Work Plan, USDOL advised SAI not to select the sugar sector in the Dominican Republic for project activities. Later in the project, however, USDOL revisited the issue and requested that SAI extend Cultivar to the Dominican sugar sector. Therefore, Project Cultivar proceeded with a diagnostic study, produced by the Dominican NGO CIPAF, in December 2009.

The Dominican sugar sector diagnostic presents a historical analysis of the industry focused on: structural obstacles to labor rights in the sector, the organization of the sugar industry, principal labor issues and the main actors. The study noted that the current Dominican Social Security System excludes workers with irregular residence status, and, although the Labor Code does apply to the agricultural sector, in practice most workers lack access to legal benefits such as the accumulation of seniority. Positively, the study found that certain historically observed problems - massive contracting and trafficking of workers, physical abuse by foremen, restrictions on movement, voucher pay system and poor living conditions – have moderated. However, work in sugarcane remained characterized by lack of social security, lack of health insurance, lack of access to legal benefits, and lack of written contracts; irregularities in remuneration, and health and safety risks.

Globally, the demand for sugar is growing. Domestically, the Dominican industry faces the challenge of reversing negative international perceptions based on past history of slave-like conditions, including state-sponsored trafficking of workers under the Dominican and Haitian dictatorships of the 20th Century. In 2009, the industry accounted for 1% of Dominican GDP. In that year, two new companies

---

**Sugarcane in the Dominican Republic:**

Roberto cuts and loads sugarcane 8 hours a day, lifting an average of 2-tons per day with no protective equipment or training, and earns around $3.40 USD. Furthermore, he toils in conditions that pose grave health and safety hazards. Roberto lives, along with other workers and their families, in the plantation’s bateye without electricity, potable water or waste management.

85% of Dominican agriculture workers are migrants, of Haitian descent, and therefore in legal limbo. Although born in the bateye and a life-long plantation worker, Roberto’s employment is considered seasonal, and he is deprived a national identity. Therefore, he is not afforded legal protections and benefits.

As he hoisted sugarcane onto the truck, Roberto explained, “The reality is that I’m Dominican, was born here, live here, and work here. But because my mother is Haitian, I have no national identity.”
entered the industry, bringing the total to five producers. The new entrants also communicated their vision for repositioning Dominican industry as an ethical supplier of sugar produced in compliance with international labor standards. This is also a sustainability strategy for competing with much larger international sugar producers, as the primary employers now, and increasingly in the future, of the Dominican sugar industry, wherein the larger companies are increasingly mechanizing their operations. The Colonos account for 1/3 of national sugarcane production, and their precarious bargaining position vis-à-vis sugar companies limits their capacity to ensure decent labor conditions for field workers.

The study identified the desirability that Project Cultivar focus on improving capacity of the colonos as the key to major improvements in labor conditions in the industry. Based on the diagnostic of the Dominican sugar sector, SAI contracted the Center for Cultural Research and Action (CIAC) as Local Partner. Together, SAI and CIAC implemented Cultivar with a focus on building the capacity of the colonos to ensure labor standards implementation in sugar production.

CIAC is an NGO of grassroots leaders from various social sectors and professions with diverse expertise. It addresses poverty, marginalization, inequality, violations of fundamental human rights in Dominican society, through adult education, public health campaigns and technical training in human rights and conflict resolution.

IV. C. Honduras

In 2007, the Independent Monitoring Team of Honduras (EMIH) conducted the diagnostic of the agriculture sector, focused on the melon, banana and coffee sectors. The report covered the national macro-economic context, key characteristics of the selected sectors, principal labor issues and main stakeholders. It identified obstacles to compliance with labor laws in the agricultural sector. In January 2008, EMIH and SAI conducted a validation meeting reviewing the content and conclusions of the study, with 15 participants, including employers, trade unions, and NGOs. Participation in the validation meeting reflected a balance between producers, trade unions, government representatives and civil society organizations, and national media covered the event.

The macro-economic context presented significant challenges: agriculture accounts for 25% of Honduras’s GDP and 56% of all exports; 75% of the population live in rural areas and 61% of rural households live in conditions of extreme poverty; price volatility and lack of infrastructure hinder improvements by Honduran producers. The diagnostic identified urgent labor issues in the sector including: child labor; gender discrimination; precarious employment due to short-term contracting; challenges to workers’ rights to organize unions for

---

**Melon production in Southern Honduras** followed years of nutrient-stripping cotton production and now producers must meet growing demands from international buyers on how they manage production. The urgency of addressing product quality for melons became crystal clear in May-December 2008, the six months it took for producers to overcome the discovery of salmonella in melons in U.S. markets with links to their farms. That one salmonella scare cost the melon growers an entire crop.

Meanwhile, they are the main employers in a very poor region where workers have few alternatives to the long, hard days in the melon fields. Workers start their day at 4:30 AM when they pile into the company’s truck to travel to the melon farms; they work ten-hour days under a 95° F sun, returning home at 6:00 PM. Depending on the farm, workers earn between $3 and $5 (~ 60 and 100 Lempiras) per workday. In October 2008, facing food prices fast rising well beyond their paychecks, workers at one melon producer held a strike and shut down their farm for a week to negotiate a salary increase. They succeeded in raising the salary to the actual minimum wage.
collective bargaining; and health and safety risks, including intensive use of agrochemicals.

Based on the diagnostic and the multi-stakeholder validation process, SAI contracted the Center for Human Development (CDH) as Local Partner and, with CDH prioritized the melon sector as the first crop sector for Project Cultivar in Honduras.

Founded as an NGO in 1985, CDH promotes sustainable development by providing alternatives to combat poverty and marginalization in Honduras, strengthening social organizations and promoting democratic participation. Based in Tegucigalpa, CDH has programs and offices in the western, northern and southern regions of the country.

As a first step for implementing the project in the melon sector, CDH and the Cultivar Regional Office conducted follow-up stakeholder consultations. In May and June 2008, consultations with melon workers in their communities and local government agencies identified labor practices in need of urgent attention: non-payment of first pay period to hold workers for an entire season; threats of dismissal for attempts to organize a trade union; lack of personal protective equipment, potable water, latrines and eating areas; child laborers turning melons in the fields; wages below minimum-wage levels; seven-day workweeks; and the fact that the two largest companies refused entry to inspectors from the Secretariats of Labor (STSS), Natural Resources (MARENA), Health (SS), and Social Security (INSS).

IV. D. Nicaragua

In 2007, Professionals in Business Social Auditing (PASE) conducted the Cultivar diagnostic of the Nicaraguan agricultural sector, focusing on sugar, banana and coffee. The study reviewed each crop sector’s production characteristics, labor conditions, key stakeholders, obstacles to labor standards compliance, and also recommended priorities for project implementation.

The banana and sugarcane industries of Nicaragua are concentrated in the western department of Chinandega, where they provide significant employment, together over 22,000 jobs. The coffee sector is more geographically spread out in five departments, with production primarily by small producers. All three sectors produce primarily export end-products destined for North American markets. Whereas sugar and coffee have multiple buyers, in the case of bananas, Nicaraguan production solely supplies Chiquita Brands International Inc.
In sugarcane and banana, the majority of workers directly employed by the companies are organized in trade unions. Labor issues in the sugarcane sector primarily involve lack of oversight of the labor-only subcontracting firms and challenges to subcontracted workers’ rights to organize and accrue benefits. Sugarcane and sugar mill workers also face significant occupational safety and health (OSH) risks. In the banana sector, OSH risks include intensive use of agrochemicals that have affected multiple generations of field workers. While the majority of workers are organized in trade unions, negotiations of collective bargaining agreements are an additional challenge identified in the banana sector. The coffee sector continues to have challenges of child labor as well as non-compliances with labor standards on working hours, wage and benefits, related to dependence on extremely short-term migrant labor.

To positively impact the labor challenges in each sector, the diagnostic identified three key stakeholder groups to engage: local trade unions and their national confederations; national producer associations for the banana and sugar sectors; and departmental offices of the Ministry of Labor. In the diagnostic, PASE also presented a strategy for Project Cultivar that included focusing on tripartite implementation, educational materials appropriate to the targeted groups, a clear timeline for training and dialogue roundtables, and training of the trade unionists’ as trainers on labor standards. In November 2007, PASE validated the diagnostic study findings at a multi-stakeholder meeting of over 40 representatives of the government, trade unions, producer companies and other initiatives active in the agricultural sector.

Based on the diagnostic study, SAI contracted PASE as Local Partner and, jointly decided to initiate Project Cultivar in Nicaragua in the banana sector and later expand to the sugar sector.

PASE is an NGO dedicated to the promotion of the decent social conditions in Nicaragua through independent monitoring, training, mediation, and capacity building programs with respect to compliance with labor laws and codes of conduct. Founded in 2003, with the help of the Women’s Movement “Maria Elena Cuadra” (MEC), PASE and its team of lawyers work to improve labor practices in diverse industries of Nicaragua.
V. Baseline Data on Participating Farms and Factories by Sector

In light of the variety of labor challenges found through the Diagnostics, Project Cultivar needed to focus on a few key areas to contribute to improved labor conditions for workers of participating companies. In addition to providing data for evaluating progress, baseline information on participating farms helped to narrow the focus of Project activities. Deputy Director Carlos Morales led the monitoring and evaluation of Project Cultivar, including the design of M&E instruments and support to the Cultivar Local Partners for their implementation. The survey collecting baseline data from the participating Project Cultivar farms and factories included basic business information of the facility, characteristics of its workforce, occupational safety and health conditions, labor practices, participation in stakeholder dialogue, and use of management systems. This section summarizes the baseline data. The later section VIII (pg. 40) provides current data to highlight Cultivar-related changes on the ground.

V. A. Dominican Republic

V. A. 1 Banana

Local Partner INCAP collected data on the following 9 banana farms in the northwest region of the country, which reflects the number of participating farms in 2008: Federico Peguero, Francisco Madera, Freddy Peña, Hacienda Paso Robles, Hatillo Palma, La Viajaca, Rosa Peguero, Villa Vasquez, and Y&J Bananas.

The largest farm had 252 permanent workers and the smallest had 13, with the overwhelming majority male. The average rate of illiteracy was 26.4%. Eight farms had first aid kits, and six were providing general medical exams to their workers. Three farms reported flu and fever as the most common cause of sickness on the farm, and five declined to comment or said there were no ailments frequently suffered by their workers. All farms had common areas for eating (comedores), but only seven regularly checked the water source for quality. All nine farms had latrines, but none described the latrines as being clean or hygienic. Three farms had unions. Five, including the three unionized farms, had Joint Worker-Manager Committees for OSH in place at the time of the survey.

V. A. 2 Sugar

In April 2010, Local Partner CIAC, operating out of the Dominican capital of Santo Domingo, collected baseline data from the 15 participating colonos.

The 15, members of the Association of Sugarcane Colonos of Consuelo (ACC), are located in the eastern Provinces of San Pedro de Macoris, Hato Mayor, and Haití Mejia. The colonos predominantly depend on migrant labor, and the majority of migrant workers arrive for the harvest season, between December and June. The average number of seasonal workers was 23. The colono with the largest number of workers employed 40 people, and the colono with the fewest employed five workers. All field workers are male, with workers and colonos alike considering the work to be too physically demanding for women. The colonos employed between one and three men as supervisors. The average rate of illiteracy among the field workers was 93.2%, and the overwhelming majorities are/were of Haitian descent, speaking only Haitian Creole. Five of the 15 producers provided some form of medical attention to workers, in the form of vaccinations to prevent malaria. None of the producers had first aid kits. Eleven producers reported high temperatures and sun exposure as major hazards to worker health and safety, with fever, headache, and flu as the most frequent health problems. Cuts on hands and feet by machete
were the most common workplace accident. Ten of the 15 colonos reported that workplace accidents and absenteeism due to illness resulted in delays and decline in output, adversely impacting production.

![Bar Graph: Dominican Republic: 15 Sugarcane Producers Basic Needs Provided to Workers]

Figure 1: Source *Project Cultivar* baseline survey January - May 2010

Number of colonos (out of total of 15) that provide the indicated basic needs to their workers

*Nothing means the Colono does not provide any of the listed basic needs services to workers.*

Nine colonos reported that among the most common complaints from workers was the need for new work boots; this is because, when cut, sugarcane emits a sap that erodes the rubber of the boot. No farm provided an area for eating, and workers were responsible for cooking their own meals during the 12-hour workday. Four provided running water; only one colono provided purified water. All 15 sugarcane producers provided barracks (barrancones) where workers lived collectively, typically a minimum of four workers to a room. Eight producers provided latrines for workers to use outside their communal living space; of the eight latrines, only one was describe as clean. Two producers reported the number of latrines available as inadequate for the number of workers living on the premises during harvest season.

Lastly, there are neither trade unions nor other forms of worker representation in the region. Migration of workers is frequently cited as the reason for lack of worker organization. Even the basic Joint Worker-Manager OSH Committees are legally required only of companies employing fifteen or more workers. The colonos who participated in *Project Cultivar*, employed between one and four permanent workers as supervisors, cooks, etc. However, there are applicable laws, as noted when the Ministry of Labor publicly reminded stakeholders that the Labor Code covers all workers, regardless of mobility or nationality, and Dominican legislation recognizes two sequential temporary contracts as a contract for an indefinite period, or “permanent” contract.
V. B Honduras

V. B. 1 Banana

Local Partner CDH worked with two banana farms, Guaruma and Tropical, in the northern department of San Pedro Sula. CDH collected the baseline data only from Guaruma. This banana plantation employed 154 permanent workers and 29 seasonal workers. 89.9% of the permanent workers were literate, and 45% of the permanent workers had completed primary education. The Guaruma workers were organized in the Union of Workers of Guaruma (SITRAGUA), affiliated to the Coordinator of Banana and Agro-industry Trade Unions of Honduras (COSIBAH). Guaruma was providing medical assistance to injured workers and maintained a fully stocked first aid kit on the premises.

V. B. 2 Melon

While the government authorities and workers in the melon-producing south of Honduras welcomed Project Cultivar, the largest melon companies resisted participation. The two largest companies—Agrolibano and SURAGROH—declined to have a presentation about Cultivar and also declined the offer of subsidized technical assistance. The third largest company, EXCOSUR, did participate in an introductory workshop for managers but subsequently decided against participation. Later, after its establishment in 2008, the Agroindustrial Pacífico (AGRIPAC) Company decided to participate in Cultivar, and CDH collected the baseline data of the farm. AGRIPAC employed 184 permanent workers who harvest and package melon.

The main risks to workers’ health reported by AGRIPAC included insect bites, agrochemical poisoning, heat exhaustion and bacterial infection. The farm reported as most common ailments: headaches, muscle aches and cramping. The farm administrators maintained a stocked first aid kit and give workers access to general medical examinations. AGRIPAC also provided potable drinking water to its workers and checked its quality.

V. C Nicaragua

V. C. 1 Banana

When PASE began training workers and managers, participants came from all six national farms: Alfonso-Alfonsito, Cardón, Coquimba, Pennsylvania, San Luis, and Teresa. In contrast to the lack of worker organization in the crop sectors in Honduras and Dominican Republic, in Nicaragua PASE was able to engage the banana producers through the trade unions and to highlight support for social dialogue as a benefit for the producers and unions. Nonetheless, PASE was only able to collect baseline data from Finca Coquimba, the only one of the six to participate in both the project technical assistance phase and the training program, while the other banana producers participated only in the training program.

Coquimba employed approximately 100 workers, 18% illiterate. More than half of workers were men. The most common types of workers’ health risks were related to exposure to high temperatures, agrochemicals, repetitive activities, and other physical, biological and mechanical conditions of work. Coquimba maintained a first aid kit for workers’ use and provided general medical exams to its workers. Coquimba managers provided potable drinking water as well as meals to workers in communal eating areas.
V. C. 2 Sugar

PASE worked with the second largest sugar mill of Nicaragua, Ingenio Monte Rosa. The Monte Rosa administration engaged with Cultivar as a result of PASE’s initial presentation of the project proposal to the trade union Sindicato “Ramon Salvatierra” del Ingenio Monte Rosa.

Owned by the Pantaleon Group from Guatemala, Ingenio Monte Rosa employs over 5,000 workers during the harvest. The company has a processing plant with approximately 1,200 permanent workers and sugarcane plantations with approximately 1,800 workers who grow and cut sugarcane. When Project Cultivar began working with Monte Rosa, the field workers were not affiliated to the trade union, because they were employed by a labor-only supplier of the company. By the end of the Project, changes in national labor law had induced a shift to direct contracting of the field workers, which enabled their organization.

VI. Embedding a Culture of Compliance: Cultivar Training & Technical Assistance Methodology and Implementation

This section first [A-F] summarizes the structure and content of the several types of training delivered during Cultivar and then [G-I] describes specific activities, country by country.

VI. A Tripartite Approach

To carry out the mandate to contribute to the creation of a culture of compliance with labor standards, Project Cultivar applied a training and technical assistance strategy based on supporting the pillars of tripartite social dialogue: workers, employers and government. SAI and the Cultivar Local Partners tailored training workshops and technical assistance to:

- Strengthen Workers’ capacity to exercise their labor rights, via increased understanding of labor standards and laws, opportunities to engage in dialogue with employers, and training on occupational safety and health to improve working conditions and relations with management;
- Increase Employers’ understanding of their labor standards responsibilities and also increase their capacity to comply with labor standards and to continually improve through the implementation of management systems;
- Improve Government enforcement of labor laws by strengthening the capacity of labor inspectors with technical tools for proactive labor inspections and increased knowledge of labor conditions in agriculture.

Fundamentally, Project Cultivar promoted recognition, respect and dialogue among the three sectors to support the development of a dynamic process of social dialogue to drive and sustain improvements of labor conditions. Thus, there were five types of training-- for managers, for workers, joint worker-manager workshops, training of trainers, and workshops for labor inspectors.
VI.B Introductory Training for Managers and for Workers

*Cultivar* delivered the first training workshops in each crop sector for managers and workers separately. Introductory sessions focused on labor law, international labor standards and market demands for ethical production. Subsequent training sessions covered management systems as methodologies for assuring compliance with labor standards at the workplace, comprehensive programs for occupational safety and health, communications and complaint resolution. Through the engagement of local stakeholders, *Cultivar* adapted training materials and presentations on a given topic to the particular language of workers and of managers. In all, in *Project Cultivar*, 67 of these workshops took place.

To drive continual improvement at participating workplaces, *Cultivar* training adapted the six-step method for management systems:

1. **Company’s commitment**: Defined company commitment to labor standards, policies and procedures to ensure compliance.

2. **Staff Organization**: Established responsibilities of management and worker representatives.

3. **Diagnostic**: Identifying and mapping risks of non-compliance with labor standards, an activity ideally conducted by a joint worker-manager group that is provided responsibility, time and access to management to present findings and proposed action plans.

4. **Action Plans**: Responsive to findings of the diagnostic, developed with participation by workers and managers, designed to correct non-compliances and avoid recurrence by addressing their root causes and accounting for resources available. Action plans include objectives, goals, activities, staff responsible for plan implementation, identification of necessary financial resources and a timeline.

5. **Implementation of Action Plans**: in accordance with a prioritization of alternatives from the most effective to the least. For example, where the elimination of a hazardous agrochemical would be most effective, if elimination is not an immediate option, the alternative plan would apply the precautionary principal to the use of the product, including the use of proper personal protective equipment.

6. **Monitoring and Evaluation of Actions and Review of System**: these are critical steps in management systems for continual improvement. A new action plan should be implemented in a workplace that has improved since the implementation of the previous action plan. To achieve the positive pattern, management conducts regular reviews of company policies, procedures and performance and consults workers representatives. Workers should also have the freedom to conduct regular spot checks and communicate grievances or suggestions to management.

---

The Six Steps of the Labor Management System

<table>
<thead>
<tr>
<th>Step 1: Company commitment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Step 2: Organization</td>
</tr>
<tr>
<td>Step 3: Diagnostic - the identification of the occupational risks and demands of the company</td>
</tr>
<tr>
<td>Step 4: Creation of Action Plan</td>
</tr>
<tr>
<td>Step 5: Implementation of the Action Plans</td>
</tr>
<tr>
<td>Step 6: Monitoring &amp; Evaluation of Activities and Review of the System</td>
</tr>
</tbody>
</table>
VI. C Worker-Manager Training

Worker-Manager training builds bilateral social dialogue at the workplace, as workers and managers learn each other’s perspectives and develop the capacity to collaborate for the continuous improvement of their relations and workplace conditions. SAI first successfully implemented the methodology in China with factory workers and managers and, with the Cultivar local partners, adapted it to contribute to proactive worker-manager relations in the participating agricultural workplaces.

Selection of participants is a critical first step of building trust, with each group selecting its own representatives. Cultivar recommended to farm managers that they select participants from both supervisory and senior management levels. For worker participant selections, the unions at organized workplaces selected them, and at non-unionized facilities, Cultivar encouraged workers to self-select through assembly. The selection method establishes the basis for trust-building.

The joint worker-manager sessions built on the separate ‘introductory’ training delivered to each group and focused on their respective roles in social compliance management systems, communications and complaint resolution at the workplace. At each session, Cultivar led the workers and managers in plenary discussions to build open and proactive dialogue as well as in small-group sessions for each group to identify their respective priority issues. In all, in Project Cultivar, 61 of these sessions took place.

VI. D Training of Trainers

Dubbed “Cascade Training”, the Project Cultivar Training of Trainers program scaled up the impacts of worker training by a proportion of approximately 17:1, over 17 additional workers were trained by each of the 126 worker trainers.

The selection process ensured that workers chose peer trainers. In organized workplaces, the trade union nominated peer trainers, and in non-unionized facilities, Cultivar worked with the workers as they themselves nominated and selected peer trainers. Once selected, trainers participated in a 2-day workshop that included training in the core content - labor rights, OHS, and complaints management – and the practical techniques of peer training, including popular education methods. Cultivar local partners all enriched the methodology with their significant experience in education programs for communities with little access to formal education. Trained trainers then committed to conducting training workshops for their peers. In the Dominican Republic nine sessions were held by CIAC, resulting in 63 trainers prepared to train their peers. In the case of Nicaragua, a team of 23 union leaders were trained in a few sessions, and they then replicated the material multiple times to other workers.

Regional Project & Specific Contexts:
To provide guidance and harmonize the approach, the Cultivar Regional Office provided the Local Partners with a guidance document for the delivery of training workshops, technical assistance, and Multi-stakeholder Dialogue Roundtable meetings. Through Project Partners meetings and visits to individual local partners, the Regional Office provided training on implementing the project strategies. Additionally, the Regional Office conducted monthly field visits to each country to support local partners in the delivery of training and technical assistance.
VI. E  Technical Assistance

Technical Assistance by Project Cultivar focused on Local Partners’ support of employers/managers at participating farms and factories, via the implementation of the six management systems steps, so that improvements in working conditions and labor relations would be effective and sustainable.

Activities included the provision of tools such as examples of solid corporate social responsibility policies, complaint tracking documents, and surveys to support the creating of preventive OSH mechanisms. Cultivar Local Partners followed up on the introduction of these management tools by monitoring progress on the implementation of management systems and use of social compliance tools.

The Regional and Deputy Directors as well as other SAI personnel also participated in this advisory component by traveling monthly to each country to observe, answer key questions, and advise trainers trained by Project Cultivar using the “train the trainer” method while they delivered training to management and workers.

VI. F  Labor Inspector Training

Cultivar trained government labor inspectors to respond to a lack of enforcement of labor laws in the agricultural sector, a reality influenced by rural locations, limited resources of labor inspectorates, unclear incentives for compliance, among other factors. The training workshops provided labor inspectors with increased information on key labor issues in the targeted crop sectors and instruction on proactive investigation and social auditing techniques. In all, there were 16 one-day sessions by Project Cultivar.

VI. G  Implementation in the Dominican Republic

VI. G.1. Banana Sector Summary

<table>
<thead>
<tr>
<th>Stakeholder Group</th>
<th>Number of people trained</th>
<th>Number of people trained by peer trainer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workers</td>
<td>684</td>
<td></td>
</tr>
<tr>
<td>Managers</td>
<td>47</td>
<td></td>
</tr>
<tr>
<td>Labor Inspectors*</td>
<td>33</td>
<td></td>
</tr>
<tr>
<td>ToT Peer Trainers</td>
<td>1</td>
<td>30</td>
</tr>
</tbody>
</table>

*INCAP and CIAC coordinated training of labor inspectors in the Dominican Republic.

VI. G.1.1 Worker-Manager Training, Banana Sector, Dominican Republic

During initial project briefing meetings for banana sector stakeholders, INCAP identified a strong demand for training in labor rights from the banana producers, many of whom needed the training to maintain or achieve Fair Trade certification (FLO). SAI and INCAP communicated the synergy to FLO representatives, who expressed support for the producers’ participation in Project Cultivar. Among the major challenges for training in this sector were lack of organization of workers, low levels of formal
education and language. The majority of field workers in the sector are illiterate migrant workers of Haitian origins whose first language is Haitian Creole.

INCAP developed relationships with the producers, producer associations, workers and worker-support NGOs and customized Cultivar curriculum to the regional context --the northwestern Mao, Valverde province. From the start of the Project, INCAP consulted local NGOs, such as Solidaridad Fronteriza and JACARAFE that provide support to worker communities in the region, to help effectively engage the banana workers. To overcome teaching challenges and ensure the training addressed the particular labor situation, INCAP worked with groups of workers from the participating banana farms and delivered training workshops for workers in both Spanish and Haitian Creole. When Project Cultivar expanded to include sugar in the Dominican Republic, INCAP collaborated with CIAC to produce two sets of training materials, in both Spanish and Haitian Creole, and adapted them to the educational level of the Haitian migrant worker population.

The training program implemented by INCAP provided each participating farm with four training sessions, with modules focused on the project themes of a) labor standards and national labor law, b) occupational health and safety, and c) procedures for remediation of disputes at the workplace. The courses were conducted in Spanish and an interpreter simultaneously translated for the Creole speaking audience. Through surveys, participants communicated high levels of satisfaction with the topics covered (90%), teaching methodology (88%), trainers (89%) and logistics (85%).

The engagement of stakeholders and close attention to the training strategy enabled INCAP to effectively train farm managers and workers of 13 banana farms. The producer companies included: Group Almonte, ASOANOR, and BANAMIEL SAVID. Through the workshops, 648 workers and 47 managers increased their knowledge of labor standards and their capacity to improve workplace conditions and labor relations at their farms.

VI. G.1.2. Training of Trainers, Banana Sector, Dominican Republic

INCAP identified leaders among the workers of the participating banana farms and trained them to replicate the workshops for their peers. Called “voceros” or spokesmen, in the case of the farm named Los Clases, the spokesman replicated the training for approximately 30 additional workers.

VI. G.2 Sugar Sector Summary

<table>
<thead>
<tr>
<th>Stakeholder Group</th>
<th>Number of people trained</th>
<th>Number of people trained by peer trainer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workers</td>
<td>49</td>
<td></td>
</tr>
<tr>
<td>Colonos (Owner-Managers)</td>
<td>15</td>
<td></td>
</tr>
<tr>
<td>Labor Inspectors*</td>
<td>33</td>
<td></td>
</tr>
<tr>
<td>ToT Peer Trainers</td>
<td>63</td>
<td>129</td>
</tr>
</tbody>
</table>

*INCAP and CIAC coordinated training of labor inspectors in the Dominican Republic.
VI. G.2.1 Worker-Manager Training in the Sugar Sector, Dominican Republic

To deliver Cultivar training for the colonos (sugar producers) and field workers, CIAC built on the relationships developed through previous work with the producer and worker communities. Parallel to Cultivar, CIAC led literacy and HIV/AIDS prevention programs in the rural communities. To begin Cultivar training workshops, CIAC and the Cultivar Regional Director presented the project to the Board of Directors of the Association of Colonos of Consuelo, and the ACC Board welcomed Cultivar’s support. The pre-existing relationships and support of ACC proved critical to an effective training strategy by CIAC, which was therefore able to implement Cultivar strategies with SAI in the Dominican sugar sector more quickly and on a smaller budget than in the other crop sectors. (See Appendix A.1 Case Study: Dominican Republic- Asociación de Colonos de Consuelo)

Using the Spanish and Haitian Creole training course books developed in collaboration with INCAP, CIAC delivered 11 training workshops offsite for the managers and workers of 15 sugarcane plantations: 6 for workers, 6 for colonos (plantation owner-managers) and 3 worker-manager sessions. Each workshop averaged 20 participants. In addition to the core Cultivar training topics, CIAC delivered two workshops on social security and basic health to workers and managers separately.

VI. G.2.2 Training of Trainers in the Sugar Sector, Dominican Republic

Because there are roughly 500 colonos, too many to include in project funded training, cascade training was particularly important in this sector, and therefore CIAC focused Cultivar activities on the training-of-trainers methodology. This approach increased the scope of training in Dominican sugar sector despite the limited Project resources for the extension of the Project Cultivar to Dominican sugarcane. Through 7 workshops, CIAC trained 63 peer trainers, and the peer trainers initially replicated the training for 129 workers and committed to continuing to train their peer workers. Peer trainers included members of the Federation of United Sugar Workers (FUTRAZUCAR), two trade unions of the Barahona sugarmill, Unido (United) and Picadores de Caña (Cane Cutters) and leaders from the bateyes (workers communities).

VI. G.3 Technical Assistance in the Dominican Republic

VI. G. 3.1 Banana and Sugar Sectors, Dominican Republic

In both the banana and sugar sectors, INCAP and CIAC provided technical assistance to participating farms through regular visits to meet with owners, managers and workers. INCAP and CIAC reviewed management system tools with the managers of the banana farms and sugar plantations and monitored progress through bi-monthly consultations with managers and workers. During the course of the project, CIAC noticed that in order to assist the colonos in making improvements in workplace conditions, it became necessary to visit and hold meetings with managers and workers in addition to the time spent with them during planned training sessions.
During the process of delivering training, CIAC determined it was necessary to organize various and continuous meetings, informal gatherings, and visits to the *colonos* on their farms in order to promote improvements in occupational health and safety for the workers and to support the new practices suggested in the training materials and workshops. Over their one-year involvement in *Cultivar*, CIAC staff provided technical assistance to 8 of the 15 participating *colonos*. Both INCAP and CIAC continue to meet with and offer technical assistance to *banana* and *sugarcane* producers.

**VI. G. 3. 2 Government, Dominican Republic**

*Project Cultivar* also provided technical assistance at the national government level. As 2010 came to a close, cholera was spreading throughout Haiti, and the *Dominican Republic* braced for the annual peak migration season, January – June, when an estimated 30,000 workers cross the border to work the agricultural harvests. In response, SAI, INCAP and CIAC together convened workshops in December and January to encourage preventive practices at the *Cultivar*-participating *banana* and *sugarcane* farms. At the request of the Ministry of Agriculture of the *Dominican Republic*, *Cultivar’s* Regional and Deputy Directors, both of whom are occupational safety and health experts, prepared a *Manual on Cholera Prevention at Agricultural Workplaces* (see Annex A). The Manual was presented at the workshops, and a follow-up workshop was delivered in May 2011.

**VI. G.4 Labor Inspector Training in the Dominican Republic**

Local Partners INCAP and CIAC coordinated with the *Cultivar* Regional Office to provide training workshops to the Labor Inspectorate and contribute to strengthened capacity of labor inspectors to enforce labor law compliance.

INCAP and the Regional Office of *Project Cultivar* coordinated the delivery of three workshops for labor inspectors of the *Dominican Republic*. The first two workshops focused on best practices in labor inspections, inspecting occupational safety and health, and management systems for labor law compliance. Thirty-three labor inspectors participated, all of whom had responsibilities for labor law inspections in agricultural regions.

CIAC delivered two training sessions to government officials from the Ministry of Labor, the Ministry of Public Health, the Ministry of the Environment, the Dominican Institute for Social Security, and the Regional Department of Education in the eastern region of the country. CIAC also delivered two training workshops for labor inspectors and representatives of *sugarcane* producers and a *sugar* processing company. The latter workshops took place in Santo Domingo and in Consuelo [in the Province of San Pedro de Macoris, the eastern sugar-growing region of the country].
VI. H. Implementation in Honduras--Summary:

<table>
<thead>
<tr>
<th>Stakeholder Group</th>
<th>Number of people trained</th>
<th>Number of people trained by peer trainer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workers</td>
<td>280</td>
<td></td>
</tr>
<tr>
<td>Managers</td>
<td>75</td>
<td></td>
</tr>
<tr>
<td>Government Inspectors</td>
<td>210</td>
<td></td>
</tr>
<tr>
<td>ToT Peer Trainers*</td>
<td>32</td>
<td>41</td>
</tr>
</tbody>
</table>

*In Honduras, through the Degree Program in Labor Rights and Social Dialogue

VI. H.1 Worker and Manager Training in Honduras

**Melon:** CDH initiated the *Cultivar* training program in the melon sector of Southern Honduras in 2008, encountering significant resistance to participate by the melon companies. CDH began with an introductory workshop for the five melon companies in Choluteca and Valle: Exportadora Costa Sur (EXCOSUR), Agro Industrial Pacífico Limitada (AGRIPAC), Agro Industrial Los Prados, Montelibano and SURAGRO. The two largest companies, Montelibano and SURAGRO, declined the invitation to participate in the subsidized capacity-building program. Honduran Government officials indicated to CDH and SAI that both companies regularly had also denied Government inspectors access to their property. Of the two smaller companies, AGRIPAC was then first beginning production, and Los Prados was focused on identifying a market to sustain its business. Following the initial briefing workshop, EXCOSUR decided to participate. However, despite a follow up workshop for management of EXCOSUR, the company ceased participation when its management changed. In light of this, CDH shifted its plan to conduct three phases of training per year and delivered workshops for melon workers in their communities while continuing to offer Cultivar training to the melon companies and beginning to engage the banana sector.

**Banana:** In 2009, CDH began to focus on the banana sector by engaging the banana farms and the Coordinator of Banana and Agro-industry Trade Unions (COSIBAH). CDH and the Cultivar Regional Office facilitated a workshop on complaint management systems with leaders of banana farm unions affiliated to COSIBAH, and the two banana farms Guaruma and Tropical agree to participate. CDH also validated its training materials through consultation with the Labor Ministry.

The polarization of Honduran society following the coup d’état of June 28, 2009 significantly impacted Project Cultivar, a project promoting bilateral and tripartite social dialogue as the foundation of labor law compliance. The stakeholders with whom Cultivar was working - government, companies and unions - focused their attention on their own agendas, and political instability and tensions caused resistance to participate in the dialogue-driven initiative. At the same time, funding for work directly with the Honduran government was frozen for several months for Cultivar and other projects funded by the U.S. Government. Therefore, project activities were ultimately modified.

VI. H.2 Training-of-Trainers in Honduras

An innovative strategy to continue work towards the goals of Cultivar was required at this post-coup cross roads, and CDH, SAI’s local partner for Project Cultivar, responded by proposing to SAI the development of the “Diplomado en Diálogo Social, Relaciones Laborales y Sistemas de Gestión”
On January 12, 2011, U.S. Ambassador Hugo Llorens visited Cultivar participating Finca Guaruma, a banana supplier with 190 workers located near the northern coast of Honduras. The Embassy press release reported, “During a dialogue with the Ambassador, workers at the farm expressed support for the project, which has improved conditions and given them a stronger voice in shaping their environment.” and “Projecto CULTIVAR has helped employers and employees establish good relationships that foster respect for human rights.” [http://Honduras.usembassy.gov/pr-01-12-11-eng.html].

Following the visit, SAI local partner in Honduras CDH began regular briefings on labor compliance in Honduras for the Labor Attaché of the U.S. Embassy, Jeremy D. Spector. Mr. Spector requested the training support from CDH after observing Project Cultivar activities with CDH and SAI.

VI. H. 3 Technical Assistance in Honduras

In addition, despite the setbacks, CDH delivered Cultivar training for managers and workers of three farms: melon farm Agroindustrial Pacífico and banana farms Guaruma and Tropical. CDH followed-up that training with technical assistance visits to each farm. During the visits, CDH reviewed with farm managers the management systems tools for occupational safety and health and consulted with managers and workers on progress.

VI. H. 4 Government Inspector Training in Honduras

Responding to the historically limited government presence in the agricultural sector, Project Cultivar implemented a strategy to increase labor and environmental law enforcement capacity through greater intra-governmental coordination. Starting in June 2008, SAI and CDH delivered inter-institutional workshops for government inspection agencies at the regional and national levels in order to increase regional coordination of inspections and communication with the national offices of the secretariats. At the regional level, the Project Cultivar convened the departmental offices of the Secretariats of Labor, Social Security, Agriculture, Health and Education for workshops to develop mutually supportive

(University Degree Course on Social Dialogue, Labor Relations and Management Systems). The University course would directly serve the Cultivar objective of creating spaces for social dialogue on labor rights and also enable the project to maintain relations with its stakeholders.

To develop the course curriculum, CDH involved government representatives, employers, trade unions, NGOs, and academics. CDH established an agreement with the Universidad Nacional Autónoma de Honduras (UNAH – National Autonomous University of Honduras) to offer the course. In developing the course, CDH drew on the principles underlying the Cultivar train-the-trainer program and developed a similar methodology at a university level by recognizing the students who complete the course as trainers with a diploma and by having the course enter the regular UNAH curricula. The course curriculum integrated the pillars of Project Cultivar-- social dialogue, labor rights, and management systems-- through four modules: 1. Analysis of the Workplace Environment, 2. Labor Relations, 3. Social Dialogue, and 4. Management Systems. (See Appendix A.3 Case Study: Honduras- Certificate Program in Social Dialogue, Labor Relations and Management Systems)

On January 12, 2011, U.S. Ambassador Hugo Llorens visited Cultivar participating Finca Guaruma, a banana supplier with 190 workers located near the northern coast of Honduras. The Embassy press release reported, “During a dialogue with the Ambassador, workers at the farm expressed support for the project, which has improved conditions and given them a stronger voice in shaping their environment.” and “Projecto CULTIVAR has helped employers and employees establish good relationships that foster respect for human rights.” [http://Honduras.usembassy.gov/pr-01-12-11-eng.html].

Following the visit, SAI local partner in Honduras CDH began regular briefings on labor compliance in Honduras for the Labor Attaché of the U.S. Embassy, Jeremy D. Spector. Mr. Spector requested the training support from CDH after observing Project Cultivar activities with CDH and SAI.
strategies to strengthen each agency despite limited resources. At the national level, the Project convened the national offices of the same Secretariats to validate project training materials and strengthen national-level support to the departmental offices.

These meetings stopped during the suspension of working directly with the government. After the suspension was lifted, in 2010 and 2011, CDH focused its work with government on engaging the national and tripartite Socio-Economic Council (CES) and succeeded in having the CES add labor rights in agriculture to its agenda. The discussion of labor conditions in agriculture by the CES, the highest tripartite authority in Honduras, reflected a significant advance from the historical lack of attention to labor law compliance in the agricultural sector.

VI. I. Implementation in Nicaragua -Summary

<table>
<thead>
<tr>
<th>Stakeholder Group</th>
<th>Number of people trained</th>
<th>Number of people trained by peer trainer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workers</td>
<td>818</td>
<td></td>
</tr>
<tr>
<td>Managers</td>
<td>103</td>
<td></td>
</tr>
<tr>
<td>Labor Inspectors</td>
<td>40</td>
<td></td>
</tr>
<tr>
<td>ToT Peer Trainers*</td>
<td>30 (22 in banana, 8 in sugar)</td>
<td>203 in banana; 1,800 in sugar</td>
</tr>
</tbody>
</table>

*PASE trained the trade union leaders of the banana sector as peer trainers.

VI. I. 1 Worker-Manager Training in Nicaragua

In Nicaragua, PASE engaged stakeholders of the banana and sugarcane sectors early in the project, when conducting the Cultivar diagnostic, before it became a Local Partner for implementing Project activities. PASE consulted with the Association of Banana Producers (PROBANIC) and the National Sugar Producers Council (CNPA), the farm management, the sectors’ trade unions and the national and local representatives of the Labor Ministry and Social Security Institute, about the Cultivar proposal and the stakeholders’ respective training priorities. The stakeholders emphasized occupational safety and health, and PASE used their input to help SAI customize and focus the Project Cultivar training program. In both sectors, PASE’s engagement of the trade unions facilitated the participation of the companies, increased the scale of capacity-building results, and contributed to improved relations between the participating companies’ management and unions.

Banana: All Nicaragua banana farms belong to the banana producers association PROBANIC, a supplier to Chiquita Brands. PASE gained the support of PROBANIC for the farms to participate in the project and also formed a Union Working Committee with the three workers union federations in the sector: The

On Workplace Social Dialogue:
“The Project has established a model for Social Dialogue that has already improved communication between the Trade Unions and Management and increased workers’ use of safe labor practices” Fabricio Tercero, General Manager for Pensilvania Consortium (Nicaraguan banana farm), addressed a Bi-National Forum in Honduras.
Federation of Banana Workers of Chinandega (FETRABACH), the Federation of Banana, Agricultural and Service Industry Workers of Chinandega (FETBASCH) and the Federation of Agricultural Workers “Luis Anduray Neyra”. In Nicaragua, approximately 80% of the 2,000 banana workers are union-affiliated. The participation of the banana unions began with the signing of an agreement among the union federations to collaboratively participate in Project Cultivar. The agreement represented a significant achievement, following more than a decade of divisions among the three union federations. The unions’ support for Project Cultivar from an early stage helped SAI and PASE to begin the project in the banana sector and to train all of the sector’s workers through the implementation of the train-the-trainers methodology, a significant support for the banana workers and their employers.

Sugar: The Cultivar-participating sugar mill, Ingenio Monte Rosa, is the second largest sugar company in the country, employing 1,200 workers regularly and approximately 1,800 during the annual harvest. PASE focused sugar sector training on occupational safety and health and complaint management systems. The Monterosa Union Ramón Salvatierra worked with PASE from the beginning, initially to help present Project Cultivar to the Monte Rosa management.

VI. I. 2 Training-of-Trainees in Nicaragua

In Project Cultivar, PASE scaled-up training impacts by building on the well-established labor-relations structures in the banana and sugarcane sectors.

With the sugarcane company Monte Rosa, PASE worked closely with the Union Ramón Salvatierra, training 23 union leaders, who replicated the training for all 1,800 workers of the sugar company.

In the banana sector, PASE trained the leaders of the three trade union confederations and 8 farm-level unions to replicate training workshops for larger groups of workers. 78 union leaders received training as trainers and led the replication of training to benefit nearly all the workers of the banana sector.

PASE’s implementation of the Cultivar training-of-trainers program with the unions of the participating banana and sugar plantation improved their position by training their members, thereby enabling them to demonstrate to management the workers’ contributions to continual improvement of the farms.

VI. I. 3 Technical Assistance in Nicaragua

Banana: The Coquimba farm participated in the technical assistance phase. PASE visited Coquimba regularly to support the development and work of the mixed worker-manager OSH committees (CMSHT) and implementation of complaint management systems. PASE attended the CMSHT meetings as an advisor. PASE also convened the CMSHT of several banana farms to learn and share effective practices based on each committee’s experience.
Sugar: Technical assistance for Monte Rosa focused on improving implementation of its OSH program. Between the training and technical assistance phases, PASE consulted the company human resource manager and trade union secretary of Monte Rosa, who communicated priority issues for the creation of risk maps, and writing procedures for the CMSHT and for OSH monitoring. With the support of the Project Cultivar Regional Office, PASE also advised Monte Rosa through regular meetings with their CMSHT.

VII. Social Dialogue – Roundtables and Consultative Groups

Multi-Stakeholder Dialogue is a key strategy for building consensus, and promoting social dialogue per se. SAI has convened such workshops around the world for over a dozen years, and has consistently seen positive and meaningful results. Project Cultivar used the method broadly and deeply, to good effect, at 32 multi-stakeholder meetings. Below [E and F] are also described joint activities with other USG-funded projects.

VII. A. Description of Method

The Multi-Stakeholder Dialogue Roundtables provided government, local and global companies, workers, unions and other stakeholders a dynamic platform for consensus building through dialogue on key labor rights challenges and the implementation of best practices to address them. In each country, Project Cultivar convened diverse stakeholders of the selected crop sectors to meet, discuss challenges from their varied perspectives, identify potential solutions and build consensus around implementation for improved compliance with labor standards.

The Cultivar team – regional office and local partners – convened stakeholders and facilitated dialogue among participants. In facilitating, Cultivar challenged participants to discuss labor problems together and consider mutually-acceptable strategies to address the problems and responsibilities for implementation. The facilitation of tripartite and multi-stakeholder dialogue on labor standards at the Dialogue Roundtables supported the bilateral worker-manager social dialogue promoted through Cultivar training and technical assistance.

Project Cultivar convened 32 Multi-Stakeholder Dialogue Roundtable meetings at the national and local level, addressing issues identified by the participants.

VII. B. Implementation in the Dominican Republic

VII.B. 1 Banana Sector

INCAP convened banana producers and producer associations, workers and worker support NGOs, regional representatives of government agencies and other key stakeholders of the banana sector of Northwest Dominican Republic, including: Centro de Solidaridad Fronteriza, Asociación de Bananero Unidos (ASOBANU), Centro Dominicano de Asesoría e Investigaciones Legales (CEDAIL), Asociación Dominicana de Productores de Banana (ADOBANO) and the Junta de Asociaciones Campesinas Rafael Fernández Domínguez (JACARAFE).

In the early meetings, the participants advised INCAP on Project Cultivar training priorities. Beginning in September 2008, the banana sector stakeholders focused their meetings on the status of migrant
workers. Over 85% of field workers in the banana sector are migrant workers, primarily of Haitian origins, mostly lacking residence and work permits. The workers’ lack of documentation as residents and workers in the Dominican Republic means, in practice, denial of access to social security, health care, education and employment benefits.

The banana sector Dialogue Roundtable achieved consensus that the precarious status of migrant workers represented the biggest threat to workers’ livelihoods and the sustainability of the sector. The banana farms of the northwest Dominican Republic maintain global competitiveness by focusing on organic and fair trade markets of Europe, an ethical niche jeopardized by the compromised rights of migrant workers. Dialogue Roundtable participants identified residency permits as achievable, albeit temporary, solutions, and negotiated an agreement for safer, freer movement for Haitian migrant workers in the Northwest Dominican Republic.

VII. B. 2 Sugarcane Sector

CIAC convened sugar companies, sugarcane producers, field workers, trade unions, government representatives and local NGOs for the first ever multi-stakeholder meetings on labor issues in the Dominican sugar industry. For the sugar industry, the status of migrant workers also presents a challenge for survival in competitive markets.

For much of the 20th Century, the regimes of Rafael Trujillo and Jean-Claude Duvalier trafficked Haitian people to harvest Dominican sugarcane. Currently, as in the banana sector, migrant workers of Haitian origins constitute over 85% of the sugarcane field workforce and lack access to social protections and benefits. Both the historical legacy of government-sponsored trafficking of labor and current precarious status of workers represent real costs to the sugar industry, to its reputation and to profits.

Under Dominican law, employers are responsible for their employees’ legal residency and permitted to employ only up to 20% non-Dominican workers in their workforce. In reality, 85% of the banana and sugarcane workers are of Haitian origins, not Dominican. Many employers have paid fines for employing too high a percentage of foreign workers, and they note that their alternative is to shut down. In response to demands of clients, some banana and sugar producers have arranged for visas or work permits and, in some cases basic medical care, but most have found that the costs to be prohibitively high. Meanwhile, migrant workers continue to face the threat of deportation and lack access to basic protections such as social security and health insurance. In the Cultivar roundtable meetings, stakeholders of both the banana and sugar industries increasingly expressed interest in a change in migration policy and the social security system. For producers, the costs and reputational risks seem to outstrip the comparable contributions to the public system of protections and benefits for registered workers. For the migrant workers, normalized status would support their labor rights, freedom of movement and access to basic social services represent.
VII. C Implementation: Honduras

CDH convened Multi-Stakeholder Dialogue Roundtables at the national level, crop sector and local levels to promote awareness of labor standards and support for their implementation. As noted above, in response to the severe polarization of the country following the coup-d’État of 2009, CDH also developed the Degree Program in Labor Rights and Social Dialogue to build the capacity of worker and company leaders to engage in social dialogue as the methodology for sustainable, competitive business.

CDH organized two national level Dialogue Roundtable meetings. Participants in 2008 and early 2009 meetings included the Labor Secretary and Minister of the Secretary of Industry and Commerce as keynote speakers. CDH focused local and crop-sector meetings on the identification of key challenges to labor rights, and engaged the national tripartite Socio-Economic Council to include the identified problems in its agenda.

VII. D Implementation: Nicaragua

PASE convened the Multi-Stakeholder Dialogue Roundtables in western Nicaragua, where banana and sugarcane production are concentrated. From the first meeting in August 2008, representatives of trade unions, producer companies and associations, and government agencies participated eagerly. Issues raised as priorities included occupational safety and health, grievance mechanisms and, in the banana sector, collective bargaining. PASE arranged for technical experts to present to the Dialogue Roundtable participants on the priority topics, for example, at a 2009 meeting, on alternative methodologies for resolving labor disputes.

To support the continuation of tripartite dialogue on occupational safety and health, PASE utilized the meetings of the Multi-Stakeholder Dialogue Roundtable to facilitate the reactivation of the Departmental Advisory Group on Occupational Safety and Health. The CDHST is a tripartite body-participants include representatives of the labor and health ministries, trade unions and employers of the department- responsible for overseeing compliance with the Nicaraguan occupational safety and health law in its respective department of the country. The CDHST in the western Department of Chinandega reinstated regular meetings with this support from Project Cultivar. Renewing the active role of the CDHST resonated strongly in the region, given the acute health and safety problems that the agricultural sector has faced in recent history and risks that persist as part of both the banana and sugar sectors.

VII. E Joint Regional Forum with SAI & BSR in February 2010

On February 10-11, 2010 in Managua, Nicaragua, SAI’s Project Cultivar and BSR’s DR-CAFTA Responsible Competitiveness Program co-convened a multi-stakeholder Regional Forum on Labor Rights and Corporate Social Responsibility in the Agricultural Sector of the DR-CAFTA Region (See Appendix G). More than 140 representatives from international brands, companies, producers, trade unions, NGOs, international organizations and regional governments gathered to discuss best practices to achieve a sustainable culture of labor compliance. In the six panel sessions, and in presentations of cases about labor issues in the production of bananas and sugar cane, forum participants shared experiences on the innovations, challenges and successes of socially sustainable practices in agriculture in the DR-CAFTA region.
VII. F Cooperative activities and Synergies with Other CAFTA-DR Projects

Cooperation among projects with similar aims of course maximizes effectiveness and efficiency, and is necessary for creating a culture of compliance with labor standards. Project Cultivar recognized the need for coordination with other initiatives that share the goal of decent work in the region’s workplaces and therefore developed mutually supportive relationships with several other organizations and initiatives in addition to the BSR project.

VII. F. 1 U.S. Government Programs Promoting Labor Law Compliance in CAFTA-DR Countries

Project Cultivar was one of several programs funded by the U.S. Government to increase labor law compliance in the member countries of CAFTA-DR. Cultivar coordinated closely with the Comply and Win Project, the Everyone Works – Workers Rights Centers, as well as the BSR DR-CAFTA Responsible Competitiveness Program. With Comply and Win, Project Cultivar actions to support its goal of strengthening the Labor Ministries of the region included a) delivering training for labor inspectors specifically on the application of labor laws in the agricultural sectors, in Dominican Republic, Honduras and Nicaragua and b) convening employer and worker stakeholders to participate in Comply and Win workshops, such as the stakeholder review of an agricultural protocol in the Dominican Republic. The Everyone Works project established and operated Workers Rights Centers, to which Project Cultivar referred stakeholders for legal support. Cultivar and Everyone Works also participated in each other’s stakeholder dialogue events. With the BSR DR-CAFTA Responsible Competitiveness Program, Project Cultivar co-convened the Regional Forum on Labor Rights and CSR described above on February 10-11, 2010.

In each of the three countries, Project Cultivar maintained regular communication with the Labor Attachés of the U.S. Embassy. In Nicaragua, the Labor Attaché convened meetings among projects financed by the U.S. Government for the CAFTA-DR region, in which the Cultivar Regional Office and PASE participated regularly. The Cultivar Regional Office also invited and accompanied the Labor Attaché to visit project-participating farms. In Nicaragua and Honduras, the U.S. Ambassadors visited Cultivar-participating farms after the Labor Attachés reported back the progress that they had observed. On January 6, 2011, U.S. Ambassador to Nicaragua Robert J. Callahan and the U.S. Embassy Labor Attaché Dan Carroll recognized Project Cultivar in a visit to participating banana farm Coquimba and sugar mill Ingenio Monte Rosa. Following their visit, the Embassy recognized Project Cultivar on their website.

On January 12, 2011, U.S. Ambassador to Honduras Hugo Llorens, visited Cultivar participating banana farm Guaruma. The Embassy press release reported, “During a dialogue with the Ambassador, workers at the farm expressed support for the project, which has improved conditions and given them a stronger voice in shaping their environment.” and “Proyecto Cultivar has helped employers and employees establish good relationships that foster respect for human rights.” Following the visit, SAI local partner in Honduras CDH began regular briefings on labor compliance in Honduras for the Labor Attaché of the U.S. Embassy, Jeremy Spector. Mr. Spector requested the support from Project Cultivar to deepen his understanding of the labor rights issues in Honduras.
VII. F. 2 Building on Best Practices

In addition to coordinating among project activities, Project Cultivar worked with other initiatives to integrate lessons learned from previously applied strategies and to combine thematic expertise. The regional project Continuous Improvement in the Central American Workplace provided important lessons learned in multi-stakeholder participation. In developing the Project Cultivar training and technical assistance program, the Cultivar Regional Office built on the six-step approach to management systems that had been successfully promoted by the regional occupational safety and health projects CERSSO and FUDACERSSO. To develop the Cultivar strategy for applying labor standards to the agricultural sector, SAI worked with Rainforest Alliance to combine the organizations’ respective experiences in promoting labor standards, in the case of SAI, and best agricultural practices, in the case of Rainforest Alliance. In 2008, the Cultivar Regional Office built on the SAI-Rainforest Alliance and CERSSO/FUNDACERSSO training materials to provide the basis of Cultivar training materials that the Cultivar Local Partners customized to each country and sector.

VIII. Project Impacts: Quantitative and Qualitative Results by Objective

Impacts of Project Cultivar are seen at the participating farms and in the ongoing, sustainable, activities of project partners. Measurement of change began as Project Cultivar developed the project progress monitoring plan (PMP) during the project design phase, and monitored progress against project goals and objectives throughout the project. The project was evaluated by a third-party evaluator midway through the project and a second-party evaluator at the end of project activities. Monitoring focused on key performance indicators at the farm levels, including: a) progress in implementing the 6-step management system, b) establishment of a complaint management system, c) number and percentage of complaints reported and resolved on site, and d) key components of preventive OSH systems (the presence of an active worker-manager OSH committee, training, accidents and absences, use of personal protective equipment, maintenance of first aid equipment). In addition, reporting on each training, technical assistance, and social dialogue promotion activity provided direct feedback from project beneficiaries. The mid-term and final project evaluations enriched the understanding of project impacts with broader stakeholder feedback and observations on project management that contributed to continuous improvement and identification of key lessons learned. This section presents the impacts of Project Cultivar by the three project objectives.

VIII. A Objective 1: Increased understanding of labor rights among workers and management of participating farms

Project Cultivar improved understanding of labor rights of 3,715 workers, 240 managers, 95 worker peer trainers and 315 labor inspectors—most directly via training workshops, which were reinforced through technical assistance and Multi-Stakeholder Social Dialogue Roundtables. Improving understanding of labor standards and each stakeholder’s role in applying and sustaining compliance with standards is a critical first step on the path to workplaces in which social dialogue between workers and managers drives continual improvement of the labor conditions and business performance. In each crop sector, this first step came after overcoming particular challenges and carried particular significance to the workers, managers and labor inspectors. Many training sessions included quizzes on the material presented; however, the improvements in social dialogue at the participating workplaces best demonstrated increased understanding of labor rights among the worker and manager participants.
VIII.A. 1 Nicaragua

In Nicaragua, workers’ and managers’ associations at Cultivar-participating banana and sugarcane companies facilitated the organization of training workshops. In the banana sector, PASE’s developing the agreement among the three trade union federations set-up the successful training-of-trainers program. The unions’ 23 peer trainers replicated Cultivar training on labor rights, occupational safety and health, and complaint management systems for workers. This resulted not only in nearly all of the sector’s workforce (1,200 workers) increasing their knowledge of labor rights but also strengthened trust by farm management in the union leadership as partners in social compliance. In the sugarcane sector, PASE began training with 23 members of the Union Ramón Salvatierra of Monte Rosa, a strategy that led to the union replicating the training modules for 1,800 workers of the sugar producing company.

VIII.A. 2 Honduras

In Honduras, training of national and local government officials of the Secretariats of Labor, Social Security, Health, Education and Agriculture addressed a critical gap in the country’s labor law enforcement—coordination across agencies and between headquarters and local offices. The 210 government officials increased their understanding of best practices in social standards inspections and identified concrete ways to share data and their limited resources.

VIII.A. 3 Dominican Republic

Training on labor rights for workers and managers of the banana and sugarcane sectors truly broke ground in the Dominican Republic. For workers, the majority being migrants of Haitian origins, participation in workshops in their language, on their rights as recognized workers under international standards and national labor law offered dignity. For producers, improved understanding of international standards and management systems raised their commitment to address labor conditions with their workers and buyers with clarity on their role and capacity to drive improvements. These trainings contribute to building an enabling environment for workers to realize their rights.

Based on conversations and interviews, Local Partner CIAC, reported that both workers and employers demonstrated greater knowledge of labor rights, including the right to social security. Employers moved from a mind-set based in discrimination, and a practice of acting in a paternalistic manner toward workers and violating their human rights, toward recognition of workers’ rights and greater efforts on the colonos’ part to fulfill their workers’ rights. The sugarcane producers also began to recognize that demonstrating compliance with labor standards presented them not just with a challenge but also with an opportunity for future market competitiveness, as suppliers to the ethical buyers who demand compliance. Workers, who initially and traditionally behaved in a demure, submissive, manner before their employers, now recognize themselves as a rights-bearing group.

VIII. B Objective 2: Improved ability of targeted workers to exercise their labor rights and of targeted managers to ensure labor standards compliance

Project Cultivar tracked the participating-farms’ approach to resolving grievances and implementation of good practices in occupational safety and health, in order to assess the impacts of project activities on workers’ ability to exercise their labor rights and managers’ ability to ensure labor standards compliance. There are significant positive changes, described below.
VIII. B. 1 Improvements of Occupational Safety and Health

Project Cultivar participating-farm managers and workers in all three countries reported fewer accidents and reduced staff turnover, and they attributed the improvements to the Cultivar training and technical assistance. Furthermore, the project-participating managers reported increased productivity and linked it to improved OSH and workplace communication.

In the Dominican Republic, the participating banana farms improved most significantly in maintenance of hygienic conditions, workers’ access to potable water, and workers’ use of appropriate personal protection equipment. In the sugar sector, participating sugarcane producers began to provide food to workers in the workplace during working hours, a daily supply of 5 liters of potable water purified with chlorine, and hats for protection against the sun in addition to the conventional working tools of boots and files for machetes.

In Honduras, the Cultivar training and technical assistance on OSH helped AGRIPAC earn Global G.A.P certification, for compliance with best practices in hygiene and safety at agricultural workplaces. The Global G.A.P certification enables AGRIPAC to sell its melons to European markets.

In Nicaragua, the Monte Rosa sugar mill and Coquimba banana farm also reported reduced accidents, and they highlighted workers’ appropriate use of EPP as a result of the Cultivar training and technical assistance. Mr. Eduardo Ubilla, General Manager of Coquimba commented,

“Since implementing CSR programs and systems at Coquimba, workers use their personal protective equipment more systematically. There have been fewer accidents, fewer workers get sick and this has resulted in lower costs for the farm. Workers are more conscious of their health and more productive. .we have a union at Coquimba and it is very involved in the process. In terms of communication with the union, the changes in the farm since we have been participating in the project have been 180 degrees. .the unions feel like they are part of the farm, and they are committed to the farm and to each other as coworkers.”

VIII. B. 2 Grievance Resolution

On grievance handling, Cultivar training promoted the implementation of complaint management systems to resolve workplace disputes on-site. As a result, 45% of participating producers reported an increase in the percentage of grievances resolved onsite. Additionally, the labor ministry local offices in the areas of project activities in Nicaragua and the banana sector of the Dominican Republic supported these findings, reporting fewer complaints that could not be resolved on site, and had to be raised to the level of the government, over the course of Project Cultivar. These changes mean there is faster resolution of grievances for workers, reduced time away from production for managers, and increased time for labor inspections for the local government officials. Graphs below illustrate some of these improvements.

In Nicaragua, for example, Candida Rodriguez – Ministry of Labor, Department of Inspections, Chinandega-- presented data and attributed the reduction in the

“Project Cultivar has had the vision to provide workshops on labor rights, giving workers and managers the tools to resolve their issues internally. They no longer need an intermediary.”

-Candida Rosa Rodriguez, Ministry of Labor, Nicaragua
number of complaints brought before the ministry to Project Cultivar. According to Ms. Rodriguez, the Cultivar training improved communications between workers and managers and allowed them to resolve their issues internally. She said that: “It frees [the ministry] up to focus on inspector training and visits.”

Source: Ministry of Labor, Department of Inspections, Chinandega, Nicaragua
*Prior to 2007, the Labor Code was the only law in effect and it did not address OSH. However, in 2008 Law 618 which addresses OSH came in effect.

Source: Ministry of Labor, Department of Inspections, Chinandega, Nicaragua
*Prior to 2007, the Labor Code was the only law in effect and it did not address OSH. However, in 2008 Law 618 which addresses OSH came in effect.
VIII. B 3  Productivity

In Nicaragua, the banana farm Coquimba led the six farms of the sector in demonstrating its commitment to improvement by participating in the Cultivar technical assistance program as follow-up to training and then rising from third to first place in Chiquita’s productivity rankings of its Nicaraguan suppliers. Eduardo Ubilla, Owner and Administrator of Coquimba, attributed the productivity improvements to the farm’s participation in Cultivar. Mr. Ubilla commented,

The following chart illustrates the increase in productivity achieved by Finca Coquimba since it began participating in Project Cultivar in 2008. (See Appendix A.2, Case Study: Nicaragua- Finca Coquimba)

![Finca Coquimba Productivity Chart](chart.png)

Source: Interview with Mr. Eduardo Ubilla, General Manager, Finca Coquimba, June 2, 2011, Chinandega, Nicaragua.

VIII. C  Sustainable mechanisms to continually improve labor relations and working conditions in targeted sectors

Project Cultivar embedded sustainability into the project by working with local partners, promoting management systems at workplaces, and facilitating social dialogue at the workplace and at the industry level. Significantly, many improvement processes initiated by the Cultivar implementation team will continue through the efforts of the project stakeholders, supported by the social dialogue infrastructure built in these years.

VIII. C. 1 Local Partners

SAI deliberately developed partnerships with local NGOs based on a shared vision of human rights at work in order to contribute to stronger local leadership on labor standards in each country and to contextualize implementation with local knowledge. Each local partner developed relationships with key stakeholders that enable them to continue as leaders in promoting labor standards:
• In Nicaragua, PASE continued to provide training to the personnel of Monte Rosa, at the company’s request following its experience in Cultivar.

• In Honduras, CDH delivered training to the Labor Attaché of the U.S. Embassy of Honduras and the tripartite socio-economic council (CES), at their request and following their observation of Cultivar activities.

• In the Dominican Republic, CIAC participated again as SAI’s partner in the implementation of the labor component of the USAID Project Environmental and Labor Excellence for CAFTA-DR with the sugar sector. Additionally, CIAC and INCAP were tapped by the Dominican office of the ILO to continue facilitation of multi-stakeholder dialogue roundtables.

VIII. C. 2 Management Systems

Management systems for continual improvement of labor conditions have been a key strategy promoted by SAI since its establishment in 1997, including being an explicit section of the SA8000® standard and the basis of the structure of SAI’s Social Fingerprint™ measure and improve program. The background plan-do-check-act structure goes back much further, of course, and is used all over the world in many contexts. Applying this strategy to labor standards compliance in rural agriculture was initially received with skepticism by Project Cultivar participants due to the sector’s traditionally less structured organizational methods. As improvements in working conditions and social dialogue became apparent, participants began to perceive the utility of the management system strategy.

The Project promoted and taught the use of six-step management systems for occupational safety and health. Results included 42% (16 out of 38) of participating farms having an active worker-manager OSH Committee, 38 farms improving the use of personal protective equipment, participating producers reporting decreased worker turnover (which lowers recruiting and training costs), fewer accidents and higher productivity. Improvement of labor conditions is certainly an ongoing process, but the effective steps taken by these farms to implement social compliance management systems and achievements in the short project timeframe suggest that improvements will in fact continue. For example, in Honduras, Local Partner CDH’s technical assistance helped AGRIPAC to establish a Joint Worker-Manager Committee for OSH and completed all 6 steps of the Management Systems process.

VIII. C. 2.1 Dominican Republic banana sector

In the Dominican banana sector, for example, seven project-participating farms advanced in the implementation of OSH management systems. Their progress is shown in the following chart:
VIII. C. 2. 2 Dominican Republic Sugarcane Sector

In the Dominican sugarcane sector, CIAC’s technical assistance and training program led to formation by participating sugarcane producers and their workers of a variation of a Joint Worker-Manager committee. According to Dominican law, Joint Worker-Manager OSH Committees are only legally required if there are at least 15 permanent employees working for a specific employer. The project-participating sugarcane producers were relatively small, depended on migrant labor for production, and hired very few permanent employees. However, CIAC emphasized the importance of organized cooperation. Producers (colonos) responded to the training and technical assistance program by developing a worker-manager committee consisting of 7 colonos and 5 workers (selected by the workers themselves) from various sugarcane plantations. The committee mandate is to support internal complaints management and monitoring of OSH improvements.

VIII.C. 2. 3 Cultivar Training Materials Process

Training large numbers of people with varied, and mostly modest, levels of formal education, required the development of training materials appropriate to the context, education level and training delivery strategy for each group. In all three countries, Project Cultivar developed training materials customized to the crop sectors, vetted them with stakeholders and distributed the materials to its key stakeholders to enable them to refer and retain the information and to replicate training for their peers. The Cultivar training modules included: labor standards and national labor law, management systems, occupational safety and health, communications and complaint management systems.

VIII.C. 3 Embedding a Culture of Compliance

In Honduras, CDH embedded sustainability of Cultivar training into the national university system by partnering with the National Autonomous University of Honduras to develop the Degree Course on Labor Rights and Social Dialogue. The course enables workers, managers and government officials of any formal education level to gain a university-recognized degree while gaining the knowledge and skills needed to contribute to advanced industrial relations in their respective workplaces. CDH also provided
the Labor Secretariat and workers and managers with the training modules on the *Cultivar* training topics for their own use and distribution.

**In Nicaragua**, PASE worked closely with the *Cultivar* Regional Office as well as the trade unions, producers and Labor Secretariat to customize *Cultivar* training modules to the *banana* and *sugarcane* sectors. PASE provided local government officials, participating-farm management and trade union representatives with manuals for reinforcement, reference and replication of training for their peers. PASE also developed and distributed to pocket-sized pamphlets (See Appendix B and C) and posters for mass communication of labor standards, management systems and preventive practices in occupational safety and health.

**In the Dominican Republic**, INCAP and CIAC worked together and with stakeholders of the *banana* and *sugarcane* sectors to produce an eight-volume set of training booklets in both Spanish and Haitian Creole (See Appendix D). Four volumes address labor standards and national labor law, two address occupational safety and health management systems, and two address complaint management systems. The training sets represented the first of their kind: contextually appropriate educational materials on labor rights and strategies for compliance and continuous improvement for the managers and the migrant workers of the agricultural sector.

Also, in the **Dominican Republic**, *Project Cultivar* demonstrated its holistic approach to worker rights by responding to the acute threat of a cholera outbreak in late 2010, with the development of the manual *General Guidelines for the Control and Prevention of Cholera* (See Appendix E) by *Cultivar’s* Regional Director and Deputy Director for the participating workplaces and the Dominican Labor Secretariat. The *Cultivar* Regional Office, INCAP and CIAC convened three Multi-stakeholder Dialogue Roundtables to present the Manual and facilitate the development of preventive action plans by the *banana* producers, workers and their respective local government officials of the northwestern and eastern regions. As of year-end, the preventive action plans had been successful in avoiding outbreaks on the implementing farms.

**VIII. C. 4 Facilitation of Social Dialogue**

It is well understood that it is important for Workers, Employers and Government to participate in social dialogue on labor law compliance, yet the concept is often hard to deliver practice, and the three groups often need a catalyst. *Project Cultivar* facilitated bi-partite social dialogue through joint worker-manager training on communications and complaint management systems and tripartite social dialogue through a total of 32 Multi-Stakeholder Roundtable Dialogues.

**VIII. C. 4. 1 Dominican Republic**

In the **Dominican Republic**, dialogue among the stakeholders of the agricultural sectors broke new ground. Migrant workers faced seemingly insurmountable barriers to communicate with employers, and employers understood little of their workers’ reality.

**Bananas:** At the Multi-stakeholder Dialogue Roundtable in the *banana* sector, the producers engaged in dialogue with worker-support NGOs and local office of the Labor Ministry and agreed on recommended actions to achieve increased protection and mobility for the migrant workers: the Dominican and Haitian Consulates agreed to process passports and visas onsite at workplaces, and the Dominican military agreed to recognize migrant workers’ free mobility and cease arbitrary deportations.
Sugarcane: In the sugarcane sector, the colonos (sugarcane producers) demonstrated that they internalized the concepts of the training program through their dedicated participation in the Multi-Stakeholder Dialogue Roundtable. The topic of migrant workers’ rights, specifically access to social security, dominated the Dialogue Roundtable meeting agendas. CIAC’s facilitation of the meetings ensured equitable participation and clear steps forward. At the first meeting of the Dialogue Roundtable, participants worked through their surprise of sitting at the same table - producers, sugarcane companies, worker-support NGOs, and government officials – to discuss labor rights in the sector. Following the second meeting, both producers and sugar company representatives began to engage the government on the issue of social security access for migrant workers.

CIAC and SAI ensured participation by responding the diverse stakeholders’ needs. For example, to hasten the completion of a public health clinic in the Bateye La Plaza, Project Cultivar placed the issue on the agenda of one of the Multi-stakeholder Dialogue meetings. Construction had paused with no end in sight in mid-2010. Discussion at the Dialogue Roundtable led to the reactivation of construction and completion of the clinic, according to the Roundtable participants. It was “Thanks to Cultivar”, as Colono Ruben described it. Until the construction of that healthcare facility, the nearest clinic available to residents and workers was in the town of Consuelo, some 8 kilometers away. This new facility is considerably closer, with a radius of travel distance ranging between 50 to 400 meters.

132 stakeholders of the sugar industry participated in the 6 dialogue roundtable meetings convened by CIAC and SAI. Recognizing the need for continuing the Dialogue Roundtable beyond the end of Project Cultivar, Project Cultivar established contact with other initiatives, such as the social dialogue program of the ILO, and facilitated bilateral meetings among key stakeholders of the sugar industry.

Participants in the Dominican Dialogue Roundtables also observed a shift in the position of the Labor Ministry. At the beginning of Cultivar, a then-acting official of the Labor Ministry castigated the project for working with “illegal” companies and, in such a statement, denied the reality of Dominican agriculture that depends on migrant, mostly undocumented, workers. The Labor Ministry under Dr. Max Puig dramatically shifted perspective and openly supported Cultivar’s work to ensure the application of labor laws to all workers, regardless of nationality. In 2009 and 2010 local and national representatives of the Labor Ministry participated in the Dialogue Roundtable meetings for the banana and sugarcane sector.

VIII. C. 4. 2 Nicaragua

In Nicaragua, the Multi-Stakeholder Dialogue Roundtables developed from the identification of key challenges to moving ahead with strategies for improvement. At the first meeting in August 2008, the 56 participants included leaders of the three trade union confederations in the sector - FETRABACH, affiliate of the CST, FETBASCH, affiliate of the CST José Benito Escobar, and Luis Anduray Neyra, affiliate
of the ATC; and managers of all six banana exporting farms - Alfonso- Alfonsito, Cardón, Coquimba, Pennsylvania, San Luis and Teresa; and regional officials of the Ministries of Labor, Social Security, Health, Natural Resources and Education. At the first Roundtable, participants identified two concrete challenges: delayed collective bargaining and an inactive Departmental Council for Occupational Safety and Health. PASE discussed both issues with the stakeholders and prioritized two things: the need for the unions and the farms’ management to focus their negotiations, and the potential for the Dialogue Roundtables to support the Departmental OSH Council. The OSH Council is a tripartite body, legally mandated to oversee OSH in each departamento or state. In the Department of Chinandega, the Council had encountered difficulties convening, so PASE established the Cultivar Dialogue Roundtable as a venue for the OSH Council of Chinandega to convene regular meetings.

VIII. C. 4. 3 Honduras

In Honduras, CDH initiated the Multi-Stakeholder Dialogue Roundtable with two Forums on Labor Standards and CSR in Agriculture in November 2008 and March 2009. At the November meeting, managers of project-participating farms in Nicaragua traveled with the Cultivar Regional Office to present on their experience and encourage the agricultural producers of Honduras to participate in Cultivar. At both meetings, then acting Labor Minister Mayra Mejía delivered keynote addresses, communicating her Ministry’s support for the project goals. However, as noted above, sustaining social dialogue at the tripartite level proved a major challenge in the melon industry in Southern Honduras and throughout the country in the polarized aftermath of the June 2009 coup d’état. To nevertheless meet the need for training and technical assistance, CDH adapted the facilitation of tripartite social dialogue strategy to the context by engaging the national tripartite Socio-Economic Council (CES). By the end of the project, CDH succeeded in establishing labor rights in the agricultural sector as a agenda item of the CES. In March 2011 CDH presented the Cultivar Project to a meeting of the CES with its respective tripartite bodies from other countries in the region.

IX. Conclusions

Project Cultivar achieved its goal of increasing labor law compliance and competitiveness in the selected crop sectors of Nicaragua, Honduras and the Dominican Republic. The creation of a culture of compliance with labor standards is a long-term process, but Cultivar demonstrated the locally-customized training, technical assistance and the facilitation of social dialogue can produce concrete improvements in labor relations and working conditions. In interviews with the final outside evaluator of the project, participating farm managers and workers reported increased productivity, improved dialogue at the workplace and with their respective labor ministry, fewer complaints requiring outside support for resolution, and a decrease in both accidents and staff turnover. The effectiveness of the work depended on both how—cooperatively and consultatively—and what—customized, useful techniques and information—project work was done.

Sustainable improvement is clearly just as important as the results achieved in a brief project time period. The Cultivar strategies of working with local NGOs as partners, training of trainers, management systems and facilitation of bilateral and multi-stakeholder social dialogue initiated improvement processes and equipped stakeholders with the knowledge and skills to sustain them. Each Local Partner received recognition in the form of an invitation to apply its demonstrated capacity to promote labor rights. Each stakeholder group in each country received training and materials they can use for training peers on labor rights and national law, management systems, occupational safety and health,
communications and complaint management resolution. Every workplace that participated in technical assistance began or strengthened its implementation of management systems for labor law compliance. Workers, managers and labor inspectors all reported increased bilateral dialogue at their workplaces and tripartite social dialogue in their industries.

The same inclusive and informed approach promoted to project stakeholders enabled Cultivar to achieve its goals of increased knowledge, improved capacity and sustainable mechanisms for labor law compliance. The diagnostic studies and leadership of implementation by local human-rights NGOs as SAI’s partner in each country ensured that activities led to clear improvements for the project stakeholders. Local Partners’ connection to local communities enhanced multi-stakeholder buy-in and supported successful project implementation. The engagement of workers and their trade unions, employers and their industry associations, and government officials at the national and local levels enabled Project Cultivar to support existing institutions and structures designed to support labor standards, such as social dialogue and government inspectorates. Coordination with other initiatives with similar objectives allowed Cultivar to maximize use of its resources by avoiding duplicative work and building on the existing expertise and lessons learned of other strategies.

A beyond-the-workplace perspective is necessary to improving labor law compliance. In each country, Project Cultivar worked with workers, managers and government officials to identify root causes of labor law non-compliances. The case of migrant workers in the Dominican Republic’s agricultural sector lack of legal protections and benefits is a stark example: non-resolution means non-compliance with labor standards and risks the competitiveness of the agricultural industry, so workers, employers and the government share an interest in solutions. The strategies to promote social dialogue in Nicaragua and Honduras prioritized similarly challenging obstacles - an inactive Departmental OSH authority in Nicaragua and polarized employer and worker sectors in Honduras. In each case, results were significant, representing real steps forward in a challenging process. By addressing the beyond-the-farm obstacles to compliance, Cultivar motivated stakeholders to participate in the project and to take on more leadership and responsibility in their respective spheres of influence.

Companies that successfully improve labor relations and working conditions can increase productivity and competitiveness in doing so. The financial benefits of labor law compliance are fundamental lessons from Project Cultivar and offer powerful arguments for sustaining the Project’s actions. Demonstrated most clearly by Finca Coquimba in Nicaragua, the business case for improving labor standards can motivate other companies, of diverse product types, to make improvements. The Cultivar experience provides important examples of strategies to achieve improved labor law compliance – increased dialogue between managers, workers and government facilitated through direct training and technical support delivered by local organizations who understand the local social, economic, political and cultural context.

X. Lessons Learned

Some key lessons learned could improve effectiveness of implementation of future projects of this type. Although the basic structure of the work delivered significant benefits described above, in the interests of continuous improvement, Project Cultivar identified some ways to improve its model for future adaptation and implementation. Two of three key lessons learned are related to project measurement and communication systems, and the third concerns successful outreach.
Although *Project Cultivar* began its monitoring and evaluation program with the development of the progress monitoring plan (PMP), additional planning on data collection responsibilities and expected reporting data would have enhanced the project. Over the course of the project, all local partners had difficulties submitting complete reports on time. Through discussions among the implementation team, it became clear that a more explicitly outlined M&E plan with responsibilities, criteria for reporting and links between reporting and payment disbursements would have improved reporting. Also, taking more time at the beginning of the project to train local partners about reporting needs and M&E methods would have helped to avoid misunderstandings of expectations. Finally, simplifying M&E reporting forms would have likely contributed to more consistent reporting.

Increased dialogue between the partners could lead to even greater achievements in the field. A critique in the midterm evaluation was that there was insufficient dialogue occurring between the Local Partners and the Regional Office. While the Regional Director and Deputy Director did significantly increase their visits to the Local Partners’ offices and their scheduled activities, Local Partners’ could have benefited from still more regular communications with each other by learning of strategies used by another partner which may have been helpful from to them in their own context. Hence, one lesson would be the desirability of the scheduling of periodic conference calls between the Local Partners’ in which successful strategies and ideas are shared could increase the achievements in each other’s local context.

*Project Cultivar* engaged global brands during the project design phase and intermittently throughout the project but could have increased its impacts by finding and specifying a more active role that was appealing to the companies to get them to support on-the-ground improvements at their suppliers. The Cultivar team reached out to Chiquita Brands International, Dole Food Company, The Coca-Cola Company and Green Mountain Coffee Roasters at the start. Chiquita shared its internal training materials on occupational safety and health, sent representatives to a Multi-Stakeholder Dialogue Roundtable in Honduras and the *Regional Forum on Labor Rights and CSR* in Nicaragua, and their Nicaraguan suppliers of bananas participated in the project. The Coca-Cola Company visited project workshops in Nicaragua and attended the *Regional Forum*, and a representative of Dole also attended the *Regional Forum*. *Project Cultivar* would have increased the scope of its impacts by implementing a more defined role for brands and finding a strategy to ensure their participation.

### XI. Next Steps and Proposals

The successes and lessons learned from *Project Cultivar* place SAI and its partners in a strong position to build on, implement and scale-up the Cultivar program to benefit more workers, managers and labor inspectors. SAI has begun to apply the experience and knowledge gained from Cultivar in new projects and to seek funding to implement similar projects.

In the USAID Program *Environmental and Labor Excellence* for CAFTA-DR, SAI has applied Cultivar strategies to contribute to the project goal of increased implementation of labor and environmental standards by agricultural companies in the Dominican Republic and Central America. Focused on labor standards in the Dominican sugar sector, SAI has extended its partnership with CIAC to deliver training and technical assistance and facilitate social dialogue among the industry’s stakeholders. SAI-CIAC integrated the SAI Social Fingerprint® Program into its technical assistance strategy to help the participating sugar companies and their sugarcane suppliers’ measure and improve their performance.
on labor standards. The brief program ended in July 2011 but has enabled SAI and CIAC to further advance the use of management systems to improve compliance with labor standards and sustain multi-stakeholder social dialogue in the sugar industry.

SAI has also supported the Cultivar Local Partners to apply their capacities to new programs. In Nicaragua, PASE received an invitation to support the ILO/IFC Project Better Work Nicaragua to improve labor standards implementation in the textile sector. In the Dominican Republic, CIAC has been invited to deliver a project to support strategic planning and OSH capacity at the Labor Ministry, and INCAP has participated in the World Banana Forum. Both CIAC and INCAP are working with the Dominican office of the ILO to promote social dialogue through multi-stakeholder dialogue roundtables. In Honduras, the Socio-Economic Council (CES) and the U.S. Embassy have tapped CDH for training on labor rights and social dialogue.

SAI, PASE, CDH, INCAP and CIAC maintain regular communications as the Cultivar Network and have applied for new funding for a Cultivar II in Central America and the Dominican Republic. SAI has sought and will continue to seek funding to develop, adapt, build on, and extend the effective Cultivar strategies to promote labor law compliance in other regions. Additionally, SAI integrates the successful strategies and important lessons learned from Cultivar into its other programs.
XII. Appendix: Case Studies, Training Materials, et al

A. Case Studies .............................................................................................................................................57
   1. Dominican Republic: Asociación de Colonos de Consuelo .................................................................57
   2. Nicaragua: Finca Coquimba ..................................................................................................................59

B. Labor Rights Brochure (Pocket-sized) based on SA8000© Standard produced by Project Regional Office .................................................................................................................................62

C. Management Systems (6 Steps) for Occupational Health and Safety Brochure (Pocket-sized) produced by Project Regional Office ...........................................................................................................64

D. Training Materials written in Haitian Creole for Migrant Workers in the DR ..............................................66

E. Manual on General Guidelines for the Control and Prevention of Cholera for the Dominican Ministry of Agriculture (January 2011) ..................................................................................................................69

F. Letters and Photos of Donation of Office Regional Equipment to the Ministry of Labor and other Local Unions in Nicaragua ......................................................................................................................76

G. Agenda, Regional Forum on Corporate Social Responsibility in the Agricultural Sector of the CAFTA-DR Region, February 2010 in Managua, Nicaragua ............................................................................................................80

A. Case Studies

1. Dominican Republic: Asociación de Colonos de Consuelo

Participation in Project Cultivar gave new life to the Asociación de Colonos del Ingenio Consuelo (ACC), a producer's association of 263 independent sugarcane producers in the eastern region of the Dominican Republic. The Cultivar training, technical assistance and social dialogue activities helped the ACC members to organize as an effective professional association. Building more support structures has been advantageous for the independent producers, and an overall successful impact left by Project Cultivar that remained following the project's conclusion.

Founded on October 2, 1974 in the town of Consuelo, the ACC brings together sugarcane producers, traditionally called "colonos", and supports them in agricultural production. It assists producers in negotiations with local sugar mills on the contract price of harvesting and delivery of sugarcane, lending important inputs for production, e.g. tractors, and helps members gain access to credit and new markets.

Sugarcane supplier Estanislao Sano, a member of the ACC, personally shared a concrete example of the advantages of being an organized association. During the 2011 harvest, his truck was carrying tons of freshly-cut sugarcane and just missed the cut-off for delivery to the local sugar mill for processing. All the work put into the planting, growing, and harvesting of the sugarcane appeared to be in vain after the mill's refusal, and the sugarcane depreciated in value with each passing minute. But Mr. Sano was fortunate: after placing a call to Alejandro Sabino, the current president of the ACC, a buyer was found. "Thank goodness, [Sabino] was able to contact another company, and they bought my sugarcane," said Mr. Sano. "Thank goodness he was able to help me."
The ACC is a model for independent producers: it leverages their individual strengths, and it improves access to infrastructure for production, financing and access to credit. It is challenging for a small producer to take on these large costs alone, especially in the volatile agricultural sector. ACC also helped to organize the widespread, dispersed group of sugarcane producers by centralizing communication and establishing a clear line to reach all of them. Participating in *Cultivar* challenged the ACC to pursue a new strategy for growth. To compete as suppliers of sugarcane, they can gain access to ethical buyers by demonstrating compliance with labor standards, but the success of this strategy lies in their organization and commitment.

The vibrancy and cooperation of this organization is a new path for ACC. Prior to its involvement with *Project Cultivar*, the activities of the association had ground to a halt. When the international demand for sugar declined in the 1980-1990s, and the nationalized sugar mills began to close—sugarcane production and the work of the ACC waned in response.

"It was difficult to reactivate the organization at first because the colonos did not have a culture of working together as one unit...it used to be every man for himself," said David Figueroa, Program Coordinator for the Center for Cultural Research and Support (CIAC) who plays a main role in providing training and technical assistance to ACC producers. "They used to negotiate with the sugar mills individually which made it difficult to obtain a good price for their sugarcane. But now, working together, they are able to negotiate better prices."

Through *Cultivar*, SAI and local partner CIAC supported ACC to strengthen the organization to help its producers improve the historically precarious working conditions, and to become competitive in the ethical market place. Currently, production is on the rise due to factors such as higher import quotas from the United States and the European Union, plus demand for biofuels and other sugarcane processing outputs. The need for the ACC has returned.

"CIAC worked to bring ACC out of anonymity, so that it would be recognized by the sugarcane industry. Before *Project Cultivar* they weren't taken into consideration," said Mr. Figueroa. "Now, with more resources, members can earn more, pay their workers better, and provide safer, cleaner workplaces for themselves and their workers. They will continue to work together because they see the benefits."
2. Nicaragua: Finca Coquimba

**Participation in Project Cultivar.** During the plantation’s change in ownership and management, PASE came in contact with the Coquimba banana plantation to present **Project Cultivar**, through their contacts with the banana sector trade unions. In **Cultivar**, Mr. Ubilla recognized the opportunity to get external and highly qualified support to improve the labor situation on his farm.

**Project Cultivar** was able to implement a management system for labor law compliance at the farm. For occupational safety and health, management created a new position for a health and safety representative. The management system also included a joint worker-manager OSH committee, in which the trade union represented the workers, and a manager responsible for OSH and Mr. Ubilla participated. Through the training-of-trainers program, PASE trained the leaders of the trade union Luis Anduray Neyra, and thereby laid the foundation for a sustainable on-site training program. In coordination, the Luis Anduray Neyra leadership and the Finca Coquimba management have since implemented an internal training program for all workers. During 2010, the program delivered a total of 13 training workshops, a total of 30 hours of training. Eight of these 13 trainings were provided to the total personnel of Finca Coquimba for a total of 21 hours of training. Seven trainings were facilitated by the Coquimba personnel and 1 by **Project Cultivar**. The remaining 5 were facilitated by external experts, such as the fire brigade captain and others provided by the farm’s suppliers of safety equipment and pesticides, on the correct use and risks of equipment and products.

**Impacts in Finca Coquimba. Facilities:** Improvements in the plantation’s infrastructure included new warehouses, lockers, bathrooms with showers and hot water, new cleaning facilities for equipment in contact with pesticides, and 12 remodeled dining facilities in various places of the farm. New equipment was provided to the workers such as helmets, gloves, single blade machetes, and cement-covered PVC pipes were installed. The employees interviewed mentioned additional improvements, including the quality of the food offered and cleanliness of the facilities.

**Productivity.** Finca Coquimba reported increased productivity as the most significant business benefit from participation in **Project Cultivar**. There is not a clear line of causality defining the specific project activities that led to increased productivity; however, after **Project Cultivar** provided training and technical assistance on management systems for continual improvement of labor relations and working conditions, the workers, their trade union, and the farm management took on the challenge of implementing the systems. Finca Coquimba has increased the banana box production per hectare from 2200 boxes/hectare in 2000 to 2976 boxes/hectare in 2010. This increase elevated Coquimba from 4th to 1st place in the number of boxes per hectare supplied to Chiquita in Nicaragua.

According to Mr. Ubilla, the increase in overall farm productivity results from increased productivity of workers, achieved due to the changes in the farm’s management systems. Before **Cultivar**, staff turnover was high, with some workers leaving after only a week. In contrast, since their participation in **Cultivar**, workers report satisfaction with the working conditions. The workforce is now highly stable, and thus more experienced. Employee turnover has decreased to approximately 30 employees leaving annually, the lowest in the Nicaraguan banana sector.

**Safety:** Thanks to an increase in the use of safety equipment and an improved knowledge of occupational hazards and safest workplace practices, accidents decreased from 21 accidents in 2006 to 6 accidents in 2010. The benefit of healthier workers is invaluable to the farm and the
workers’ communities. Fewer accidents also reduce the number of days workers needed to receive medical leave due to accidents and injuries. As of March of 2011, when the evaluator of Project Cultivar visited Finca Coquimba, the staff was proud to report that the farm had no accidents reported year to date.

This reduction of accidents and days lost represented a significant monetary impact. Finca Coquimba reported significant cost savings due to the reduction of accidents from 2006 to 2010. Coquimba management also reported a reduction in the severity of accidents, which also translated into lower costs per accident.

Relations between workers, employers/owners and union: Both Mr. Ubilla and Mrs. Karla Betancourt, President of the workers union Luis Anduray Neyra reported that the union and the management no longer see each other as enemies, and that working together they had achieved excellent results. Mrs. Betancourt, mentioned that all the agreements between the management and the union were met timely and without any need for discussion, and new benefits had been agreed, including celebrations, awards for good performance, a gift for mothers on Mother’s Day, toys for the employees’ kids during Christmas, and additional professional skills training for the workers and their families, e.g. computer training.

Relations with Ministry of Labor Local Offices: The new management system implemented at Coquimba has equipped them with processes and reports to provide to the Ministry of Labor in Chinandega. The OH&S Committee complies with the norms of the Ministry and reports its monthly meetings. In addition, another increase in efficiency is due to the fact that nowadays conflicts between workers and the managers or employer are solved in the farm directly, and with Mr. Ubilla’s participation. According to Mrs. Betancourt, one of the main responsibilities for her as the union president since the relations have improved is to represent the workers’ interests in resolving conflicts. She explains that some workers cannot read or write and need her assistance, and in other occasions they are too shy to present their case to Mr. Ubilla themselves. These practices have eliminated conflicts that previously escalated to the Ministry, had to be attended by Mr. Ubilla and workers, and represented a cost to all three parties.

Rainforest Alliance Certification: Through their participation in Project Cultivar, Finca Coquimba successfully passed the audits to obtain the Rainforest Alliance Certification of the farm’s products as socially, economically and environmentally sustainable.

Process definition and implementation: The OH&S and Complaints Management processes have been defined, approved and implemented at a bipartite level in the farm. There are OH&S monthly visits to the farm with representatives from the OH&S worker manager committee.

**Conclusion.** The improvements described above have benefited the farm significantly, including in its capacity to report regularly to the Ministry of Labor, to track labor relations and working conditions at the farm, and to start tracking bottom-line impacts to the business.

As a result of the Finca Coquimba experience, other banana farms have also become interested in developing the OH&S in their farms. Finca Coquimba has become an example in the industry. Workers and worker-manager OSH committees have come from other farms to observe some of their best practices. They received the worker-manager committee from Finca Teresa and from Cardón twice.
Coquimba also participated regularly in the consultative groups organized by PASE in Managua and the roundtable events in Chinandega. At the regional meetings, PASE convened all banana plantation managers and unions, the Ministry of Labor officials from Chinandega and other government ministries and local NGOs. Even the owners of the farms that benefited from Cultivar training but chose not to participate in the full implementation of management systems proposed by the project continued to attend the roundtable, such as the owners form Finca Maria Teresa de Cardon.

The interviewees at Finca Coquimba believe that a large part of the success has been a result of the openness of all parties during the process. Mrs. Betancourt said that the transparency that Mr. Ubilla brought to the farm management has been the most important factor in being able to implement the changes. At the same time, support from Project Cultivar, effective through PASE’s leadership as local partner, facilitated the implementation of the overall management system at the farm, and this has been crucial to the improvements achieved.

According to the personnel interviewed, the sustainability of the processes will be maintained due to the benefits brought to all parties in the farm, including monetary benefits to the owners through improved productivity and concrete improvements in labor relations and working conditions, benefits to the workers.

The polarization of Honduran society following the coup d’état of June 28, 2009 significantly affected Project Cultivar, a project promoting bilateral and tripartite social dialogue as the foundation of labor law compliance. The stakeholders with whom Cultivar was working - government, companies and unions - focused their attention on their own agendas, and political instability and tensions resulted in resistance to participate in the dialogue-driven initiative. At the same time, funding for work directly with the Honduran government was frozen for several months for Cultivar and other projects funded by the U.S. Government and other international cooperation.

An innovative strategy to continue work towards the goals of Cultivar was required at this cross roads, and CDH, SAI’s local partner for Project Cultivar, responded by proposing to SAI the development of the “Diplomado en Diálogo Social, Relaciones Laborales y Sistemas de Gestión” (Certificate Program on Social Dialogue, Labor Relations and Management Systems). The University course would contribute to the Cultivar objective of creating spaces for social dialogue on labor rights and enable the project to maintain relations with its stakeholders.

For the development of the course curriculum, CDH involved government representatives, employers, trade unions, NGOs, and academics. CDH established an agreement with the Universidad Nacional Autónoma de Honduras (UNAH – National Autonomous University of Honduras) to offer the course.

In developing the course, CDH drew on the same principles underlying the Cultivar train-the-trainer program and developed a similar methodology at a university level by recognizing the students who complete the course as trainers with a diploma and by continuing to offer the course through the regular UNAH curricula. The group of experts convened by CDH to develop the course designed its curriculum to integrate the pillars of Project Cultivar: social dialogue, labor rights, and management systems. The program created included four modules: 1. Analysis of the Workplace Environment, 2. Labor Relations, 3. Social Dialogue, and 4. Management Systems. Honduran banana farm owner, Arnold Bueso of Finca Guaruma encouraged the president of his farm’s union to participate in the Diplomado as well as one of the administrators of the farm itself. Explaining his support for their participation Bueso stated, “Before the Diplomado, we received support on occupational health, accident prevention, and management of chemicals. But when they told us about this, we felt it was highly beneficial because it was about how to maintain good relations with your workers.”

The course was first taught July to November 2010 and trained 32 participants, who represented diverse groups of the agricultural sector, including: union leaders, government officials, NGO’s, professors and UNAH students. The participants in this initial course replicated the course for 41
peers during the remaining six months of *Cultivar* and committed to continuing to train more people.

In February 2011 the Consejo Socio-Económico (CES – Economic and Social Council) invited CDH to present *Project Cultivar* achievements, particularly the university degree course to its meeting. The CES also nominated *Project Cultivar – Honduras* as a good practice in Social Dialogue and invited CDH to present the course to the Foro de la Red Laboral de Centroamérica y República Dominicana (Central American and Dominican Republic Labor Network Forum).
B. Labor Rights Brochure (Pocket-sized) based on SA8000© Standard produced by Project Regional Office
C. Management Systems (6 Steps) for Occupational Health and Safety Brochure (Pocket-sized) produced by Project Regional Office

Paso I: POLÍTICA DE LA EMPRESA
1. Dependiendo a lo que produce y a los riesgos propios de cada empresa
2. Debe ser: Formulada, escrita, difundida y conocida.
3. Definir la estrategia de la empresa en Seguridad y Salud Ocupacional - SSO
4. Integrada a la Gestión Global de la empresa
5. De acuerdo con la legislación vigente
6. Adherida a la mayoría continua y
7. Actualizada periódicamente

Paso II: LA COMISIÓN MIXTA
1. Elaboración de objetivos
2. Elección de las personas miembros para formar
3. Establecimiento de las circunstancias exigidas para ejecutar los planes
4. Definición de cómo deben aplicarse
5. Establecimiento de registros y controles de la realización. Libro de Actas

Paso III: ANÁLISIS DEL PROCESO: RIESGOS, EXIGENCIAS Y EFECTOS
Elaboración de un diagnóstico en Seguridad y Salud Ocupacional.
Recogida de la información
Clasificación de riesgos y exigencias
Estimación de los riesgos
Dibujo de un mapa de riesgo de la empresa

Paso IV: ELABORACIÓN DEL PLAN
Medidas de la más a la menos eficaz. Controles en:
1. La fuente: maquinaria agrícola, máquinas, almacén de agroquímicos
2. El medio ambiente: agua potable, lecherías, viviendas, cocinas y comedores
3. El individuo: capacitación y equipos de protección personal, botas, mascarillas, sombreros, cantinas claramente marcadas
5. Primeros auxilios y batallares
D. Training Materials written in Haitian Creole for Migrant Workers in the DR

*Human Rights – Volumes 1-4*
E. Manual on General Guidelines for the Control and Prevention of Cholera for the Dominican Ministry of Agriculture (January 2011)

Cultivando en Crisis:
Pautas Generales para la Prevención y Control del Cólera en Fincas del Sector Agroindustrial de la República Dominicana

Proyecto Cultivar

Social Accountability International (SAI)

Enero 2011
Cultivando en Crisis:
Pautas Generales para la Prevención y Control del Cólera en Fincas del Sector Agroindustrial de la República Dominicana

La preparación de estas pautas estuvo a cargo del Ing. Carlos Morales Castillo, Director Adjunto del Proyecto Cultivar, Ingeniero Civil, Maestro en Ciencias Ambientales, con 34 años de experiencia en salud pública, al frente de programas y proyectos de agua y saneamiento, higiene del medio, reducción de la contaminación ambiental, promoción de la salud y salud de los trabajadores, entre otros temas.

Colaboraron en la preparación: Dr. Rafael Barrera, Director Regional del Proyecto Cultivar, Licda. Judy Gearhart, Directora Internacional de Proyectos de SAI y Licda. Eliza Wright, Funcionaria de SAI.

Enero 2011
El 23 de enero de 2011, el Ministerio de Salud Pública y Asistencia Social de la República Dominicana anunció la primera muerte causada por el cólera desde el inicio de la epidemia actual que comenzó en Haití. La víctima, un haitiano de 53 años que vivía en Higuey, República Dominicana pero había visitado Haití, murió el 21 de enero de 2011. ¹ El Ministerio de Salud Pública de Haití, en un boletín emitido el 16 de enero de 2011, ha informado los impactos de la epidemia de cólera en Haití, registran un total de 194,000 afectados con 3,889 fallecidos.²

Los departamentos afectados por la epidemia, en diciembre 2010, son 10 y entre ellos el más afectado es Artibonite, al noroeste del país, fronterizo con la República Dominicana y donde han fallecido 807 personas.

Las condiciones de agua y saneamiento que presenta Haití agravadas por el devastador terremoto ocurrido en enero de 2010 y la movilidad interna de la población, han sido elemento determinante para la expansión de la epidemia a lo interno del país.

La histórica relación migratoria y económica entre la República Dominicana y Haití, constituye un serio riesgo para la expansión de la epidemia de cólera en la República Dominicana y en tal sentido, la República Dominicana ha venido fortaleciendo su sistema de vigilancia epidemiológica para atender cualquier caso o brote de casos que puedan presentarse y establecer medidas de prevención para que la epidemia no se propague en su territorio, procurando la intensidad de estas acciones en los sectores de la economía donde existe la relación entre los dos países.

En el contexto de esta situación, el Proyecto Cultivar ha desarrollado ampliamente la experiencia de promover los Sistemas de Gestión de Seguridad y Salud Ocupacional, lo cual ha permitido la divulgación y capacitación de trabajadores y empleadores de las fincas del sector banano y azúcar en estos temas, aplicando: a) fortaleciendo las Comisiones Mixtas; b) metodologías, materiales y experiencia en capacitar a trabajadores y empleadores en salud e higiene; c) el apoyo de expertos en la materia de seguridad y salud ocupacional y salud en general, con mucha trayectoria en diferentes organismos, incluyendo la Organización Panamericana de la Salud (OPS/OMS); c) presencia permanente en las fincas; d) capacidad de desarrollar una alianzas a través de mesas de dialogo social.

Con esta base el Proyecto Cultivar ofrece la presente herramienta de medidas de prevención y control, ante una eventual epidemia de cólera en la República Dominicana.

Las pautas generales que se brindan en este documento pretenden ser un contribuyente para que la Gerencia o Administración de las fincas del sector agroindustrial de la República Dominicana, en conjunto con las Comisiones Mixtas puedan implementar medidas de prevención y control del cólera.
Generalidades del Cólera

La enfermedad del cólera es una infección intestinal aguda provocada por una bacteria conocida con el nombre de *vibrio cholerae*. La presencia de esta bacteria se da en aguas y alimentos contaminados por heces fecales, por lo que las condiciones de abastecimiento de agua potable y saneamiento son determinantes para la presencia de esta bacteria y de la aparición de la misma enfermedad de cólera.

La enfermedad afecta a toda la población, tanto a niños como adultos. Casos graves de cólera se registran cuando la persona afectada presenta súbitamente diarrea aguada muy acuosa que de no ser atendida de manera adecuada y a tiempo le causa un alto grado de deshidratación que lo puede llevar a la muerte, en pocas horas. El período de incubación de la enfermedad puede tomar entre dos (2) horas y cinco (5) días, un período demasiado corto que propicia el aumento explosivo de número de casos en corto tiempo.

Pasos para Prevenir el Cólera

¿QUÉ HACER EN LAS FINCAS DEL SECTOR AGROINDUSTRIAL PARA LA PREVENCIÓN DEL COLERA?

Considerando las causas de la propagación del cólera, a continuación se brindan las pautas que pueden ayudar a la prevención en las fincas:

1. Realizar un diagnóstico de la situación del abastecimiento de agua potable
2. Realizar un diagnóstico de la disposición de aguas residuales y de las excretas
3. Realizar un diagnóstico de la manipulación e higiene de los alimentos
4. Revisar las prácticas de higiene personal y familiar de los trabajadores

1. **Realizar un diagnóstico de la situación del abastecimiento de agua potable**

Para realizar este diagnóstico y la implementación de las medidas recomendadas para mejorar los sistemas, tratar y desinfectar el agua, se debe solicitar apoyo de expertos privados o en las Delegaciones Provinciales de cualquiera de las instituciones siguientes: la Dirección General de Salud Ambiental, el Ministerio de Salud Pública y Asistencia Social, el Instituto Nacional de Abastecimiento de Agua Potable y Alcantarillado (INAPA) y la Asociación Dominicana de Ingeniería Sanitaria y Ambiental (ADIS).

Si la finca tiene sistema de abastecimiento de agua potable (acueducto), el diagnóstico incluye la revisión del estado físico y sanitario de todas las partes del sistema de modo que se cumplan las dos condiciones básicas para la potabilidad del agua, la primera que sea agradable a los sentidos (sin color, sin olor, con...
temperatura fresca—22.5 ºC, etc.) y la segunda que sea inocua, es decir que esté libre de contaminantes que puedan ocasionar enfermedades a las personas que la consuman.

Si la finca no tiene un acueducto, como es el caso de muchos de los colonatos azucareros, hay que verificar si el agua que se abastece por cualquier otra vía alterna (como pozos excavados a mano, agua de lluvia, ojos de agua, o el mismo servicio de abastecimiento de agua embotellada) es suficiente en términos de cantidad (al menos 9 galones por trabajador por día) y calidad del agua (que cumpla las dos condiciones básicas para ser agua potable).

Las acciones a realizar dependerán del diagnóstico que se realice, pero en todo caso, se resume que debe haber agua suficiente para beber y que debe ser inocua. No obstante, usando tecnologías alternativas, hay dos medidas que se pueden aplicar independientemente de lo que resulte del diagnóstico:

- Filtrar el agua que se usa para beber y cocinar, usando filtros domésticos con lechos filtrantes de arena o de cerámica antes del consumo por parte de los trabajadores. El tamaño y número de filtros a usar dependerá de la cantidad de trabajadores y de la cantidad de alimentos que se preparan en la finca.
- Aplicar cloro para desinfectar el agua que se usa para beber o cocinar, la dosis a aplicar no debe sobrepasar las dos partes por millón o dos miligramos por litro. Para obtener el cloro, se presentan dos opciones: a) adquirirlo en el comercio local ya sea en presentación líquida, en polvo o granular y b) producirlo en la propia finca mediante el uso de equipos productores de cloro que utilizan el principio de electrolisis de la salmuera (mezcla de agua y sal común).

2. **Realizar un diagnóstico de la disposición de aguas residuales y de las excretas**

Para realizar este diagnóstico y la implementación de las medidas recomendadas para mejorar los sistemas, tratar y desinfectar el agua, se debe solicitar apoyo de expertos privados o en las Delegaciones Provinciales de cualquiera de las instituciones siguientes: la Dirección General de Salud Ambiental, el Ministerio de Salud Pública, el Instituto Nacional de Abastecimiento de Agua Potable y Alcantarillado (INAPA) y la Asociación Dominicana de Ingeniería Sanitaria y Ambiental (ADIS).

En las fincas que cuentan con sistemas de recolección y disposición de excretas y aguas residuales, este diagnóstico se refiere a revisar el estado físico y sanitario de este sistema y verificar que no haya contaminación de cuerpos de agua que se utilizan como fuentes de abastecimiento.

En las fincas que no cuentan con sistemas de recolección y disposición de aguas residuales, se deben revisar los métodos de disposición de excretas (letrinas) y aguas residuales de inodoros, baños, cocina, del proceso de producción y de otras instalaciones de la finca, de modo que se verifique que no contaminan el ambiente conllevando riesgos a la salud.

Independientemente de los resultados del diagnóstico, se deben implementar dos medidas de prevención: a) asegurar que hayan suficientes letrinas tanto en las plantas de procesamiento como en el campo y b) eliminar todas las charcas de aguas pluviales o de aguas residuales.

3. **Realizar un diagnóstico de la manipulación e higiene de los alimentos**

Para realizar este diagnóstico y la implementación de las medidas recomendadas para mejorar la se debe solicitar apoyo de expertos privados higiene y seguridad alimentaria o en las Delegaciones Provinciales
de la Dirección General de Nutrición y la Dirección General de Salud Ambiental, ambas del Ministerio de Salud Pública.

No obstante los resultados del diagnóstico, las siguientes medidas deben de implementarse:

- Capacitar a personal encargado de almacenamiento, preparación y manipulación de los alimentos sobre las medidas preventivas para reducir o eliminar brotes de Enfermedades Transmitidas por Alimentos (ETA). Solicitar a la Dirección General de Salud Ambiental o sus Delegaciones Provinciales, inspecciones sanitarias para identificar peligros y puntos críticos de control de la higiene y manipulación, así como el muestreo periódico de alimentos.
- Asegurar la higiene de las instalaciones de la cocina y sus utensilios.
- Asegurar condiciones sanitariamente adecuadas de almacenamiento de los alimentos (nunca en el piso, con temperaturas adecuadas los que lo requieran, etc.).
- Suministrar equipos de protección personal y asegurar la higiene a los manipuladores de alimentos (redes para el cabello, uñas cortas y limpias, no usar joyas en las manos, etc.).
- Exigir el carnet de salud a los manipuladores de alimentos.

4. **Promover las prácticas de higiene personal de los trabajadores**

Para informarles a los trabajadores sobre las prácticas sanitarias que se deben observar en las fincas, las siguientes medidas deben de implementarse:

- Capacitar periódicamente a los trabajadores sobre tres temas principales la enfermedad del cólera, agua y saneamiento y la higiene de alimentos. Para ello se pueden utilizar los materiales que ha producido la Dirección General de Promoción y Educación para la Salud del Ministerio de Salud Pública.

- Colocar en sitios estratégicos de la finca, afiches, carteles y murales en los que se transmitan mensajes de comunicación social y educación sanitaria sobre la prevención y control del cólera.
- Distribuir material (cartillas, trípticos, etc.) con mensajes de comunicación social y educación sanitaria sobre la prevención y control del cólera, a todos los trabajadores a fin de que puedan compartirlos con sus familias.

**Pasos para Control el Cólera**

**¿QUÉ HACER EN LAS FINCAS DEL SECTOR AGROINDUSTRIAL PARA EL CONTROL DEL COLERA?**

En el marco de la preparación para la enfrentar el cólera, las fincas pueden implementar las siguientes medidas de control:

1. Fortalecer las acciones de vigilancia epidemiológica de las enfermedades que se presentan entre los trabajadores y revisar la calidad de la atención en salud que se brinda a los trabajadores.
2. Proveer medicamentos y otras materales médicos en caso de infección.
1. Fortalecer las acciones de vigilancia epidemiológica de las enfermedades que se presentan entre los trabajadores y revisar la calidad de la atención en salud que se brinda a los trabajadores

Considerando que el periodo de incubación de la enfermedad es muy corto, en las fincas se debe estar alerta para identificar a tiempo el o los primeros casos sospechosos de cólera que se presenten y para ello, se deben implementar las medidas siguientes:

Establecer contacto y mantener comunicación con la Dirección de Vigilancia Epidemiológica del Ministerio de Salud Pública o sus Delegaciones Provinciales para que el Responsable de Seguridad e Higiene, así como el personal médico o paramédico que brinda la atención de salud a los trabajadores sean entrenados en los procesos de identificación, tratamiento, referencia y contrarreferencia de los trabajadores afectados por el cólera.

2. Proveer medicamentos y otras materiasles médicos en caso de infección

Abastecerse de equipos, medicamentos, material médico y otros necesarios para el tratamiento y transporte de trabajadores afectados por el cólera, de ser posible la finca debe contar con una unidad de rehidratación oral.

Referencias


F. Letters and Photos of Donation of Office Regional Equipment to the Ministry of Labor and other Local Unions in Nicaragua

Cultivated Connections:  *Project Cultivar* developed meaningful ties to the workers and managers of banana farms and Chinandega, Nicaragua community over the course of three years (from left to right): Arnulfo Navarete, Secretary General, Union Federation “Luis Anduray Neyra”; **Orlando López Lara**, Secretary of Operations of Sindicato “Ramon Salvatierra” of Ingenio Monte Rosa; **Alberto Legall Torrez**, Executive Director of *CULTIVAR* Partner PASE; Edilbertha Gómez, Sandinista Workers Union “José Benito Escobar; **Eduardo Ubilla**, Proprietor of Finca Coquimba; **Karla Bentacourt**, Vice presidenta of Sindicato Coquimba, ATC; **Elizabeth Torres**, Administrative Assistant of *Project Cultivar*; **Dominga Almendares**, Office Attendant of *Project Cultivar*.

A Multi-stakeholder Effort:  **Dr. Rafael Barrera**, Director of *Project Cultivar*; **Orlando López Lara**, Secretary of Operations of Sindicato “Ramon Salvatierra” of Ingenio Monte Rosa; and **Alberto Legall Torrez**, Executive Director of *CULTIVAR* Partner PASE.
Elizabeth Torres, Administrative Assistant of Project Cultivar with staff of the Ministry of Labor of Nicaragua.

Letter from the Ministry of Labor, Chinandega, Nicaragua

<table>
<thead>
<tr>
<th>Código</th>
<th>Código del</th>
<th>Descripción</th>
</tr>
</thead>
<tbody>
<tr>
<td>00000-00</td>
<td>19-05-5-57-300</td>
<td>Teléfono celular marca 2010B232, Radio Shack.</td>
</tr>
<tr>
<td>00000-00</td>
<td>19-05-5-57-301</td>
<td>Televisor General Electric color Ge - negro modelo 60</td>
</tr>
<tr>
<td>00000-00</td>
<td>19-05-5-57-302</td>
<td>Televisor General Electric color Ge - negro modelo 60</td>
</tr>
<tr>
<td>00000-00</td>
<td>19-05-5-57-303</td>
<td>Televisor General Electric color Ge - negro modelo 60</td>
</tr>
<tr>
<td>00000-00</td>
<td>19-05-5-57-304</td>
<td>Televisor General Electric color Ge - negro modelo 60</td>
</tr>
<tr>
<td>00000-00</td>
<td>19-05-5-57-305</td>
<td>Televisor General Electric color Ge - negro modelo 60</td>
</tr>
<tr>
<td>00000-00</td>
<td>19-05-5-57-306</td>
<td>Televisor General Electric color Ge - negro modelo 60</td>
</tr>
<tr>
<td>00000-00</td>
<td>19-05-5-57-307</td>
<td>Televisor General Electric color Ge - negro modelo 60</td>
</tr>
<tr>
<td>00000-00</td>
<td>19-05-5-57-308</td>
<td>Televisor General Electric color Ge - negro modelo 60</td>
</tr>
<tr>
<td>00000-00</td>
<td>19-05-5-57-309</td>
<td>Televisor General Electric color Ge - negro modelo 60</td>
</tr>
<tr>
<td>00000-00</td>
<td>19-05-5-57-310</td>
<td>Televisor General Electric color Ge - negro modelo 60</td>
</tr>
<tr>
<td>00000-00</td>
<td>19-05-5-57-311</td>
<td>Televisor General Electric color Ge - negro modelo 60</td>
</tr>
<tr>
<td>00000-00</td>
<td>19-05-5-57-312</td>
<td>Televisor General Electric color Ge - negro modelo 60</td>
</tr>
<tr>
<td>00000-00</td>
<td>19-05-5-57-313</td>
<td>Televisor General Electric color Ge - negro modelo 60</td>
</tr>
<tr>
<td>00000-00</td>
<td>19-05-5-57-314</td>
<td>Televisor General Electric color Ge - negro modelo 60</td>
</tr>
<tr>
<td>00000-00</td>
<td>19-05-5-57-315</td>
<td>Televisor General Electric color Ge - negro modelo 60</td>
</tr>
<tr>
<td>00000-00</td>
<td>19-05-5-57-316</td>
<td>Televisor General Electric color Ge - negro modelo 60</td>
</tr>
<tr>
<td>00000-00</td>
<td>19-05-5-57-317</td>
<td>Televisor General Electric color Ge - negro modelo 60</td>
</tr>
<tr>
<td>00000-00</td>
<td>19-05-5-57-318</td>
<td>Televisor General Electric color Ge - negro modelo 60</td>
</tr>
<tr>
<td>00000-00</td>
<td>19-05-5-57-319</td>
<td>Televisor General Electric color Ge - negro modelo 60</td>
</tr>
<tr>
<td>00000-00</td>
<td>19-05-5-57-320</td>
<td>Televisor General Electric color Ge - negro modelo 60</td>
</tr>
<tr>
<td>00000-00</td>
<td>19-05-5-57-321</td>
<td>Televisor General Electric color Ge - negro modelo 60</td>
</tr>
<tr>
<td>00000-00</td>
<td>19-05-5-57-322</td>
<td>Televisor General Electric color Ge - negro modelo 60</td>
</tr>
<tr>
<td>00000-00</td>
<td>19-05-5-57-323</td>
<td>Televisor General Electric color Ge - negro modelo 60</td>
</tr>
<tr>
<td>00000-00</td>
<td>19-05-5-57-324</td>
<td>Televisor General Electric color Ge - negro modelo 60</td>
</tr>
<tr>
<td>00000-00</td>
<td>19-05-5-57-325</td>
<td>Televisor General Electric color Ge - negro modelo 60</td>
</tr>
<tr>
<td>00000-00</td>
<td>19-05-5-57-326</td>
<td>Televisor General Electric color Ge - negro modelo 60</td>
</tr>
<tr>
<td>00000-00</td>
<td>19-05-5-57-327</td>
<td>Televisor General Electric color Ge - negro modelo 60</td>
</tr>
<tr>
<td>00000-00</td>
<td>19-05-5-57-328</td>
<td>Televisor General Electric color Ge - negro modelo 60</td>
</tr>
<tr>
<td>00000-00</td>
<td>19-05-5-57-329</td>
<td>Televisor General Electric color Ge - negro modelo 60</td>
</tr>
<tr>
<td>00000-00</td>
<td>19-05-5-57-330</td>
<td>Televisor General Electric color Ge - negro modelo 60</td>
</tr>
<tr>
<td>00000-00</td>
<td>19-05-5-57-331</td>
<td>Televisor General Electric color Ge - negro modelo 60</td>
</tr>
<tr>
<td>00000-00</td>
<td>19-05-5-57-332</td>
<td>Televisor General Electric color Ge - negro modelo 60</td>
</tr>
<tr>
<td>00000-00</td>
<td>19-05-5-57-333</td>
<td>Televisor General Electric color Ge - negro modelo 60</td>
</tr>
<tr>
<td>00000-00</td>
<td>19-05-5-57-334</td>
<td>Televisor General Electric color Ge - negro modelo 60</td>
</tr>
<tr>
<td>00000-00</td>
<td>19-05-5-57-335</td>
<td>Televisor General Electric color Ge - negro modelo 60</td>
</tr>
<tr>
<td>00000-00</td>
<td>19-05-5-57-336</td>
<td>Televisor General Electric color Ge - negro modelo 60</td>
</tr>
<tr>
<td>00000-00</td>
<td>19-05-5-57-337</td>
<td>Televisor General Electric color Ge - negro modelo 60</td>
</tr>
<tr>
<td>00000-00</td>
<td>19-05-5-57-338</td>
<td>Televisor General Electric color Ge - negro modelo 60</td>
</tr>
<tr>
<td>00000-00</td>
<td>19-05-5-57-339</td>
<td>Televisor General Electric color Ge - negro modelo 60</td>
</tr>
<tr>
<td>00000-00</td>
<td>19-05-5-57-340</td>
<td>Televisor General Electric color Ge - negro modelo 60</td>
</tr>
<tr>
<td>00000-00</td>
<td>19-05-5-57-341</td>
<td>Televisor General Electric color Ge - negro modelo 60</td>
</tr>
<tr>
<td>00000-00</td>
<td>19-05-5-57-342</td>
<td>Televisor General Electric color Ge - negro modelo 60</td>
</tr>
</tbody>
</table>

Seguridades Cambiando Nicaragua!

CRISTIANA SOCIALISTA SOLIDARIA!
Domingo 22 de Mayo de 2011.

Estimado Dr. Rafael Barrera Marinero
Director Regional-Proyecto Cultivar.
Sus Manos

Dr. Barrera:

En nombre de la junta directiva del “Sindicato Ramón Salvatierra” y en el mío propio autorizamos al compañero Orlando José López Lara, Secretario de organización de la junta directiva para que retire los materiales de oficina que nos donara el Proyecto Cultivar. Adjuntamos la certificación actualizada emitida por el Ministerio del Trabajo de Nic.

También hacemos de su conocimiento que la junta directiva de nuestra organización se compromete a seguir trabajando de la mano con el Proyecto Cultivar, ya que con los trabajos realizados en el período 2008-2011 hemos conseguido muchos logros organizacionales, los cuales nos gustaría seguir alcanzando.

Agradeciendo la atención al presente escrito nos despedimos de usted.

ATTE,

Julio Ramón López Juárez.
Secretario General
Sindicato “Ramón Salvatierra”

CC: Archivo
Letter of Thanks from Federación FETBASCH, Chinandega, Nicaragua

Translation: “27-05-2011 Yo, Arnulfo Navarrete, mayor de edad, casado, en carácter de Secretario General de la Federación de Banano hago constar que estamos recibiendo una donación de parte del Proyecto Cultivar. El cual estamos muy agradecidos por la oportunidad que se nos dio y agradeciéndole del corazón esta donación que es de mucha importancia para nuestra organización sindical y lo agradecemos al Dr. Rafael Barrera y su Equipo de Trabajo que nos apoya mucho.”
### Foro Regional sobre Responsabilidad Social Empresarial en el Sector Agrícola de la Región DR-CAFTA

**Agenda**

**Miercoles, 10 de febrero de 2010**

<table>
<thead>
<tr>
<th>Hora</th>
<th>Actividad</th>
<th>Presentador</th>
<th>Tema</th>
<th>Duración</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:30 AM</td>
<td><strong>INSCRIPCION DE ASISTENTES</strong></td>
<td></td>
<td></td>
<td>30’</td>
</tr>
<tr>
<td>9:00 AM</td>
<td>Bienvenida</td>
<td><strong>Lic. Judy Gearhart</strong>&lt;br&gt;Directora de Programas de Social Accountability International - Estados Unidos</td>
<td></td>
<td>30’</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Lic. Terry Nelidov</strong>&lt;br&gt;Director de BSR - Estados Unidos</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Dr. Rafael Barrera</strong>&lt;br&gt;Director Regional del Proyecto Cultivar - Nicaragua</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Lic. Luis Garnier</strong>&lt;br&gt;Gerente Regional de DR+CAFTA Responsible Competitiveness de BSR - Costa Rica</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9:30 AM</td>
<td>Presentación</td>
<td><strong>Sr. German Zepeda</strong>&lt;br&gt;Representante de COSIBAH</td>
<td>Importancia del Cumplimiento de los Derechos Laborales en el Marco de la Competitividad</td>
<td>45’</td>
</tr>
<tr>
<td>10:15 AM</td>
<td>Comentarios de Cierre</td>
<td><strong>Sr. Oscar Valverde</strong></td>
<td>El rol de la OIT</td>
<td>15’</td>
</tr>
</tbody>
</table>
Coordinador Regional de la Organización Internacional del Trabajo (OIT)

10:30 AM

REFRIGERIO

10:45 AM

Panel Simultáneo No. 1

Lic. María Alejandra Zurita
Gerente de Recursos Humanos del Ingenio Monte Rosa - Nicaragua

Sr. Edgardo García
Presidente Asociación de Trabajadores del Campo (ATC) - Nicaragua

Sr. Juan Antonio Japa
Presidente Cooperativa de Caneros - Republica Dominicana

Sr. Orlando Lopez
Representante Sindicato Ramon Salvatierra - Nicaragua

Sr. Hector Hernandez (Moderador)
Representante de Centro de Desarrollo Humano (CDH) - Honduras

10:45 AM

Panel Simultáneo No. 2

Sr. Benigno Toribio
Solidaridad Fronteriza - Republica Dominicana

Sr. Eduardo Ubilla
Gerente Propietario de Finca Coquimba - Nicaragua

Sra. Edilbertha Gomez
Representante FETBASCH - Nicaragua

Sr. Ayax Irias (Moderador)
Representante de Centro de Desarrollo Humano (CDH) - Honduras

12:15 PM

Discusión Grupal

Sr. Efrain Díaz (Moderador)
Presidente de Centro de Derechos Humanos (CDH) - Honduras

12:45 PM

ALMUERZO

1:45 PM

Panel

Sr. Kieran Durnien
Representante de Comercio Justo - Nicaragua

10:30 AM

15'

10:45 AM

Panel Simultáneo No. 1

Cumplimiento de los derechos laborales (con énfasis en la Salud y Seguridad Ocupacional) bajo el CAFTA-DR

90'

Experiencias del Campo: Caso del Azucar

10:45 AM

Panel Simultáneo No. 2

Desafíos para Cumplimiento de los derechos laborales bajo el CAFTA-DR

90'

Experiencias del Campo: Caso del Banano

12:15 PM

Lecciones aprendidas de conferencias simultáneas y discusión abierta

30'

12:45 PM

ALMUERZO

60'

1:45 PM

Panel

Auditorías Sociales y Certificaciones

60'
Lic. Judy Gearhart  
Directora de Programas de Social Accountability International - Estados Unidos

Lic. Horacio Lopez  
Representante Finca Banamiel - República Dominicana

Sr. Marco Escobedo (Moderador)  
Representante de Dole

Lic. Adelina Vasquez  
Directora Ejecutiva Centro de Derechos Humanos (CDH) - Honduras

Lic. Alsides Brea Franco  
Director Ejecutivo de Instituto para la Cultura y la Autogestión Popular de la Región Noroeste (INCAP) - República Dominicana

Lic. Alberto Legal Torres / Sr. Arnulfo Navarrete  
Director Ejecutivo de Profesionales para la Auditoría Social y Empresarial (PASE) - Nicaragua

Lic. Magaly Pineda (Moderador)  
Directora Ejecutiva de Centro de Investigación para la Acción Femenina CIPAF - República Dominicana

2:45 PM  Panel  Diálogo Social y Relaciones Industriales: Mejores prácticas en Comunicación entre Trabajadores y Gerentes 60'

3:45 PM  Discusión Grupal  Retos en el camino y Causas del No Cumplimiento 45'

4:30 PM  REFRIGERIO 15'
Foro Regional sobre Responsabilidad Social Empresarial
en el Sector Agrícola de la Región DR-CAFTA

**Agenda**

**Jueves, 11 de febrero de 2010**

<table>
<thead>
<tr>
<th>Hora</th>
<th>Actividad</th>
<th>Presentador</th>
<th>Tema</th>
<th>Duración</th>
</tr>
</thead>
<tbody>
<tr>
<td>9:00 AM</td>
<td>Presentación</td>
<td>Sr. Terry Nelidov (Director de BSR - Estados Unidos)</td>
<td>Beyond Monitoring / Mas alla del Monitoreo</td>
<td>45'</td>
</tr>
<tr>
<td>9:45 AM</td>
<td>Panel</td>
<td>Dra. Elena Arengo (Moderadora, Directora de Programas para América Latina de SAI - Estados Unidos)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Sr. Jaime Echeverría (Representante de The Coca Cola Company - Costa Rica)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9:45 AM</td>
<td>Panel</td>
<td>Sr. Homero Fuentes (Representante de COVERCO - Guatemala)</td>
<td>Alineamiento interno de Compradores / Liderazgo de Proveedores / Empoderamiento del Sector Laboral</td>
<td>60'</td>
</tr>
<tr>
<td>10:45 AM</td>
<td></td>
<td>Sr. Jose Obregon (Representante de Finca Tropical - Honduras)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Sr. Luis Garnier (Moderador, Representante de BSR)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>REFRIGERIO</strong></td>
<td></td>
<td>15'</td>
</tr>
<tr>
<td>11:00 AM</td>
<td>Panel</td>
<td>Dr. Richard Feinberg (Representante de la Universidad de California - San Diego)</td>
<td>Políticas Públicas Efectivas</td>
<td>75'</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Lic. Eugenio Solano</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Vice Ministerio de Trabajo - Costa Rica

**Ing. Francisco Bolanos**
Director General de Higiene y Seguridad Ocupacional del Ministerio del Trabajo - Nicaragua

**Sr. Julio Cesar Arroyo**
Representante de Asociacion Azucarera de El Salvador - El Salvador

12:15 PM  Caso de Estudio Simultaneo No. 1  45'

**Sr. Alsides Brea Franco (Moderador)**
Director Ejecutivo de INCAP - Republica Dominicana

**Sr. Marco La Touche**
Representante de Chiquita Brands - Costa Rica

12:15 PM  Caso de Estudio Simultaneo No. 2  45'

**Sr. Alberto Legal Torres (Moderador)**
Director Ejecutivo de PASE - Nicaragua

1:00 PM  ALMUERZO  60'

**Sr. Matthias Dietrich**
Representante de UniRSE - Nicaragua

2:00 PM  Presentacion  Lecciones aprendidas: El Reto de la Sostenibilidad  75'

**Sr. Henry Hueck**
Representante de RAMACAFE - Nicaragua

**Dra. Elena Arengo**
Directora de Programas para America Latina de SAI - Estados Unidos

3:15 PM  Reuniones Sectoriales  60'

**Sr. Luis Garnier (Moderador)**
Gerente Regional de DR+CAFTA Responsible Competitiveness de BSR - Costa Rica

**Dr. Rafael Barrera**
Director Regional del Proyecto Cultivar - Nicaragua

**Sra. Judy Gearhart**
Directora de Programas de SAI - Estados Unidos

4:15 PM  Cierre  Propuestas de Seguimiento y Cierre (Reportaje)  45'

**Sr. Terry Nelidov**
Director de BSR - Estados Unidos

5:00 PM  REFRIGERIO

84