

INTERNATIONAL LABOUR ORGANIZATION – ILO



PROGRESS REPORT / FINAL REPORT

Proposed Project/Activity Name: Competitiveness of the Sugar Sector – Dominican Republic, Honduras and El Salvador

Duration of the Project/Activity: 20 months

Start Date: February 1, 2011

End Date: June 30, 2013

Project Location: Dominican Republic, Honduras and El Salvador

I. Final Summary

Background Information

The sugar sector –as part of the Central American agriculture sector –represents one of the main areas of the countries' economies, not only in relation to domestic consumption, but also due to its presence in international markets, as a result of the fact that it can be incorporated into other value chains such as carbonated soft or alcoholic drinks, or the processing of the product as a potential generator of energy. Therefore, sugar has, well in advance, played a key role in the economies of El Salvador, Honduras and the Dominican Republic, and will continue to do so.

However, sugar production processes, being traditional ones, have, to a large extent, maintained conditions and processes that are now outdated. Sugarcane work involves manual labour directly linked to planting, harvesting, and transportation in rural areas, or processing, with greater use of technology and industry in the mills themselves. Thus, coupled with the high temperature climate and areas that are far-removed from urban centres, many of the production processes do not incorporate modernization or the resources to provide better conditions for becoming more efficient and creating a value chain with greater benefits for both employers and employees.

Hence, the objective of the project has been to promote improved conditions for the sugar industry in Honduras, El Salvador and the Dominican Republic in order to improve competitiveness, as well as to protect working conditions and promote decent work.

Thus, within the framework of the ILO, the technical cooperation project was developed based on two premises: firstly, that labour rights, far from being a burden or an obstacle to productivity, are a pillar of support for competitiveness; secondly, that social dialogue is a highly effective instrument for resolving conflicts, building harmonious relations and promoting changes in industries that are beneficial to both parties.

This premise gave rise to the ILO's methodology of the System for Measuring Progress in Productivity (SIMAPRO in Spanish), as a proposal for dialogue that has been implemented in the sugar mills of Mexico and other countries, and which promotes a positive change in productivity by promoting dialogue, which in turn generates specific, measurable, and accessible changes validated by all.

Hence, the technical proposal was to work on a sectoral basis in the countries in at least two mills, and to strengthen labour stakeholders with methodologies of dialogue and competitiveness.

Implementation

Given the sectoral conditions, one project promoting competitiveness focused on working with at least two mills per country. This promotion process generated high expectations in El Salvador since three mills participated; however, in the Dominican Republic and Honduras there were difficulties at the start regarding participation. Both the Dominican Republic and Honduras underwent tense situations related to the sugar industry, which hindered their participation during the implementation of the project. In the Dominican Republic the process was delayed by questioning faced by the sugar industry as to the conditions of migrant workers in the sugar cane fields, and in Honduras the disputes between the government and mills for the use of land

and possible expropriation hindered the participation of sugar mills. This setback was partially overcome in the Dominican Republic through a change in strategy, and in Honduras the project was not allowed to be approached by the company itself.

The first step in implementing the project was to brief the stakeholders on the SIMAPRO methodology. This process involved promotion for the following stakeholders: mills interested in implementing it in their organizations and staff training institutes in each country: INSAFORP for El Salvador, INFOTEP in the Dominican Republic and, finally, INFOP in Honduras. The reason for promoting the tool in training centres lies in the importance of making certain that the instrument remained in the country, in order to ensure sustainability in the countries once the project ended. The process involved theoretical workshops developed by the ILO's International Training Centre (CINTERFOR), which provided training for over 80 participants in the 3 countries, as well as practical workshops in Mexico, Cuba and El Salvador in the end - recognition of the methodology in the field, strengthening the SIMAPRO network, and sharing experiences. This process was later further strengthened by a regional workshop for Latin America of Vocational Training Centres, where the institutes established the SIMAPRO methodology as a priority, and the centres themselves as final accompanying processes, especially INSAFORP in promoting the methodology throughout the country.

At the sectoral level, in order to implement the project a baseline had to be developed at the mills. This was made possible following the presentation and approval of stakeholders for developing the SIMAPRO methodology, securing agreements between workers and employers to set up a bipartite committee in each company at the level of the management, labour representatives, and workers in specific areas, allowing the areas of work to be determined - boilers, workshops, harvesting field, etc.. Despite the fact that some mills had representative trade unions and collective bargaining, the bipartite technical committees grouped together large numbers of employees overall: The El Angel Mill had 18 people on the management side, but the bipartite committees at the plant level included up to 130 people midway through the project, and 182 workers by the end (approximately 25% of the total number of staff); at the Magdalena Mill there were 12 management members, joined by 190 plant workers, with a total of 210 members at the end of the project (approximately 40% of staff); in the case of Jiboa at the managerial level the bipartite committee included 19 people, and 115 plant workers (15% of total staff). In the case of the Dominican Republic, a committee of 10 people was established at the management level, but the formalization of a union representation was promoted in order that it be bipartite, in Barahona, since the mill was included late, only an already established bipartite committee operated, incorporating the SIMAPRO methodology.

In turn, the mills identified areas of operation: in El Salvador, the Angel Mill began in three areas, and by the end of the project operated in 12; Magdalena began in two areas, and ended up operating in three; Jiboa maintained operations in three areas during implementation; in the Dominican Republic the Porvenir Mill maintained operations in three areas, a process similar to Barahona –it is worth mentioning that work was carried out in the field from the start.

Once the committees and areas were established, indicators and measurement levels were determined in the different areas. Thus, with the support of ILO/Mexico indicators according to areas and improvement processes were established. During the implementation of the project, in El Salvador four areas for improvement were identified: productivity, occupational health, better working conditions, and order and cleaning. Based on these areas 678 improvements were identified in the mills, mainly in the area of occupational health and productivity. It should be pointed out that the scope of the work regarding occupational health had a more far-reaching impact both in the sector and in the country: in 2012 El Salvador passed a new law on

Occupational Hazards and Accidents in the Workplace. This meant all the productive sectors in the country had to adapt to the new rules. The compliance of the mills was greater and more efficient than many other sectors within the country, as recognized by the authorities, due to the implementation of a compliance policy within the framework of SIMAPRO. Thus, the accident rate of the three mills, affecting approximately 2500 workers directly and 5,000 indirectly, dropped considerably: At the Angel Mill the accident rate at the beginning of the project was 1.76 accidents per month, and by the end was 1.17; accidents at Magdalena decreased from 2.86 to 0.9; Jiboa went from 2.79 to 1.14 accidents.

In the case of the Dominican Republic, the Porvenir Mill was the only one that agreed to join the process from the beginning; the Barahona Mill asked to join in its final stage. Tensions arose at the sectoral level due to the possible accusation against the country regarding Chapter XVI of the CAFTA, related to the treatment of migrant workers, and disputes by several national mills against the Porvenir Mill due to the allocation and use of land. However, the project strategy was to work on the migrant issue as a priority component of competitiveness and labour rights. Thus, together with the committees and work areas –Porvenir identified one at the beginning and ended up working in three areas, and the Barahona Mill remained in three during the period that accompanied the process –the project proposed working in the country where the migrant population lives. The SIMAPRO methodology identified the major obstacles to both the level of productivity, such as occupational health or better working conditions, and in terms of labour rights that affect workers, such as informal labour, lack of protection and the undocumented status of many workers. Therefore, a proposal was put forward to generate enterprise-level tools to respond to the national challenge of formalizing Haitian migrant workers. Thus began the mapping of the population linked to sugar cane cutting that lacked permits and their main problems: no birth certificate or passport, and, subsequently, no work permit in the country. And each of the processes was addressed, mainly by the private sector, and mainly by the Porvenir Mill, resulting in a six-month-long process, in a population of around one thousand migrant workers, in which 254 birth certificates and 107 passports were delivered, and 361 improvements were made for workers to obtain legal documents to formalize their resident status in the country. Another key aspect was the support provided for the setting up of a union of migrant worker cane cutters in the east of the country: in December 2012, the union of sugar cane cutters was founded, with 400 migrant worker members. This union operates not only in relation to the mills, but also with other sugar-related sectors such as distilleries. Finally, in Porvenir and Barahona risk profiles were established in rural areas, identifying the areas with the highest number of accidents and measures to improve the situation. This improvement process could not be fully identified due to the conclusion of the project; however, bipartite committees were already in place and improvement processes continue to operate.

In Honduras' case, labour relations in the mills did not generate interest, at least from employers, to promote participatory practices as proposed by the project. Coupled with tensions linked to the government over the use of land and certain possible expropriations, resistance was encountered within the sugar industry to open up their institutions to ILO methodologies and to generate processes they considered were more specific to Human Resources or existing collective conventions. In light of this, good practices were proposed, such as the exchanging of ideas between the Salvadoran and Honduran sugar industry. Based on this proposal, national workshops on issues such as productivity and working conditions were approved, resulting in two national workshops being held in San Pedro Sula and Tegucigalpa for the major mills in the country, and a Competitiveness and Food industry workshop being held for the workers sector.

Another key element of the project was to provide support for government institutions to incorporate new methodologies for strengthening labour rights in the rural sector. To this end, a

proposal was made to work with the labour ministries' labour inspectorates in the three countries. The role of the inspections has been limited in effectively strengthening the law in these countries, particularly in the agricultural sector, given the limitations in remote geographic areas: access, availability of materials, field visits, etc. Therefore, with the support provided by ILO Turin's International Training Centre (ITC), and the collaboration of ILO/Geneva Specialists in the Labour Administration and Inspection Programme (LAB/ADMIN), inspection guidelines were distributed within the framework of the "Development of Modern and Efficient Labour Inspection Systems". The guidelines are innovative tools for strengthening inspection in the agriculture sector. They include progress made in the field that has been recognized worldwide by ILO specialists. Its focus addresses two specific areas: Introduction to the Labour Inspectorate, Inspection in the Workplace, Health and Safety at Work. This generated the regional support of 24 officers from the three countries briefed on the guide, but also more than 50 officials briefed on the guide and its practical implementation in the field –guided tours, good practice cases, field exercises – in national workshops.

Finally, it should be pointed out that during the implementation process, and especially at the end of the project, the mills of the countries that joined identified the fact that the challenge for companies is to generate sustainability. Hence the interest in working on sustainability issues and in promoting good practice cases. As a result, the El Angel Mill was invited to the First Business Academy to present the progress it had made to over 50 guests from the whole of Latin America. Thus, workshops and consultancies were developed regarding Green Jobs, a work area that, in light of the conclusion of the project, can be taken up by other technical cooperation processes. Adapting businesses in order to make them sustainable and environmentally-friendly is the next challenge for the sector.

And thus, as the project came to a close, the demand for the SIMAPRO methodology increased significantly. The IDB's proposal to finance the tourism sector with the incorporation of SIMAPRO and within the framework of Green Jobs is an example of this. The interest expressed by the Coca Cola Company in the Dominican Republic to promote the regularization of migrant workers from within the private sector, but in turn to encourage it in the value chain, together with other mills, generated demand from various stakeholders to provide further support through dissemination. On completion of the project, the major mills in the country - Vicini and Romana - accepted the proposal to work on a child labour policy, with the SIMAPRO methodology as a support mechanism. This methodology has been promoted and was eventually incorporated into the tourism sector. And in the case of El Salvador, with the support of INSAFORP, over 30 companies from various sectors, from maquilas to ports and SMEs, have been briefed with the aim of implementing similar processes.

The project assisted a total of 538 people directly, and an estimated 4200 indirectly during its implementation.

Objectives/outcomes

Development objective: *To contribute to sustainable enterprise create productive, decent jobs and enhanced labor rights compliance in the sugar sector in Honduras, Dominican Republic and El Salvador.*

Immediate objective / Project outcomes

Immediate objective 1: Increased dialogue and collaboration between employers and workers at plant level in the sugar sector in each participating country.

Output 1.1:

Publication of the study on competitiveness and labor issues and challenges of the sugar sector in Honduras, Dominican Republic and El Salvador

Output 1.2:

Bipartite action and monitoring plan developed and tested

Output 1.3

Bipartite dialogue protocol drafted for assuring dialogue and collaboration between employers and workers' organizations at plant level. Bipartite Committees established.

Immediate objective 2: Ministries of Labor attain institutional capacity to promote and monitor labor rights and increase compliance of committees from bipartite agreements at the plant level in the sugar sector.

Output 2.1:

Diagnostic tool developed and tested (productivity and compliance assessment tool)

Output 2.2:

Public/private sugar sector national and regional network established

Output 2.3:

New tools, methodologies and mechanisms generated for labor ministries to promote, stimulate and monitor labor rights and compliance of obligations arising from bipartite agreements at plant level.

Immediate objective 3: Improved training services and productivity-enhancing methodologies available to the sugar cane sector in the selected countries

Output 3.1:

A detailed training plan/program designed and implemented in each participating company to upgrade productivity and compliance

Output 3.2:

Responsible competitiveness award for the sugar sector designed, validated and implemented in each country.

II. Country information and developments

Summary discussion of the country context and recent events (since the last PR) that are relevant to the specific(s) sector(s) addressed by the project. The information provided here is meant to provide the national context and does not have to be directly linked to project activities. **(Length: minimum 1 paragraph, maximum 1 page. If regional project, one paragraph per country).**

Honduras: In 2011 Honduras returns to gradually reintegrate the democratic order after the 2009 institutional breakdown and the non-recognition by the international community to the imposed de facto government and its negative political, economic and social impact. Therefore, from the beginning, the project was implemented in a period of transition, which tended towards the restoration of democratic institutions and the restoration of confidence by the political and social stakeholders. The labor stakeholders were not strangers to this situation: some business representatives supported the de facto government and some representatives of workers joined the resistance against the Micheletti government, and even against the government of Porfirio Lobo, to a lesser extent.

At sectoral level, the production of sugarcane, being one of the main sectors of the economy and export both to the European Union and the United States, was facing both cyclical and structural problems. Among the former, it is emphasized that during project implementation, there were tensions mainly between the government and the sugar industry in regard to land use and possible expropriation, putting strain on legal certainty for businesses and creating tension between labor forces in 2012. At the same time, structural challenges rose, such as less protection of labor rights to agricultural production in rural areas and hard working conditions – occupational health, migrant labor, etc., and a weak environment for social dialogue. Similarly, sugar production in Honduras is usually less prone to changes and challenges of adapting and modernizing its production structure, being a more traditional and conservative category. Although there are unions and collective agreements in many major mills, joint participation and the promotion of greater productivity based on agreements between the parties, usually is not well received among stakeholders. Thus, compared to the country's reconstruction and strengthening, at the sectoral level there is a similar process of strengthening dialogue processes, at a basic level, in a sugar sector that still has the challenge of being more dynamic and integrally incorporate in given international markets.

Dominican Republic:

During President Leonel Fernandez' administration, the country experiences a high economic growth and a dynamic transformation of high impact for the country. Dominican Republic, a traditionally agricultural country, and in which sugarcane represented one of their main sources of income, in the late twentieth century began to experience a lag in productivity and loss of regional hegemony. However, some mills still have a strong presence in the economy, and there are some others who have gone from state-owned to private. Therefore, the country has been faced with the challenge of creating industry-level transformations to restore growth and return to lead the production. This challenge has had to face some tensions: the allocation of a state-owned mill to a Spanish consortium unleashed a strong sectoral confrontation due to the emergence of new forms of production management and industrial relations, and disputes between mills per work areas and quotas allocated for export. Then in 2012 the United States Department of Labor undertakes an investigation of cane cutters' working conditions, specifically Haitian migrants. This raised a potential charge for the country within the framework of Chapter XVI of DR CAFTA, generating a position of the sugar industry in particular, and of the country in general, to respond before the international community concerning the enforcement of rights, and in turn, generating processes of change within the sugar industry. These processes were

closely followed by the project. Thus, the country during the sectoral adaptation processes endured an environment of strong tensions within industries and at country level, with international pressures on the existing work conditions.

El Salvador:

El Salvador is a country with a strong vocation in agriculture, specifically in the sugar sector. Not only due to the sector's growth in the country in recent years, but for its impact on the economy - sugar is one of the main items for export, being Canada the main destination-, and also for the increasing attention given to the use of sugar derivatives to generate power by using renewable sources. On the other hand, even though El Salvador is a country with some stability, it is a middle-income country with a population that still faces great challenges in health, education, housing and precarious jobs or informality. Workers in rural areas suffer more strongly the conditions of exclusion and marginalization. Therefore, the government has given attention to strengthen working conditions, through the publication of a work accident law which goes into effect in 2012 and requires all sectors of the country to adapt its industry to comply with the law - an outstanding fact-, when you consider that in Central America one of the leading causes of death in the agricultural sector is linked to the production of sugar cane, and the problem that over 15,000 people have died over the past decade by chronic renal failure in the sugar cane fields-. Therefore, the challenge at country level, has been the modernization process, the strengthening of competitiveness, the adaptation of the mills to new environments - such as energy sustainability – and this, within the context of compliance with labor rights and work conditions.

➤ **Outputs obtained versus performance plan¹**

This section contains a brief description of the most important outputs delivered in the period. This section must be based in the performance plan and is an important management tool that indicates whether the project is on track.

Immediate Objective: 1. Increased dialogue and collaboration between employers and workers at plant level in the sugar sector in each participating country.						
Outputs	Target / Actual	Period 1 17/2/2011 –17/8/2011	Period 2 17/8/2011 – 17/2/2012	Period 3 17/2/2012 – 17/8/2012	Period 4 (expected end of the project) 17/8/2012 – 28/06/2013	Partner(s) Agency(ies)
Output 1.1: Publication of the study on competitiveness and labor issues and challenges of the sugar sector in Honduras, Dominican Republic and El Salvador	Target: At least 2 agreements for each enterprise involved. Actual: 3 mills in El Salvador incorporate the study, 2 mills in Dominican Republic incorporate the study, FUNDAZUCAR Sector of Honduras incorporates the study	Stakeholders visit, establishment of contacts with authorities and major organizations at country level. Establishment of contact with mills per country and submission of proposal.	Establishment of study: validation of the study proposed by the counterparts and the ILO specialists. Preparation of terms of reference and consultant recruitment process	Preparation of the study by Francisco Martínez. Review and validation of counterparts	Publication of the study and dissemination process in the three countries and in the mills incorporated in the Project	

¹ Details of the activities undertaken by period and country, including the amounts invested in each one, can be checked in the Annexes.

<p>Output 1.2: Bipartite action and monitoring plan developed and tested</p>	<p>Target: At least 2 agreements for each enterprise involved.</p> <p>Actual: El Salvador: Bipartite Committees established in the 3 mills. Agreement on the use of SIMAPRO methodology and construction of indicators</p> <p>Dominican Republic: Bipartite Committee established in Barahona, formation of a Union representation in Porvenir. Agreement on the use of SIMAPRO methodology and construction of indicators.</p> <p>Honduras: Bipartite agreement between workers' representatives and employers at national level to receive assistance workshops</p>	<p>Stakeholders visit, establishment of contacts with authorities and major organizations at country level. Establishment of contact with mills per country and submission of proposal.</p>	<p>In El Salvador, bipartite productivity and dialogue committees were established in the three mills. Base lines, action areas and relevant stakeholders were identified in the participation</p> <p>Honduras Process pending</p> <p>Contacts were established In Dominican Republic with at least one mill, Porvenir, to be incorporated in the project. The Porvenir mill is added to the process</p>	<p>In El Salvador, the Bipartite Committees prepare indicators for growth and improvement and develop monitoring strategies. Management of first outcomes, improvement processes and expansion to other action areas.</p> <p>In Dominican Republic a bipartite, but non-union committee is established in the Porvenir mill which identifies the main action areas and the relevant stakeholders in participation.</p> <p>In Honduras the non-participation of the mills involves a national proposal to promote dialogue</p>	<p>In El Salvador progress processes are compared in a measurable way; new instruments for adapting work at industry level are developed; new action areas and new production processes are identified (green and sustainable companies)</p> <p>In Dominican Republic a second mil, Barahona, is added to the process: a bipartite, but non-union committee is established, which identifies the main action areas and the relevant stakeholders in participation. The other mil, Porvenir, prepares indicators for growth and improvement and develops monitoring strategies.</p>	<p>ILO / SAN JOSE ILO / MÉXICO</p> <p>In El Salvador work was performed with the Sugar Association of El Salvador</p> <p>In Dominican Republic work was performed with the Sugar State Council (Consejo Estatal de Azúcar) CEA</p> <p>In Honduras work was performed with FUNDAZUCAR</p>
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<p>Output 1.3: Bipartite dialogue protocol drafted for assuring dialogue and collaboration between employers and workers' organizations at plant level. Bipartite Committees established.</p>	<p>Target: At least 2 agreements for each enterprise involved. Actual El Salvador Work agreements in the 3 mills at plant level in the following areas: Occupational health, Environment, Social Dialogue at Enterprise Level and Competitiveness Bipartite monitoring with Simapro methodology Dominican Republic: Work agreements in the 2 mills at plant level in the following areas: Occupational Health, Environment, Social Dialogue at Enterprise Level and Competitiveness Bipartite monitoring with Simapro methodology Honduras: Work performed in the sugar sector on Occupational Health</p>	<p>Stakeholders visit, establishment of contacts with authorities and major organizations at country level. Establishment of contact with mills per country and submission of proposal.</p>	<p>In El Salvador bipartite participation processes generated sectoral agreements on action areas and measurement process in the three mills (El Angel, Magdalena and Jiboa)</p>	<p>In Dominican Republic the bipartite participatory processes in the Porvenir mill generated agreements on action areas and measurement processes In Honduras the non-participation of the mills involves a national proposal to promote dialogue</p>	<p>In Dominican Republic the bipartite participation processes in the Barahona mill have generated agreements on action areas and measurement processes Honduras The implementation process was modified. Training was carried out at national and not sectoral level. Workshops on occupational health in agriculture were held for workers and employers in San Pedro Sula (October 2012) and Tegucigalpa (2013). Similarly, workshops were conducted for union leaders on Social Dialogue and Competitiveness (2013) and for workers' representatives and employers in Green Jobs (2013)</p>	<p>ILO / MEXICO</p>
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Immediate Objective: 2. Ministries of Labor attain institutional capacity to promote and monitor labor rights and increase compliance of committees from bipartite agreements at the plant level in the sugar sector.

Outputs	Target / Actual	Period 1 17/2/2011 – 17/8/2011	Period 2 17/8/2011 – 17/2/2012	Period 3 17/2/2012 – 17/8/2012	Period 4 (expected end of the project) 17/8/2012 – 28/06/2013	Partner(s) Agency(ies)
Output 2.1: Diagnostic tool developed and tested (productivity and compliance assessment tool)	<p>Target: At least 4 in each ministry of labor, at the end of the project.</p> <p>Actual: Guidelines presented in the three Labor Inspectorate representatives. Promotion and implementation at national level in national workshops in rural areas. Implementation by 40 inspectors in all three countries at practical workshops at sectoral level</p>	Visit to ministries of labor and vocational training centers in each of the three countries	With the ILO / Geneva Department of Labor Administration, labor inspection development guidelines and effective systems were implemented. These instruments were addressed to officials of the Ministries of Labor of agricultural zones and focused on the support of two specific areas: labor inspection, and support in the workplace, occupational health	With support from the ILO / Turin International Training Centre, and support from the specialist Felix Daza a regional training workshop for the three countries aimed at knowing the guidelines and generate an effective use in the country is generated. 24 participants are trained	Strengthening process of guidelines and adaptation of the instrument according to the national legislation in each country. Three implementation workshops in Honduras, Dominican Republic and El Salvador. At least 60 staff trained in all three countries.	<p>ILO/GENEVA</p> <p>ILO/TURIN</p>

<p>Output 2.2: Public/private sugar sector national and regional network established</p>	<p>Target: At least 4 in each ministry of labor, at the end of the project. Actual: Training of 60 staff at sub regional and national levels. Support for national implementation by each institute (INSAFORP, INFOP INFOTEP). Vocational Training Institutes of El Salvador incorporate Simapro to work with other sectors (SMEs, ports, maquila). In the Dominican Republic IFOTEP promotes the Simapro methodology in tourism and sugar. Vocational training institutes and sugar mills are incorporated to the SIMAPRO ILO NETWORK</p>	<p>Establishment of contact with ILO's Inter-American Centre for Knowledge Development in Vocational Training (CINTERFOR) for promoting SIMAPRO's methodology (Measurement System for Improvement of Productivity), to be incorporated in the sugar production sectors, and at country level</p>	<p>Three national workshops held with the staff of the countries' training centers: 41 people trained in the three countries, INSAFORP officials (El Salvador), INFOP (Honduras) and INFOTEP (Dominican Republic)</p>	<p>Dominican Republic Training Workshop to INFOTEP's officials</p> <p>Guatemala Sub regional Workshop to promote SIMAPRO's Methodology to officials of Vocational Training Institutes in Central America and the Caribbean</p>	<p>El Salvador SIMAPRO's methodology promotion workshop for INSAFORP's officials and various sectors of the country</p>	<p>ILO / CINTERFOR URUGUAY</p> <p>ILO / MEXICO</p>
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<p>Output 2.3: New tools, methodologies and mechanisms generated for labor ministries to promote, stimulate and monitor labor rights and compliance of obligations arising from bipartite agreements at plan level.</p>	<p>Target: At least 4 in each ministry of labor, at the end of the project. Actual: El Salvador: With the support of SIMAPRO's methodology, labor ministries incorporate new instruments: a) Methodology for application in the public sector b) Working Guidelines for inspectors in the rural sector c) Guidelines for accidents in the sugar sector d) Competitiveness Study Dominican Republic: With the support of the SIMAPRO methodology, labor ministries incorporate new instruments: a) Methodology for application in the public sector, b) Working Guidelines for inspectors in the rural sector c) Business proposals of the sugar sector for the formalization of migrant workers Honduras:</p>	<p>Visit to ministries of labor and vocational training centers in each of the three countries. Identification of key action areas to implement appropriate processes</p>	<p>El Salvador Incorporation of the General Prevention of Risks at Workplaces Act under the compliance system framework at sugar mill level through the SIMAPRA methodology</p>	<p>El Salvador Verification of compliance progress of the General Law Dominican Republic Generation of proposals and inputs to work with the migrant population in the Porvenir mill and the Barahona mill: regularization of migrant workers, compliance with the procurement law and with the occupational health law</p>	<p>El Salvador Law enforcement by each of the mills: 100% El Angel mill Magdalena mil 80%, 50% Jiboa mill Dominican Republic Compliance by each of the mills: Porvenir mill: regularization of migrants, promotion of a cane cutters' union. Barahona: support for the protection of migrant workers in occupational health</p>	<p>ILO / SAN JOSE</p>
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	With the support of the SIMAPRO methodology, labor ministries incorporate new instruments: a) Methodology for application in the public sector, b) Working Guidelines for inspectors in the rural sector					
Immediate Objective: 3. Improved training services and productivity-enhancing methodologies available to the sugar cane sector in the selected countries.						
Outputs	Target / Actual	Period 1 17/2/2011 – 17/8/2011	Period 2 17/8/2011 – 17/2/2012	Period 3 17/2/2012 – 17/8/2012	Period 4 (expected end of the project) 17/8/2012 – 30/6/2013	Partner(s) Agency(ies)
Output 3.1: A detailed training plan/program designed and implemented in each participating company to upgrade productivity and compliance.	Target: At least 10% of productivity increased in each sugar mill. Actual: El Angel mil increases its harvest production by 16%. 226 issues were solved in occupational safety, an increase of 80% of problems solved: the accident rate at the beginning of the Project was 1.76 and at the end 1.69 workers per month. 182 workers directly involved in the process (20% of total staff)		El Salvador The three mills developed action plans in the framework of SIMAPRO's methodology SIMAPRO: labor survey development, quantitative indicators and work areas.	El Salvador Measurement process in several areas: production, safety in the workplace and order and cleanliness (40% of total staff) Rating prepared by ILO to the mills for involvement in El Salvador and Dominican Republic. Outcome not achieved by the Project Dominican Republic The Porvenir mill developed action plans in the framework of SIMAPRO's	El Salvador Outcome measurements: Angel mil increases harvest production by 16%. In occupational safety 226 issues were resolved, an increase of 80% of problems were solved: the accident rate at the beginning of the Project was 1.76 at the end it was 1.69 workers per month. 182 workers directly involved in the process (20% of total staff) Magdalena mill:	

	<p>Magdalena Mill: harvest production increases by 40%, occupational safety issues surpasses expectations as the 39 critical cases were solved, and more opportunities (130% progress) were generated: the accident rate at the beginning of the Project was 2.86 and at the end it was 0.9 workers per month. 210 employees participated in the process (40% of total staff)</p> <p>Jiboa: Harvest production increases by 11%, and 40% of critical cases detected in occupational health were resolved: accident rate at the beginning of the Project was 2.79 and at the end it was 1.14 workers per month. 115 workers participated in the process (9% of total staff)</p> <p>Dominican Republic The Porvenir mill has the following progress: In occupational health:</p>			<p>methodology SIMAPRO: labor survey development, quantitative indicators and work areas.</p>	<p>Harvest production increased by 40%, occupational safety issues surpassed expectations, as the 39 critical cases were solved, and more opportunities were generated (130% progress): the accident rate at the beginning of the Project was 2.86, and at the end it was 0.9 workers per month. 210 employees participated in the process (40% of total staff)</p> <p>Jiboa: Harvest production increased by 11%, and 40% of critical cases detected in occupational cases were resolved: the accident rate at the beginning of the Project was 2.79, and at the end it was 1.14 workers per month. 115 workers participated in the process (9% of total staff)</p> <p>Dominican Republic El Porvenir mil has the following progress: In occupational safety 32</p>	
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	<p>32 problems were solved. Support for the legalization of workers: submission of 254 birth certificates, 361 workers with legal documents, 107 workers with passport. Forming of a cane cutter's Union in San Pedro de Macoris: 300 workers affiliated. The Barahona mill establishes measurement processes in several areas: production, safety in the workplace and order and cleanliness</p>				<p>problems were solved. Support for the legalization of migrant workers: submission of 254 birth certificates, 361 workers with legal documents, 107 workers with passport. Forming of a cane cutter's Union in San Pedro de Macoris: 300 workers affiliated. The Barahona mill establishes measurement processes in several areas: production, safety in the workplace and order and cleanliness</p>	
<p>Output 3.2: Responsible competitiveness award for the sugar sector designed, validated and implemented in each country.</p>	<p>Target: At least 6 actions taken in each sugar mill involved. Actual: Award not assigned, outcome not achieved.</p>	<p>Visit to various organizations and private entities to promote participation process: Coca Cola, FUDES El Salvador, FUNDAZUCAR Honduras, El Salvador Sugar Association, International Union of Food Workers (UITA-IUF) in El Salvador and Dominican Republic. Outcome not achieved by the project</p>			<p>Rating prepared by ILO to the mills for involvement in El Salvador and Dominican Republic. Outcome not achieved by the project</p>	

➤ **Problems/issues materially impairing the achievement of project objectives/outcomes, proposed solutions and actions taken or to be taken**

Major problems/issues referenced here have already been encountered, are currently emerging, or are foreseen.

A. Implementation (include technical as well as management issues; including administrative, financial and budgetary issues)	
Problem/Issues:	Proposed solutions and action(s) taken or to be taken (If action necessary, identify person responsible)
In Honduras actor's participation was not sectoral and of weak character	<ul style="list-style-type: none"> In the case of Honduras work was performed to promote a national agenda for social dialogue in the sugar sector, in agreed issues. The first activity was the Occupational Health Workshop in San Pedro Sula (2012) and Tegucigalpa (2013). Similarly, workshops were conducted to union leaders on Social Dialogue and Competitiveness (2013) and workers' representatives and Green Jobs employers (2013). This allowed to channel productivity components through training and information, and reverse detachment at sectoral level, and possible sources of tension between the stakeholders -especially workers and employers, and government and entrepreneurs.-
In Dominican Republic participation of mills was uneven during project implementation	<ul style="list-style-type: none"> In the case of Dominican Republic work was performed with the Porvenir mill first, as they expressed interest since the beginning of the project. But on the other hand, support and communication with the sugar sector and other stakeholders such as the Institute of Technical - Vocational Training INFOTEP, was strengthened, and progress was shared with the stakeholders of the Coca Cola - value chain, other mills, etc. - . Therefore, despite the closure, Barahona was fully incorporated with the formation of

bipartite committees, and specific technical assistance to develop the Simapro methodology. In turn, the ability to take complex environments such as the charge on the sugar industry conditions and convert them into an opportunity (promotion of good practices, support to workers in the same sector, submission of guidelines, field visits, support to migrant NGOs) generated a positive environment in which the Simapro's request for further information was stronger at the end of the project.

B. Stakeholders, partners & implementing agencies

Problem/Issues NON	Proposed solutions and action(s) taken or to be taken (If action necessary, identify person responsible)
<ul style="list-style-type: none"> At the beginning the Honduras and Dominican Republic mills expressed doubts to work with the productivity component through a cooperation project, - as they consider that competitiveness is something that is developed inside the mills, in the human resources context, without adding new tools, and less yet with advice from an international agency.- 	<ul style="list-style-type: none"> In Honduras the awareness and training strategy for the sugar industry was carried out nationwide. One challenge has been the development of a strong communication component, which is very important at sectoral level, so stakeholders can know the empirical evidence of changes. Proof of this was the exposition made by the Angel's management to the Honduras mills about their experience with Simapro. This reversed the initial rejection in Honduras, allowing the realization of national workshops. As a result, at the end of the project, institutions like the IDB were committed to promote the Simapro's methodology in other sectors, such as hospitality and tourism, with the support of all stakeholders. In Dominican Republic, also, the communication component was not abandoned, but was reinforced through the experience of other stakeholders –INFOTEP- or through the exchange of experiences with other mills and the final buyer, Coca Cola. The change in perception and

- The implementation process has been uneven over time: El Salvador is added at the beginning, Dominican Republic in mid-2012, Honduras in a national way and within a scope of information and consultation. A common feature of social dialogue projects.
- interest in Dominican Republic has been very clear: from rejection to interest, and from interest to the participation of the mills. Furthermore, the possibility of addressing the critical issues in an employment relationship can generate results that ensure confidence. Being able to address migrant workers' labor challenges, far from being a threat in the mills encouraged participation and interest in solving problems and challenges in the sugar sector.
- Dialogue processes have to operate considering the contexts in which they develop. Therefore, internal processes have been met without forcing implementation, and specific aspects have been strengthened by status -e.g., in view of the non-participation of the mills, work was performed with training centers in some countries, to generate a better environment. However, respect for the different times has in turn implied to recognize opportunities or areas of interest that can generate changes and use them. Addressing the migration component in Dominican Republic has been a good space to work the project. Occupational health can be a catalyst for opportunities in Honduras, even nationally. And the environmental component in El Salvador has opened many spaces and greater participation of stakeholders in the project.

C. External factors (include particularly those external factors identified as being critical assumptions in the project document and/or emerging critical external factors)

Problem/Issues:

Proposed solutions and action(s) taken or to be taken (If action necessary, identify person responsible)

- The sectoral processes are of complex implementation. On the one hand, the information with constituents at national level does not necessarily translate into sectoral commitments.
- The political context in Honduras – disputes of mills regarding a possible agrarian reform, and in Dominican Republic – accusation before the USDOL due to the sugar sector working conditions have led the sugar sector to pay more attention to their sector's external challenges than to strengthen their domestic sphere.
- The proposed strategy had to pay more attention to the information and personal presence in the mills, and incorporate other partners' representatives - Sugar foundations, business chambers, global unions, certifications, etc. This task has been the main challenge implemented in the first part of the project, and has established itself in its final stage. The outcomes were evident: different companies want to know Simapro, workers want to incorporate it into their proposal and vocational schools expressed interest and in the cases of good companies it went beyond the local level: in May 2013, The Angel mill is invited to the 1st Academy of Sustainable Enterprises in Lima, Peru . The challenge therefore is that the instrument is not seen as a sporadic initiative, but as an opportunity for other sectoral areas.
- In the case of Honduras a workshop to share experiences with the Salvadoran business sector and its relationship with Simapro was developed. This allowed us to directly observe a close experience and invited to participate and share experiences, and to encourage the development of internal capacities.
- With regard to the political environment, there has been close communication with constituents to determine the project's scope -sugar sector competitiveness-, separating ILO's role in this regard due to context changes which also affect the dynamics. Therefore, activities are reported to the Ministry of Labor, and Chambers of National Sugar Unions, as well as Unions and Union Confederations. Similarly, the assistance of the ILO Specialists has helped define the scope of the project against adverse environmental situations.

Finally contact was established with the IUF International Union of Food, which manifested as a possible partner in promoting competitiveness and compliance with standards and labor rights.

Therefore, political factors cannot be ignored, but can assess potential damage, provided there is availability of communication channels and the possibility of reaching the locals - mills- and other stakeholders in the value chain -sugar associations, employers and workers organizations, multinational and global unions.

D. Other major issues/problems	
Problem/Issues	Proposed solutions and action(s) taken or to be taken (If action necessary, identify person responsible)
<ul style="list-style-type: none"> Simapro's methodology is not of common knowledge for the Sugar Entrepreneurs nor the workers; which generated some suspicion on the subject. ILO is considered a non-promoter regulatory organization for the enforcement of rights through productivity. 	<ul style="list-style-type: none"> A more intense communication agenda has been developed, that not only will stay with the mills, but will report to the authorities, other sectors or unions and employer organizations nationwide. This has allowed to see Simapro not only as an exclusive advisor for a specific sector, but as a tool that can be replicated in others. At the end of the project, through supporting vocational training, business and labor stakeholders, the Simapro methodology has not only maintained, but it is expected to grow in other areas.

➤ Opportunities

Honduras:

The proposal of strengthening dialogue was developed in two ways: specific cases of good practices, such as the exposure of the El Salvador sugar business experience with Simapro; and in turn, the national authorities' development, in this case relating to occupational health, green jobs, and agro. This process has not been easy, because despite the good will to carry out activities, a fear by the mills to open their organization to ILO's presence persists. However, the process of awareness and technical advice has generated more interest, which even though it is not enough in the sugar sector, it is for the national stakeholders. An example of this was the invitation of several national institutions to promote the Simapro methodology, and especially the interest expressed by IDB Honduras to manage a future project in the hospitality industry, which would be very similar to that proposed in the sugar sector. Thus, while recognizing that it has not been a process of high participation, it at least has reversed the disinterest or the rejection experienced at first, and an environment more conducive to generate sectoral initiatives is expected for project completion.

Dominican Republic:

Project implementation in Porvenir and later in Barahona -even at the end-, along with the strengthening of the Simapro instrument in Infotep, and the incorporation of the migrant issue as a sensitive field, and in turn the awareness campaign on other stakeholders -Coca - Cola for example, that expressed interest in developing Simapro in their own company- has allowed Dominican Republic to pass from a tense process in the first half of 2012 to a high participation and a high priority country for the implementation of Simapro in the mills. The implementation of similar projects in other areas is expected –the promotion of Simapro is not discarded in the tourism sector, by hotel unions, or the banana industry-. This is, that during implementation the country ended up being a very productive work environment with high demands from participants to continue and deepen in action areas. Therefore, the challenge posed by the country is the diffusion of sectoral projects, both in the sugar sector and in other areas that can incorporate the migrant population as a key player in strengthening competitiveness. The fact of incorporating Infotep with Simapro's empowerment suggests that a methodology can be kept for new environments. This ensures sustainability and maintenance of the instruments.

El Salvador

The country entered the project with the expectation that their participation in the project's implementation would be marginal. However, it has proven to be the country that showed the greatest interest in using the project's contributions. The mills' outcomes have been very positive inside the companies, and translate in verifiable positive changes: the mills have adopted the enforcement of the law on occupational injury, have begun the process of productivity

improvements, and propose to extend the methodology to other areas. This translates into a high acceptance of the stakeholders involved, and a high interest to know and apply the Simapro methodology in other productive sectors. The Simapro methodology was acknowledged as important, not by the mills, but by the sugar sector as a whole (organizations such as the Sugar Association were added to establish contact with the project and expand its implementation at national level). Due to its good results Simapro has transcended the sectoral field and has generated positive attention in other mills, other agricultural sectors and sectoral areas. The environmental component stands out as a case that allows to articulate policies for strengthening competitiveness with social dialogue and respect to the environment. The project ended with an attendance at Insaforp on the Simapro methodology, with the participation of over thirty companies interested in applying it. Therefore, it is considered that the process implemented will generate various initiatives and deepen in better opportunities for the sugar sector.

Finally, in general, the crucial fact is that, despite the differences in context and timing by the stakeholders, it was possible to generate positive outcomes in El Salvador. Due to the impetuosity of the stakeholders, inputs have been generated that have strengthened their competitiveness and respect for the labor rights. In the case of Dominican Republic it was possible to reverse the negative environment by one of opportunity, strengthening the information to the stakeholders and empowering various institutions, adding the participation of mills, and finally, identifying a field that has generated attention: migration is now presented as an opportunity that can be met by the mills to enforce labor rights and be more productive. And in the case of Honduras, the process has been hard, but somehow has generated some technical assistance on specific issues at national level.

Technical cooperation occurs in specific contexts that are not always easy, more yet in countries with weak institutions, deficient social dialogue and asymmetrical industrial relations. During the implementation of the project, till its end, it was possible to develop various strategies that succeeded to become in Dominican Republic an environment of opportunity, in El Salvador to pass from opportunity to consolidation, and in Honduras to leave possible sectoral processes of interest.

Lessons Learned and emerging Good Practices

Generally speaking, provided that sectoral projects produce specific results they tend to be implemented in companies. Unlike national projects linked to national institutions and policies, the sectoral dialogue projects require concrete, visible results with measurement tools that highlight the progress. In this sense, the Simapro methodology has achieved an efficient response to the companies' demands. However, the implementation of this methodology requires political skills to determine political and social processes that affect countries externally, and the challenges faced by each sector: international markets, business partners, value chain, population, etc. The technical is accompanied by the political –political is understood as the ability to build relationships with stakeholders, to promote social dialogue and provide support before different challenges, establish a strong communication component.

The main lesson is that the sectoral should pay attention to the environment in order to successfully implement instruments at local level (the company). And secondly, this implementation should be sufficiently practical, and direct to generate change, to avoid distance and distrust, and to secure participation.

In El Salvador, the environment was suitable, therefore, there was no need to conduct an advocacy campaign; however, good results have led to assume a role of information in other stakeholders.

In Dominican Republic, it was necessary to pay attention to the environment, and provide care and follow-up to challenges -incorporate migrant population, work with other links in the value chain-. As a result it was possible to implement the technical, however with different times and mixed outcomes.

In Honduras, the political and economic environment has been crucial to overcome the technical support. This has forced to get out of the sectoral and propose nationwide assistance, reversing rejection, and eventually leaving a better environment to create better sectoral relations.

B. Strategies for thematic issues

The participatory process has not been fast enough or of integration for the mills. This is due to the fact that the sectoral projects are different from the national projects, as while requiring more information they are related to direct employment relationships, and face challenges that directly affect their development. In this sense, the implementation has been raised at various speeds: where it was possible to implement the project rapid inputs have been generated, and in the least participatory countries, an information strategy has been used with inputs (Dominican Republic), or only information and participation (Honduras).

However, the important thing to recognize is that a greater information process is required than what is usually done in the process of tripartite social or national dialogue. This process requires more support, direct in organizations, allowing to adapt the technical to the context changes.

The corresponding lesson that emerges is that in processes with issues that even though they do not appear as complex in the formulation process, it is necessary to take the time to make a deeper approach with the direct beneficiaries and not only stay with the support from national constituents. And in turn, pay attention to the events in order to address possible stagnation or setbacks. Therefore the outputs are often different in the implementation, but by the end of the 2013 semester, great achievements have been generated, such as the full incorporation of Dominican Republic and the spaces generated by Honduras.

C. Capacity building and work with ILO partners

Employers: National employers have received the project in a very positive way. Sugar Associations have also reacted positively. This process has been clear in El Salvador, and now also seen in Dominican Republic. However, individual mills have been less open to working with ILO in Honduras, therefore we work directly with the Sugar Producers Association of Honduras, the union of sugarcane producers.

Workers: The three unions in the three countries validated the implementation of the Simapro methodology in their workplaces, and supported the methodology, as long as it would be used in sectors with unions, or allowing the freedom to do so. They considered that the project generated opportunities for participation and dialogue at company level that allowed them to strengthen their work in defense of the workers they represent. In Dominican Republic, unions have seen the Simapro instrument as a tool to strengthen employer-employee relations, and the project participated in the creation of a cane cutters union of Haitian migrant workers. Finally, contact was made with the International Union of Food IUF, which considered the instrument an interesting promotional opportunity in Latin America, and the processes of dialogue as positive from a union perspective.

Government: The level of support from governments has been high in the countries. The Secretary of Labor in Honduras repeatedly expressed its interest in strengthening the sugar sector with these initiatives. The Ministry of Labor in El Salvador officially approved initiatives since the beginning particularly regarding compliance with the Law on Occupational Health. Finally in Dominican Republic a high interest was expressed in promoting migration policies in the sugar sector, and therefore, support was provided to the implementation of the project from the Ministry Inspectorate and other officials.

D. Mainstreaming successful approaches and achieving sustainability of impact

One of the project's priority is sustainability: how to keep initiatives with project completion. For this purpose agreements with training institutions in recipient countries have been established to transfer the Simapro methodology to different sectors, or to mills that want to join, although the project is nearing completion. Today training centers in El Salvador, Honduras and Dominican Republic have the methodology, and it is expected to be implemented in various sectors, whether public or private.

Another element of sustainability is the training of staff from the mills in the Simapro

methodology. Since the implementation of the Simapro methodology is phased in all sectors, this has led in the case of El Salvador to have a staff dedicated to Simapro that can develop the tool in their organization. In those mills where there was more progress the Simapro staff becomes part of the organizational structure and works with the Human Resources departments. However, we must recognize that these efforts should be linked to the value chain, which is what gives greater meaning to the sectoral activities. Social dialogue processes, productivity and compliance with labor rights generate interest in companies as long as they can see benefits, and can be specific. One of the biggest benefits is the added value generated that can be recognized in the value chain, in the final buyer. This is a feature that was missing in the project: the effective integration of cooperation through the value chain.

Annex 1**List of major activities by period****2011**

Activity description	Country	Date
Taller Elaboración de línea de base	Honduras	November 11
VIII Taller Desarrollo de Capital Humano, Productividad, Organización, SIMAPRO, Competencias, Herramientas para la Mejora Continua" con el Ministerio del Azúcar en Cuba, el Proyecto SIMAPRO - México y conjuntamente con los Ingenios Azucareros	Todos	26 to 30 November

2012

Activity description	Country	Date
Taller Latinoamericano de Competencias, para proveer la metodología SIMAPRO en los Institutos de Formación Profesional de Honduras, El Salvador, Guatemala, en el marco de la mejora de la productividad y del aprendizaje.	Honduras y El Salvador	5 to 7 September
Programa de asistencia técnica de OIT/Cinterfor para la implementación SIMAPRO.	El Salvador	20 to 22 February
Taller Nacional "Seguridad y Salud del Trabajo en la Industria Azucarera"	El Salvador	25 to 27 June
Taller "Evaluación y Gestión de Riesgos"	El Salvador	2 to 5 July
Taller "Jornada de Adaptación de la Guía de Autoformación y Evaluación GAEC en Salud, Seguridad y Medio Ambiente.	El Salvador	August 17
Capacitación en Desarrollo y Evaluación del Programa, desarrollada por el CIF de la OIT. Noviembre del 2012	El Salvador	November
Taller y asistencia técnica: "Desarrollo de Capital Humano para el establecimiento de redes en la metodología Simapro".	El Salvador	December
Programa de asistencia técnica de OIT/CINTERFOR para la implementación SIMAPRO	Honduras	24 to 27 February

Presentación de la experiencia Simapro en empresas salvadoreñas al sector empresarial hondureño.	Honduras	July 24
Taller en San Pedro Sula con el fin de capacitar a los participantes sobre seguridad y salud del trabajo en la elaboración de perfiles de riesgo en la industria azucarera	Honduras	17 to 19 October
Programa de asistencia técnica de OIT/CINTERFOR para la implementación SIMAPRO.	Honduras	December
Taller Nacional INFOTEP sobre Metodología SIMAPRO. Implementación Fase I de SIMAPRO en el Ingenio Porvenir de República Dominicana. Febrero 2012.	República Dominicana	February
Programa de asistencia técnica de OIT/Cinterfor para la implementación SIMAPRO, realizado en Santo Domingo, República Dominicana los días 01, 02 y 03 de marzo del 2012.	República Dominicana	01 to 03 March
Taller de capacitación sobre seguridad y salud del trabajo en la elaboración de perfiles de riesgo en la industria azucarera, en Juan Dolio, República Dominicana los días 20, 21 y 22 de noviembre, 2012.	República Dominicana	20 to 22 November
Taller en República Dominicana del 11 al 15 de diciembre del 2012, con las organizaciones de trabajadores del Ingenio el Porvenir.	República Dominicana	11 to 15 November
Fortalecer la capacidad para la aplicación y el desarrollo de las prácticas de gestión de la SST en las empresas e instituciones de gobierno.	Todos	July

2013

Activity description	Country	Date
Presentación medición: Avance, Resultados y Pasos a Seguir- SIMAPRO"	El Salvador	January 25
Taller "Asistencia Técnica para Facilitar Conocimientos para la Implementación SIMAPRO.	El Salvador	13 to 14 February
Capacitación sobre Seguridad y Salud del trabajo en la elaboración de perfiles de riesgo en la industria"	El Salvador	13 to 15 February
Presentación del Informe de competitividad" a los empresarios y trabajadores del sector azucarero de El Salvador	El Salvador	17 to 19 April

Taller "Cierre de Zafra 2013", para presentar y compartir resultados del proceso de zafra en los tres ingenios de El Salvador, dentro del marco de la metodología Simapro en La Libertad	El Salvador	April 26
Talleres en Sto. Domingo, El Salvador relacionados con la misión sobre empleos verdes.	El Salvador	01 to 15 May
Taller de Técnicas de Negociación y Fortalecimiento del Diálogo Social"	El Salvador	13 to 20 and 27 May
Talleres de técnicas de negociación laboral en los ingenios de Jiboa, Magdalena y el Angel	El Salvador	13 to 31 May
Taller SIMAPRO/INSAFORP	El Salvador	3 to 7 June
Taller de formación "Seguridad y salud en el trabajo agrícola para inspectores de trabajo"	El Salvador	4 to 6 June
Taller de información, consulta y participación, mediante la inspección de trabajo	El Salvador	04 to 05 June
Taller de cierre del proyecto	El Salvador	June 21
Taller de Diálogo Social y Competitividad: perspectiva sindical en Honduras	Honduras	7 to 9 March
Capacitación a los inspectores sobre seguridad y salud del trabajo en la agricultura con énfasis en el Convenio No. 184 y mapas de riesgos en procesos de trabajo agrícola, La Ceiba	Honduras	17 to 19 March
Taller sobre competitividad en Honduras	Honduras	8 to 11 March
Taller "Informe de competitividad del sector azucarero en Honduras"	Honduras	May 15
Foro Nacional "Buenas Prácticas de Migración en el Sector Azúcar", en Santo Domingo	República Dominicana	February 8
Seminario sobre salud ocupacional en el Ingenio Barahona, Rep. Dominicana,	República Dominicana	6 to 13 April
Talleres de asistencia de capacitación en Seguridad y Salud del Trabajo en la Industria Azucarera Dominicana, en ingenio Barahona y Porvenir	República Dominicana	May 16 to June 14
Presentar el estudio sobre competitividad en el sector azucarero de República Dominicana, a los constituyentes del diálogo sectorial -empresarios y trabajadores- de los ingenios del Porvenir y Barahona, República Dominicana, 18 de junio 2013.	República Dominicana	June 18

Taller Empresas Sostenibles, que se realizará en Lima, Perú, objetivo: "Presentar la experiencia del Ingenio El Ángel como un caso de buenas prácticas de empresas sostenibles a nivel regional"	El Salvador	21 to 26 April
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Costs of activities per country

Honduras	88,900
El Salvador	128,800
República Dominicana	55,300
Total	273,000
External collaborators (technical assistance)	130,000