

Briefing 0.1 – The ITCILO Resource Kit on gender-based violence in global supply chains: what it is and how to use it

The briefing describes the structure of the ITCILO Resource Kit on gender-based violence in global supply chains, guides users on its contents and resources and provides hints and tools to follow a personal learning path or to design a short training programme.

Summary of key points about the ITCILO Resource Kit on gender-based violence in global supply chains

- The Resource Kit is a multi-purpose package for individual learning on issues related to gender-based violence in global supply chains as well as for implementing training and awareness-raising activities.
- It has a modular structure that allows for different uses.
- It is suitable for varied target audiences, including trainers and facilitators, representatives from the social partners, groups, organizations interested in developing and implementing practical workplace initiatives, advocacy and campaigns.

1. Why this Resource Kit?

The **ITCILO Resource Kit on gender-based violence in global supply chains** has been designed to help users to:

- Raise awareness about the causes and effects of gender-based violence, with a specific focus on workplaces at the bottom of the supply chain.
- Explore the specific characteristics of gender-based violence in global supply chains and how it can be tackled.
- Show the difficulties of identifying gender-based violence in supplier production points and why sexual harassment and violence are rarely reported.

- Examine the negative impact of sexual harassment and violence on business efficiency and the way in which workplace organization can facilitate or discourage sexual harassment and violence.
- Identify the role that brands, lead companies, retailers and supermarkets can play in reducing the risks of gender-based violence in their supply chains.
- Present practical workplace initiatives and strategies that can make a difference to how managers, supervisors and workers understand the negative impact of sexual harassment and violence and respond with appropriate behaviour and workplace initiatives.

2. What is in the Resource Kit?

The Resource Kit comprises the following sections:

- **Module 0:** User's briefing

Part A: Gender-based violence in global supply chains

- **Module 1:** Introduction to global supply chains.
- **Module 2:** Global supply chains: where do women and men work and under what conditions?
- **Module 3:** Global supply chains and sexual harassment in the world of work.
- **Module 4:** Whose responsibility? The governance framework and partnerships to identify and prevent gender-based violence in global supply chains.

Part B: Preventing and addressing sexual harassment and violence in the workplace: practical strategies

- **Module 5:** The role of managers and supervisors in preventing violence and sexual harassment in the workplace.
- **Module 6:** Identifying, monitoring and reporting on sexual harassment in the workplace.
- **Module 7:** Practical workplace initiatives to prevent and respond to violence and sexual harassment and violence.
- **Module 8:** Social dialogue and working in partnership.

Part C: Learning and information resources

This Part is available only in electronic format (USB-Key and website <http://gbv.itcilo.org>), and it comprises:

- **Learning Activities:** a minimum of two learning activities are proposed each Module, to suit a broad range of target groups.
- **Information Sheets:** these offer additional information and resources that can be used during training or for more in-depth study of specific topics.

Structure of the Resource Kit



3. Who can benefit from the Resource Kit?

The ITCILO Resource Kit is relevant for individuals, groups and organizations interested in preventing and eliminating gender-based violence in global supply chains, with a specific focus on practical workplace initiatives.

This includes organizations that wish to raise awareness and assist in the development of policies and procedures at the workplace level. It is intended to reach a wide range of global, national and local based brands, multi-stakeholder initiatives, employers, trade unions and organizations involved in promoting workers' rights, safe workplaces, human rights and gender equality, with an objective of eliminating gender-based violence in the world of work.

The Resource Kit is designed to be a flexible resource for:

- Trainers and facilitators who are designing and running training courses in factories and farms;
- Designers of information and awareness-raising sessions for a wide range of stakeholders who have a role to play in preventing and eliminating gender-based violence at work;
- Social partners/ groups/ organizations interested in developing and implementing practical workplace initiatives;
- Groups/organizations seeking information to support advocacy and campaigns.

Although this Resource Kit has a focus on practical initiatives, it can also be used as a reference for legislators and law enforcers to identify the problems and practical workplace policy and procedures, as well as programme designers.

4. How to use the Resource Kit?

The **ITCILO Resource Kit** is a multi-purpose package which can be used by individual readers as well as by professional and occasional trainers.

Readers who are interested in the topic may autonomously use the resources to improve personal awareness and knowledge of the subject. Trainers may use the resources in the kit to assemble short training programmes for a variety of target audiences.

Structure of the Modules

Each Module contains:

- Briefing document(s), setting out the main evidence, arguments and approach;
- Case studies and examples;
- References and further resources/information.

Learning activities related to each of the Modules are provided in electronic format in Part C.

Structure of the Resource Kit

The Resource Kit is organized in three Parts.

Part A: Gender-based violence in global supply chains

Part A introduces the complex nature of global supply chains and why it is relevant to understand gender-based violence as a world of work issue.

The four modules (1-4) in Part A can be used in many types of training activities for a variety of target groups, such as representatives from:

- Lead global companies (e.g. brands and supermarkets);
- Multi-stakeholder initiatives and CSR stakeholders
- Multi-lateral organizations;
- Employers' organizations and trade unions at local, national and international level;
- Global and national NGOs;
- International development planners;
- National institutions responsible for employment, economic and trade policies;
- National institutions responsible for gender equality and women's issues.

Part B: Preventing and addressing sexual harassment and violence in the workplace: practical strategies

Part B looks at how practical strategies and solutions can be designed and implemented to prevent and address gender-based violence in global supply chains. The aim is to facilitate the implementation of legislation, while also forging new approaches to addressing gender-based violence in the workplace.

The Modules present good practice approaches to build the capacity of managers and supervisors, tools to identify gender-based violence in the workplace, and a range of initiatives that can be introduced in the workplace to prevent and eliminate gender-based violence.

Modules in Part B are meant to provide resources and information to the wide range of actors who may be interested and active in advocating for, designing and implementing workplace initiatives to prevent and eliminate gender-based violence.

Part C of this Resource Package also comprises sample learning activities related to these Modules.

These are examples, which trainers may wish to adapt to the different workplace contexts and needs of their specific target groups.

Part C: Learning and information resources (on-line at <http://gbv.itcilo.org> or in USB-Key)

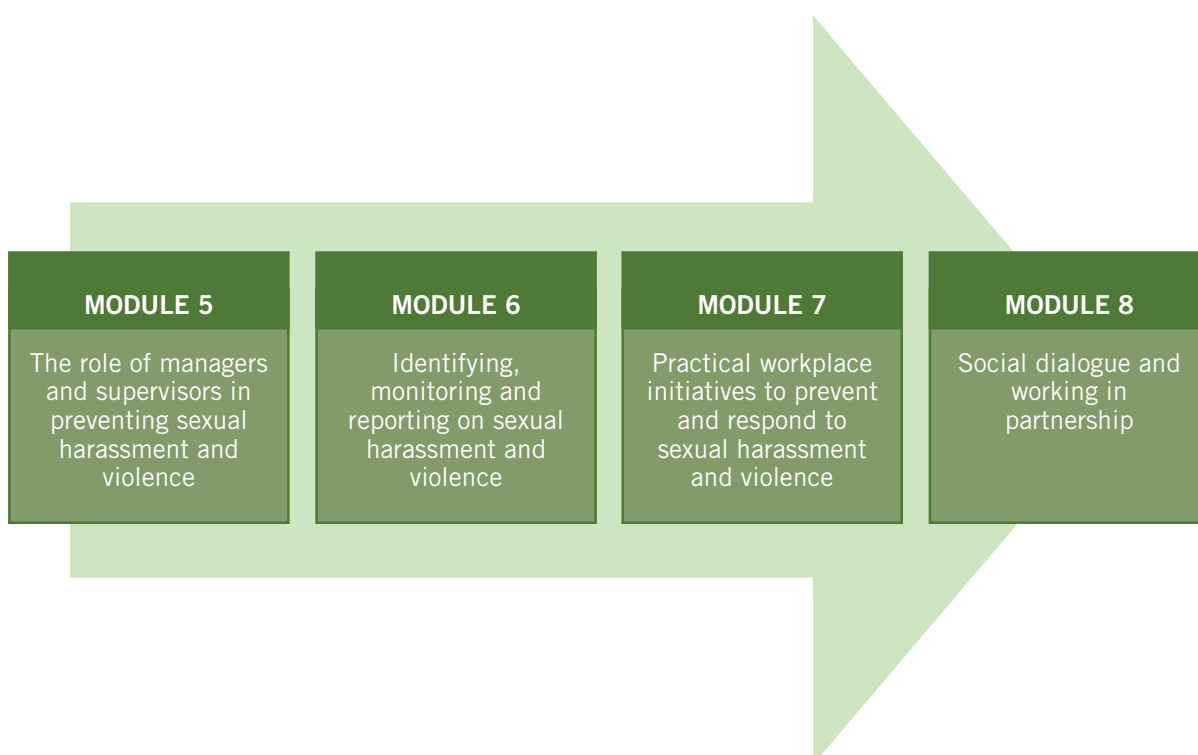
Learning activities

This section of the Resource Kit hosts a collection of sample training activities related to the contents of the Modules.

Information sheets

This section of the Resource Kit hosts additional resources, such as information sheets containing data, an inventory of international instruments and relevant policies and practices, which may be useful to explore further the topics of the Resource Kit.

The steps to prevent and eliminate violence and sexual harassment in the workplace



There are six Information Sheets:

Information Sheet 1: Definitions about gender-based violence and relevant international standards.

Information Sheet 2: Global Framework Agreements addressing gender-based violence.

Information Sheet 3: Tips on working with the media.

Information Sheet 4: Printed map of a factory and a farm (for mapping exercise).

Information Sheet 5: ILO Code of Practice on safety and health in agriculture.

Information Sheet 6: Sample sexual harassment policies (containing the text of four sample sexual harassment policies).

Case study repository

This section of the Resource Kit hosts a collection of case studies (including those already included in Parts A and B), which may be adapted in different formats for training activities dealing with the topics of the Resource Kit.

5. Tips for trainers

Training on matters such as gender-based violence needs careful design and adaptation to the specific context and needs of participants.

Experiential and highly participatory learning methodologies have proven to be effective in changing individual behaviours and institutional practices.

The ITCILO on-line Compass offers guidance and a rich selection of approaches and tools to design successful participatory and action-learning events (<http://compass.itcilo.org/>).

The **Map of Learning Activities** in the next page gives an overview of the learning activities proposed for each Module, as well as their intended use and target groups.

Map of learning activities

TITLE	Overview and aims	Methodology	Best suited for representatives from...
MODULE 1 – Introduction to global supply chains			
1.1: Following the dress: mapping global supply chain in the garments sector	Participants discuss a case and: <ul style="list-style-type: none"> • Visualize the different stages and players involved in one supply chain (garment); • Understand the complexities of global supply chains; • Appreciate the problem of poor working conditions and workers' abuse in global production. 	Group work on a Case Study, to map a GSC in the garment sector.	<ul style="list-style-type: none"> • Lead companies aiming to improve supply chain organization; • Global, national and local employer organizations and trade unions; • National and local government responsible for legislative implementation and factory inspection; • Multi stakeholder initiatives and social auditors; • Global, national and local NGOs and women's organizations.
1.2: Following the flower: mapping global supply chains in the cut flower supply chain	Participants discuss a case and: <ul style="list-style-type: none"> • Visualize the different stages and players involved in one supply chain (garment); • Understand the complexities of global supply chains; • Appreciate the problem of poor working conditions and workers' abuse in global production. 	Group work on a Case Study, to map a GSC in the cut flower sector.	Ditto
MODULE 2 – Global supply chains: where do women work and under what conditions?			
2.1: Where do you stand on gender equality?	Participants are encouraged to <ul style="list-style-type: none"> • Express their views and experiences about gender equality issues and 'break the ice' on a theme which might be controversial within the group; • Set the scene of the broader context of gender inequalities; • Enable the facilitator to assess participants understanding of gender equality and gender-based violence. 	Socio-metric. By moving from one side of a room to the other, participants can change their opinion, without having to give an explanation. The facilitator guides the debate.	Ditto + <ul style="list-style-type: none"> • Factory and farm workers.
2.2: Gender dimensions of employment in global supply chains	Participants discover and discuss the gender dimensions of employment and working conditions in global supply chains.	Group work using Jigsaw, a cooperative learning strategy that encourages people to develop their own understanding and then share knowledge with the group.	Ditto + <ul style="list-style-type: none"> • Factory and farm workers.
MODULE 3 – Global supply chains and gender-based violence in the world of work			
3.1: What is our understanding of gender-based violence?	This activity helps raise awareness and build consensus on the delicate topic of gender-based violence in the world of work.	Group activity: "brain-writing" in groups, giving definitions.	Ditto + <ul style="list-style-type: none"> • Factory and farm workers.
3.2: Production pressures in the horticulture industry in Ethiopia	Acting in a role play, participants become more aware of: <ul style="list-style-type: none"> • How production pressures can result in violations of rights and gender-based violence; • The different challenges faced by managers, supervisors, workers and unions; • How problems can be resolved in a practical way at workplace level. 	Role play. Case Study 3.3. Dealing with production pressures in the horticulture industry in Ethiopia. More effective if used after Activity 1.2: <i>Following the Flower</i> .	<ul style="list-style-type: none"> • Lead companies aiming to improve supply chain organization; • Global, national and local employer organizations and trade unions; • National and local government responsible for legislative implementation and factory inspection; • Multi Stakeholder Initiatives and social auditors; • Global, national and local NGOs and women's organizations.

TITLE	Overview and aims	Methodology	Best suited for representatives from...
3.3: The vulnerability of immigrant farmworkers to sexual harassment	The Case Study on immigrant workers in global supply chains helps participants: <ul style="list-style-type: none"> • Realize that power imbalance creates occasions for abuse and gender-based violence against vulnerable workers, particularly women; • Appreciate the different pressures faced by managers, supervisors, workers and unions; • Find solutions to prevent sexual Harassment. 	Structured discussion, first in small groups and then in plenary. Case Study 3.1: <i>The vulnerability of immigrant farmworkers to sexual harassment.</i>	Ditto
3.4: Exploring the specific causes of sexual harassment in global supply chains	In this activity participants examine the different causes of sexual harassment in global supply chains and: <ul style="list-style-type: none"> • Discuss the reasons that make sexual harassment a pervasive issue in global supply chains; • Assess the effect of production pressures and supply chain dynamics; • Consider the need to tackle issues in an integrated way. 	Group work using jigsaw, a cooperative learning strategy. Can be combined with Activity 2.2: <i>Gender dimensions of employment in global supply chains.</i>	Ditto + <ul style="list-style-type: none"> • Factory and farm workers.
MODULE 4 – Whose responsibility? The governance and partnership framework to prevent and address gender-based violence in global supply chains			
4.1: Whose responsibility?	This activity helps: <ul style="list-style-type: none"> • Map out the multiple stakeholders who can play a role in preventing and combatting sexual harassment in global supply chains; • Assess the strengths and challenges of working in partnership. 	Mapping exercise in groups. Best used after Learning Activity 1.1 or 1.2.	Ditto + <ul style="list-style-type: none"> • Factory and farm workers.
4.2: Working effectively in partnership	The activity enables to: <ul style="list-style-type: none"> • Gain consensus over the priorities for action on sexual harassment across the supply chain at global, national and local levels; • Design realistic actions to achieve the above goal; • Consider ways in to promote social dialogue around these issues; • Discuss opportunities and challenges of working in partnership across the global supply chain. 	Group work and poster presentation. Can be used as a follow-up to Learning Activity 4.1, to define practical actions to promote social dialogue.	Ditto + <ul style="list-style-type: none"> • Factory and farm workers.
MODULE 5 – The role of managers and supervisors in preventing sexual harassment in the workplace			
5.1: Identifying sexual harassment and violence in the workplace	These activities help participants identify what is meant by unacceptable workplace behaviour, sexual harassment and violence in the workplace, including verbal and physical abuse.	Various, in group work.	Two types of activities: <ol style="list-style-type: none"> Primarily for managers and supervisors Primarily for workers.



TITLE	Overview and aims	Methodology	Best suited for representatives from...
5.2: Role play on sexual harassment in the workplace	Using role play, participants: <ul style="list-style-type: none"> • Become more aware of sexual harassment and other forms of unacceptable workplace behaviour; • Develop a clearer understanding of acceptable workplace behaviour. 	Role play, using a real life scenario.	<ul style="list-style-type: none"> • Lead companies aiming to improve supply chain organization; • Global, national and local employer organizations and trade unions; • National and local government responsible for legislative implementation and factory inspection; • Multi stakeholder initiatives and social auditors; • Global, national and local NGOs and women's organizations; • Workers and supervisors/first line managers.
5.3. Promoting decent workplaces – preventing violence	This activity illustrates three different approaches to promoting decent workplaces and preventing sexual harassment, using case studies. Participants: <ul style="list-style-type: none"> • Appreciate the role of different stakeholders and their concerns; • Recognize different approaches and strategies to prevent and address sexual harassment and violence in global supply chains. 	Guided discussion, small groups and then plenary. <ul style="list-style-type: none"> • Case Study 8.3: <i>Challenging sexual harassment in horticulture through trade union organisation (Uganda).</i> • Case Study 4.3: <i>Challenging sexual harassment in the apparel supply chain through MSI action.</i> • Case Study 5.3: <i>Challenging sexual harassment in textiles through international support.</i> 	Ditto.
MODULE 6 – Identifying, monitoring and reporting on sexual harassment in the workplace			
6.1: Mapping the world of work	Participants map out areas of the world of work where there is a risk of sexual harassment and evaluate potential solutions to problems identified.	Small group work using workplace maps.	<ul style="list-style-type: none"> • Stakeholders involved in developing and implementing workplace gender-based violence programmes; • Programme managers, factory/farm managers and supervisors; • Representatives from global, national and local employers and trade unions; • Representatives from local, national and local NGOs and women's organisations.
6.2: Carrying out art focus groups	In this activity art work is used to assess workers' job satisfaction, and through this process their experiences of verbal, physical or sexual harassment. It enables to develop a better understanding of forms of abuse which workers may experience, but are unlikely to speak about.	Focus group using art work, drawing, based on FWF experience.	<ul style="list-style-type: none"> • Women workers, especially those with low levels of literacy, who cannot complete other forms of surveys.
6.3: Using theatre and role-plays to identify sexual harassment	Participants gain a better understanding of sexual harassment, and how to identify it, through experiencing it in role-play. They also appreciate how other people experience this sort of situations and propose solutions.	Role-plays and forum theatre (only for very skilled facilitators.)	<ul style="list-style-type: none"> • Stakeholders involved in developing and implementing workplace gender-based violence programmes; • Programme managers, factory/farm managers and supervisors; • Representatives from global, national and local employers and trade unions; • Representatives from local, national and local NGOs and women's organisations; • Trainers of managers and workers in factories and farms in global supply chains; • Legal and government agencies, victim advisers.

TITLE	Overview and aims	Methodology	Best suited for representatives from...
6.4: Identifying sexual harassment on a tea plantation	The activity shows how difficult it is to identify sexual harassment, even when companies go through an extensive audit process. A real-life scenario is used to illustrate the different forms that sexual harassment and violence can take in a tea plantation.	Group work or role play and discussion, using a real life scenario.	<ul style="list-style-type: none"> • Stakeholders involved in developing and implementing workplace gender-based violence programmes; • Programme managers, factory/farm managers and supervisors; • Representatives from global, national and local employers and trade unions; • Representatives from local, national and local NGOs and women's organisations; • Social auditors.

MODULE 7 – Practical workplace initiatives to prevent and respond to sexual harassment and violence

7.1: Making the arguments for a Sexual Harassment Policy in a garment factory or on a tomato farm	Participants appreciate the different perspectives of managers and workers and the steps that need to be taken in developing a workplace policy on sexual harassment.	Role play.	<ul style="list-style-type: none"> • Stakeholders involved in developing and implementing workplace gender-based violence programmes or supporting the establishment of sexual harassment committees; • Programme managers, factory/farm managers and supervisors; • Representatives from global, national and local employers and trade unions; • Representatives from local, national and local NGOs and women's organisations.
7.2: Setting up a sexual harassment committee	Simple project planning techniques are used to help participants think about the individual components needed to develop a workplace sexual harassment committee and their interconnections during the planning process.	Small group activity.	Ditto
7.3: Negotiating for sexual harassment to be included in occupational safety and health policies	This role play enables participants to appreciate how women's sexual and reproductive health can be adversely affected by workplace rules and production pressures, and relate gender-based violence to occupational safety and health.	Role play on a scenario in a factory.	Ditto

MODULE 8 – Social dialogue and working in partnership

8.1: Social dialogue in the workplace: learning from case studies	A series of case studies illustrate ways in which workers and managers can work together (social dialogue), and find solutions to gender based violence through collective bargaining, also in partnership with NGOs. Participants are also enabled to plan similar solutions in their own contexts.	In two parts, which can be run separately or together: 1) Case study in groups. 2) "Adapt and adopt" exercise in mini-groups, with peer review of respective plans.	<ul style="list-style-type: none"> • Stakeholders involved in developing and implementing workplace gender-based violence programmes or supporting anti-sexual harassment committees; • Factory/farm managers and supervisors; • Representatives from global, national and local employers and trade unions; • Representatives from local, national and local NGOs and women's organisations.
8.2: Negotiating a collective bargaining agreement on violence and abuse in the workplace	Participants appraise the benefits of and challenges in negotiating workplace collective agreements, going through the process of negotiating an agreement on sexual harassment.	Small group discussion or Role play.	Ditto