

Module 8: Social dialogue and working in partnership

Learning objective

The contents of this module enable participants to:

- Appreciate the role and value of social dialogue and partnerships in preventing sexual harassment and violence at work.

Module contents

One briefing:

- Briefing 8.1 – Social dialogue and working in partnership

Six case studies:

- Case Study 8.1: Indonesian Employers' Association – Guidelines for employers on sexual harassment
- Case Study 8.2: Global union ITF Action Guide on Violence Against Women
- Case Study 8.3: Challenging sexual harassment in horticulture through social dialogue in Uganda
- Case Study 8.4: Collective bargaining agreement on sexual harassment with banana producers in Latin America
- Case Study 8.5: Global union UNI Break the Circle! Campaign
- Case Study 8.6: The role of men and boys in ending violence against women

Two learning activities (in Part C, electronic format):

- Learning Activity 8.1: Social dialogue in the workplace: reducing production pressures
- Learning Activity 8.2: Negotiating a collective bargaining agreement on violence and abuse in the workplace

Target audiences

This module will be of particular interest to:

- Lead global companies (e.g. brands and supermarkets)
- Employers' organizations, business associations and trade unions at local, national and international level
- Local trade unions and NGOs supporting worker education
- Multi-stakeholder initiatives and CSR stakeholders
- Legal and government agencies
- Occupational safety and health specialists and representatives
- International and local development programme planners

Briefing 8.1 – Social dialogue and working in partnership

1. Introduction

Summary of key points

- Social dialogue can be an effective approach to preventing workplace sexual harassment and violence.
- Social dialogue can be carried out between representatives of government, employers and workers (tripartite) or between representatives of employers and workers (bipartite).
- Working in a wider partnership (bringing together employers, trade unions, local government representatives, NGOs and women's organizations) at the local level can achieve lasting outcomes in addressing sexual harassment and violence.

Social dialogue is defined by the International Labour Office to “include all types of negotiation, consultation or simply exchange of information between, or among, representatives of governments, employers and workers, on issues of common interest relating to economic and social policy. Social dialogue is the ILO’s best mechanism in promoting better living and working conditions as well as social justice. It is an instrument, a tool of good governance in various areas and its relevance is not just related to the process of globalization but in general to any effort to make the economy more performing and more competitive and to make society in general more stable and more equitable.” (ILO. Social Dialogue: Finding a Common Voice. Available at: <http://www.ilo.org>)

Examples of tripartite and bipartite social dialogue initiatives are included in the case studies in this module, with the aim of showing the importance of social dialogue in raising awareness and finding practical solutions that can make a difference in the workplace.

In addition to social dialogue, broader partnerships can play an important role in bringing together a range of organizations to challenge gender-based violence. NGOs, in particular, play an important role

in working with women at grass-roots levels to build women’s empowerment and document violations of rights. Women’s organizations, trade unions and business associations can form effective partnerships to work together to highlight issues about violence against women in the workplace.

2. Social dialogue between employers and trade unions in the workplace

Social dialogue models vary from one country to another, and can exist at the national, regional, sectoral and workplace level. They are based on the principle of ‘freedom of association’, including the right to form and join a trade union and negotiate collective agreements, which is embedded in international human rights standards.

Freedom of Association

- Freedom of association is vitally important in enhancing the bargaining power and voice of workers involved in global supply chains.
- Trade union recognition in the workplace is crucial to ensuring decent work and pay, improved conditions of employment, non-discrimination and to preventing sexual harassment and violence.
- Employers and trade unions working together have a key role to play in tackling violence, including sexual harassment, in the workplace.

However, factories and farms providing goods in global supply chains are frequently non-unionized or have weak union structures, and in many cases there is direct hostility to trade unions. For example, widespread abuses of workers’ rights, including violations of the right to freedom of association in the garment and textiles sectors in India and



Bangladesh have been reported in the ITUC's Global Rights Index (2015) and by the Centre for Research on Multinational Corporations (SOMO) and the India Committee of the Netherlands (2014).

The increasing participation of women in global supply chain workplaces, coupled with advocacy campaigns carried out by women's organizations and trade unions, have resulted in gender-based violence in the world of work receiving greater public attention. In addition, the ILO and several MSIs have highlighted gender-based violence and other labour rights' issues in global supply chains.

Low pay, job insecurity, lack of union representation and gender-based violence in the workplace are inextricably linked. Workers will be at a greater risk of gender-based violence if they are denied the right to freedom of association and decent work. Eliminating sexual harassment and other forms of violence against women are an essential element of decent work. This is relevant across the whole supply chain – from local workplace negotiations and collective bargaining through to global advocacy and campaigns – to change the behaviour of lead companies. Ending violence against women, sexual harassment and discrimination can provide a useful starting point for developing social dialogue between unions and managers, particularly in the many factories where there is no union representation or any history of management-worker negotiations.

Social dialogue can enable the voice of women workers to be heard as a basis for negotiating workplace policies, complaints systems and collective agreements. While NGOs can effectively campaign on workplace conditions, NGOs cannot negotiate collective agreements on conditions of work. That is why an effective right to form and join a trade union is important.

Working together employers and trade unions can play an important role in highlighting the problem of sexual harassment and violence, and in negotiating policies and procedures to address sexual harassment and violence and where possible, include them in collective agreements. Importantly, trade union officials have often been trained in grievance handling procedures and can help develop appropriate processes and support training for members. Research by Professor Stephanie Barrientos (2013 and 2014) found that unions have

had a positive impact improving conditions of work in global supply chains. Evidence from the Ugandan floriculture industry (see Case Study 8.3) provides an example of an effective union campaign for a collective bargaining agreement, which resulted in permanent employment increasing by 75 per cent between 2001 and 2011, with significant gains also made in other areas.

3. Social dialogue on sexual harassment and gender-based violence

ILO Policy Brief for Employers' and Workers' Organizations

An ILO Policy Brief on eliminating sexual harassment in workplaces in Pacific countries emphasizes the benefits of internal policies on sexual harassment for employers achieved through social dialogue:

- Internal policies to boost and build on national legislation on sexual harassment help victims bring complaints by recognizing that employers have a duty to prevent and deal with sexual harassment.
- Internal policies serve a preventive role by stopping harassment before it occurs or by responding to it early on, before the problem escalates.
- Dissemination of the policy within the organization is vital to encourage victims to report cases and to inform and sensitize all workers, including management.
- An internal policy is beneficial to the employer, as it shows a commitment to gender equality.
- If an employer successfully deals with sexual harassment complaints, the company is more likely to have more productive staff and higher staff retention.

The ILO Policy Brief makes the following recommendations for governments, employers' and workers' organizations:

Guidance: Governments, employers' organizations and workers' organizations have a role to play in guiding others in developing sexual harassment policies. For example, workers' organizations can request that collective agreements include sexual harassment

clauses and complaints procedures. Further, governments can produce manuals or other publications for dissemination to employers both in the public and private sector, as well as workers' organizations.

Awareness-raising: Governments and other interested groups should raise awareness about sexual harassment, through various activities including publicity campaigns and widespread dissemination of information.

Training: Governments, employers' organizations and workers' organizations should conduct training on sexual harassment in the workplace for specific individuals including company executives, trade union leaders, human resources personnel and workers. Training should include explanations of the legal framework, how to develop policies or how to raise awareness within their own organization.

Research: Research is vital in showing the extent of the problem of sexual harassment in the workplace and in analysing whether current measures are adequate.

The ILO guidelines consider that relevant organizations should "conduct research and collect statistics in a systematic way to ensure a better understanding of the problem. This research will support and inform steps which the government, employers' and workers' organizations should take to minimize sexual harassment."

Source: ILO (2015) Eliminating sexual harassment in workplaces in the Pacific Countries (ILO Office for Pacific Island Countries).

Tool 7: Tips on what employers can do to prevent sexual harassment

- ✓ Inform managers, supervisor and workers, that sexual harassment will not be tolerated.
- ✓ Carry out a workplace survey, in consultation with unions and workers, to find out the extent of the problem in a workplace and how it can be addressed.
- ✓ Hold discussions with unions and workers to suggest ways to create a positive working environment.
- ✓ Develop workplace policies and confidential complaints mechanisms that aim to prevent and address sexual harassment and violence.
- ✓ Promote social dialogue and provisions within collective bargaining agreements on sexual harassment that address all workers (including casual, temporary, part-time as well as permanent and full-time workers), and that contain formal procedures for making complaints, and training and information for workers.
- ✓ Ensure that managers and supervisors participate in training about sexual harassment and how it can be eliminated.
- ✓ Provide support for victims of sexual harassment and violence, including access to legal advice and support during complaints and grievance processes.

➡ See Case Study 8.1 showing research carried out by the Indonesian Employers' Association revealed that harassment led to sharply falling productivity, which subsequently led to the development of guidelines on tackling sexual harassment in the workplace.

Tool 8: Tips on what unions can do to prevent sexual harassment

Unions defend and represent the rights of workers, including the right to a working environment free of sexual harassment:

- ✓ Ensure union policies and structures address sexual harassment and violence.
- ✓ Hold union meetings, conferences and training to support initiatives to organize and negotiate for GBV prevention. Provide training and awareness-raising to union members and officers about sexual harassment and how it can be eliminated.
- ✓ Set up regular women's workshops for union members.
- ✓ Carry out a survey, hold focus groups and/or workshops with union members to find out the extent of the problem in a workplace and how it can be addressed (see example below on union workshops held in Kenya and Lesotho).
- ✓ Negotiate workplace policies and collective bargaining agreements that address all workers (including casual, temporary, part-time as well as permanent and full-time workers).
- ✓ Aim to build joint positions and unity among unions organizing workers in the same sector.
- ✓ Hold discussions with workers and managers to suggest ways to create a positive working environment.
- ✓ Draft a workplace policy on sexual harassment and disseminate it to all members.
- ✓ Include the prevention and elimination of sexual harassment in collective agreements, setting out the roles and responsibilities of managers, including formal procedures for making complaints, training and information for workers.
- ✓ Provide support for union members who are victims of sexual harassment and violence, including support during complaints and grievances processes. This can include a trade union legal assistance focal point for women victims, as a first point of justice.

Tool 9: Tips for unions for organizing workers in workplaces where there are no unions or where union presence is low

- ✓ Find ways of meeting with workers outside the factory gates or in the local community to find out what their needs are and to inform them of how unions can help them.
- ✓ Organize a community meeting in partnership with a local women's organization and invite women workers to attend to find out more about what the union can do.
- ✓ Organize training for women workers to build skills and knowledge about workers' rights and unions.
- ✓ Initiate contact with the employer and make arguments about why trade union representation can help the factory or farm to retain workers and promote a positive and healthy work environment.
- ✓ Draw up a plan to address gender-based violence (see example below).
- ✓ Train union officers and representatives on how to prevent and eliminate sexual harassment and violence in the workplace.
- ✓ Organize joint public events with other organizations on International Women's Day (8 March) and the UN Day for the Elimination of Violence against Women (25 November).

 **See Case Study 8.2: Global union ITF Action Guide on Violence Against Women, which contains a useful checklist for action and suggestions for union actions to end violence against women.**

It is important, especially in the sensitive area of sexual harassment and violence, that women's insights and experiences are included in decision-making and the social dialogue process. Below are some examples of union workshops and initiatives to build women's empowerment and capacity to participate in social dialogue and collective

bargaining. Although many union events focus on women, it is also important that trade unions ensure that male members and supporters understand the reasons why sexual harassment is degrading to both women and men – and encourage men to stand against sexual harassment.



Examples of union workshops and initiatives to build women's empowerment and capacity

The **Ethiopian Industrial Federation of Textile, Leather and Garment Workers**, an affiliate of global union IndustriAll, has carried out training and empowerment of women garment workers to build women's self-esteem and to inform women about the importance of trade unions. Creative methods were used to talk to women about sexual harassment, including body mapping, workplace mapping and life mapping. Because sexual harassment is so prevalent in the Ethiopian garment industry, unions are stepping up their organizing efforts and supporting women facing sexual harassment. **Source:** IndustriALL

In Maseru, Lesotho, more than a third of the country's 40,000 textile workers belong to the **Independent Democratic Union of Lesotho**. The union has run women's workshops and training, supported by IndustriAll, in order to identify issues that women face at work. Issues raised by the women include insufficient toilet time, blocked or locked exits, excessive fatigue leading to fainting, excessive targets, sexual harassment, low pay which makes some women resort to prostitution, insufficient sleep, inadequate maternity leave provisions, and the risk of HIV. As one young garment worker in Lesotho said, "I want to work in a safe place and have a good salary and enough rest." The workshops used body mapping, workplace mapping, life mapping, as well as visualization of dreams. **Source:** IndustriALL news release: <http://www.industriall-union.org>

In Bangladesh, the **National Garment Workers Federation** (NGWF) carried out a successful women's leadership development programme with support from UK TUC Aid. NGWF is a trade union federation in the Bangladesh garment sector, with 42 registered factory unions and 1,221 factory committees; 57 per cent of members are female. The programme addressed the frequent harassment of women workers and the widespread hostility of garment factory managers towards trade unions. The training covered both new women members and those already active in their union. Further training was given to volunteer organizers on equality issues and organizing techniques. An evaluation of the programme showed its positive impact on levels of activism and women's self-confidence. **Source:** TUC Aid and NGWF: <https://www.tuc.org.uk>

The IUF Global Sugar Network carried out a series of workshops in four different sugar estates in Western and Nyanza provinces in Kenya with women members of the **Kenya Union of Sugar Plantation Agricultural Workers** (KUSPAW). The workshops discussed relevant issues for women workers in Kenya's sugar sector and made recommendations for a union programme addressing their concerns. One of the recommendations related to education and awareness raising on sexual harassment, because it is an issue that many women sugar workers are concerned about. Other issues included the need for a gender perspective in occupational safety and health, maternity protection, and reducing stress through the provision of childcare facilities. **Source:** IUF: <http://www.iuf.org>



4. Collective bargaining agreements

Well-functioning industrial relations including collective bargaining are keys to achieving fair living wages and improved working conditions in our supply chain. We believe that the (H&M) collaboration with IndustriALL and IF Metall will contribute to our already ongoing work within this field as well as help to create stable sourcing markets. (H&M CEO, Karl-Johan Persson November 2015) Source: <http://www.fibre2fashion.com>

Collective bargaining is the main way in which employers and trade unions can agree working conditions and terms of employment in areas such as fair wages, working time, training, occupational safety and health and equal treatment between women and men. Negotiations are held to arrive at a collective agreement, which also addresses the rights and responsibilities of the parties to the agreement, as well as the monitoring of the implementation of the agreement.

Although gender-based violence is a relatively new issue in collective bargaining, mobilization of women in unions and wider civil society has led to better awareness that gender-based violence is an occupational safety and health risk and can lead to lost productivity, absenteeism, stress and further violence. In addition, the ILO Conference Committee on Gender Equality (ILO, 2009) stated that sexual harassment and violence against women “should be addressed through social dialogue, including collective bargaining where applicable at the enterprise, sectoral or national level”.

The ITUC has drawn up a model clause for collective bargaining agreements as set out in the box below.

Sample sexual harassment clause for collective bargaining agreements: ITUC

(a) Introduction. The union and the employer recognise that sexual harassment may occur in the workplace and are committed to preventing and ending it. Sexual harassment is also a disciplinary offence.

(b) Definition. Sexual harassment is unwanted, unwelcome and unasked-for behaviour of a sexual nature. It can occur either on a one-time basis or as a series of incidents, however minor. Sexual harassment is coercive and one-sided and both males and females can be victims.

(c) Action. A harassment victim may lodge a harassment complaint with a person of confidence, designated by the union in agreement with the company. The person(s) of confidence, who will be appropriately trained, shall investigate any harassment complaint, in a timely fashion and on a confidential basis.

An employee alleging harassment in the workplace has the right, after informing the person of confidence, to leave the work area without loss of pay, rights or benefits, and to refuse to return to the work area until there has been an investigation of the complaint. The redress must reflect the seriousness of the harassment case. It may be an apology, a transfer to another department or a layoff. The harasser, not the victim, must suffer the consequences of his or her actions.

The employer will include compulsory anti-sexual harassment training in its orientation for new employees in company time.

Source: ITUC. (2008). Stopping Sexual harassment at work: A Trade Union Guide http://www.ituc-csi.org/IMG/pdf/Harcelement_ENG_12pgs_BR.pdf

 **Information Sheet 6** provides four further examples of sexual harassment policies [click here]

The two case studies below provide examples of collective agreements:

➔ **Case Study 8.3 on the 2010 Ugandan floriculture industry agreement on a sexual harassment policy agreed following advocacy by trade unions and national and international NGOs.**

➔ **Case Study 8.4: Collective bargaining regional framework agreement on sexual harassment with banana producers in Latin America**

As Part A of this Resource Kit showed, domestic violence is a workplace issue, particularly if women miss days from work due to fear or injury. In addressing this issue and the need for employers to respond to domestic violence, unions in Australia, in partnership with domestic violence organizations and experts, drew up a model domestic violence clause for collective bargaining. In 2010, the first clauses providing paid leave and other entitlements to victims of domestic violence were included in union negotiated enterprise agreements registered with the Australian Fair Work Commission. By June 2015 over 860 agreements had a domestic violence clause, covering over two million Australian workers. Drawn up by the global union UNI, the box below shows principles that can be included in collective bargaining agreements so as to provide support in the workplace for victims of domestic violence.

UNI Practical Workplace Support on Domestic Violence – Key Principles

[Name of company] commits to give the following support and entitlements to help people break the cycle of domestic violence:

1. **Dedicated additional paid leave** for people experiencing family or domestic violence
2. **Confidentiality** of people's details will be assured and respected
3. **Workplace safety planning** strategies to ensure protection of individuals will be developed and clearly understood by the parties concerned
4. **Referral** of people to appropriate domestic violence support services
5. Provision of appropriate **training** and paid time off work for agreed roles for nominated contact persons (including union representatives or health and safety representatives as necessary)
6. People entitled to domestic violence leave will also be able to access **flexible work arrangements** where appropriate
7. People will be **protected against adverse action or discrimination** on the basis of their disclosure of, experience of, or perceived experience of domestic violence

Sources: UNI Break the Circle Policies for affiliated unions: http://www.breakingthecircle.org/descargas/en/man/violencepolicies_en.pdf

5. Working in partnership: employers, trade unions, NGOs and women's organizations

5.1 Working together to eliminate sexual harassment and violence

Working together, employers, trade unions and global or local NGOs/women's organizations can bring different perspectives, experiences and roles to eliminating sexual harassment and violence in the world of work. Broad national alliances can be very effective in promoting change.



- Trade unions have significant experience in gaining access to the workplace but in some cases, male-dominated structures can mean that sexual harassment and violence are not always high on the collective bargaining agenda.
- Employers can bring a valuable business perspective and through social dialogue make the links between eliminating sexual harassment and improving productivity and competitiveness.
- NGOs and women's organizations are often in contact with women in the community and have built trusted relationships with women in the area of gender-based violence but have limited access to the workplace and may not have adequate industrial relations experience.

By representing workers, trade unions can create a dialogue in the workplace about ending violence against women. They have an important role to play in documenting women's experiences of violence. Trade unions increasingly campaign against violence against women in the workplace.

➔ **See Case Study 8.5: Global union UNI Break the Circle! Campaign, which is an example of a global union campaign to end violence against women.**

Wider alliances can also be formed at the national and local level to help change attitudes to develop ideas and strategies to combat sexual harassment and violence. Alliances of organizations can share their knowledge, expertise and resources to establish effective strategies to challenge GBV and sexual harassment.

5.2 The role of NGOs and women's organizations in addressing gender-based violence

Some NGOs, women's organizations and advocacy organizations at the local, national and global levels have played an important role in identifying sexual harassment in global supply chains, and in working in partnership with multi-stakeholder initiatives, employers and trade unions. Global NGOs and women's organizations play a key role in carrying out research, training and advocacy, and informing policy in areas such as women's poverty, child labour, trafficking for forced labour, abuses of workers' rights and sexual harassment. In some cases they have

played a role in highlighting abuses of workers' rights in global supply chains and problems in company verification processes.

Global NGOs can work with local NGOs and other organizations, by providing support, training, information dissemination and resources for research and project activities connected to factories and farms in global production.

The following examples illustrate the work of NGOs and women's organizations in improving women's working conditions and addressing sexual harassment and violence in global supply chains.

- Global NGOs such as **Oxfam** have carried out research on global supply chains and extensive campaigning on gender-based violence (Oxfam 2004), including support to women's organizations and organizations that focus on the role of men and boys in ending violence against women. (Oxfam, 2012)
- **Action Aid International** (2013) has developed a range of practical resources and funding to support country programmes to build an understanding of gender-based violence in the context of an international safe cities programme.
- The global NGO, **Women in Informal Employment Globalizing and Organizing** (WIEGO), has contributed important research perspectives on the prevalence and drivers of contract labour in key sourcing countries of global supply chains. (WIEGO, 2013)
- **Women Working Worldwide (WWW)** partners with grassroots organizations to improve capacity and to support women workers in global supply chains supplying European markets to claim their rights, such as improved pay and working conditions. An international campaign to improve the rights of women working on flower farms gained wide international attention and was instrumental in raising issues of discrimination, poor working conditions and sexual harassment in flower farms. (Women Working Worldwide, 2014) WWW works with partners in Lesotho and Madagascar to create sustainable improvements to working conditions for women working in the garment industry. Training and working with trade unions and local partners has led to negotiations with employers. For further information see: http://www.women-ww.org/index.php?option=com_content&view=article&id=53&Itemid=59&limitstart=1

- **Banana Link** is an NGO working for fair and sustainable banana and pineapple trades, with a focus on raising awareness of the poor living and working conditions faced by plantation workers and small producers in Latin America, Africa and the Caribbean. Working in partnership with employers, trade unions and local organizations, Banana Link has carried out campaigns and raised awareness about women's working conditions, low pay, maternity rights, low union representation and sexual harassment in the sector. For further information see: <http://www.bananalink.org.uk>
- **Fair Wear Foundation** developed a Prevention of Violence Programme in garment factories, working with local partners. <https://www2.fairwear.org/vaw-prevention/#>

➔ **Refer to Case Study 4.3 Challenging sexual harassment in the apparel supply chain through MSI action**

5.3 Building alliances

Alliances are important to change attitudes and draw on a range of perspectives, ideas and strategies to combat sexual harassment and violence. At the local level this can include:

- Women's organizations and associations
- Human rights, social justice organizations and civil society organizations
- Men's groups and organizations working with men and boys
- Youth groups and organizations
- Trade unions
- Employers
- Training and education providers
- Experts, researchers and academics
- Representatives from local government and local health services

Womankind Worldwide is an international women's rights charity supporting women and girls to improve their lives and communities in Africa, Asia and Latin America. The organization partners with women's rights organizations on the ground. In the Ica Region of Peru, women make up 65 per cent of workers in the agricultural export industry – the majority are younger women. They endure long working hours, suffer from sexual harassment, and are exposed to fertilizers and pesticides, putting their safety and health at risk. Womankind Worldwide works with its Peruvian partner, the Women's Federation of Peru (FEPROMU) to reduce violence against women working in the agricultural industry. Training and leadership development on women's rights is designed to strengthen women's participation in unions and give women the skills to monitor the implementation of gender equality laws. The project led to the creation of the Agro-Industry Women's Association, enabling women to collectively claim their rights. It has successfully lobbied for a regional by-law on the prevention of sexually transmitted diseases and HIV for children and adolescents, introduced in June 2008.

"We were the first group of women in the Ica region brave enough to organize ourselves, with the help of FEPROMU...We have been able to change things: we are reporting violations of our rights, we stand up to defend our fellow women workers when they're being yelled at and we present group claims when our pay is incomplete". (Juana Perez Ramos, Agro-Industry Women's Association)

The project has been important in highlighting the harassment and violence faced by women, for example, when commuting to work. One campaign raised awareness about sexism and violence in Peruvian society, with the aim of mobilizing men, women, boys and girls from all walks of life to stand up against it. The campaign *Un Hombre No Viola!* (A Real Man Doesn't Rape) has got the public talking about the very high levels of rape and the apparent social tolerance towards it.

For further information see Womankind Worldwide: <http://www.womankind.org.uk>

5.4 Building the support of men in trade unions, as employers and in community organizations

Men have a vital role in preventing gender-based violence, taking responsibility for challenging discriminatory cultural practices and attitudes towards women and in constructing equal gender norms, roles and relations. Men's involvement is essential if the culture of victim blaming and silence is to be changed. Mobilizing men, for example, through trade unions, community organizations, and through the global White Ribbon Campaign is one way to start this process. The Mariners Union of Australia run a white ribbon campaign and on Human Rights Day, 10 December, trawler ships hoist a white flag.

➔ **Refer to Case Study 8.6: The role of men and boys in ending violence against women.**

5.5 Advocacy and campaigning for change

Advocacy and campaigning can change practices and enable the most vulnerable workers to claim their rights to decent work and a safe working environment free from sexual harassment and violence. Advocacy and campaigning is usually best carried out as a partnership between various organizations in the community, particularly trade unions, NGOs and women's organizations.

Tool 10: Tips in planning and running advocacy and campaigning activities

- ✓ Start by agreeing the objectives and focus of advocacy.
- ✓ Discuss who needs to be a part of the campaign and the alliances or coalitions that need to be formed that will benefit the campaign.
- ✓ Be clear about the goal(s) and main message for the campaign.
- ✓ Be clear in communicating the intended actions and anticipated outcome.
- ✓ Consider some of these actions:
 - Hold a public forum on a topic to raise awareness in the local community
 - Stage a rally, march or vigil to mark the UN Day to Eliminate Violence against Women, 25 November – invite participation from a wide cross-section of the community, including business associations and faith groups
 - Arrange an eye-catching event – e.g. on a washing-line hang sheets with messages from women and men challenging sexual harassment
 - Organize a speak-out where women or affected vulnerable groups can speak of their experiences
 - Commission a report or a research survey that argues the case against violence and provides an evidence base
 - Hold a press conference and write a press release summarising the survey
 - Make links with local media or arrange a radio debate
 - Organize meetings with local decision-makers, employers, police and community politicians
 - Carry out a range of lobbying activities such as letters, conversations or meetings with employers or local government officials

Case Study 8.1

Indonesian Employers' Association – Guidelines for employers on sexual harassment

This example shows the important role played by employers' organizations in preventing and eliminating gender-based violence.

Research by the Indonesian Employers' Association (APINDO) showed that Indonesian workplaces in which harassment is permitted tend to have sharply falling productivity. Sexual harassment leads to increased absenteeism, high turnover of staff and loss of valuable employees and to a poor public image of the company. (ILO-APINDO, 2012)

The findings of this research led the employers' association to produce new guidelines on sexual harassment.

“The ILO greatly welcomes this initiative of APINDO to prevent and manage sexual harassment at the workplace. As the main voice of employers on labour and social issues, APINDO plays an important role in creating a safe working environment for both workers and employers to ensure productivity, competitiveness and peacefulness of the business.” (Peter van Rooij, Country Director of the ILO in Indonesia)

APINDO stated that harassment at the workplace is:

“quite difficult to handle when no grievance procedure at the enterprise related to harassment has been established and understood by workers and employers and when the victims are hesitant to discuss their case. Therefore, these guidelines play an important role in encouraging prevention and action to avoid discriminative treatment at the enterprise and workplace levels. The guidelines have shown the seriousness of APINDO in tackling this issue by providing practical prevention and resolution to its members at the enterprise level.” (Sofyan Wanandi, Chair of APINDO, 2012)

An interactive discussion on Preventing Sexual Harassment at the Workplace was held by APINDO in order to disseminate the guidelines widely to the enterprises as well as to the public at large.

Source: ILO-APINDO Press release | Jakarta, Indonesia | 08 March 2012 http://www.ilo.org/jakarta/info/public/pr/WCMS_175093/lang--en/index.htm

Case Study 8.2

Global union ITF Action Guide on Violence against Women

The International Transport Workers' Federation (ITF) considers their members are often at the forefront of workplace violence. Many women transport workers have to deal with sexual harassment and gender-based violence, both in the workplace and in the community. *The ITF Action Guide on Violence Against Women* argues that violence against women is a trade union issue and encourages transport trade unions to make a difference through raising awareness, negotiating policies with the employer and campaigning with others to strengthen legal rights.

The ITF Action Guide is a resource with case studies, information on regional activities and action points. The practical resources are designed to help deliver collective agreements, legislation and other frameworks on violence prevention and justice.

The ITF has also drawn up the following action plan to tackle gender-based violence:

- ✓ Ensure that male members of the union are involved in developing policy and campaigns against gender-based violence – men are the most effective change-makers.
- ✓ Negotiate collective agreements with employers and prepare model clauses for employers to use.
- ✓ Produce clear and accessible resources aimed at both men and women about the connection between HIV/AIDS and violence against women.
- ✓ Build a popular campaign to encourage men, especially young men, to challenge violence against women.
- ✓ Encourage more men to take part in the UN Day for the Elimination of Violence against Women on 25 November – and carry on public campaigning throughout the year.
- ✓ Use transport networks or routes for advertisements on the consequences of gender-based violence – for example see national government advertisements on inter-generational sex in Uganda.
- ✓ Consider if the union can offer any support to victims of violence, possibly as a result of social dialogue – e.g. advice brochures or harassment hotlines.
- ✓ Place articles in newspapers, popular journals and local radio on the connection between gender-based violence and HIV infection. Encourage media debates.
- ✓ Develop relationships and initiatives with a broad range of civil society organizations – consider the possibility of a joint project and/or explore funding from the UN Trust Fund.

Source: ITF (2014) Action Guide on Violence Against Women http://www.itfglobal.org/media/1169/womens_violence_guide_english.pdf

Case Study 8.3

Challenging sexual harassment in horticulture through social dialogue in Uganda

This case study is an example of a collective bargaining agreement in the cut-flower sector in Uganda. It concerns union organizing from the bottom up and shows how this required the support of national trade unions, women's organizations and an employer's organization, as well as support from the government.

Sexual harassment in the cut-flower sector has been challenged through successful trade union organization and negotiation of CBAs. The CBAs set out the negotiated policy and procedure for dealing with sexual harassment on the farms. This was achieved despite marked hostility to trade unions from farm employers. An extensive academic research programme identified the importance of civil society and consumer campaigns in building clear farm policies on sexual harassment.

Kenya and Uganda

In both the Kenyan and Ugandan cut flower industries, there has been a notable reduction in sexual harassment of workers. The factors contributing to this were:

-  **Civil society campaigns leading to appointment of gender committees.**
-  **Greater awareness on flower farms.**
-  **Unionization of workers.**
-  **Increase in permanent contracts, reducing the ability of supervisors to demand sexual favours, which often occurred when hiring casual workers.**

Role of Collective Bargaining

In Uganda the 2010 *Collective Bargaining Agreement* and wider advocacy by trade unions and national and international NGOs focused on the priorities of women workers in the Ugandan cut-flower industry. The CBA was negotiated between the Uganda Flower Exporters Association (UFEA) and the two national trade unions representing floriculture workers (UHAWU and NUPAWU). The CBA covers all workers, including non-union members. It consists of two separate agreements. Phase I covers conditions of service, which is negotiated every two years. Phase II is on salaries and wages, negotiated annually (UFEA and UHAWU, 2011). The Ministry of Gender, Labour and Social Development was engaged in the CBA discussions. The government supplies farms with condoms for HIV/AIDS prevention.

The CBA includes provisions to put in place a sector-wide sexual harassment policy to take steps to eliminate and prevent sexual harassment in the workplace. (UWEA, 2011) Workers on permanent contracts are entitled to paid annual leave of 21 days, maternity leave of 60 days, paternity leave of four days, and sick leave approved by the farm clinic.

Freedom of association and workers' rights

Both flower and cuttings workers consider freedom of association and knowledge of their rights have improved since 2007. The union was well regarded by workers, particularly those on flower farms, where conditions have improved more dramatically as a result of the CBA. Farms have implemented a mixture of management-led and worker/union-led grievance mechanisms.

Most cuttings farms and two flower farms implemented grievance procedures for workers through human resources, where the union representative is present along with the complainant and their supervisor/manager and project-level administrators. All farms claim workers are free to join the union but workers raised the issue of victimization of union members, particularly union leaders on both cuttings and flowers farms. According to workers, antagonism towards the union (from all farm management, especially human resources) remains an issue on all farms. Although workers' awareness of their rights seems to have increased over the past five years, many workers report that union membership has declined.

Sexual harassment

Workers and managers acknowledged that sexual harassment of women at work and travelling to and from work are common. Farm management, local and international NGOs (UWEA and Women Working Worldwide) and the trade unions have established mechanisms for reducing sexual harassment, including the implementation of a sexual harassment policy. This was in place or in progress on eight of the nine farms where researchers interviewed.

Workers brought to the management's attention that the structure of farm management, which gave supervisors excessive power over production workers, contributed to sexual harassment in the workplace. This led to changes in management structures and reducing the discretionary power of supervisors. "Before, supervisors determined workers' job, salary, their entire being...but now we have made them understand that they are here because of their performance."

The trade unions as well as the companies are educated on the conditions facing women workers, and the costs of failing to meet the needs of women workers – both to the companies and to the women themselves. Testimonies from workers emphasized the importance of both UWEA and Women Working Worldwide. Although supportive, the union was not always sensitive to the needs of women workers. "Male leaders can't know the problems women have. The union was there, but UWEA helped us to develop the Women's Committee." Women workers can raise problems with the Women's Committee that they could not with the union representative or with company human resource managers.

Sources: Evers, B., Amoding, F., and Krishnan, A. (2014); Evers, B., Opondo, M., Barrientos, S., Krishnan, A., Amoding, F., and Ndlovu, L. (2014); Uganda Workers Education Association. (2011) and Women Working Worldwide. (2013).

Case Study 8.4

Collective bargaining agreement on sexual harassment with banana producers in Latin America

The Regional Coordinating Body of Latin American Banana and Agro-industrial Product Unions (COLSIBA) is campaigning to end a culture where sexual harassment is commonplace and justified by some male banana and pineapple producers as ‘part of their culture’. In 2013, following a union campaign, the company Chiquita introduced the first sexual harassment policy in the Latin American banana sector as part of IUF/COLSIBA/Chiquita Regional Framework Agreement.

Text of the Joint Understanding on Sexual Harassment: Appendix to the IUF/COLSIBA/Chiquita framework agreement

“Chiquita operations will continue fostering a safe environment for women workers so that they can carry on their work in a safe space free from all forms of harassment, bullying or discrimination due to their condition or gender.

Chiquita, IUF and COLSIBA agree to work on developing a joint understanding on sexual harassment, so that this kind of harassment will not be tolerated in the workplace. This joint work includes the creation by mutual agreement of training strategies and sharing examples of good practice aimed at personnel, for the prevention of sexual harassment situations.

To that purpose, every workplace must take necessary measures to ensure men and women workers have access to information about their rights in the workplace. The measures must take into consideration the laws (and relevant particularities of each country where Chiquita operates). Laws usually constitute minimum and not maximum standards. Where the provisions of law and this agreement address the same subject, the standard that provides the best protection to workers should be applied.”

The agreement references the ILO Code of Practice on safety and health in agriculture as a source for language on prevention of sexual harassment that could be included in collective bargaining agreements. The appendix was negotiated in the gender sub-committee of the Framework’s Review Committee and agreed in 2013.

For further information: Chiquita: <http://csrblog.chiquita.com/iuf-colsiba-agreement-with-chiquita-benefits-women-on-banana-plantations/> and IUF: http://www.iuf.org/cgi-bin/dbman/db.cgi?db=default&ww=1&uid=default&ID=111&view_records=1&en=1

Case Study 8.5

Global union UNI Break the Circle! Campaign

The global union for service workers, Union Network International (UNI), launched a Break the Circle! Campaign against gender violence. The specially designated website includes policy documents, discussion guides and campaign materials such as posters, banners and stickers.

UNI's overall campaign objectives are to:

- raise the issue of gender violence and its causes
- provide campaign action tools for change

Each year UNI adopts a specific area of gender violence, including: domestic violence; the role of men as agents of change, with posters and a campaign theme “BE MAN ENOUGH. BE A LEADER AGAINST GENDER VIOLENCE”; and violence at work, identifying why workplace violence exists.

For further information see: **UNI Equal Opportunities Break the Circle website:** <http://en.breakingthecircle.org>. The Break the Circle website includes many downloadable resources, including videos, posters and links. See: <http://en.breakingthecircle.org/#posters2>. Negotiator guides, policy documents, and discussion documents are also available: http://www.breakingthecircle.org/descargas/en/video1/guia_discu_en.pdf

Case Study 8.6

The role of men and boys in ending violence against women

This case study gives examples of advocacy and awareness-raising activities that have engaged men and boys in ending violence against women.

Oxfam (2012) has supported both women’s organizations and organizations that focus on the role of men and boys in ending violence against women. Oxfam considers that to prevent violence, women and men must know about women’s human rights and treat each other as equals. To support changes in attitudes and social norms, Oxfam has encouraged its partners to:

- Build alliances that bring together men and women from many sectors of society.
- Convince traditional leaders and other opinion-makers to support work to end violence.
- Combine mass campaigning with person-to-person discussions.

Building social movements to prevent violence

The *We Can End All Violence against Women Campaign* in South Asia, replicated in several African, East Asian and developed countries, has encouraged millions of women and men, girls and boys, to become “change makers”. “Change makers” pledge to stop violence in their own lives and to convince their families, their colleagues and others to end inequality and violence. *Source: ‘We Can End All Violence against Women Campaign website: <http://www.wecanglobal.org>*

Violence prevention with youth

The El Salvador Campaign to Prevent Gender-Based Violence recognizes young women and men as important agents of change. In cooperation with the Ministry of Education, the campaign organizes regular events at schools, such as discussion sessions and performances. Students and teachers reflect on the power relations between girls and boys, women and men, teachers and students, and how power is linked to violence. The campaign also conducts research and advocacy that reminds the government of its responsibility to protect women’s rights, and proposes concrete measures to prevent and address gender-based violence.

The White Ribbon Campaign: Men working to end violence against women

The White Ribbon Campaign is a global campaign by men to end gender-based violence against women and girls. The white ribbon symbolizes a man’s pledge to never commit, condone or remain silent about violence against women and girls. Originally consisting of one week of awareness-raising every year, the White Ribbon Campaign has evolved into a year-round effort on every continent, in over 55 countries. It focuses on identifying policy questions, educating men and boys and raising public awareness, by challenging men directly on their actions, ideas and beliefs. The predominantly male Australian Mariners’ Union is one union that is active in the White Ribbon campaign, displaying white flags on sea-going vessels on White Ribbon Day. **For more information see:** www.whiteribbon.com

Break the Circle! – UNI affiliates in South Africa pledge to end violence

Male trade unionists in South Africa are making a pledge against violence, as part of the global union UNI’s “BE MAN ENOUGH. BE A LEADER AGAINST GENDER VIOLENCE” initiative



Unions have drawn up a document whereby union members pledge to prevent and eliminate gender-based violence, with a specific focus on men's violence against women. It commits signatories to speak out against violence against women, to seek clear communication instead of assuming consent and to respect, listen and seek equality with every person they date and every person they know: NOT to look away, NOT to be bystanders and NOT to be silent. A commitment is made to play a role "in our personal, professional and leadership capacities" to end all forms of violence against women. **Source:** UNI Break the Circle Campaign website blog: <http://breakingthecircle.org/blog/en/pledge-against-violence-from-south-africa-join-in/>

References and further resources

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b) Additional resources and further reading

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