Mapping of Good Practices & Lessons Learned

Strengthening women and youth leadership within the trade union movement for decent work in Southeast Asia (2019-2021)

ITUC-AP/DGB BW/ATUC Project

Prepared by Anita Ramsak, PhD
ARSIC Social Impact Consulting
<table>
<thead>
<tr>
<th>Abbreviation</th>
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<tr>
<td>ASEAN</td>
<td>Association of Southeast Asian Nations</td>
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<td>ATUC</td>
<td>ASEAN Trade Union Council</td>
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<td>CBAs</td>
<td>Collective Bargaining Agreements</td>
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<tr>
<td>CBLs</td>
<td>Good Constitutional and By-Laws Provisions</td>
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<tr>
<td>CLC</td>
<td>Cambodian Labour Confederation</td>
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<tr>
<td>DBG</td>
<td>German Trade Union Confederation</td>
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<td>DOLE</td>
<td>Department of Labor and Employment</td>
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<tr>
<td>EC</td>
<td>Executive Committee</td>
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<td>ERC</td>
<td>Education and Research Committee</td>
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<td>GB</td>
<td>Governing Bodies</td>
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<td>ILO C190</td>
<td>ILO Convention 190 on violence and harassment at work</td>
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<td>ITUC-AP</td>
<td>The International Trade Union Confederation - Asia Pacific</td>
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<td>KSBSI</td>
<td>Confederation of all Indonesian Trade Unions</td>
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<tr>
<td>KSTL</td>
<td>Konfederacao Sindicato De Timor-Lest / Timor-Leste Trade Union Confederation</td>
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<td>TOR</td>
<td>Terms of Reference</td>
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<td>WAY</td>
<td>Good Youth And Women Provisions</td>
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<td>WYRs</td>
<td>Women and Youth Representatives</td>
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Why investing in youth and women’s leadership potential within trade unions matters?

Leadership development and transition cannot be left to the natural course of events. Building leaders has to be proactive. It has to be intentioned, well-intentioned. It needs direct action, an explicit action plan, and faithful implementation.

Women and young people represent an untapped potential that unions can invest in as their members and leaders.

The world of work is changing, and this is particularly affecting young men and women, who are also subjects of the majority of labour-related violations. This alone should be a driving force for young people and women to join unions.

On the other hand, union movement leadership is ageing, while unions are not being equipped to attract and retain untraditional members, including younger generations and women. This is creating a risk of a succession gap and a threat for unions to lose their relevance in the future. A lack of vision, coupled with undeveloped structures to support youth representation and leadership, such as policies (union statutes and frameworks), structures (women and youth committees), and resources/capacities, limits the ability of unions to fully tap into the potential that women and young workers can bring to the work of unions, specifically, and the movement for a more equitable and dignified world of work, generally.

“Most of the workers in the marketplace are young people, while most of the union leaders are in their 60s and above. It is about succession planning and understanding that if unions want to achieve continuity and sustainability, they need to fill in and respond to the aspirations of young people, including realising that young people are not their followers but their colleagues and need to be given the necessary position within the unions.”

– ITUC-AP representative
A baseline survey of ASEAN national centers and confederations conducted by the International Trade Union Confederation - Asia Pacific (ITUC-AP) in 2019 found that 33 percent of the governing bodies (GBs) (10 out of 15 respondents) have women and 47 percent (7 of 15 respondents) have young people.

However, they are mostly performing supporting, not leadership, roles. Young women and men also constitute less than 20 percent of GB membership, with the numbers (proportions) being lower for federations and much lower for local unions. There are still unions in women-dominated enterprises whose presidents are men. Thus, there is significant potential for unions to attract W/Ys and, in doing so, also achieve ITUC-AP’s and its members’ commitment to increase membership by 20,000 by 2025.

However, to attract young people, unions need to address persisting internal and external challenges that affect their involvement. Competing work and other priorities are limiting the interest of young people, while women continue to be disproportionately burden by unpaid care work and other responsibilities at home, at work, and in communities.

The perceptions of union’s work as “men’s movements,” organised around strikes and protests, also need to be addressed for the unions to attract new segments of the population.

If unions want to ensure the participation of young people and women, their needs, wants, interests, and concerns have to be addressed, and a nurturing environment created in which they would feel valued, respected, their voices heard and actions appreciated. They need to be supported by their organisations and leaders, and they need to see that they have a future in the organisation. This includes focusing on the topic and issues that speak to and are relevant for young people and women, such as the digitisation of work/gig economies, gender-based violence in the workplace, and climate change.

Many actions taken by unions, including as part of the ITUC-AP project captured in this paper, clearly shows that when young people and women are given opportunities and guidance, they can easily showcase real leadership, which is, in today's changing context of the world of work, needed more than ever.

“Young people don’t understand the meaning of trade unions, and they see them as always fighting and striking, always being against everything.”

- President of the confederation
Background of the mapping of good practices and lessons learned

This paper highlights good practices and lessons learned in building the new generation of youth and women union leaders.

The mapping, carried out as part of the project implemented by the International Trade Union Confederation - Asia Pacific (ITUC-AP) and DGB Bildungswerk, is organised around three pillars, in which actions can be taken to ensure a more enabling environment for young people and women to thrive in the union movements and in the process contribute to a more dignified, equitable, and inclusive world of work. These pillars include:

- **PILLAR I**
  Building inclusive union movements by changing internal structures and creating an environment that allows young people and women to strive as leaders within trade unions

- **PILLAR II**
  Empowering, attracting, and organising women and youth to act as leaders within the unions

- **PILLAR III**
  Advocating for policies, programmes, and provision of services that remove barriers and promote women and young people empowerment in the world of work and beyond

The full list of measures under each pillar is presented in Table 1 below.
**Table I: Summary of key elements mapped to support enabling environment for young people and women’s leadership within the union movements**

<table>
<thead>
<tr>
<th>Cross-cutting</th>
<th>Pillar I</th>
<th>Pillar II</th>
<th>Pillar III</th>
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<tr>
<td>Ensuring leadership, guidance and support at the highest level</td>
<td>Building internal structures and environment to allow for young people and women to strive as leaders within the trade unions</td>
<td>Empowering, attracting, organising women and youth to act as leaders of the future-ready trade unions</td>
<td>Advocating for policies, programmes and provision of services that remove barriers and promote women and young people empowerment in the world of work and beyond</td>
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**Pillar I**

Building skills and empowering women and young people by:

- Developing and conducting attractive capacity building opportunities on leadership, negotiation, and organising skills as well as other relevant gender-responsive, tailored training/meeting content and materials
- Developing mentoring, sponsorship and follow-up programmes to support W/Y in their progression through the trade union movement
- Ensuring the transition to online spaces, in a way that is accessible and attractive to young people, while setting the mechanisms to bridging the technology gap
- Providing opportunities for practising leadership skills

**Pillar II**

Integrating youth and women representation in the rules of the organisation and ensuring effective implementation of equitable representation of women and youth in leadership, policy, and decision-making processes by:

- Creating constitutional provisions on minimum women’s and youth representation (starting at 30%) at all levels of decision-making processes
- Developing internal policies and guidance and establishing targets, reserved seats, quotas, and other affirmative measures to ensure equitable representation
- Implementing youth and gender-sensitive policies and practices in the union’s political and electoral processes

**Pillar III**

Strengthening women participation in negotiations and integrating gender and youth-related provisions and concerns in the negotiation agenda

Advocating for W/Y-relevant, gender-sensitive, rights-based policies and measures against GBV by:

- Advocating for public policies and regulatory measures relevant for youth and women in the world of work
- Campaigning for gender-based violence-free workplaces and communities
- Providing support for survivors of violence, including domestic violence
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<th>Campaigning for ratification and implementation of relevant international instruments (i.e., ILO C190) by:</th>
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<td>• Pushing for national policies and strategies as necessary steps towards their ratification</td>
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<th>Building and strengthening strategic partnerships, cooperation and dialogue with key international/regional/national partners and like-minded institutions</th>
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<td>• Increasing participation of W/Y in programmes, particularly non-gender-related, at all levels</td>
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<td>• Include W/Y as union educators, organisers and CBA negotiators</td>
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<tr>
<td>• Seeking donors and mobilising national and international resources to support women and youth-targeted activities</td>
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<tr>
<td>• Creating a partnership with untraditional institutions (NGOs, employers’ associations, etc.) for joint projects</td>
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<th>Setting up strong monitoring, evaluation, accountability and learning (MEAL) system by:</th>
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<td>• Collecting, analysing and using gender- and age-disaggregated data and information to inform decision-making and to monitor the impact of policies and programmes</td>
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<td>• Educate and raise awareness of the young people and women on the union movements and their benefits by:</td>
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<td>• Establishing Young Workers, Resource Centre run by young trade unionists, which provides drop-in service for young people regardless of membership to get advice and learn about unions</td>
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<td>• Increasing participation of W/Y in programmes, particularly non-gender-related, at all levels</td>
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BACKGROUND TO THE PROJECT: Strengthening women and youth leadership within trade union movement for decent work in Southeast Asia (2019-2021)

The project, carried out between 2019-2021, supports the initiative of ITUC-AP and its affiliates to strengthen women and youth leadership within the trade union movement in Southeast Asia, and, through this, contribute to the achievement of Sustainable Development Goal 5 (SDG 5) on gender equality, women empowerment, and better conditions of work and life for workers and their families in Southeast Asia. The project aims to achieve these goals through several activities, including:

- **Research and knowledge building** – baseline survey, development of curriculum and manual, validation project, project assembly, and planning workshop
- **Capacity building** – sub-regional training of women and youth representatives, national workshops on women and youth concerns
- **Advocacy and campaigns** – small events, meetings, seminars, study groups – at center, federation, workplace level
- **Monitoring and evaluation** – national project committee meetings, project supervision committee meetings
- **Women and youth camp** - organization of camps

Ten ASEAN national centers and confederations participating in the project were asked to each nominate three women and youth representatives (WYRs). WYRs were trained on training at the regional level and then supported and guided to help to lead and coordinate national-level projects implementation. They were tasked to affect changes in trade union policies and structures towards an equitable representation of women and youth, to help, through social dialogues and other actions, address women and youth concerns, realising more appropriate organising approaches, responsive collective bargaining agreements, and better national regulations. They were also active in COVID-19 response, often on the frontline of negotiations to ensure workers’ rights are respected and protected, and health protocols are followed.

As this document shows, there are several measures and actions that unions can and are taking to be more inclusive and responsive to the needs and wants of young people and women. This document aims to act as an inspiration for learning and exchange.

Some of the measures have been inspired by the ITUC-AP project, while some of them have been initiated before or parallel through other opportunities and confederations and union’s leadership vision.
Part ONE:
Good practices and lessons learned in strengthening women and youth leadership in union movements

The following sections showcase the possibilities and concrete examples of what unions can do to strengthen women and youth leadership, organised around the three identified pillars above.

PILLAR I

INTEGRATING YOUTH AND WOMEN REPRESENTATION IN THE RULES OF THE ORGANISATION

1. Establishing targets, reserved seats, quotas, and other affirmative measures to ensure equitable representation of W/Y at all levels

KSTL Timor-Leste: Creation of two vice secretaries-general responsible for w/y commissions

The Timor-Leste Trade Union Confederations (KSTL) president issued a directive in November 2019 mandating the creation of two vice secretaries-general positions responsible for w/y commissions, respectively. The decision was taken after he heard recommendations from the WYR representative who attended the ITUC-AP regional training. The vice secretaries also became ex-officio members of the council. The appointed YR was, for example, tasked to prepare and coordinate a project on violence and harassment, including ratification of ILO C190.

NTUC-AP Philippines: Achievement of 36 percent of representation of women and youth in the union Executive Committee

Following the decision of the Executive Board in its General Council meeting in March 2020, National Trade Union Center (NTUC Phil) achieved 36 percent representation of women and youth in the union Executive Committee (EC). The Centre expanded its EC from five (four men and one woman holding the position of the treasurer) to eleven (seven men and four women) members. The positions currently held by women and youth representatives are treasurer, women chair, youth chair (woman), and two additional nominees from the Women and Youth Committee.
The EC decision was taken using the NTUC Phl Constitutional provision that states that, “As conditions and circumstances warrant, the General Council may direct the seating of additional members of the Executive Board. They shall be appointed by the President with the confirmation of the General Council.”

II. Creating constitutional provisions on minimum women’s and youth representation (starting at 30 percent) at all levels of decision-making processes and provisions that create youth and women committees

KSBSI Indonesia: Setting a quota for women representation

Following the establishment of the Equality Commission in 2007, the Confederation of all Indonesian Trade Unions (KSBSI) included an article in its constitutions that set a quota for women representation in all bodies and at all levels of the governance at 30 percent. This quota was further increased to 40 percent at the KSBSI’s Constitutional Congress in 2018, aligning with ITUC-AP recommendations. In June 2018, KSBSI elected the first Confederation’s female President.

Nevertheless, recognising that the constitutional article is not sufficient to ensure progress in women representation, KSBSI adopted an internal guidance document/policy, which sets a mandatory 30 percent quota for women at decision-making and other bodies across the confederation. The internal guidelines also set the quota for attendance at trainings (a minimum of 30-percent women attendance in general trainings and 70-30 percent attendance for women and men in gender-related trainings).

KSTL Timor-Leste: Amending constitutional provisions to increase w/y representation

KSTL Timor-Leste amended its constitution in July 2019 to increase w/y representation in its council to 40 percent.

NTUC Phl: Amending constitutional provisions to increased w/y representation

Six out of 18 NTUC Phl federations have constitutional provisions ensuring minimum women’s and youth representation (starting at 30%) at all levels of decision-making processes. Two of them amended their constitutions after hearing the presentation of the ITUC-AP project at the NTUC Phl General Council. Direct advocacy for internal changes carried out by the WYR is one of the strategies of the project to achieve changes in internal structures.
III. Using “good constitutional and bylaws provisions” (CBLs) to strengthen W/Y representation

Many union centres’ affiliates engaged in the project that do not have supportive constitutional provisions yet are actively encouraged to adopt such provisions. However, constitutional amendments can mostly be done only through a regular union process during general or constitutional assemblies, which usually happen every four or five years.

To avoid waiting for this occasion, a number of federations in the Philippines used their so-called “good constitutional and bylaws provisions (CBLs)” to appoint women and youth in the governing body or to create positions or structures supporting w/y participation. Examples of such provisions are presented below:

“To create or establish such other committees it may deem proper and necessary to carry out the objectives and purposes for which the Federation was established.”
-Obrero Constitution, Article IV, Section 5j

“The national executive council shall decide on all matters not covered by the Constitution and By-laws.”
-Article XVIII, Section 3

IV. Developing internal guidelines relevant for women and youth

KSTL Timor-Leste: Adoption of a union policy to address violence and harassment at the workplace

KSTL adopted a union policy to address violence and harassment at the workplace (2020) and a policy on child protection (2019). Signing on to the two policies is mandatory for the union delegates and individuals in a leadership position. Policies are also shared with union members, but they are not obliged to sign on to them. This measure aims to strengthen awareness on violence against women and children while also disallowing union leadership from committing or being bystanders to any forms of violence against women and children. The two policies were developed as part of the Australia-funded international development cooperation project.
The functional youth and women committees, which are incorporated in the unions’ constitution and bylaws, are recognised as a crucial vehicle for ensuring adequate representation of young people and women. This includes ensuring that the structures have capacities, resources, and authority to take a leading role to plan, develop, and implement youth/women activities. These should also cover research, mapping, strategic planning, mobilising, and mainstreaming gender/youth in relevant union policies on all levels.

**KSBSI Indonesia: Establishment of gender and youth structures within the union**

KSBSI in 2007 established a Gender Equality Commission, which is integrated into the KSBSI constitution as Article 25. The Commission’s goal is to achieve gender equality and eradicate gender-based violence at the workplace. The Commission is legalised through the KSBSI congress and guided by the guidelines and policies developed by that body. In contrast to other unions, which have established women’s committees, KSBSI has called its structure “Gender Equality Commission” to recognise how increasing women’s representation requires engaging both men and women.

**KSBSI Provincial Gender Equality Committees** are established in all the provinces and are chaired by women. Composed of five to seven members, the Committees at the provincial levels run different programmes depending on the set priorities and needs of the province. For example, in South Sumatra, the Committee’s chair has been advocating for the enrolment of informal women workers into the Indonesian social security system (BPJS), while in other provinces, chairs handle reports on violence in the world of work, including providing counselling or legal advice to survivors of domestic violence.

In December 2019, KSBSI also established a youth structure titled Youth and Climate Change Committee, recognising the increased interest of young people and other workers in climate change and its impact on their lives. Engaging in progressive topics that go beyond traditional labour rights can also be seen as a strategy to change the perspective of unions as more progressive actors acting on issues affecting all, including workers. For example, in cooperation with the Solidarity Center and the International Institute for Workers Education, the Committee held a workshop on Climate Change and a Fair Transition that was attended by representatives of cross-trade unions. The participants also developed a position paper on climate change, which was handed to the Ministry of Manpower: KSBSI is also running local level events on climate change in relation to its effects on the world of work.

**SERC Thailand: Establishment of the Youth Sub-committee**

In December 2019, The International Trade Union Confederation (SERC Thailand) established its Youth Sub-committee, which elected two WYRs as its officers. They were part of the Committee that prepared a 10-point proposal to the government on COVID-19 measures.
V. Establishment of women and youth committees and their rules of procedures

**NTUC Phil: Adoption of the Committee's Terms of Reference (TOR) and Rules of Procedure**

The NTUC Phil established Women and Youth Committees in its General Council meeting in August 2019. This was followed by the adoption of the Committee's Terms of Reference (TOR) and Rules of Procedure, which clarify committees’ structures and provide guidance on rules and procedures for the functioning of both Committees. The example of the TOR is provided below:

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**Objectives of the NTUC Phil Women Committee**

The NTUC Phil Women structure was established to address and promote the concerns of women workers in trade unions and elsewhere, with the main objectives:

» To adopt and promote positions on issues relating to women, for workers in the formal and informal economy, including migrant workers, in ASEAN;

» To engage Philippine bodies, mechanisms and processes and other Philippine stakeholders in addressing women concerns, including equal opportunities and equal treatment;

» To develop, implement and monitor women programs, and ensure the mainstreaming of women in policies and actions of the NTUC Phil and its affiliates;

» To support the formation of women structures and increased women representation in trade union activities and decision-making bodies at all levels; and

» To facilitate the inclusion of women, including migrant workers, in trade unions through union organising and other forms of self-organisation.

The NTUC Phil Youth Committee has similar objectives but adjusted for the youth.

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The TOR also defines the Committees’ structure. The Women’s Committee, for example, is composed of a **Women Assembly**, with two delegates, which charts the directions of the Committee towards its objectives. The Women's Committee, composed of 12 members (six of them young women below the age of 50), is then responsible for the implementation of the Assembly’s Decisions with the support of the Officers. Officers are composed of a chair, two vice-chairs, treasurer, four regional vice-chairs and four substitute officers who are elected by the Women’s Committee. They serve for a period of four years, for a maximum of two terms. The NTUC Phil Secretariat is the Secretariat of the Assembly and the Committee.

The NTUC Phil Youth Committee operates through similar structures and rules and procedures but recognises an additional body, the **Youth Advisory Council**. The Advisory Council is composed of former officers of the TUCP/NTUC Phil Youth Committee and is tasked to provide support, advice, and guidance to the Committee, thus ensuring the mentorship and oversight of young members.
Developing strategic guidance documents: Women and Youth agenda

Both of the NTUC Phl Committees have developed strategic guidance documents, the so-called Women And Youth Agenda 2019-2023, that set key action points that need to be taken to push the youth and women agenda forward. The key action points are presented below. The ITUC-AP project is directly aligned with and supports the implementation of the NTUC Phl W/Y Action Agenda and strategic direction in this field.

POINTS OF WOMEN ACTION AGENDA FOR 2019 AND BEYOND

The NTUC Phil

1. Education on trade unions, freedom of association, and collective bargaining rights of women workers, including adapting modules on these subjects

2. Strengthening laws and regulations and developing targets and action plans to achieve gender equality, prevent and end violence and harassment, discriminatory recruitment practices, pay gaps, and unfair bias. Priority for immediate action (PA): Campaign for the ratification of ILO Convention No. 190 on Violence and Harassment; Continuing actions for enterprise-based mechanisms against violence and harassment; Advocacy for implementing measures of Magna Carta of Women (RA 9710)

3. Skills for employment and future types of work, including active labour market policies that target young women; PA: Plant-level orientation on the Future of Work

4. Security of tenure, non-standard forms of employment and informal employment among women;

5. Women participation in union leadership and operations, and in social dialogue mechanisms and decision-making processes, including in communities; PA: Engagement in ITUC AP/DGB/ATUC project on women and youth participation

6. Effective implementation of the new law on occupational safety and health standards;

7. Advocacy for supporting family-friendly workplace policies and practices, including reproductive health, HIV and AIDS, and work-life balance; PA: Implementation of newly expanded maternity leave act, universal health care law, HIV and AIDS act of 2018, increasing paternity leave; Decent working conditions in the care sector, including for domestic workers

8. Climate justice and just transition; PA: Plant-level orientation on climate change and just transition

9. Social media and information technology for awareness-raising and education, employment services, and organising women workers;

10. Mobility and labour migration of women workers; PA: Women committee engagement in ATUC information system}
ACTION POINTS OF YOUTH ACTION AGENDA ON THE FUTURE OF WORK WE WANT

2018-2022: “Just, Inclusive, Equitable, and Decent: that’s the future of work we want!”

1. Education on trade unions, freedom of association and collective bargaining rights of young workers; PA: Adapting modules on these subjects

2. Strengthening laws and regulations, and developing targets and action plans to achieve gender equality, prevent and end violence and harassment, discriminatory recruitment practices, pay gaps and unfair bias; [Campaign for ratification of ILO Convention No. 190 on Violence and Harassment; Continuing actions for enterprise-based mechanisms against violence and harassment]

3. Skills for employment and future types of work, including active labour market policies that target young workers; [Plant-level orientation on the Future of Work]

4. Security of tenure, non-standard forms of employment and informal employment among young workers;

5. Youth participation in union leadership and operations, and in social dialogue mechanisms and decision-making processes, including in communities; [Engagement in ITUC AP/DGB/ATUC project on women and youth participation]

6. Income inequality and fairer sharing of profits and gains;

7. Productivity and gainsharing;

8. Effective implementation of the new law on occupational safety and health standards;

9. Advocacy for supporting family-friendly workplace policies and practices, including reproductive health, HIV and AIDS, and work-life balance; [Implementation of newly expanded maternity leave act, universal health care law, HIV and AIDS act of 2018, increasing paternity leave]

10. Climate justice and just transition [Plant-level orientation on climate change and just transition]

11. Social media and information technology for awareness-raising and education, employment services, organising young workers;

12. Mobility and labour migration of young workers; [Youth committee engagement in ATUC information system]

13. Collecting data and carrying out research on these priority areas, including baseline information.
Both agendas have been adopted by the union’s highest body, i.e., the Executive Council, and are subjected to full reviews to ensure monitoring of their progress and to celebrate the Centre’s milestones and celebrations.

**VI. Ensuring women’s representation within other union bodies**

**NTUC Phil:** Expansion of the Education and Research Committee (ERC) to include WYRs

In 2020, NTUC Phil expanded its Training Team into the Education and Research Committee (ERC) to allow for the broader participation of women and young people in the education and research activities of the Centre. This also supported more coordinated implementation of the ITUC-AP project. Ensuring that young people and women are part of ERC allows for mainstreaming the youth and women agenda in Centre’s research activities, while WYRs can receive support and guidance from other committee members. As part of the committee, WYRs were tasked to develop training modules on WYR leadership and to carry out research on best practices in integrating gender and youth-responsive, so-called “good women and youth provisions”, in the CBAs.

**SETTING UP A STRONG MONITORING, EVALUATION, LEARNING, AND ACCOUNTABILITY SYSTEM**

**VII. Developing baselines survey on W/Y representation and indicators to regularly measure progress**

**KSBSI Indonesia:** Periodical monitoring of the composition and representation of women in different bodies

The Gender Equality Commission of KSBSI, through periodic surveys, monitors progress in the composition and representation of women in different bodies. Regular surveys provide KSBSI with insight into the status of women in the confederation and the progress achieved in implementing the confederation’s constitution and other internal policy guidelines on women representation. The survey is usually carried out in the last year before the elections to inform the next electoral processes. The last survey results showed 30-40 percent women representation in executive-level bodies at the federation/national level, 20-25 percent at the regional level, and 20 percent at the plan (company’s) level. The percentage differs among regions due to different social and cultural contexts across the country.

However, all regional coordinators except one (out of 25), are men, and only one woman is included in the tri-partite bodies in the regions, namely in South Kalimantan in Borneo.
NTUC Phl: Baseline assessment/survey on the status of women and youth in unions

As part of the project requirement, a baseline assessment/survey on the status of women and youth in unions was carried out. The assessment gathered information on the inclusion of WYR in the different governing bodies and in relevant provisions in the constitutions and bylaws (CBLs) and CBAs from different sectors.

“We are well aware now of the number of youth involved in the trade union, and it is very disappointing on the part of the trade unions that women and young people are not well represented at the level union.”
-WAR

The baseline assessment, which was presented at the NTUC Phl’s highest body, not only created a basis for tracking progress, it was also used as an awareness-raising and advocacy tool to advocate for internal changes to improve W/Y representation at different levels.

VIII. Creating research on women and youth work-related issues

Unions are uniquely positioned to facilitate women and youth-related research to inform their advocacy actions and improve their awareness and knowledge of youth and women-specific issues, particularly as they refer to the world of work.

KSBSI Indonesia: Survey of the impact of COVID-19 in the world of work with a gender lens

KSBSI Indonesia carried out a survey of 674 people on the impact of COVID-19 in the world of work. The survey was conducted in 15 provinces from May-July 2020 using an online questionnaire method by means of direct interviews or via mobile phones by providing question points.

The survey included interview points related to gender-related injustices and COVID-19 response, including the right to menstrual leave, the right to get work/shuttle facility, the experience of increased double-burden, and any impact of COVID-19 on the position and roles of women within their companies. The questionnaire also included questions regarding experiences of physical, sexual and psychological violence, and asked for recommendations and crucial needs of the women. The survey results showed that 52.2 percent of female workers want job security post-pandemic.

NTUC Phl: Online survey on the impact of domestic violence on workers and at workplaces

In 2015, NTUC Phl has, in cooperation with the ITUC AP, conducted a national online survey on the impact of domestic violence on workers and at workplaces.
BUILDING SKILLS OF WOMEN AND YOUNG PEOPLE AS LEADERS IN UNION MOVEMENTS

I. Developing relevant and engaging youth educational and training materials

**KSBSI Indonesia: Women Leaders Negotiators and Gender Counsellor trainings**

KSBSI Indonesia’s Gender Equality Commission runs Women Leaders Negotiators and Gender Counsellor trainings. The negotiators training is a two-day programme aimed at building the capacity and confidence of women to lead the unions. The training also provides women with skills to become members of negotiation teams, including encouraging them to integrate women’s provisions into CBAs. The training was first implemented around five years ago and is carried at the national and provincial levels, depending on the available resources. The participation of men at the training is encouraged. KSBSI also organises climate change-related trainings.

**CESR Thailand: Integrating WYRs into training design and facilitation**

CESR Thailand organised annual trainings for young people that were managed and organised by the WYR and which integrated interactive, non-formal learning methods and activities. This has made training more relevant and interesting for the target group (young people).

**NTUC Phl: Setting up a comprehensive approach to training of WYR**

NTUC Phl expanded its Training Team into the Training and Education Committee, creating opportunities for the women and youth representatives to act as educators themselves. WYRs were tasked to develop a training module on relevant topics linked to the youth and women leadership, including adapting regionally developed modules into shorter 2 or 3-day versions. The material was adjusted for the Philippine context and purposely directed and adapted for the intended users in the enterprise-based unions.

The process started with a training needs assessment among the targeted participants, namely youth and women, across different affiliates and union levels. The assessment was carried out using online questionnaires or, in areas with limited internet access, by phone. The findings of the assessment were then used to adjust the training to be more responsive to the needs and experiences of targeted participants.
The NTUC Phil Training Modules

The NTUC Phil has, among others, developed following training modules:

- Our World of Work (Decent Work)
- International Labor Standards and the Future of Work
- Climate Justice and Just Transition
- Economics and Statistics for Unionists
- Gender Mainstreaming/Sensitivity – (Women and Youth Are in This Together)
- Why Am I Here? (Trade Unionism and Me)
- Leadership in Trade Unions
- Education for Trade Unions and Stakeholders
- Leadership is Communication,
- Communication is Participation
- Advocacy and Campaigns
- ILO Convention No. 190 on violence and harassment in the world of work
- Negotiation is Fun
- SMART Action Planning, including Monitoring, Evaluation and Reporting

The training modules include guidelines for facilitating the sessions and different sources of information, such as Word Matrix, PPT, readings, videos, links, etc., to make it easier for trainees to facilitate in their affiliates/unions, using the developed materials. Developed modules are considered as “living instruments” and are continuously adjusted and amended based on the trainees’ feedback and/or changing contexts or priorities.

Developing training modules allowed WYRs to gain “hand-on-experiences” while ensuring that the training remains relevant to young people’s and women’s interests and concerns.

Cascading the training to unions – federations, local unions, plant-level

The WRY team then used the models and carried out a series of trainings aimed at WYR from affiliates and local unions further cascading the knowledge. This includes:

1. Online National training workshop of women and youth representatives carried out in two parts (October & December 2020). The training was attended by 35 women and youth trainees (70 percent and near 60 percent of the participants, respectively), nominated by their organisations. Among the requirements for them was to act as the WYR focal points in their federations/unions and develop training exit/action plans.

2. The training/exit action plans were then discussed at depth at another training in May 2021 at the national-level Smart Action Planning and Advocacy meeting. At this meeting, the trainees had to present the activities and actions that they have and/or will carry out at the union level, including, for example, advocating for the creation of local youth/women committees. The workshop also presented an opportunity to monitor the progress of WYRs and further encourage them to be active as WYRs. Similar workshops are planned at the federation and local levels.
Identified good practice in training provisions

Some of the good practices and lessons learned from the experiences of unions in developing and carrying out effective WYR training that we have mapped include:

» Carrying out needs assessment among the targeted trainees and adjust the training to identified needs, interests, and experiences;

» Selecting participants who are already embedded in the union and are looking for opportunities to exhibit their leadership potential;

» Supporting trainees' engagement after the training by developing exit/action plans and monitoring the progress through performance indicators. This directly allows them to practice the skills they had gained;

» Using non-formal and participatory methods of training, with practical examples relevant for W/Y to retain their engagement and facilitate critical thinking; and

» Keeping trainees engaged through various forums following the training, including chatrooms and Facebook groups.

II. ‘Prioritising the attendance of WYRs at trainings and other union meetings/events

The NTUC Phil: Setting quota for WYR participation at unions activities

The NTUC Phil is actively encouraging its affiliates to give young people and women priority in unions meetings, training and other activities, setting a minimum requirement of 30 percent participation of women and 20 percent of young people at the NTUC Phil level. This requirement is suggested but is not obligatory for NTUC Phil affiliates.

The NTUC Phil affiliates participating in the ITUC-AP project are also requested to ensure a minimum of 35 percent participation of women as members of governing bodies and 35 percent in the operational bodies, such as research and negotiating committees.
III. Quick transition to harness the potential of ICT, including in reaching young people

The unexpected occurrence of COVID-19 in 2020 required a fast transition into the online space to continue with project implementation. The adjustment to the new reality forced trade unions to develop the competence and confidence to act, including carrying meetings and trainings, online. The abilities of the unions to transition into the online space differed and depended largely on the availability of stable and affordable internet connection, which, for example, has been much more stable in the Philippines than in Timor-Leste.

**NTUC Phil: Ensuring fast and inclusive transition into the online space**

Fairly stable and available internet access across the country, coupled with strategic guidance by management, allowed NTUC Phil to fairly quickly transition into the online space and utilise ICT to continue carrying out the unions’ activities, including implementing the ITUC-AP project and its goals in a challenging COVID-19 context. The actions that NTUC Phil adopted to facilitate a faster and more inclusive transition into the online space include:

» **allocating time for self-learning** for NTUC Phil staff, including members of the Training and Research Committee, so they can equip themselves with skills and knowledge to become confident online facilitators and, later on, also train others on how to use online tools;

» **providing “before the meeting dry run sessions”** to participants needing support in accessing and navigating through Zoom and other tools. NTUC Phil is now developing a Zoom manual with practical tips to support other affiliates in this transition. NTUC Phil also encourages young members who have mastered online technologies to support older members in gaining these skills;

» **granting its affiliates access to paid Premium Zoom memberships**, which allows for an unlimited number of participants in meetings. Affiliates are also encouraged to share the trainings they have received with other affiliates, allowing for wider access to training opportunities across the affiliates/unions;

» **prioritising effective meeting preparation** to ensure that meetings are well organised and flow smoothly, including developing scripts for each meeting with clearly assigned roles and meeting procedures as well as use of checklists for logistical and non-logistical issues; and

» **cascading information on different online activities and events** through various online platforms, adjusted to different target groups (FB, Messenger, Twitter and NTUC Phil website).

Nevertheless, considering the wide ICT gap, a hybrid or blended form of meetings, composed of two parts online and face-to-face activities, will be explored when feasible, depending on affiliates’ needs and capacities.
IV. Creating direct opportunities for WYR to practice skills

One of the most important aspects of building a leader is creating opportunities where they can directly practice leadership skills. Giving WYRs opportunities and showing them trust do not only strengthen their skills but also build their confidence, self-worth, as well as provide on-the-spot mentoring, as needed.

NTUC Phl: Ensuring opportunities for WYR to facilitate activities and meetings at the high level

NTUC Phl is striving to ensure opportunities for WYR to facilitate activities and meetings, including those traditionally facilitated by the Executive Board and Committee Chairs. The Centre also provides WYR with a space to share their ideas, including during NTUC Phl Executive Council Meetings.

The things I learned and the journey we had in the action part, and the things we need to do . . . and we actually discovered that we can do things that we never thought we can actually do, especially as women in the Philippines, . . . particularly for the seniors to put their trust in us and allow us to create and share our activities — this really presented an opportunity for us.

-WYR

New assignments were also given to the WYRs. For example, at the NTUC Phl level, a YR who attended the regional training was assigned by NTUC as a focal point for labour migration and as a representative in a tripartite council on migrant workers’ concerns in his union. A WYR was assigned to review the Collective Negotiation Agreement (CNA) for possible proposals on additional benefits for the faculty she is working for.

Furthermore, 10 out of 35 trainees who participated at the national-level training for YWR were given new responsibilities or assignments in their unions, and 16 serve or will serve in panels negotiating their CBAs. Thus, they are able to immediately put into practice their newly gained skills.

I have a confession to make. For a long time, I have neglected them [young people] as a leader. Most of the time I would spoon-feed them. I did not notice that they would like to be given the work, because that gives them value and worth. As traditional leaders, we should also change . . . to give them a place to be recognised. It is important to give them the space and opportunity to speak.

-Senior leader

COVID-19 presented a clear example of the agency and leadership that WY leaders can display during project implementation if they are given the opportunity to act. From Cambodia to Indonesia, WYRs, equipped with new skills and confidence, have been on the frontline of COVID-19 response, as further elaborated in the sections below.
EDUCATE YOUNG PEOPLE AND WOMEN AND RAISE THEIR AWARENESS REGARDING UNIONS AND THE BENEFITS OF A STRONG LABOR MOVEMENT

V. Advocating for inclusion of trade unions rights in the senior school curriculum and career orientation

**NTUC Phil:** Advocacy for the inclusion of trade unions rights in the curriculum

A WYR from the Jose Rizal University Faculty Employees Union is advocating for the inclusion of trade unions rights in the curriculum. He has successfully obtained the approval of the inclusion of trade union rights in the senior high school curriculum, and 460 students attended trade unionism and workers’ rights workshops in Dec 2019. He has also proposed to include trade union rights in the school’s curriculum at the college level. Through this activity, he aims to ensure that students become more aware of basic labour rights and the roles of trade unions.

VI. Cooperation with educational institutions

KSTL Timor-Leste: Provision of internship opportunities within trade unions

For several years now, KSTL has provided internship opportunities for students of the University of Peace who are interested in labour law and practice. This cooperation allows young people to build direct experiences with and understanding of the union’s work.

KTS also regularly cooperates with the legal department of the public University of Timor-Leste and has an open door for students to visit or exchange information needed for studies or topics they are interested in.

PROVIDING NETWORKING OPPORTUNITIES FOR YOUNG PEOPLE AND WOMEN

VII. Creation of women’s networks

**CLC Cambodia:** Creation of the provincial women’s networks of unions

CLC’s Women’s Committee is working hard to promote opportunities for women and men. The Committee has created three provincial women’s union networks to support women to become members and engage with the CLC as well as to provide capacity building and other opportunities for them to act as leaders. The network is also mobilised in case of urgent appeals and others in which intervention in needed, including in cases of violence against women. Each network is composed of approximately 30 women, predominantly from the garment sector, who also attend national and regional meetings of the Women’s Committee where it is relevant and feasible.
STRENGTHENING THE INCLUSION OF WOMEN’S CONCERNS IN THE NEGOTIATING AGENDA, INCLUDING INTEGRATING GENDER-EQUALITY AND YOUTH-RELATED CLAUSES INTO CBAS

I. Baseline research on “good women and youth provisions” in CBAs

**NTUC Phl Youth:** Carrying out a baseline research on “good women and youth provisions” in CBAs

The inclusion and strengthening of “good youth and women (WaY) provisions” in CBAs is one of the priority action points of NTUC Phl youth and women agendas. In NTUC Phl, WYRs, under the management of the Research and Training Committee, were assigned to carry out a baseline survey among 14 CBAs negotiated at local unions from different sectors. Those identified as “good CBA provisions” were then presented at the national workshop in April 2021. WYRs also prepared a template on women and youth provisions that affiliates can propose in their CBA negotiations. The list of these mapped provisions is included in Table 2 below.

### Table 2: Examples of good WaY provisions in the CBAs

| Violent and harassment in the workplace (ILO C190-related provision) | » Refereeing and strengthening national law provisions & inclusion of C-190 provisions. The COMPANY shall strictly observe the law on violence against women and their children [RA 9262], as well as any prospective law on violence and harassment in the workplace that might be enacted in line with ILO Convention No. 190. |
| | » Company-based mechanism. Within 90 days from the signing of the CBA, the company and the union shall start discussions towards the company-based mechanism for raising awareness on domestic violence and violence and harassment, and the joint preparation of the company manual of procedure for preventive actions, prevention services for workers, and assistance services to victims. |
| | » Support for gender sensitivity programs |
| **Reproductive health (RH)/ Family Planning (FP)** | » Three days' menstrual leave with pay  
» The promotion of family planning is essential to the survival of our national economy; thus, the parties shall take all steps necessary to achieve this objective.  
» Free family planning services and family planning materials such as condoms and the like  
» Adequate information regarding FP and RH methods, family planning, seminar and other related activities |
| **Breastfeeding** | » The company shall observe the law on the promotion of breastfeeding, including the development of breastfeeding or lactation support programmes to assess the needs of lactating employees  
» Adequate information regarding lactation management in the form of brochures, pamphlets, and other educational materials |
| **Maternity & Paternity** | » Maternity subsidy benefits to cover professional fees, up to a maximum of four deliveries  
» Delivery assistance for every legitimate child, up to a maximum of four children, including legal abortion and miscarriage  
» No child limit for paternity leave |
| **Solo/single Parents** | » Parental leave for solo parents  
» Seven workdays every year with full pay (an individual who is left alone with responsibilities of parenthood)  
» Medical assistance for an outpatient solo parent  
» Education allowance for children, including children of solo parent |
| **Child Care, Elderly Care and After School Care** | » Child care cum day care centre  
» Break or work with the union on shared responsibility for operating the day care centre  
» Elderly assignments - for those 58 to 64 years old, in terms of number of teaching preparations  
» The proximity of classrooms/office assignment; and Quasi-assignment |
| **Youth Day**                                                                 | » Company anniversary day is declared as Company Youth Day.  
» Assistance for the annual union seminar on that day on youth issues and leadership to be added to the annual Training and Education Assistance Fund |
| **Equal pay for work of equivalent value**                                 | » Honorarium based on prescribed qualifications following “equal pay for equal work” principles pursuant to govt. regulations  
» Policy guidelines determined by the LMC |
| **Occupational Safety and Health**                                      | » Joint labour and management safety and health committee, equal representation  
» Highest possible standard of health and safety in the working areas and the premises  
» Inspection at the workplaces at least once a month and safety and health countermeasures and recommendations to the top management  
» Safe, sanitary, healthful facilities, properly ventilated working areas  
» Train first-aiders from its employees  
» Hazard/special care pay for employees assigned to specialised units  
» Hot (high temp) working area allowance in die casting, in the heat treatment area  
» Free basic amenities to include free potable drinking water for each faculty room and each office; observance of proper air/floor space; and office lighting and ventilation  
» Welfare of persons with disabilities and poor health conditions, provisions for safety preparedness in case of fire and other disasters  
» Dissemination of OSH rehabilitation and other privileges  
» All hospital and medical expenses covered for work-related accidents  
» Shuttle buses on selected routes  
» Shuttle buses for those on overtime (safety of workers)  
» Medical Benefits for Dependents (Medical insurance & assistance) |
| **Climate change mitigation**                                             | » The parties agree to jointly contribute to climate change mitigation  
» Assistance for annual union seminars on climate change  
» Capacity-building programmes for climate change mitigation and sustainable development promotion |
| Climate change mitigation (continued) | » Joint responsibility for implementing, promoting, monitoring, evaluating and reporting initiatives  
| » Emergency leave for volcanic eruptions, typhoons, floods, earthquakes, fires, other natural calamities  
| » Calamity loan |
| Priority in Hiring for Family Members | » In the case of death and total and permanent disability, voluntary resignation or compulsory retirement, employment preference for qualified next of kin (parents, brothers, sisters, spouse or children) |
| Training Opportunities/Scholarships for Women/Youth | » Free tuition for a maximum of four children; discount on fees (including step-children, legally adopted children)  
| » Free tuition for regular full-time faculty, permanent non-teaching personnel  
| » Miscellaneous and other fees by salary deduction  
| » Monthly education allowance for children |
| Noteworthy Non - Women and Youth Provisions | » Provisions related to union participation, union leaves, union dues, insurance, loan funds, sick leave, workers education and related programs and resignation pay |

Seven unions have reached an agreement with their employers on the inclusion of “good” women and youth provisions during the ITUC-AP project, and at least five others have WaY provisions under negotiation.

Out of these, at least four unions have reached an agreement with their employers to craft measures against violence and harassment, i.e., incorporating the provisions of the ILO C-190 Convention in the CBAs “within 90 days from the signing of the agreement.” Since the Philippines has not ratified the C190, this presents a good practice and precedence in the world.

NTUC Phl, through the inclusion of “good women and youth provisions”, is, on the and hand, aiming to ensure the implementation of a fairly developed Philippine legislative framework on the violence against women, which requires mandatory inclusion of selected minimum provisions on women in the CBAs. On the other hand, it is aiming to ensure their extension and full operation.

The COVID-19 pandemic has severely limited the powers of unions to negotiate better economic conditions in CBAs, such as wages and economic benefits. However, the pandemic has, according to the NTUC Phl experiences, created more opportunities and openness of companies to negotiate non-economic provisions, including gender and youth-related provisions, as a “less costly” way of strengthening CBAs.

**KSBIS Indonesia: MoU signed between the company and Indonesian Federation of garment workers on GBV**

A company in the garment sector signed a Memorandum of Understanding with the Indonesian Federation of Garment Workers declaring the company free of sexual and gender-based violence. As a result of MOU, the company placed banners in front of and around the company premises declaring “company free of GBV.”

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**ADVOCATING & CAMPAIGNING FOR THE RATIFICATION OF ILO CONVENTION 190 ON VIOLENCE AND HARASSMENT AT WORK**

**II. Advocating for the ratification of ILO Convention 190 on violence and harassment at work**

ILO Convention No. 190 (C190) is the first international treaty to recognise the right of everyone to a world of work free from violence and harassment, including gender-based violence and harassment. The Convention was adopted in June 2019 by the International Labour Conference of the International Labour Organization (ILO) and came into force on 25 June 2021.

Campaigning for C-190 presents a direct opportunity for unions to integrate topics relevant to women, including young women, into their work and to make unions more relevant to them.

**KSBSI Indonesia: Developing a position paper on ILO Convention 190**

At the KSBSI Equality Commission, a WYR helped develop a position paper on C190, which was submitted to the Labour Ministry.
NTUC Phl: Targeted advocacy for ratification of ILO Convention 190

NTUC Phl is advocating for the ratification of C190 on violence and harassment at work and continues to popularise its content. In the last two years, the Centre has:

» sent a letter to the Department of Labor and Employment (DOLE), requesting the government of the Philippines to ratify it. The Centre has also developed a template, which it has shared with affiliates, to encourage them to reach out to DOLE with same request. NTUC Phl and five other federations had sent a letter to DOLE;

» conducted a tripartite discussion on the Ratification of ILO Convention 190 in Dec 2020, which was participated in by two National Planning Committee members, two women and youth representatives, and one women and youth trainee;

» participated in ILO C-190 Multi-Country Strategizing Meeting 2021 upon ILO’s invitation; and

» carried out poster contests on C-190, with the winning posters set to be displayed by the local affiliates.

While pushing for the ratification of C-190 at the national level, NTUC Phl local affiliates are trying to advocate for enterprise-based mechanisms against violence and harassment at the company/plan level through negotiations and collective bargaining.

ADVOCATING FOR GENDER-SENSITIVE, RIGHTS-BASED POLICIES, AND PROTECTION AND MEASURES AGAINST GBV

III. Providing support for survivors of violence, including domestic violence

At the local level, some unions opened women’s desks, giving a forum for survivors of violence to speak out and receive counselling and other needed support.

KTSI Timor-Leste: Partnership in the UN Spotlight Initiative

KTSI is a partner in the United Nations SPOTLIGHT initiative, a global, multi-year partnership between the European Union and the United Nations to eliminate all forms of violence against women and girls. As part of the programme, union representatives participated in a range of activities, including trainings on GBV and other related topics.

Furthermore, KTSI is also part of the referral mechanisms for victims of violence and, upon receiving a complaint, registering the case and providing immediate counselling. After that, the union refers the survivor to other partners for more comprehensive support, including to medical facilities for medical check-ups, NGO partners for legal advice, and the Ministry of Social Solidarity for shelter and food support.

As one of the project implementers, KTSI is also carrying socialisation and campaigns against GBV, domestic and intimate violence in three municipalities in Timor-Leste, predominantly targeting rural youth, community leaders, and other relevant stakeholders in these areas. The project is financially supported by the UN and the EU.

KSBSI Indonesia: Active engagement of KSBSI provincial Gender Equally Commissions

KSBSI provincial Gender Equally Commissions have implemented a range of activities supporting women, including:
In South Sumatra, the chair of the women committee has been advocating for and supporting the enrolment of informal women workers in the Indonesian social security systems (BPJS);

In Jambi province, a women chair is handling reports on domestic workers and violence in the world of work, including offering counselling or legal advice for the survivor of violence. In one case, the chair supported the victim to bring the perpetrator before the court;

The chair in South Kalimantan is a member of the tripartite negotiation team at the provincial level; she was also involved in resolving trafficking cases in West Kalimantan.

The woman chair in Maluku, Lampung, Sumatra has been collaborating with the local government to discuss women rights in the annual government programme.

**KSPI Indonesia: Advocating for the elimination of the tax discrimination against women workers**

KSPI through WR has proposed the elimination of tax discrimination against women workers. In Indonesia, women cannot claim tax exemption or reduction when filing their income tax, unlike their male counterparts. After attending the project activities, she became more enthusiastic about advocating for the rights of women workers. She focused on this discriminatory practice against women as she is married with two daughters, and her husband, who is an informal economy worker, cannot claim tax reduction. She sees this tax rule as unjust for many women workers in a similar situation. KSPI WR held two activities in separate areas to get views and concerns on tax discrimination against women workers. She then led a delegation to the National Commission on Women and Children, starting a social dialogue on the issue of tax discrimination against women.

**IV. Building untraditional partnerships**

**KSBSI Indonesia: Cooperation with the Indonesian Employers’ Association advocate towards the adoption of the Law on the Elimination of Sexual Violence**

KSBSI and other Indonesian unions, connected through the coalition of women departments within the trade unions, and the Indonesian Employers’ Association (Apindo) submitted a statement of joint commitment regarding the Draft Law on the Elimination of Sexual Violence to the Deputy Speaker of the Indonesian House of Representatives. In the letter, they urged the House of Representatives to immediately discuss and adopt the abovementioned the Law.

**ADVOCATING FOR PROTECTION OF RIGHTS DURING THE COVID-19 PANDEMIC**

A number of WYRs displayed a great sense of leadership during the COVID-19 pandemic by participating in and leading a number of negotiations and other actions related to the protection of rights and safeguarding of health of workers in various industries, from transportation to garment. Below are only some of the examples.

**CLC Cambodia: Advocating for rights of workers in the garment and tourism sector during the pandemic**

With inputs from WYRs, the Cambodian Labour Confederation (CLC) proposed the payment of 60 percent salary and the provision of additional financial support to workers in the garment and tourism sector, which was approved by the Ministry of Labour and Vocational Training. CLC also asked for the temporary suspension of loan payments of workers to banks and microfinance services during the pandemic. To minimise COVID-19 infections, YWE proposed collective awareness-raising on COVID-19 at the factory level in a tripartite meeting. The social partners agreed, and the Labour Ministry and unions
would produce information materials, while factories would provide soap gels and other protection items for workers.

**CCTU Cambodia: Finding jobs for dismissed workers during the COVID-19 pandemic**

The Cambodian Confederation of Trade Unions (CCTU) WR went beyond her responsibilities by asking other factories jobs for her co-workers who were displaced after their garment factory closed. She managed to place 60 percent of them weeks after. She also negotiated the required payment of seniority indemnity pay (like separation pay) to 1,500 workers (around 100 men) when their factory closed on 30 May 2020. She has coordinated with other factories to find jobs for her now jobless co-workers and managed to place at least 60 percent of them.

**KSBSI Indonesia: Advocating for drivers’ rights during the COVID-19 pandemic**

The 30-year-old KSBSI WYR works full time in her transport workers’ federation, where she has been the treasurer since April 2012. Also a member of the federations’ youth committee, she was among those involved in bipartite negotiations on behalf of 600 drivers working for a plantation company that produces palm oil, rubber, tea, and cocoa in three regions. The company refused to pay religious allowance and to allow the drivers to resume their work with safety precautions. The federation decided to raise the issue to the relevant ministries through their tripartite representatives. At the transportation ministry, Feni and the federation representatives appealed for relief goods for the drivers and to allow them to go back to work with social distancing and safety measures. The transportation ministry gave the drivers the permit to resume transporting goods for the company. At the labour ministry, they raised the non-payment of religious allowance. The company eventually paid the allowance of 60 percent of the workers, while the mediation process is still ongoing for the rest.

Furthermore, the WYR was a member of the advocacy and lobby team for the federation’s 1,200 ride-hailing Grab drivers whose cars were repossessed when they failed to pay their car loans. Grab refused to return them even after the drivers had filed a police report for the forcible seizure of their cars. The federation held a protest rally at the Grab office in July 2020 and requested the Ministry of Manpower to mediate the dispute. The mediation resulted in Grab returning the cars for the drivers who had been with the company for a while (approximately 60 percent of the cases), while mediation for workers who joined Grab more recently are still ongoing.
Part TWO: Good practices and lessons learned - project design and implementation level

The section below focuses on some of the good practices and lessons learned from the design and implementation of the ITUC-AP project at the regional and national levels. Thus, it highlight elements that appear to be effective in the implementation of such projects from a management perspective.

This section aims to serve as a learning opportunity for other co-federations and networks with ambitions to implement similar projects.

Generally, at the regional level (ITUC-AP), the following elements have been identified as key in effective implementation of the project:

» The project is integrated into the ITUC-AP action programme and constitutional provisions, which expressly guarantees the full integration of women in trade unions and promotes full gender parity in leadership bodies and activities at all levels.

» Sufficient time has been allocated for the conceptualisation of the project, including its steering and implementation structure, with the project appearing to have a particularly high level of ownership in the centres, such as NTUC in the Philippines, which has been actively involved in shaping the programme.

» A thoughtfully planned regional training programme for Y/W that responds to their needs and interest and has, generally, equipped WYRs with the skills needed in implementing the project activities at the federation/union level. The course materials were developed in a step-by-step approach, starting with the inception baseline survey, development of curriculum and training manual, and three-day validation workshop of training manual with selected trainers and WYRs. This process provided sufficient venues for feedback. Trainings modules are considered as “live” modules, to be adjusted and updated when needed.

“They did a good job in making sure that they are not attached to the content they have done, and in which they have put a lot of hard work, and let the young and women representatives let them know if this is working.”
The regional project team supported project implementation by creating “ready to go” templates, checklists and other project materials, including easily adjustable training manuals. They also aimed to provide coordination and logistic support WYRs to the extent possible, as well as offered content guidance if needed, including feedback on project action plans and planned activities. ITUC-AP has also carried out periodic check-ins as well as celebrating achievements of the WYRs, including referencing them in an ITUC-AP newsletter, in an attempt to continuously encourage WYRs to take on leadership opportunities and roles.

The project, including its indicators, have been designed in a way to encourage W/Y representation at the highest level of governance. The clear mandate to return home and create an action plan provided a good venue for young people to take over some roles previously considered out of reach for them.

Contrary to expectation, COVID-19 accelerated WYR leadership in selected countries, as it required many WYRs, particularly at the local and company level, to immediately act. Freshly empowered from the regional training, many young people took opportunities and actions related to the COVID-19 and, through that, gained the trust of their leaders.

The project encouraged WYRs to carry out internal advocacies, with WYRs playing a crucial role in advocating for and ensuring that internal policies and procedures are set up and changes are ensured within. This includes encouraging WRYs to present the project and their key tasks to their general councils and other relevant bodies.

A systematic way of selecting participants through very clear filtering and screening process and clearly set criteria contributed to ensuring that the regional trainings were attended by the participants with leadership ambition and passion to act but who might not yet have the opportunity to do so. Union employees were advised not to be nominated, ensuring that the opportunity is given to new and emerging union leaders.

Good practices & learnings at the national level - example of NTUC Phl

At the centre/confederation level, the project foresaw the creation of the National Project Committees (NCPs), which are responsible for overseeing the implementation of the project activities and progress. The NCP created is composed of 18 members; out of these, 15 are women (five young women) from the Center, federations, and local unions. The NCP has been responsible for designing project activities, as well as tracking and monitoring the implementation progress.

The project directly supports and feeds into the NTUC Phl Women And Youth Agenda and covers some of its action points, allowing for complementarity with existing programmes and strategic direction of the Centre. This also strengthens the ownership over the project implementation.
The WYRs presented the project at the General Council, which approved the participation, developed an action plan and planned activities, as well as provided recommendations for strengthening project implementation and the activities on the ground. The WYRs have to report on the progress of the project at every meeting. The engagement of the governing body, which is also directing the implementation of the project, ensures higher compliance of affiliates.

Affiliates, which completed the preliminary requirements and became registered as formal participants at the federation and local union levels in the project, also committed to the progress tracking, including reporting on the project indicators that are fulfilled. These indicators were adjusted from the regional level to serve the purpose at the national level. Outlining the components of the indicators (sub-indicators) helped make directions clear. The baseline study was carried out to provide the base from where progress can be measured.

Lessons learned and challenges

Although this document maps and highlights several achievements, there were also lessons learned and challenges, which are highlighted below.

Unequal participation and project achievements in different confederations

It has to be acknowledged that some of the participating countries saw lesser engagement of WYRs. Several factors might have led to this:

1. Shrinking civil space in some of the participating countries, such as Myanmar (military junta) and Cambodia,
2. Limited access to internet and ICT infrastructure and slow transition to online spaces (Timor-Leste and Cambodia)
3. COVID-19 and limitations on gatherings
4. Lack of financial support to federations and local unions, which limited cascading the project down to the local level and different budgets
5. Lesser priority to carry out such project

Reporting compliance

Although the regional team provided simplified reporting templates, regular reporting of some of the WYRs/affiliates remains a challenge. The language barrier and time and work pressure contribute to this.

More assistance for sub-national activities

Unions leaders across the countries recommended that for the next phase of the project some of the funds should also be allocated for activities at the federation and local level, which are now carried out with limited or no alternative compensations for volunteer–based leaders and others involved.
Opportunities for maximising networking of WYRs

» There appears to be an opportunity to maximise the networking of young people and women. The network of five sub-regional youth committees is currently being established within the ITUC-AP. This could offer a good networking opportunity and additional incentive for young people/women to be active and engaged.

Nevertheless, although several factors can affect the implementation of such a project, in the end, the successful integration of women and youth people in the union movements largely depends on a leadership with a vision and intentional approach to create an enabling environment in which young women can thrive as leaders.

Recommendations for the next phase/future projects

» Depending on the availability of mobile phones and connections, consider developing a simple app that will track participants after the training, including their actions, feedback, etc., as well as allow them to stay connected with other participants and monitor their achievements. Explore if the app could have a direct Google Translate function for those WYRs who are not fluent in English.

» Consider translating key forms into different local languages, allowing WYRs who do not speak English to provide information and then use Google Translate or the help of other colleagues to translate their inputs.

» In the next phase of the project, allocate some finances to the implementation of the activities at the federation level and, most notably, support and encourage each of the confederations/federations to seek other funding opportunities for their youth and women-related work. There are several funding opportunities out there.

» Encourage networking among young people and women at the national, cross-national, and global level to share their experiences and good practices and encourage each other’s learning.

» Create a series on women and youth leaders and their actions, or use other opportunities and avenues to showcase women and youth union leaders as role models.
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