



BUKA PROJECT SELF-EVALUATION REPORT

March 2021

COVER SHEET

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| Initiative title | Bersama Menuju Keadilan (BUKA)/Towards Fairness Together |
| One-sentence description | Women workers and unions learn to use data as a basis for negotiation for improved working conditions in Indonesian apparel factories. |
| Grant reference number | |
| Geographic focus | West Java, Indonesia (primary focus in Sukabumi, with extension activities in Bandung) |
| Partner name | CARE Indonesia/Yayasan CARE Peduli (CARE), via CARE USA – Chris Noble, Associate Vice President, chris.noble@care.org |
| Other partners | Trade Union Rights Centre (www.turc.or.id) |
| Total grant value | EUR 499,495 |
| Co-financing expected/realized | <i>Target</i> – CARE has leveraged previously committed funding from Target to cover specific personnel costs. <i>CARE USA</i> – CARE USA did not change any Indirect Costs, contributing 13% to the project budget. <i>In kind support to the value of EUR 123,088 / 25% of request</i> |
| Grant award date/end date | July 1, 2018 to October 31, 2020 |
| Number of beneficiaries reached/expected beneficiaries | Target: 16,000 (83% women: 13,280) Achieved: 91,633 workers (77% women: 70,541) |

1. METHODOLOGY

For this endline evaluation, CARE used a mixed method approach to learn about the impact and effectiveness of the BUKA project in apparel factories in Bandung and Sukabumi. Qualitative and quantitative primary data were collected using surveys completed with 42 Labor School participants in 11 factories, and Key Informant Interviews (KIIs) with 10 Labor School participants and 8 trade union representatives. Research participants were randomly selected following purposive sampling to identify the most relevant respondent groups.

CARE triangulated survey and KII findings using data from our project partner TURC. TURC completed a baseline of participating factories in Sukabumi district in January 2019 which provided comparison points for this endline evaluation. TURC also conducted interviews with union members and Labor School participants to identify changes that occurred in the factories.

Limitations:

- This is an internal evaluation with data collection and analysis done by CARE and TURC
- Data collected is primarily qualitative so provides more depth than breadth of understanding of changes made during project cycle
- CARE does not have access to the raw data used by TURC to report against KPIs, so we have tried to only report data that is substantiated by our additional qualitative data collection. This includes the mapping of changes at factory-level, as the contribution of the project to these changes was not fully substantiated.

BUKA PROJECT

2.1. Project Description

Bersama Menuju Keadilan (BUKA) or Towards Fairness Together is a Yayasan Care Peduli (CARE) project which was implemented in West Java from July 2018 to October 2020.¹ The project was implemented in Sukabumi and Bandung districts and was implemented by CARE and the Trade Union Rights Center (TURC). The project partnered with 7 trade unions in 21 factories across the two districts.

The goal of the project was to improve working conditions in garment factories in West Java through evidence-based negotiation and collective bargaining between unions and factory management using publicly available data. The project aimed to improve the capabilities of women garment workers and their unions to collect, analyse and use publicly available data in negotiation and collective bargaining with factories, resulting in particular in more gender-responsive Collective Bargaining Agreements (CBA). The project was designed on the assumption that publicly-available data could be used as the basis for evidence-based negotiation and bargaining between unions and factories, and that this form of evidence-based bargaining based on public data would lead to more successful bargaining and improved working conditions. The project also aimed to ensure that the evidence-base, data and lessons learned from the project became accessible to the wider labour movement and civil society in Indonesia.

An emphasis on gender justice was mainstreamed within the project objective, outcomes and activities. Women constitute the majority of the garment sector workforce in Indonesia and they are disproportionately impacted by worker's rights abuses and face differential impacts on the basis of their gender. Women are also inadequately represented within union leadership and in collective bargaining, resulting in their voices and experiences not being reflected in the outcomes of bargaining. The project prioritised building the capabilities of women union members in particular on data and bargaining skills, encouraging the presence of women within negotiation and bargaining teams, developing a peer network of women leaders, strengthening union understanding and identification of the disproportionate and differentiated impacts of poor working conditions on women, and supporting the agreement of CBAs which are more responsive to those realities.

2.2. Changes in outcomes and activities

| Original Outcomes and Activities | Explanation of Outcome/Activity and changes made |
|---|--|
| 1. Apparel workers and their unions are better able to collect, analyse and use publicly available data | As the project progressed, the focus on 'publicly available data' was frequently discussed and challenged. TURC and union partners questioned the assumption that enough public data was available of adequate quality and accessibility to be used in negotiation and collective bargaining and questioned the assumption that this was the most effective way to promote evidence-based bargaining. While efforts were made to utilise publicly available data, including through new activities with Wage Indicator Foundation/Gajimu, ultimately the project focussed more on building the capacity of workers and their unions to utilise all forms of data – particularly the data captured by TURC during the project baseline and data collected by unions themselves on working conditions. An advocacy agenda was also developed as part of the Learning Circle, with a focus on improving the quality and accessibility of data made available through the Better Work Transparency Portal. |

¹ YCP is the successor organization to CARE International in Indonesia after its transition in August 2019 to a national entity. See Section 4 below. YCP is a member of CARE International.

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| <p>1.1 Data analysis and development of data summaries</p> | <p>The project had originally intended to map publicly available data and develop accessible data summaries for use in the training activities and collective bargaining, based on the priority issues identified by the unions. However, linked to the broader focus at outcome level on all forms of data, this activity was delivered differently, including:</p> <ul style="list-style-type: none"> • TURC's baseline analysis of data on working conditions from the factories and the use of this data within Labor School training. • Activities to map and analyse existing data with trade union partners during Labor School activities. • Partnership with Wage Indicator Foundation / Gajimu to encourage the collection of factory surveys by unions to be used for data analysis and evidence during the Labor School sessions and in bipartite negotiations. |
| <p>1.2 Training of trainers for union leaders and representatives on problem and data analysis and evidence-based bargaining</p> | <p>The project originally planned to provide training for union leaders on data analysis and evidence-based bargaining, but TURC adapted the activity to create a Labor School of union activists who would receive awareness-raising and skills-building training on, among others: gender and CBA analysis; data collection, management and dissemination; communication and negotiation skills. There was no standardised format for the sessions and a curriculum/set of training modules was not developed. The Labor School sessions were often implemented with an expert resource person invited to share information, including presentations and exercises.</p> <p>The labor school in Sukabumi was designed with two areas of focus: 1) social research (advocacy, research techniques, labour laws/regulations); 2) communications (gender, leadership, unions, advocacy, negotiations), with total of 17 sessions. The Labor School in Bandung was conducted with fewer sessions, focussing on three area of focus in 8 meetings 1) gender analysis of CBAs, 2) data management and dissemination, 3) communication and negotiation. The Bandung school was more focussed on the use of data than the original school in Sukabumi. Learning from Sukabumi, the Labor School in Bandung started with gender sensitization training for men union leaders, to improve their understanding of gender equality, so that they would support women union members to enrol in Labor School.</p> <p>Towards the end of the Labor School, CARE observed a need to have the various materials packaged and developed into a tool that could be used by unions themselves to support future training. The tools are comprised of several stand-alone modules that can be used alone or in conjunction with other modules. The tools include (1) Topic Guide (2) reading material (3) Presentation (4) case studies (5) discussion material or activity guide (6) multi-media materials (7) participant worksheet (8) reference or pointers to further resources. The Capacity Development materials and tools are only available in the Indonesian language.</p> |
| <p>1.3 Ongoing support during collective bargaining</p> | <p>This activity was delivered in the form of mentoring for factory-level unions during bipartite negotiations. Mentoring for collective bargaining was not possible as no new CBAs were agreed during the project period. The mentoring supported unions to identify and prioritise issues for bipartite negotiation and future collective bargaining, develop their advocacy agenda and follow up with factory management on key issues.</p> <p>During the project, CARE and TURC agreed that the development of a gender analysis tool that unions can use to identify issues and set their bargaining agenda. CARE developed a Manual for Gender Analysis of CBA for Trade Unions in Garment Companies, with the following objectives:</p> <ol style="list-style-type: none"> 1. Provide an analysis tool to be used by trade union representatives to assess a collective bargaining agreement (CBA) from a gender perspective and understand whether it is responsive to the rights and needs of women. |

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| | <p>2. Enable the creation of Collective Bargaining Agreements between workers and companies which promote gender justice and equality for women workers in the world of work.</p> <p>The Manual was developed in consultation with the trade unions and was tested during mentoring activities. The Manual is available in English and Bahasa Indonesia.</p> |
| 2. Women-apparel workers' and their priority issues are better reflected in negotiation processes and union collective bargaining | No change to outcome. |
| 2.1 Gender sensitisation training for union leaders and representatives | <p>Gender sensitization training was delivered, which aimed to increase the knowledge and awareness of male union leaders on gender equality and women workers' rights.</p> <p>During the training, CARE identified the need to develop a clear gender-sensitisation module with a male engagement approach, therefore developed a 'Training Module on Gender Sensitivity for the Union Workers /Labor Union in the Garment Sector' which can be used for the capacity development of trade unions on gender equality in the workplace. The module consists of materials on:</p> <ul style="list-style-type: none"> • Gender and Female workers • The role of men in achieving gender equality • Using a gender perspective when advocating for labor improvements |
| 2.2 Leadership training for women workers | <p>TURC implemented a series of leaderships trainings through the Women Labour School in Sukabumi and Bandung. In Bandung due to COVID 19 pandemic, TURC conducted the Labour School in the forms of mentoring sessions in combination with training whenever possible. Sessions included:</p> <ul style="list-style-type: none"> • Gender Sensitization – challenges facing female workers and leaders. • Gender and Religion • Labor and trade unions: History and nature of trade unions in Indonesia. Rights, obligations, responsibilities of workers and trade unions • Research techniques II (collecting and managing information and data, presenting data, etc.) • CBA-based research negotiation • Mentoring CBA-based research negotiation |
| 2.3 Establish a Women Workers Forum | <p>The Women Workers' forum was established as a space for networking, peer-to-peer support and solidarity building among female union members, as well as to increase the visibility of the issues they face and promote the integration of these issues into union collective bargaining. TURC established the Women Workers Forum (WWF) and facilitated its meetings with unions leaders to discuss the issues members wanted prioritised in their factory and at district level. TURC also supported the WWF to become the main contributors of content to the website www.buruhperempuan.net established under outcome 3.</p> |
| 3. Wider labour movement and Civil Society able to access evidence base and lessons learned on CBA process in the apparel workers unions. | No change to outcome. |

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| 3.1 Establish a data platform | The project did not originally have a clear plan for how the data platform would function or be owned. In response to this, TURC developed the website www.buruhperempuan.net in consultation with partner unions. TURC are currently hosting the website but sustainability has been delegated to the Women Worker Forum in Sukabumi. Women workers contribute materials in the form of data and information to be embedded on the website. |
| 3.2 Expand reach of data summaries through social media | The original intention of the project was to support social media sharing of data summaries and other content from the project by CARE, TURC and partner unions. The scope of this activity expanded during the project, linked to the creation of www.buruhperempuan.net . TURC delivered workshops to increase the capacity of women workers forum members to collect and formulate information to use on the website and social media . This activity aimed to equip the Women Worker Forum members with the skills to manage the data on the website and share it. |

2.3. External factors which affected activity implementation

A no-cost extension was required for the project. Labor School and mentoring sessions in Sukabumi and Bandung were continued until 30 September 2020. The project itself was closed in 31 October 2021.

COVID-19

During January-October 2020, the project faced a number of obstacles due to the COVID-19 pandemic. In-person activities were postponed for almost 4 months. TURC organized some online meetings as an alternative way to keep the labor school activities going, though poor internet connection and lack of digital skills limited effectiveness.

When activities resumed in July 2020, the project had to take time to engage the union members to return to the labor school and prepare for the activities. The government's health protocol limited the number of participants who could join activities, so TURC prioritized only including core union representatives in activities. As a result, participants in the labor school and mentoring sessions were reduced to half of the expected number.

Ratification of Omnibus Law / Job Creation Act (Indonesian: UU Cipta Kerja)

The Omnibus Law is perceived as a central threat to workers' rights in Indonesia. In September-October 2020, the trade unions put their time and energy into consolidating their resistance movement and resisting the passing of the bill. This result in a period of almost 3 weeks where union members could not attend project activities. The scheduled mentoring activities were adjusted to when participants would be available.

3. PROJECT ACHIEVEMENTS AND RESULTS

3.1. Project Reach

Direct Reach

The BUKA project directly reached **125 people** and 69% of participants were female (f-86; m-39). Direct participants includes Labor School participants and male union leaders.

Indirect Reach

BUKA **indirectly reached 91,633 workers**, of whom 77% are female (f-70,541; m-21,092).² The project worked with seven unions in Sukabumi and Bandung districts. The seven unions have a membership base in 21 factories.

² For BUKA, indirect reach is calculated as all workers in the 21 factories under the project.

| | # factories | # Union members | | | # Board union members | | | # workers | | |
|--------------|-------------|-----------------|--------------|---------------|-----------------------|------------|------------|---------------|---------------|---------------|
| | | F | M | total | F | M | total | F | M | total |
| Sukabumi | 11 | 7.350 | 3.843 | 11.193 | 51 | 165 | 216 | 22.274 | 10.274 | 32.548 |
| Bandung | 10 | 23.108 | 5.611 | 28.719 | 26 | 74 | 100 | 48.267 | 10.818 | 59.085 |
| Total | 21 | 30.458 | 9.454 | 39.912 | 77 | 239 | 316 | 70.541 | 21.092 | 91.633 |

3.2. Project Outcomes

Outcome 1 – Apparel workers and their unions are better able to collect, analyze and use publicly available data to inform negotiation processes and collective bargaining agreements.

Improvements in working conditions due to negotiated changes in factories

40 changes in 19 factories were identified, mostly as a result of bipartite negotiations led by union members. Most changes covered a range of issues such as wages, unpaid leaves, facilities provision, and issues on gender or specifically on the rights and the needs of women workers (see full list in annexe 3). A total of **84,116 apparel workers** (f-67,551, m-16,565), 80% of whom are women, in the 19 factories are expected to benefit from better working conditions as a result of these changes.

While these changes were made by the actions of the BUKA project partner unions, the evaluation has not been able to fully substantiate the extent to which the project itself contributed to these outcomes (i.e. it is possible that these changes might have happened without the project). Nevertheless, the outcomes reported below on improved use of evidence-based bargaining by unions do suggest that the project made a contribution to changes in factory working conditions.

No improvements in the number of CBAs

The project did not result in new CBAs being agreed. Out of the 21 factories in the project, only two - PT. Yong Jin and PT.MCA – were scheduled to develop a new CBA within the project period, as their existing CBA's expired on 31st December 2020. However, due to the pandemic the two factories chose to extend the term of their existing CBA and postpone bargaining on a new CBA to 2021, as allowed by law. At the start of the project, 16 factories had CBAs in place (76%). By the end of the project, the number of factories with CBAs in place had decreased from 16 to 12 factories (57%) due to one manufacturer relocating their factories to central Java. A total of 73,003 workers (f-56,762, m-16,241) were covered by CBAs at the end of the project.

Use of evidence by unions in negotiation

BUKA did result in the 7 partner unions using data to support negotiation, though it is data collected by the unions themselves rather than publicly available data. Workers who participated in the Labor School have become practiced in collecting evidence to substantiate their complaints to management. They use the "5W1H" (What, Why, When, Who, Where, How) method to conduct interviews and surveys to gather supporting data which they can compare with labour regulations before negotiations take place.

One participant said, "in the past, we didn't know how to use data, but after participated in the BUKA training program, we were somewhat familiar with data-based negotiation."

One women worker in Bandung shared:

"When meeting with management, they used to come and talk without any preparations. Now there are preparations, we always write it down when a member reports. Now with data,

successful negotiations [took place] about changing hours without overtime pay and holidays that are shifted to another day.”

For one worker in Sukabumi, use of evidence supported her successful case for hygiene improvements to be made in the factory:

“There are changes but not all at once, but gradually. The change that occurred is the cleanliness of the toilet. Initially the toilet was not clean, then we as women workers in the trade union collect data to analyse that toilet hygiene is important. Moreover, in this factory most of the workers are women. Then it was submitted to the company and finally the company issued a policy to improve toilet hygiene.”

All trade union representatives that were interviewed during this evaluation shared that access to and use of evidence in workplace negotiations has increased since the beginning of the BUKA project. It is not possible to accurately assess whether union capacity as a whole has increased at an organizational level, but the reported increase in the use of evidence-based negotiation by union activists at factory-level does demonstrate a positive outcome.

Access to a union to voice labor rights

Project monitoring data suggests a significant increase in membership of the union that participated in the project. By the end of the project, the number of female union members had increased by 12,919, a 74% increase. The number of union members dropped in Sukabumi likely due to the relocation of 3 project factories to Central Java, but female union membership in Bandung increased sharply by 149%. While we cannot completely attribute this change to BUKA, qualitative findings from participants suggests that the BUKA project did contribute to this increase in union membership.

| | Baseline | | | | Endline | | | |
|--------------|-----------------|----------|----------|--------------------|--------------------------|-----------------|------------------|--------------------|
| | # Union members | | | % of total workers | # Union members | | | % of total workers |
| | F | M | total | | F | M | total | |
| Sukabumi | 8,268 | 4,306 | 12,574 | 38% | 7,350 (-13%) | 3,843 (-11%) | 11,193 (-11%) | 34% |
| Bandung | 9,270 | * | * | * | 23,108 (+149%) | 5,611 | 28,719 | 49% |
| Total | 17,539 | * | * | * | 30,458 (+74%) | 9,454 | 39,912 | 44% |

*Additional Bandung baseline data is not available

For one woman worker in Bandung, participation in the labor school has made a significant difference to union membership. She says:

“In this factory there are two unions, one's is my union, SPN... I explained to my friends that SPN had a better understanding of labor issues because they were sent to [labor] school. As a result, SPN members increase, some even moved from other union. Trust is added to the SPN union... It has added members to 30 people.

Now I can explain if there are labor issues. In the past, labor issues were covered up. Now we have the knowledge to explain. Whereas in the past I didn't know what a union was, how to solve problems in the company.”

This evidence of contribution has also been supported by trade union representatives, many of whom noted the increase in active members of trade unions following participation in the labor school. One representative in Sukabumi shared:

“The BUKA program increases the capacity of trade unions. In the past women workers were not active in trade unions but after the BUKA program they became active. They have dared to appear and tell their friends about how important trade union is.”

Outcome 2 – Women apparel workers and their priority issues are better reflected in negotiation processes and union collective bargaining

Workers report improved confidence in decision-making spaces

Findings from the KIIs with labor school participants show that workers are more confident participants in decision-making forums in their unions and factories. Workers shared that participating in the labor school has improved their confidence to speak up in union meetings, because they have enhanced their knowledge of how to respond to problems. For one woman worker in Bandung, participation in the labor school has already led to changes in decision-making processes in the union and she looks forward to building her experience in negotiating. She says:

“I have discussed with the union chairman, for the next collective bargaining agreement, I hope that the alumni of the labor school can participate because we have learned how to make collective bargaining agreements and negotiations. The chairman has agreed.”

Workers are more likely to take part in workplace negotiations since taking part in the labor school

Findings from KIIs with labor school participants show that, for many of them, their participation in the BUKA project has changed the way they view their individual role in workplace negotiations. For some workers, the change they shared was in their negotiating styles – participating directly in negotiations when before they would have referred all issues to the union chairman to negotiate on their behalf; or learning to come to negotiations with suggested solutions to problems and evidence to back up their problems. For other workers, participation in the labor school has shown the importance of collective action for improving the workplace for everyone, not just union members or those who participated in the project. One woman worker in Sukabumi shared with us:

“In the past, I only worked and got a salary, that's all. After joining labor school, I joined a union, taking care of workers even though the workers themselves might not know it. For example, I saw a worker whose boss kept shouting at him. I reported that and looked for a way to keep the worker from being yelled at. I know about the abuse but the victim doesn't dare to report it. I helped to report it. So step by step changes occur in working conditions.”

Negotiating on priority issues of women workers

We learned from women workers that their participation in the BUKA project has improved their knowledge of their rights in the workplace, particularly those that affect women most. One woman worker in Sukabumi shared powerful examples of the ways in which participating in collective action enabled her to help her friends affected by sexual harassment and maternity leave uncertainty. She told us:

“The BUKA program made a lot of changes in me. Especially in terms of courage and self-confidence. In the past, when there were problems at work I was just silent, now I can move forward to solve the problems.

I have a friend who started working at the factory with me. She got pregnant when she was only 8 months working. Most factories have regulations for workers who are pregnant and have less than 1

year of work must resign and will not get maternity leave. Then I talked to the union at the company. I have been equipped with knowledge from the BUKA program regarding laws related to women's rights including maternity leave. After that, the union submitted to the company. For the first time it was not responded, the second was still not responded to, and the third, thank God, it was responded and both of my friends got maternity leave and they are still working."

We also heard multiple examples of the impact of the labor school on women workers' ability to take period leave. One worker explained to us:

"Information on period leave was obtained from labor schools. During the labor school there was a discussion on collective bargaining agreement (PKB). In PKB, there are regulations related to period leave. No need for a doctor's examination, just say it. Because so far there has been no socialization regarding period leave."

Out of 40 changes identified in 19 factories as a result of bipartite negotiation by the unions, 8 relate to the specific needs of women workers.

Union prioritization of gender within negotiation and bargaining

In the trade union management structure, the representation of women workers is still lower than that of men, even though the majority of workers in the apparel industry are women. Trade unions that are mostly led by men are more likely to focus on fighting for wages and working hours, but not prioritise other issues facing workers. In the 21 company-level labor unions involved in the BUKA project, there are 316 managers consisting of 239 men (75.63%) and 77 women (24.37%). The lack of representation of women workers in trade union management is one of the reasons that the interests of women workers are often not prioritised within trade union struggles.

The BUKA project **supported unions to identify six priority issues to raise during negotiation and bargaining**, based on the experiences of women workers themselves; the issues are : (1) gender wage equity; (2) gender-based violence and sexual harassment in the workplace; (3) the rights of parents to allocate time for their children; (4) sexual, reproductive and maternal health; (5) gender equity in promotions and career advancement; and (6) representation of women workers in decision-making and leadership.

Seven unions have included these priorities within their advocacy priorities, especially to demand maternity and paternity leave, food and nutrition for maternal health, reporting mechanisms for gender-based violence, and wage equity. For example, Labor School students from PT. Yong Jin submitted new proposals to their branch and company-level union leaders on what changes to propose to the company in the new CBA. The SPSI union members prepared a negotiation strategy and encouraged female members to convey the urgency of new, gender-responsive clauses within the CBA, specifically on the provision of sanitary napkins and introduction of a complaints handling mechanism on gender-based violence and harassment in the workplace. Seven unions also established criteria for identifying new potential leaders among women workers in consultation with unions and factories

Most respondents said that their organisation is getting more aware of women apparel worker's priority issues in the workplace. When asked about their union's commitment to women's priority issues, one male union representative told us:

"Yes, we are starting to pay attention to the problems of women workers... For the Collective bargaining agreement negotiations next year, we will involve female workers who attend labor schools. We will also collect complaints from women workers that will be made by labor school participants, these inputs will be discussed and included in the Collective bargaining agreement. In

terms of our commitment, there have also been changes, previously in the management of our trade unions there was no women's division and now there is a women's division."

Another male union representative shared:

"Yes, now I always try to involve female workers who attend the BUKA program labor school to be involved in negotiations. But sometimes they want to get involved, sometimes they don't. depending on whether there are other activities or not. Yes, it has changed, there has been an increase in organizational commitment to prioritize the problems of women workers, but not all."

However, some respondents said that their organizational priorities remain the same, since they already had a women's empowerment division within the union which demonstrated their organizational commitment. Three respondents also reported that they had not observed significant changes.

One Trade Union chairman said, *"The women did not demand to be involved, even though they had offered to become union officers. They still don't want to. Many didn't speak. Less participant."*

Outcome 3 – Wider labour movement and civil society able to access evidence base and lessons learned on CBA process in the apparel workers' unions.

The website www.buruhperempuan.net was established in consultation with the seven partner unions. As of March 2021, two Labor School participants have contributed two written articles for the website; one related to [female garment workers during the pandemic](#) and another on [worker welfare](#). The medium-long term outcomes of the website in terms of use by project participants and the wider labour movement to support evidence-based bargaining remains unclear.

3.3. Unexpected or unintended results

Backlash against participants

Intervening on gender equality issues in areas where social norms are still not supportive requires caution and sensitivity to prevent conflicts and misunderstandings. In Sukabumi, after the gender training given by a women's organization which was a partner of TURC, one of the Labor School participants experienced domestic conflicts with her husband, as she argued with him regarding their relationship. As a result, her husband forbade her from participating in the Labor School again. This situation was resolved after TURC explained personally to the husband whom finally allowed his wife to join the activity again. This kind of backlash against female participants is not uncommon, but it can be mitigated by engaging men and boys in households and communities so they understand project activities and start to shift gendered relations.

3.4. Factors affecting project impact and outcomes

The Labor School did not provide a structured learning process for participants

A number of factors impeded on the effectiveness of the Labor School in strengthening the knowledge and skills of the participants.

- The Labor School sessions were planned around core topics, but there was no clear curriculum or set of modules created prior to sessions beginning. Various TURC and external resource people were invited to lead sessions on different topics and they used a variety of session plans, materials and exercises.

- The scope of sessions in Sukabumi was too broad and lacked a focus on the core knowledge and skills prioritised in the project. The Sukabumi school was also divided into two classes, Research and Communication, which created a silo that prevented the students from sharing and exchange on what they were learning. Improvements were made for the Labor School in Bandung, which had a greater focus on knowledge on gender and women worker's rights and communication, negotiation and data analysis skills.
- During interviews, some participants highlighted that the Labor School sessions were overly theoretical and needed to have a better balance of theory and practice. In contrast, later in the project TURC shifted the Labor School sessions into mentoring activities with smaller groups of participants due to COVID19. Workers report enjoying the mentoring and simulated negotiation exercises in particular. This 'learning by doing' approach may be better suited to the needs of the women garment workers than the theory-heavy 'school-based' method.
- The Labor School also lacked systematic measurement of participant learning outcomes. Baseline and pre and post test data was not systematically collected, contributing to a lack of detailed evidence of what changes the Labor School supported among participants.

The project did not support organizational capacity building

BUKA focussed on developing the knowledge and skills of union activists, particularly at the factory-level, but did not invest in a systematic form of organizational capacity building. Trade unions are movements and organizations with complex and variable histories and internal dynamics. They have different capacity building needs which, if properly supported, could have enabled the unions to adopt and internalise the tools, approaches and capacities developed under the project – including more gender-responsive attitudes, practices and culture. The forms of needs assessment, facilitated exercises and training, and monitoring and evaluation this would require were beyond the scope of the project to deliver, but could have contributed to deeper and more sustainable outcomes within the unions themselves and their efforts to influence working conditions.

Breakdown of the partnership between CARE and TURC

CARE sees the ideal partnership as enabling the pooling of resources, strategic use of complementarities and capabilities, exchange of knowledge and ideas, joint development of methodologies and organizational and capacity development. Relations between partners should be developed based on aligned values, mutual respect, and recognition of respective contributions and potential. Partnerships should be built upon the transparency and accountability of each partner to the other as an essential pre-condition for trust.

For BUKA, the partners aimed to bring TURC's expertise on worker's rights and relationships with the trade unions together with CARE's expertise on women's rights and gender equality in order to deliver an impactful project. Before the BUKA project, CARE and TURC had never worked together before or on the same set of sectoral issues. The two organisations have different approaches – CARE works to enact changes to the prevailing economic, political and social systems from within, while TURC works to enact change from outside the prevailing systems.

These differences should have been understood and accepted by the two parties before the beginning of the cooperation, with the complementarities of these approaches mutually understood and mutual goals and principles for cooperation agreed. Managing these differences within a partnership also requires honest and intensive communication at all levels, including senior management and implementation staff, throughout project implementation.

Unfortunately, despite the clear mutual benefits and complementarities between CARE and TURC's expertise and ways of working, the differences between the two organisations were not well managed and

contributed to a breakdown in trust and between the two organisations. No mutual understanding and agreement was reached on mutual strengths, complementarities and roles and responsibilities, which means this was not reflected within the partnership contract. These misunderstandings continued to be compounded over time by staff turnover and insufficient openness between the organisations at strategic and operational levels during project implementation. The relationship between the partners was increasingly defined based on the financial and contractual relationship between the two organisations, in which TURC was a sub-grantee of CARE. CARE governed the partnership with TURC based on the contract agreement and on ensuring compliance with CARE policies, whereas TURC expected to be a strategic and equal partner to CARE in the implementation of the project. The partnership structure and power relation between CARE and TURC was not appropriate given TURCs expertise, stakeholder partnerships and leadership on the majority of project activities. Eventually, this has led to limited mutual understanding and a breakdown of the relationship between the two organisations.

This situation both negatively impacted the ability of the project to achieve strong outcomes and impact, as the mutual strengths and expertise of the two organisations was not fully leveraged, and has curtailed opportunities for future collaboration.

4. Sustainability and Scale

4.1. Sustainability

The outcomes of the project demonstrate a number of changes which may sustain and continue to have an impact beyond the period of intervention, including:

- **Strengthened capacity of unions for evidence-based bargaining** - while it has not been possible to assess whether capacity has increased at an organizational level, respondents strongly suggest that the capacity for evidence-based bargaining among union activists within the company-level unions has increased and that they believe they can use these skills to negotiate and bargain for better working conditions in the future. It is possible that improved capacity among factory-level unions could create future positive outcomes through bipartite negotiation and as part of collective bargaining to agree new CBAs after the project period.
- **Greater focus and visibility of the priority issues identified by women workers** – the project has resulted in more women feeling confident and able to participate in agenda-setting and decision-making spaces and has contributed to outcomes which suggest a shift in gender-relations within the unions themselves. The project outcomes point towards greater visibility of the priority issues of women workers within negotiation and bargaining agendas and future agreements which will encourage more gender-responsive workplaces.

The sustainability of activities under outcome 3 are harder to judge. TURC will continue to support www.buruhperempuan.net and the Women Worker's Forum has been tasked with continuing to populate it, but the extent to which these activities are sustainable or effective in the long-term remains unclear.

The economic and political context pose some challenges and risk to the sustainability of BUKA. The economic impact of COVID-19 and the adoption of the Omnibus Law / Job Creation Law are Making garment sector jobs increasingly precarious and undermine worker's rights in policy and practice. Job precarity makes it harder for unions to organise and undermines bargaining power, while the removal of a number of labour protections in the Omnibus Law undercuts worker's existing rights and entitlements. There is a significant risk that, despite the positive outcomes of the BUKA project, these two external trends may result in a weakening of union power and a worsening human rights situation in the garment industry in Indonesia.

4.2. Scale

A number of activities and tools developed under the BUKA project have the potential to be scaled more widely, including:

- **Labor School** sessions could be scaled more widely to more participants within Sukabumi and Bandung and in other districts. The project has worked to document the materials used under the BUKA project, though documentation of a clearer set of modules with more practical, participatory exercises would enable greater efficacy and self-utilisation of the tools by unions. The development of a Master Trainer or TOT approach would also support replicability and cascading of the approach to other unions.
- **Gender sensitization** for male union leaders in particular could be scaled more widely in order shift gender relations and create more of an enabling environment for women's voice and leadership within the unions themselves. The module has been documented for future use.
- The **Manual for Gender Analysis of CBA** can be more widely utilized by trade unions in Indonesia to support agenda setting for negotiation and bargaining.

The outcomes evidenced from the BUKA project suggest that supporting the adoption of these practices and tools more widely among unions in Indonesia could strengthen evidence-based bargaining, shift gender relations within the unions and support more gender-responsive negotiation and bargaining agendas, and lead to tangible improvements in working conditions at factory level. TURC is well placed to build upon the activities and tools designed under the project to scale more widely with union partners, including in partnership with unions at national and regional/international levels.

5. Efficiency

While the project did achieve a number of notable outcomes, several factors impeded the efficiency of implementation. The external factors which influenced project implementation and the major factors affecting project results at the impact and outcomes level have been explained in previous sections; so the table below summarises additional internal challenges which impacted the efficiency of implementation.

| No | Risks | Impact | Response |
|----|---|--|---|
| 1 | Turnover of staff within CARE and TURC | Contributed to lack of clarity on the purpose of the grant and the shared roles and responsibilities among CARE and TURC staffs | A better understanding of roles and responsibilities and the complementarity of the partners grew particularly during the discussion on the advocacy of the WDHL project and on the Worker Forum in Sukabumi. This kind of activity should have been taken place from the beginning of the project. |
| 2 | Transitioning from CARE International Indonesia to local entity - YCP | Delayed signing contract amendment with TURC | No specific response |
| 3 | Delay to start the implementation in Bandung | The change of TURC Project Manager, and amendment contract with TURC contributed to the delay in the project implementation in Bandung | No specific response |
| 4 | Lack of financial capacity (planning, monitoring and reporting) | TURC's lack of capacity in providing full and timely financial reports contributed to delays in the approval of the financial reporting and therefore the transfer of funds. | YCP provided assistance to the TURC finance staff, but more detailed and frequent support appears to have been needed. |

| | | | |
|---|---|--|---|
| | | Differences in the financial policies and procedures of the two organisations become a problem, with TURC feeling that CARE's procedures were too strict. | |
| 5 | Low expenditure rate from both sides | <p>Most of the budget was allocated and managed by TURC. The implementation budget structure was developed with heavy training activities, but changes to the activity plan were not followed up with budget revisions. This contributed to the low expenditure.</p> <p>CARE's budget allocation was for project monitoring and gender-related activities. CARE's burn rate was low in the first year as the monitoring expenditures were low.</p> | <p>There is no specific response to revise the budget. Either YCP nor TURC did not address the need for budget revision until the no-cost extension process took place</p> <p>CARE identified the potential underspending and developed a plan to utilise it through clearer documentation of a number of the BUKA tools including the Manual for Gender Analysis of CBA and the Module on Increased Gender Sensitivity for Union Leader.</p> |
| 6 | Lack of capacity to develop monitoring plan and the quality benchmark | <p>The objectives and the design of the BUKA interventions were not clearly translated into the plan to monitor and measure the indicators of success on the output and outcome levels (monitoring plan and data collection). The outputs and targets for the project were not monitored properly in the first year of the implementation (2018-2019).</p> <p>Quality and performance level at each training phase could not be measured. In addition, there is no performance standard of trainee capacity that need to be achieved to meet the qualification. In all the situation of the labour school can vary in parameters, thus the process delivery and learning quality could not be assured accurately</p> | <p>Learning from the first year, through the mid-term report process (July-December 2019 reporting period), YCP reminded TURC on the KPIs and output indicators that must be monitored and used as a reference for joint achievements between CARE and TURC. Hereafter, TURC started to develop ways to collect data and monitor the progress using the KPIs indicators. Approaching to the project end, TURC initiated to use Outcome mapping to identify results and capture changes as can be seen in Annex 2</p> <p>YCP introduced pre-and post-test for gender sensitivity trainings.</p> <p>CARE commissioned an external evaluation of the project, but the evaluator failed to deliver their scope of work.</p> |

6. Lessons Learned

1. **Publicly available data on working conditions in factories is not currently sufficient for supporting evidence-based negotiation and collective bargaining.** A core assumption of the project was that existing public data sources would provide enough useful information for unions to use during negotiation and collective bargaining. In reality the data lacked specificity at factory level, was

frequently incorrect or did not align to the issues trade unions were aware of in their factories and was not easily accessible to factory-level union leaders. Trade union partners also raised concerns about potential backlash from employers if they tried to use publicly available data or, in particular, collect data for reporting on Gajimu.com – especially in factories where the union is weak.

2. **Strengthening women's voice and leadership – and enabling more gender-responsive negotiation and bargaining agendas – is possible through a combination of building the agency of female union activists and changing gender relations within the unions.** The evaluation findings demonstrate that Labor School participants feel more confident in decision-making spaces and in taking part in negotiations with employers, but also a willingness among male union leaders to support female leaders and the inclusion of gender-responsive demands within negotiation and bargaining agendas. While the evaluation has not been able to articulate a detailed pathway of change to achieving project outcomes, CARE's experience suggests that the increased agency of women and a more enabling environment within the unions are mutually reinforcing and enabled the achievement of project outcomes. This is aligned to CARE's well-evidenced Gender Equality Framework, which demonstrates the need to build women's agency, change the power relations within which they live their lives and transform discriminatory structures in order to achieve gender equality.
3. **A more streamlined Labor School process which aligns more closely to the objectives of the project has more success, though some areas for improvement remain.** Following implementation in Sukabumi, the Labor School underwent a number of revisions before it was rolled out in Bandung. A significant change in the topics covered, which were streamlined to better advance the objectives of the project, and the move away from having two different streams of the school (Research and Communication) enabled a more efficient and effective process. The lack of clear module structure and the focus on theory over practical and participatory exercises did limit the effectiveness of Labor School sessions.
4. **Investing in the development of strategic and equitable partnership is vital for success, particularly when partners are very different kinds of organization.** CARE and TURC failed to develop an equitable, trusting partnership where the strengths, complementarities and roles and responsibilities of each partner were understood. This did not prevent the BUKA project from achieving some notable outcomes, but it did prevent the mutual strengths of the two organisations being used to their full potential and impeded efficiency. Investing in more time at the beginning of the partnership to explore and document the partnership would have provided a shared basis of understanding which could have been revisited and adapted throughout the project. A different approach to contracting and reporting which reflected a more equal partnership, rather than a grantor / grantee relationship, would also have achieved better results. These partnership lessons should be taken on board for future partnerships between NGOs, particularly INGOs, and worker or movement-based organisations.
5. **Backlash against female union activists is significant and could have been considered more systematically within the project design.** As noted, one participant did receive backlash from her husband following Labor School activities and most union activists face risk of backlash from their employer when engaging in union activities, including harassment and dismissal. These risks are even more prevalent now due to the increased job precarity created by COVID-19, with discrimination against union activists well documented during the pandemic. While some level of risk is unavoidable when working with human rights defenders, the project could have better mitigated these risks through proactive engagement and planned activities with family and community members of Labor School participants, and through offering clearer referral services for those experiencing pushback from their employer for example.

7. Recommendations

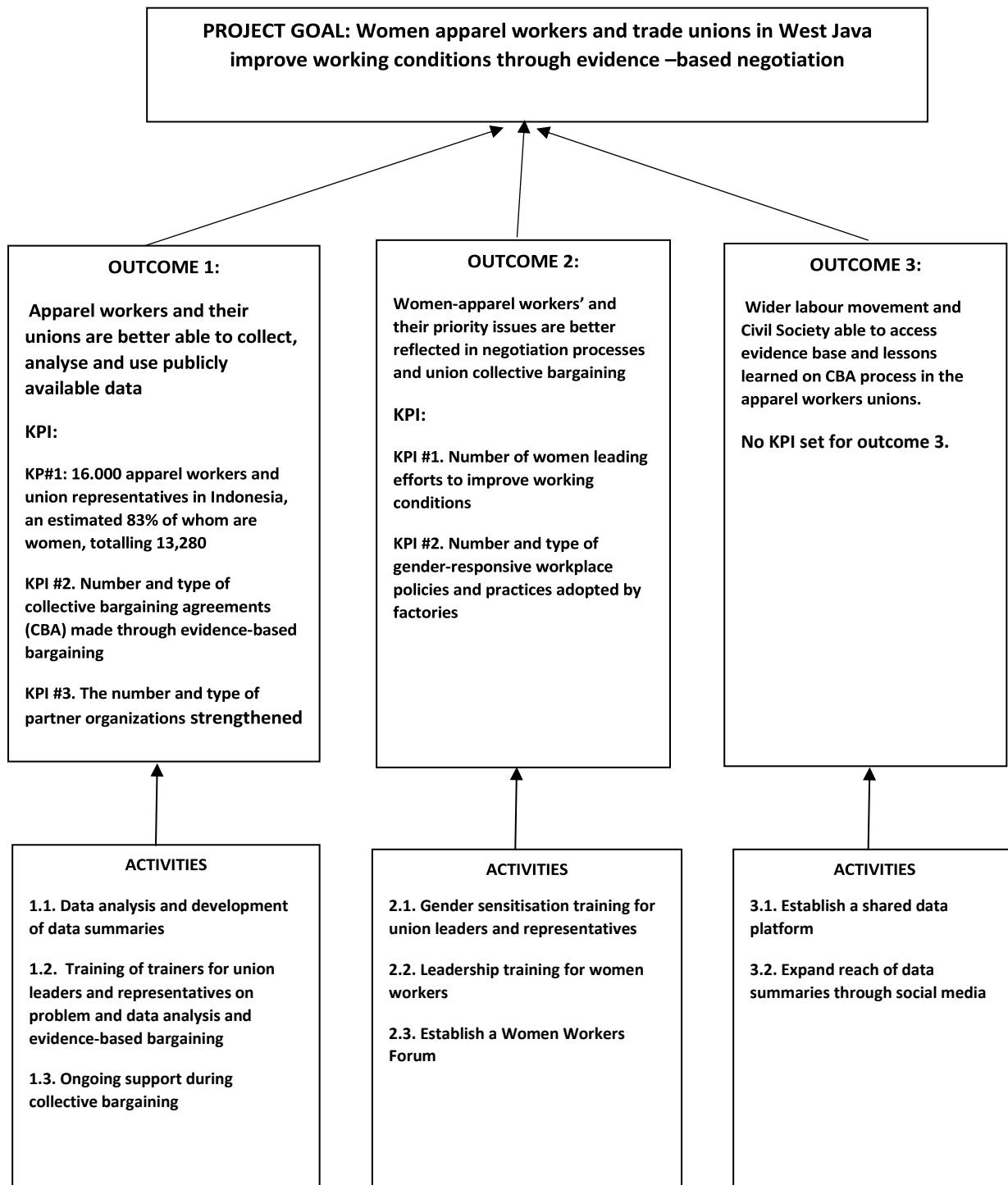
The below recommendations are for consideration by CARE, TURC, other implementing organisations and Laudes Foundation when considering future initiatives in Indonesia:

- **Consider a wider scope of data strategies for trade union partners, alongside improving public data sources** – Future projects need to consider a wider variety of data strategies that unions can use – from data collection with members through interviews, surveys and better monitoring systems for case management; through to mining public data sources. Strategies should also be tailored based on the capacity of the union, their strength in the workplace and the level of employer responsiveness to union recognition, negotiation and bargaining. Advocacy activities to strengthen the quality and accessibility of public data should also be considered which would strengthen the effectiveness of public data as a tool for negotiation and bargaining, though the capacity of unions to utilize multiple forms and sources of data should be prioritized.
- **Strengthen the Labor School methodology to increase effectiveness and ability to scale** – the Labor School has great potential but could be strengthened in a number of areas to ensure more successful learning outcomes for participants and increase scalability. TURC should consider developing a more clearly defined module structure with documented session plans. Sessions should be participatory and provide opportunities to ‘learn by doing’, rather than focus on theory and speaker presentations. Labor School sessions can continue to include outside speakers who are subject experts, but each session should still be led by a facilitator experienced in participatory learning methods. A Training of Trainer (TOT) approach could also be developed, with trade union staff trained to deliver a version of the Labor School themselves with some support from TURC/implementing partners.
- **Invest in organizational capacity building for trade union partners** – a more comprehensive needs assessment would help to understand existing union capacity at different levels, including in relation to gender-responsiveness, and map existing union priorities and activities against project outcomes to identify complementarities. Activities focused on evidence-based bargaining and supporting women leaders should be complemented by the provision of core, organizational capacity building support to unions at different levels and more structured efforts to shift gender relations and structures (policies, organizational structure etc) within the unions. This could include some unrestricted funding or a small granting fund. This approach could strengthen organizational change within the unions themselves, which is vital for increasing gender responsiveness and encouraging more female leaders.
- **Incorporate collaboration and referral pathways with other stakeholders that can provide services and support to workers** – Negotiation and bargaining is critical for promoting better working conditions and unions provide many vital services to their members, but not all the rights and needs of women workers are best supported by their unions. Future projects should consider links to local health service providers – including services to support reproductive health and family planning – and GBV support services. Psycho-social counselling services can also be vital for those experiencing trauma as a result of experiences in their workplaces or homes.
- **Engage men and boys in homes and communities** – Activities should be designed which introduce male household members in particular to the activities planned under the project and enable support within the home for female participants. Activities to shift gender relations at household level should also be considered in order to address barriers and rights abuses faced by women at household level which impede upon their potential to take on leadership roles in public life,

including their disproportionate burden of unpaid care work, lack of control over family planning and risks of gender-based violence.

- **Invest in partnership development and partner capacity building** – The lessons learned on partnership have already been noted and should be considered for all future initiatives. Capacity development should also be considered a key activity and incorporated within project activities and budgets. This should include capacity building on finance, reporting and project management for implementing partners, but also structured sharing of expertise between partners.

ANNEXE 1: BUKA Project Log



ANNEXE 2: Logframe

| Goal | Women apparel workers and trade unions in West Java improve working conditions through evidence –based negotiation | | | | | |
|--|---|--|---|--|---|--|
| Activities | Outputs | Outcomes | Outcome indicators | Outcome targets (all by end of project) | Means of verification | ACHIEVEMENTS AND COMMENTS |
| <p>Consultation with unions to agree what data should be presented, in what format and nature of the shared learning platform.</p> <p>Mapping and analysis of existing, publically available data.</p> <p>Research on actual working conditions against labour laws and global standards.</p> <p>Presentation of relevant data on priority issues in accessible summaries.</p> <p>Training (TOT) for union leaders and reps on data analysis and management, national and global labour benchmarks, effective presentation of data to employers, how to manage collective bargaining meetings and using data in advocacy.</p> <p>Mentoring and support on data analysis and using evidence-based positions during collective bargaining</p> <p>Develop CBA (collective Bargaining Agreement) tools</p> <p>Develop capacity developmen toolkits for union</p> | <p>Priority issues identified and supporting publicly available data collated and analysed per topic, using Better Work, BPS, Gajimu, brand supply chain data, Open Apparel Registry, OGP and hukumononline.com.</p> <p>Evidence per prioritised topic distilled from data sources above developed into collaboratively designed, accessible summaries by project team working with unions.</p> <p>Union leaders trained on data analysis and evidence-based bargaining.</p> <p>Unions supported in analysing data and presenting evidence-based positions during dialogue and collective bargaining.</p> <p>CBA tools developed and will be tested during mentoring in Sukabumi</p> <p>Capacity development toolkits on gender responsive- evidence-</p> | <p>1. Apparel workers and their unions are better able to collect, analyse and use publicly available data, to inform negotiation processes and collective bargaining agreements.</p> | <p><i>Working conditions</i></p> <p>KPI #1. Number of workers benefiting from better working conditions and wages</p> <p>1.1 Number of factories making changes to improve working conditions</p> <p>1.2 Number and type of changes made by factories to improve working conditions</p> <p>KPI #2. Number and type of collective bargaining agreements (CBA) made through evidence-based bargaining.</p> <p>2.1 Number of workers covered by the collective bargaining agreement</p> <p>2.2 Number of unions using public data for evidence-based collective bargaining.</p> <p>2.3 Number and type of priority issues identified by women workers for evidence-based bargaining.</p> | <p>KPI #1: 16,000 apparel workers and union representatives in Indonesia, an estimated 83% of whom are women, totalling 13,280</p> <p>1.1: 20 (those represented by 4 unions in Sukabumi)</p> <p>1.2: 40 changes (2 per factory, at least one related to gender)</p> <p>KPI #2: 8 CBA's (improved or new)</p> <p>2.1: 16,000 (based on average 2000 workers per factory in 8 factories, 83% women</p> <p>2.2: 4 unions</p> <p>2.3 6 priorities issues identified for evidence-based bargaining (with qualitative description of issues)</p> <p>KPI # 4: 1 (TURC)</p> | <p>Outcome mapping results</p> <p>As above</p> <p>As above, verified by Internal Evaluation Transcripts of Internal Evaluation Baseline-Union records/ database of members and public data on factory workers</p> <p>Reports to project by union leaders at branch and factory level</p> <p>TURC reports to CARE, case study evidence from partners</p> <p>Progress Reports</p> | <p>KPI #1: 84,116 apparel workers and union representatives in Indonesia, 80% of whom are women, totalling 67,551</p> <p>1.1. 19 factories making changes to improve working conditions, represented by 7 unions</p> <p>1.2. 40 changes; type of changes: factory level improvement of a range of problems including issues on gender or specifically on the rights and the needs of women workers, as can be seen in Annex 3</p> <p>KPI#2: 0 - No factories agreed new CBA's during the project period.</p> <p>2.1: 66,486 workers covered by CBA, 81% women or 53,961 As of January, we are working in 11 factories (Sukabumi) and 10 factories (Bandung).</p> <p>2.2 7 unions using data for bipartite negotiation. Some unions have used data generated by gajimu.com. The name of unions are (1) FSP TSK -SPSI, (2)SPN, (3) SBSI 1992, (4) FSB HUKATAN-SBSI, (5) OPSI, (6) GSBI and (7) FSB GARTEKS-SBSI</p> <p>2.3. 14 general issues identified. 6 category issues identified as priority issues relating to women, namely: 1) gender wage equity; (2) gender-based violence and sexual harassment in the workplace; (3) the rights of parents to allocate time for their children; (4) sexual, reproductive and maternal health; (5) gender equity in promotions and career advancement; and (6) representation of women workers in decision-making and leadership.</p> <p>KPI #4: 1</p> |

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| | based CBA negotiation distributed to unions | | <p>KPI #4. Number and type of partner organisations strengthened</p> <p>4.1 Number of partner unions with strengthened ability to engage in evidence-based bargaining.</p> <p>4.2 Number and % of women with union, women's group or cooperative membership through which they can voice their labour rights.</p> | <p>4.1: 7 partner unions</p> <p>4.2: 17,359 female union members at baseline. No target set.</p> | <p>Union data shared with project.</p> <p>Progress Reports, pre-post test</p> | <p>4.1: 7</p> <p>4.2: 30,458 female union members. 12,919 additional members since the beginning of the project (some contribution from project)</p> |
| <p>Gender sensitization training for union reps and male leaders.</p> <p>Develop Gender sensitization module and learning material, consisting of module, pre and post- test, and video as part of gender sensitization module</p> <p>TOT Gender sensitization training for union gender focal points, reps fro, unions having woman empowerment division</p> <p>Establish criteria for identifying new potential leaders among women workers in consultation with unions and factories. Surveys and FGDs to identify priority issues of women workers.</p> <p>Training and mentoring for selected women leaders to build their capacity and confidence in discussions, presentations and negotiations. This will include light-touch training on data analysis and evidence-based negotiation.</p> <p>Establish a Women Worker's</p> | <p>Male union leaders have received gender sensitisation training.</p> <p>Gender sensitization module for male and female workers developd and tested through TOT for union gender focal points and union reps</p> <p>Improved ability of union gender focal points and union reps to deliver gender sensitization training</p> <p>Women worker leaders trained to develop their leadership and negotiation skills.</p> <p>Women Workers' Forum established to promote women's leadership and dialogue with union leaders.</p> <p>Joint priorities for collective bargaining agreed between the Women Worker's Forum and union leaders.</p> <p>Women leaders shadow</p> | <p>2. Women apparel workers' and their priority issues are better reflected in negotiation processes and union collective bargaining.</p> | <p><i>Gender justice:</i></p> <p>KPI #1. Number of women leading efforts to improve working conditions</p> <p>1.1 Number of women that have the knowledge, skills and confidence to be leaders</p> <p>1.2 Number of union leaders that have improved gender sensitivity</p> <p>1.3 Number of unions taking steps to promote existing and potential women leaders</p> <p>KPI #2. Number and type of gender responsive workplace policies and practices</p> <p>2.1 Number of unions that include the priority issues of women workers in advocacy and bargaining.</p> | <p>KPI #1: 10 women (2-3 per union)</p> <p>1.1: 20 women (1 per factory)</p> <p>1.2: 24 union leaders disaggregated by sex</p> <p>1.3: 4</p> <p>KPI #2: 10 (half of factories)</p> <p>2.1: 4</p> | <p>Information shared by unions, minutes of Women Worker Forum meetings, individual testimonies, Outcome mapping</p> <p>Pre and post training questionnaire</p> <p>Outcome mapping</p> <p>Outcome mapping individual case study, success story</p> <p>Reporting from unions and TURC outcome mappings</p> | <p>KPI #1: 9 women led negotiating activities to achieve the 40 changes mapped in 19 factories. 5 women elected to board of unions</p> <p>1.1 86 women completed Labor School.</p> <p>1.2 45 male union leaders attended gender senzitization</p> <p>1.3 3 unions: SPSI union, OPSI union, HUKATAN union –who have been promoted to be part of the union board committee.</p> <p>KPI #2: 8 changes related to gender responsive workplace through bipartite negotiation by female garment workers of labour school</p> <p>2.1 7 unions</p> |

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| <p>Forum at district level from the emerging leaders with support from the unions.</p> <p>Dialogue meetings between the Women Workers' Forum and union leaders at branch level to agree priority issues for women workers and inclusion of women leaders in Bipartite Forums and collective bargaining.</p> | <p>and participate in dialogue with employers in Bipartite forums and collective bargaining meetings.</p> | | | | | |
| <p>Consultation with unions to agree format and plan for managing a website.</p> <p>Website development. Development of approaches for unions and workers on using social media to share data.</p> <p>Content development and promotion of worker issues, evidence, and lessons learned on what works and doesn't work via a range of social media.</p> | <p>Shared website established and maintained by host selected by partners, to be confirmed.</p> <p>Data summaries, learning materials and lessons learned on what works and doesn't work shared on the website.</p> <p>Data summaries shared through social media and reach workers to inform other unions, workers and civil society.</p> | <p>3. Wider labour movement and Civil Society able to access evidence base and lessons learned on CBA process in the apparel workers unions.</p> | <p>Number and type of organisations using or accessing the data and tools.</p> <p>Number and type of workers who are members of those organisations</p> <p>Total reach of social media sharing, including Facebook, clicks and shares, website clicks, Instagram and Twitter shares.</p> | <p>7</p> <p>40.000</p> <p>40,000</p> | <p>Website training, google analytics. Membership information shared by unions.</p> <p>Analysis of social media data from Facebook boosted posts, Twitter, Instagram as relevant</p> | <p>7 unions in Sukabumi and Bandung able to access data and information material through https://www.buruhperempuan.net</p> <p>7 trade unions from 21 factories in Sukabumi and Bandung, with a total of 39,912 unions members (30,458 women)</p> <p>8 visitors after 28 days (August to September 2020). 0.02 % of the target.</p> |

ANNEX 3. OUTCOME MAPPING RESULTS – 40 CHANGES IN 19 FACTORIES, 8 RELATED TO GENDER

| No | Name of Factory | Category of Working Condition | No. | Improvement/Changes | Contextual Relevance | Sources |
|----|---|---|-----|---|---|----------------------------------|
| 1 | PT. Citra Unggul Perkasa Garmen 3.000 M 300 F 2.700 | Work Time | 1 | The union able to change the working time policy in weekend without paid, from 7 hours working duration into 8 hours per day in weekdays (Monday to Friday), to shift working time in weekend (Saturday). | The factory policy makes all workers obliged to work on Saturday. Since the end of 2019, management announced the new scheme or 7 working hours on weekdays so that workers should go to work on Saturday. The policy affects the workers to spent more money for transportation, and meal on Saturday, within limited time for their family and a rest on weekend that will cause exhausted physically and emotionally. | Mr. I, male Factory union leader |
| | | Worker Hyegene Facility | 2 | The management providing drinking water and clean water for the workers during they work, so the workers do not need spent an extra cost to buy the drinking water outside the workplace. | No drinking facility that provided by the factories before, and put the workers at risk of dehydration during the work, or need time to buy mineral water outside the factories. Commonly, Workers are demanded to join collectively paying drinking water IDR. 20.000/month, or less than 2 USD/month. The union collect such complaints as the primary data that used to develop an argumentation with the management. | |
| 2 | PT. Viana Unggul Garmino 1.300 M 300; F 1000 | Worker Rights at Workplace/ Grievance Procedure | 3 | Wage shifted negotiation to improve the workplace facilities for worker, i.e. a cabin for the worker stuff and goods, fully facility for workers. | In end December 2019, the regional wage issued the increased minimum wage around 8.25%. In fact, the factory only able to raise the wage around 3%. The lobbying process have a deal with the Union that the workers will accept the 3% wage raised. But, the factory must improve all the facility for the workers, such cabin for women workers to put their stuff and goods, toilet, clean water. | Mr. N, male Branch Union Leader |
| | | Right s of women workers | 4 | A proper lactation room for women workers provided at the workplace by factory management. | Starting with gathering the women workers feedback through letter-box and comparing with the Better Work compliance standard. The factory union demanded a meeting to negotiate for the women worker who have a baby and need to give the breast-feeding. Because based on actual data that collected from the complaint and feedback from the women worker, previously most of them using the toilet to do breast-pumping. | |

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|---|---|--|---|--|--|---------------------------------|
| | | <i>Wage and Working Time</i> | 5 | All workers, as a permanent and daily workers status receive an equal pay for the overtime. | No transparency and fair overtime pay for workers. Permanent workers often do not receive overtime pay while daily worker always receive it. The union collected the salary slip from all members as the basic data to demand transparency and fairness overtime payment from the management, and argued to minimizing the dissatisfaction among the workers with a different working status. | |
| 3 | PT. Mulia Cemerlang Abadi 3.000 M 1.000; F 2.000 | <i>Sexual, reproductive and maternal health</i> | 6 | The sanitary napkins provided for women workers in the first day period at workplace. | In the past condition in 2017, women workers who experienced period were forced to use leftover fabric/patch work to patch-up bleeding, no sanitary napkins available at the factories. Collected the information by complain and feedback from women worker encouraged the union to deal with women matter to the management by ensuring the availability of sanitary napkins in the factory clinic that accessible for women worker who experienced in first day period. | Ms. S, member of factory union. |
| | | <i>Worker Status and Classification</i> | 7 | The re-employed for contractual workers amidst pandemic. | Mid- March- April 2020, discontinuation for contractual workers, and no clearly working extension for workers during pandemic, encouraged the union to making an dialog with the management, armed with the contractual worker data, comparing with the labour regulation as a base to made argumentation that factories should give the protection and legal certainty for the workers. | |

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| | | Union Recognition and Obligation | 8 | Check of System (COS) applied in factory for union members, facilitated by factory union and management. | Check of System (COS) are not applied in factory for the union members. It has been challenging the union committee to ensure the cash for organization collected from all members on time. and consequently, organization do not have flexibility in implementing programs for workers. | |
| 4 | PT. HJ Busana Indah 3.000 M 1.000; F 2.000 | Wage and Benefit Protection | 9 | Removing unpaid leave mechanism and reemploying all workers. | There is policy of unpaid leave applied to 50% workers during 2 months (May-June). The decision was taken unilaterally. The management claimed that this was because of pandemic but no proper explanation received by local TU. This policy brought problems to the workers as they had no income during pandemic while another breadwinner in family mostly experienced termination. Besides, limited numbers of workers who were still employed were demanded with the tight targets. They were not allowed to bring cell phone and worked under pressure to finish all tasks. | Mrs. I, factory union member, (081284841453) |
| | | Worker Facility | 10 | A break time every 4 hours, commanding all workers to do stretching. | There is no policy of break time every 4 hours. The break session was only on lunch time. During working, workers easily felt burn-out since they had no chance to do stretching or refreshment. Furthermore, they were not allowed to bring their cell phone to workplace so that no entertainment they can access. They also easily felt sleepy which could lead to work accident. | |
| 5 | PT. TA Global Indonesia 1.200 M 240 F 960 | Wage and Benefit Protection | 11 | Revoking mechanism of voluntarily resignation letter for workers whose contracts are terminated. | There wa no prohibition on HR practice of asking workers to do voluntarily resignation letter for workers whose contracts were terminated by management. This practice is considered unfair and manipulative. Workers were positioned as the parties who were aware and voluntarily quit from working while they were not. It also potentially cut their opportunities to work for longer duration of contract and got promoted as permanent worker. | Mr. V, Factory Union Members. |

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|---|---|------------------------------------|----|---|---|-----------------------------|
| | | Rights of Beliefs | 12 | Three prayers room (one additional area for moslem women workers) facilitated by management. | In mid2018, only two prayers room for both women and men workers provided by management while most workers need to do praying in lunch break time. Consequently, they have to be in very long queue and not comfortable and focused during praying. Furthermore, the duration for lunch time and take a rest become limited and it can be potentially affecting workers' health. | |
| | | Worker Facility | 13 | A dinner voucher provided by management for workers who take overtime until 8 pm. | There is no dinner provided or meal reimbursement for workers who take overtime until 8 pm. Management do not clearly explain this issue. This condition is detrimental to workers, adding their cost outside their normal working hours. | |
| 6 | PT. Gunung Salak 3.500 M 700 F 2.800 | Wage and Benefit Protection | 14 | Removing unpaid leave mechanism and reemploying all workers with adjustment of schedule (3 days in a week). | Mid-march to May 2020, factory policy of unpaid leave applied to workers unilaterally. The argument explained by the management was about orders cancellation due to pandemic. This policy brought problems to the workers as they had no income during pandemic while another breadwinner in family mostly experienced termination. They were in uncertain condition because the management did not give opportunity to have dialog. | Mr. N, Factory Union Member |
| | | Rights of women workers | 15 | Paying menstruation leave for women workers. | There is no pay for menstruation leave for women workers. Women workers experienced pain in the first days of period and some of them cannot function at all, not able to go work. Because of this treatment, women workers cannot have the equal opportunity to have full wages each month like men workers. | |

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| 7 | PT. Yongjin Javasuka 1 1.800 M 800 F 1.000 | Occupational Safety and Health (OSH) | 16 | <p>A proper toilet with adequate water provided for women workers after major repair.</p> | <p>In 2017, a proper toilet with adequate water available for women workers in factory are not available. The water debit is small so not all toilets received enough water. At the same time, the number of women workers are dominant. Most women toilets cannot be functioned and it caused long queue. Many women workers chose not going to toilet, holding back the urine to avoid trapped in long queue and lessen their duration of working. They were also afraid spending too long time leaving the workplace and not comfortable when they are on period. These issues put them in higher risk on hygiene problems and sexual & reproductive health issues.</p> | <p>Ms. N, union members (081210103220)</p> |
| 8 | PT. Yongjin Javasuka 2 8.048 M 1.006 F 4.024 | Occupational Safety and Health (OSH) | 17 | <p>A proper toilet with adequate water provided for women workers. The cleaning system were improved by regular service.</p> | <p>During 2017, a proper toilet with adequate water did not available for women workers in factory. Most water in the toilets were dirty and filled with mosquito larvae. Meanwhile the number of workers is dominated by women. Most women toilets cannot be functioned and it caused long queue. Many women workers chose not going to toilet, holding back the urine to avoid trapped in long queue and lessen their duration of working. They were also afraid spending too long time leaving the workplace and not comfortable when they are on period. They need to change sanitary pad and clean the genital with clean water every 4 hours ideally but there was no clean water. These issues put them in higher risk on hygiene problems and sexual & reproductive health issues.</p> | <p>Mrs. R, Union Members</p> |
| 9 | PT. Yongjin Javasuka 3 3.200 M 400 F 2.800 | Rights of Beliefs | 18 | <p>A proper prayer room provided for both women and men workers by the expanded room and covered with carpets.</p> | <p>There was no proper prayer room provided for both women and men workers while most workers are who need to do praying in lunch break time. Not only too small compared to the users, the prayer room also did not have carpets. Consequently, they had to be in very long queue and not comfortable and focused during praying. Furthermore, the duration for lunch time and take a rest should be limited and it can be potentially affecting workers' health</p> | <p>Ms. L, Union Member</p> |

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| | | Worker Facility | 19 | A proper parking with improved security system provided for workers' vehicles in factory. | In 2018, a secured parking for workers' vehicle were without order and rules, CCTV access, and clear security system. They often experienced loss of helmets and chaotic parking which made them late arriving at their workplace/division and at home. This case has been detrimental to workers both financially and emotionally for adding more costs on their stuffs and for not secured during working. | |
| 10 | PT. Ciptagriya 330 M 100 F 230 | Women's voice, representation and leadership | 20 | The women worker able to voice to the management about the absence mechanism, the factories provided the finger print facility to prevent the accumulation of workers when the queue enters the factory. | The factory did not implement a health protocol for workers who want to come to work. And many workers, in calculating work attendance, were sometimes not recorded properly by management | Ms. R, union leader in factory level |
| | | Right of women workers | 21 | The maternity leave paid for women workers. | The union demanded response towards the factory regulation that maternity leave for women workers should be the obligation under the factory rule need to paid. This right was paid late meanwhile the women workers need enough fund during pregnancy, birth and post birth. In the pandemic, there are many cases where another breadwinner in the household gets terminated. if the medical needs are not fulfilled, it will harm mother and child's health condition. | Mr. Ali, factory union committee members |
| 11 | PT. Multi Garment 3.250 M 675 F 2.575 | Wage and Benefit Protection | 22 | Removing unpaid leave mechanism and pay 25% of monthly wage. | There is policy of unpaid leave applied to workers (in March to May 2020). The decision was taken unilaterally without dialog opportunity. The management claimed that this was because of pandemic but no proper explanation received by local TU. This policy brought problems to the workers as they had no income during pandemic while another breadwinner in family mostly experienced lay-offs. | Mr. G, Regional Union members |

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| 12 | PT. Masterindo 2.300 M 400 F 1.900 | Occupational Safety and Health (OSH) | 23 | Compliance of health protocol implementation in the factory during large scale social restriction. | There is no compliance of health protocol implementation of the factory during large scale social restriction in factory. The area where factory is located is classified as red zone (very risky in widespread) and local community caught the factory did not obey the rules on working employee limitation. The workers who were demanded to keep working received so many threats from local community and some of them were not permitted to go back to rent-house. Workers were in risky health condition and experience stress by the society. | Ms. N, Union Member (|
| | | Rights to believe | 24 | Religious holiday allowance full paid for workers in pandemic. | Near May 2020, facing the led Mubarak holiday, factories applied no pay of religious holiday allowance for workers in pandemic. Management announced that the allowance will be cancelled and using instalment method. They argued that this decision should be taken due to company's loss in pandemic. It was hard for workers to fulfil needs since they did not receive 100% of monthly wage and some of them are workers whose spouse as another breadwinner, experienced lay-offs. So that the worker was worried if they can fulfil the religious holiday needs (sharing to family/parents) and the daily basic needs. | |
| | | Women's voice, representation and leadership | 25 | Ms. Nopi selected as collective bargaining team in factory level, to proposed the family planning and wage classification | In the previous years the position of women in the management of trade unions was very low, this condition was seen as difficult to be able to voice input from women workers in the negotiation process. | Mr. G, Regional Union members |

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| 13 | PT. Kahatex Cijerah 17.000 M 2.000 F 15.000 | <i>Rights of women workers</i> | 26 | Menstruation/period leave paid for women workers. | In mid of 2018 , no pay for menstruation leave for women workers was applied. Most women workers felt pain in the first days of period and even some of them are not able functioning and to go to work. To keep their income stable, they force themselves to keep working and suffer from painful hours. When they went to the clinic, they were asked to sign the letter stating that they proposed leave voluntarily (not because of medical condition) so it cannot be claimed as menstruation leave. To them, it is unfair that they cannot have the equal opportunity to have full wages each month like other workers. | Ms. P, Union Committee |
| | | <i>Wage and Benefit Protection</i> | 27 | Removing unpaid leave mechanism and finally pay 25% of monthly wage. | The factories policy of unpaid leave applied to workers (in mid of March 2020). The decision was taken unilaterally without dialog opportunity. The management claimed that this was because of pandemic but no proper explanation received by local TU. This policy brought problems to the workers as they had no income during pandemic while another breadwinner in family mostly experienced lay-offs. | |
| | | <i>Wage and Benefit Protection</i> | 28 | No reduction in employees during the pandemic, most workers were not employed from home, and received full wages and benefits for religious holidays about 700 workers | Most of the garment companies during the pandemic from March to June 2020, many did not pay full wages and holiday allowances, and some even laid off their workers and reduced the number of workers on the grounds of losses. | |
| 14 | PT. Kahatex Rancaekek-SMD 33.000 M 6.600 F 26.400 | <i>Occupational Safety and Health (OSH)</i> | 29 | Proper covid-19 health protocol applied in factory. | In end of February 2020, the factory did not provide a proper covid-19 health protocol application in factory. To check the body temperature of workers, management used manual thermo gun and did not manage to keep workers in physical distancing. There was long and crowded queue and very limited washing hands facility provided in workplace. | Ms. D, Union Members: |
| | | <i>Wage and Benefit Protection</i> | 30 | Removing unpaid leave mechanism and keep paying 33% of monthly salary. | In mid-March till May 2020, factory policy of unpaid leave applied to workers during pandemic. The decision was taken without dialog with local TU. The management claimed that this was because of pandemic but no proper explanation received by union factory. Consequently, they had no income during pandemic. | |

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| | | <i>Violence and Harassment in the Workplace</i> | 31 | Trade unions began to campaign for the prevention of sexual harassment and violence in the workplace , to ensure women workers' no longer afraid to warn the other workers as prevention, and when witnessing the sexual harassment case. | Based on several complaint from women workers of union members, men workers including the supervisor or the higher-level ones, felt free to touch other women worker's body without consent. Harassment and power abuse have been normalized in the workplace and it frustrated the women workers. Most of them afraid to report due to insecurity of being terminated by the supervisor. | |
| 15 | PT. Gistex International 756 F 151 M 605 | <i>Health and Safety (OSH) and Union Recognition</i> | 32 | Work accident standard operational procedure updated and published to the workers by the factories. | There is unfair treatment on punishing worker who were considered violating the rules. There have been cases where the workers were not violating rules but sanctioned unilaterally. Workers sometimes felt powerless under this power abuse culture in management. One of the cases experienced by factory union members that accidentally hit the wall by forklift and received double punishment without any dialog. These cases made workers afraid of management and worried to join the union. | Mr. A, Union Member |
| | | <i>Wage and Benefit Protection</i> | 33 | No reduction in employees during the pandemic, most workers were not employed from home, and received full wages and benefits for religious holidays. | Most of the garment companies during the pandemic from March to June 2020, many did not pay full wages and holiday allowances, and some even laid off their workers and reduced the number of workers on the grounds of losses. | Mrs. R Union Member |
| 16 | PT. Sansan Saudara Tex 1 850 M 200 F 650 | <i>Wage and Work Relation</i> | 34 | Removing contribution-based wage system | The factories applied a policy of contribution-based wage system as an exploitative and worsening workers' security. Workers receive wage based on the number of products done during 1 working day (per piece). To reach the regional of minimum wage, a worker should process high number of products which will take 10 hours in total. means that its same with unpaid overtime. | Mrs. O, Union Member |

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| 17 | PT. Sansan Saudara Tex 5 703 M 241 F 462 | <i>Social Security and workers welfare</i> | 35 | All workers can access the closest healthcare and receive medical treatment without errors that was time-consuming before. | During in 2018 the factory no provided social security (health insurance) of workers due to management's neglect on security rights. Management was caught not paying the premium on time for months so that workers cannot access the healthcare when they were sick. It was very burdening to the workers as they went to healthcare in sick condition but rejected due to their inactive membership. It was considered very harmful to workers' health. | Mrs. M, Union Member (08180951283) |
| | | <i>Sexual, reproductive and maternal health</i> | 36 | The sanitary napkins provided for women workers for their first-and-second day period at workplace. | In the past condition in 2018, women workers who experiences period force to use leftover fabric/patchwork to patch-up bleeding, no sanitary napkins available at the factories. Collected the information by complaint and feedback from women worker encourage the union to deal with women matter to the management. To ensure the availability of napkins in the factory clinic that accessible for women worker who experienced in first day period. | |
| 18 | PT. Sansan Saudara Tex 6 546 M 251 F 295 | <i>Sexual, reproductive and maternal health</i> | 37 | The sanitary napkins provided for women workers in the first day period at workplace. | In the past condition in 2019, women workers who experiences period force to use leftover fabric/patchwork to patch-up bleeding, no sanitary napkins available at the factories. Collected the information by complaint and feedback from women worker encourage the union to deal with women matter to the management. To ensure the availability of napkins in the factory clinic that accessible for women worker who experienced in first day period. | Ms. T, factory Union committee, under the women worker empowerment division |
| | | <i>Women's voice, representation and leadership</i> | 38 | Ms. Tating selected as a part of union committee in factory level, representative of women workers voice under the women empowerment division. | In the previous years the position of women in the management of trade unions was very low, this condition was seen as difficult to be able to voice input from women workers in the negotiation process. | |

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| 19 | PT. Theodore 350 M 200 F 150 | <i>Working Time and Overtime</i> <i>Violence and Harassment in the Workplace</i> | 39 | The unions can improve the (a) work time to be ontime and (b) eliminate the unpaid overtime; | Based on a number of data of workers' complaints to the union, when the working hours are over, there is no clear indication from the management about the end of working time. Excess working time is not counted as overtime pay. | Mr AR, factories union leader |
| | | | 40 | Trade unions began to campaign for the prevention of sexual harassment and violence in the workplace, to ensure women workers' no longer afraid to warn the other workers as prevention, and when witnessing the sexual harassment case | From several complaint from women workers of union members, men workers including the supervisor or the higher-level ones, felt free to touch other women worker's body without consent. Harassment and power abuse have been normalized in the workplace and it frustrated the women workers. Most of them was afraid to report due to insecurity of being terminated by the supervisor. | Ms D, members of factories level union leader |

ANNEX 4. CASE STORY

Lilis Suryanti: Balancing between Families and Organizations

Her name is Lilis Suryanti, born in Sukabumi in 1983, can reflect the life journey of many women in Sukabumi at that time, maybe even many women in Sukabumi are suitable until now. After graduating from elementary school (SD), she did not come from her parents to continue her education to junior high school on the grounds that she was a girl.

"After graduating from elementary school, I was not allowed to continue studying to junior high school, even though at that time the principal wanted to adopt me as a child and send me to junior high school. Father reasoned that if I was adopted and sent to school, I would forget and not remember my original family. So I moved to Jakarta to join my uncle. In Jakarta my uncle's employer also recommended arranging for me as an adopted son and going to send me to school, but my father refused the wishes of my uncle's employer for the same reason, fearing that I would forget my real family."

In 2000, Lilis returned from overseas to Sukabumi to get married, when she was only 17 years old, the actual age is still classified as underage for marriage.

"I got married at 17 years old Lilis and at 24 years old I have to experience my marriage ending, after that I decided to work to Saudi Arabia and worked for about 6.5 years there".

When deciding to become an Indonesian migrant worker to Saudi Arabia, Lilis had to leave her two children, a 6 year old boy and a daughter who was not yet 2 years old. In 2013 Lilis returned to Indonesia, where she married a second time. Her prospective husband is an Indonesian migrant worker from Pati Regency, Central Java who works at a garment factory in Malaysia

Not even working for one year, Lilis had to stop working from PT HJ Busana Indah because she was pregnant. She was asked by the management to make a resignation letter. By making the resignation letter, she does not get the right to maternity leave or payment of wages from the remaining contract period that she has not fulfilled.

"I stopped working when I was eight months pregnant, I was asked to make a resignation letter by the management. At that time I did not know that workers have rights such as maternity leave and menstrual leave".

Most of the women workers in garment and textile factories are contract workers, so if they get pregnant they will stop working because their work contracts are not extended or are asked to resign when their gestational age is approaching delivery. These women workers usually return to work in garment factories after the age of the children being left to work, usually around the age of two.

Lilis decided to return to work at PT HJ Busana Indah at the end of 2016 with a 2-year contract period and in 2018 her work contract was extended by one year until the end of 2019. At the end of 2018, Lilis was summoned by Sandi, Chair of the All Indonesian Workers Organization Affiliation (OPTION) PT HJ Busana Indah. Sandi explained that the organization he leads will be involved in the Joint for Justice (BUKA) program and Lilis was offered to become a participant in the project.

Women workers in garment and textile factories often spend their time in factories, especially if they work for companies with bad working conditions, such as applying under-stipulated wages, and imposing a suspension system. This suspension system does not allow workers to go home before reaching the production target set by the company and if the target is reached outside working hours it is not counted as overtime. The problem is that the production target set unilaterally by the company is often high so that it cannot be achieved by workers even though they have worked for 8 hours in one day. So workers have to work outside working



hours without being paid. For workers pursuing production targets is a necessity so that their contracts will continue to be extended and the wages received can be sufficient for their needs at home.

"Previously, the suspension at PT HJ Busana Indah was severe, workers often worked up to 8 nights to catch their target. But after the existence of a labor union it gradually decreased, and now there are no more suspensions".

According to Lilis, another obstacle is that female workers still have to experience a double burden by doing chores at home before leaving and when returning from the factory. So the time for the female worker is spent working in the factory and taking care of the work at home.

"I think this program is very good and extraordinary. I used to be an ordinary woman, cowardly, inferior and lacking in self-confidence but after this program, my friends from PT (company) were taught about self-confidence, courage and how to solve problems so that if there was a problem in the company, we could talk about it and negotiate with superiors so there is no more fear".

Support from family, especially husband, is very important for women workers who are active in activities or organizations. According to Lilis, many female workers when single are active in organizations, but after marriage they become inactive because their spouses or families are not supportive. Lilis is very happy with the gender equality material that is often found in the Women's Labor School, because it strengthens what she and her husband have practiced in their household. He is also determined to slowly transmit the equal behavior that occurs in his family to the families in his neighborhood.

Lilis and her three friends are just ordinary members of the trade union, not yet on the board. This causes them to have limitations to be involved in negotiations or negotiations. However, this does not become a barrier for them to push for the improvement of working conditions in the company. They choose the role of collecting data or evidence that the union will use for argumentation in negotiations or negotiations. Some of the changes in the company's conditions that have been successfully encouraged by their involvement include: eliminating the suspension, repairing and adding a prayer room, repairing water storage facilities in bathrooms, and handling cases of sexual harassment in factories.

"Recently I worked at PT HJ Busana Indah, there was a sexual harassment case at the factory. Then I reported it to personnel and it was immediately responded to. The perpetrator of the sexual harassment was expelled from the company and the victim was still safe and still working at the company"

At the end of 2019, Lilis' work contract at PT HJ Busana Indah ended and was not extended because she had already signed contracts with a contract period of 3 years. Based on the applicable rules, if a worker has signed a contract twice, he should be appointed as a permanent worker. But now most employers avoid hiring permanent workers. So when the worker has fulfilled the maximum contract period, it will not be extended or will be paused for one month and then recalled with the status of a contract worker with all new data.



Lilis was finally accepted at PT Cipta Dwi Busana (CDB). At the new company, Lilis is still practicing what she earned from the BUKA program. She often delivers materials at the Women's Workers' School when they gather with the female workers of PT CDB. In addition, Lilis also continues to defend her coworkers if they have problems at work.

"The BUKA program has made me more courageous and confident, if in the past when there were problems at work I chose to remain silent. But now I have the courage to come forward to solve the problem even though it is still a little bit".

One of the cases that Lilis faced at PT CDB was that 2 female workers who had recently entered PT CDB became pregnant even though they had only worked for 8 months. According to Lilis, most factories have regulations for workers who are pregnant and whose work period is less than 1 year must resign and will not get maternity leave, and this rule also applies to PT CDB. This company has implemented maternity leave, but only for female workers whose work period is more than one year. Lilis then spoke with the management of the PT Cipta Dwi Busana

Worker Union (SPTP) by providing an argument based on the rules regarding normative rights for women that were studied in the Women's Labor School and asked SPTP to advocate for this case. SPTP has submitted this case up to 3 times to the company, and only in the third application it has been responded to. Finally, the two women workers are still working and get maternity leave.

In fighting gender-based violence, Lilis also does not hesitate to reprimand directly if there are superiors such as supervisors and chiefs who sexually harass female workers. Although she has recently worked at PT CDB, Lilis has the courage and self-confidence to communicate the problems experienced by female workers directly to the personnel.

"At that time there was a chief who sexually harassed my friend by nudging her breasts, and the victim burst into tears. Then I asked him if he wanted this case to be taken care of, at first he didn't want to because he was afraid to be expelled from work, but I assured the victim that he would not be expelled. As a result, the chief (the harasser) was expelled and my friend is still safe at (work) ".

Although most of the working conditions at PT. CDB is good enough, but there are still problems related to the woman she wants to fight for in the company, namely maternity leave for female workers who experience miscarriage but have not reported their pregnancy to personnel because they do not realize that they are pregnant. Apart from that, the problem to be advocated for is that there are still difficult requirements when female workers will take menstrual leave.

"I want to fight for leave for a female worker who has a miscarriage but has not yet reported her pregnancy to the personnel because she is not aware that she is pregnant. Female workers who experience such as by the company are given permission to take a break, but this is not calculated as paid leave by the company. Apart from that, the requirements for taking menstrual leave are still complicated ".

Unlike in the company where Lilis worked before, for PT CDB the existing labor union is a local company workers union or better known as the Company-Level Workers Union (SPTP). This SPTP has no affiliation or organizational relationship with labor unions in other companies or labor unions at a higher regional level. Most of SPTPs are formed on the initiative of entrepreneurs to meet the requirements for large buyers from abroad to place orders. This has resulted in most SPTPs being more pro-companies. In recruiting its members, SPTP usually works closely with the personnel department, each new worker will be directed to enter as a member of the SPTP, even there is an SPTP which considers that if a new worker is automatically claimed as a member Likewise what happened to Lilis, when she came to work at PT CDB, she became a member of SPTP PT Cipta Dwi Busana.

The presence of Lilis with the capacity, courage, and knowledge of labor turned out to be quite taken into account by the management of the SPTP PT. CDB, even when Lilis encouraged SPTP to advocate for maternity leave for 2 of her friends whose work period was less than one year, the Head of SPTP PT CDB invited Lilis to become a trade union administrator. Lilis is still considering the offer, because he still has the desire to encourage the establishment of a union that is affiliated with a trade union outside PT. CDB to have more power in improving working conditions in the company because it has a network outside the company. For her to be active in organizations in trade unions, it is very important for workers, especially women workers, because women workers are still in the vulnerable group and have a great risk of getting unfair treatment.

ANNEXE 5: Contextual Analysis influencing Sustainability

Economic and Financial situation

The economic and financial impacts of COVID pandemic is extremely gendered. Many more women are more likely to work in informal and/or low-paid jobs. In Indonesia, in 2014, social security schemes managed by four State-owned company, a Public legal body in Republic Of Indonesia aimed at providing universal health care to its citizens or *Badan Penyelenggara Jaminan Sosial* (BPJS) were consolidated to form two public social security administering bodies: BPJS for Health and BPJS for Employment. The new BPJS Ketenagakerjaan (Employment) was launched on 1 July 2015, replacing the former *PT Jamsostek*, previously managing the private companies' provident fund for old-age lump sum, employment injury benefit, and funeral benefit.

The President of Indonesia signed the Law Number 11 of 2020 concerning Omnibus Law or Job Creation Law on 3 November 2020. The law establishes the unemployment insurance and assigns BPJS Employment to administer the scheme. It also mandates the government to provide eligible unemployed workers with cash benefits for up to 6 months, labour market information, and vocational training social security to informal workers, the design and implementation of unemployment insurance system in Indonesia.

On the other side, the Job Creation law abolishes minimum wage by sector, but allows regencies and cities to set minimum wages using a formula based on inflation or economic growth. The law abolishes fines for entrepreneurs who are late in paying wages. Previously, law No. 13 of 2003, the Manpower Law (also referred to as the Labor Law) permitted a maximum of seven hours of work per day, cumulatively making the maximum permissible hours of work per week limited to forty hours. The previous law also did not allow any kind of part-time work as a legal form of employment. The law stipulates that the structure and scale of wages is to be determined by a company's capabilities and productivity. This abolishes the Manpower Law's previous determination of wages based on position, years of service, education, and competence.

The law reduces the cap on severance pay from 32 months' salary to 19 months' salary, plus six months' pay provided by the government. It also changes the 1-month of pay for every year of work standard for severance pay from the minimum pay to the limit. Overtime limits are increased to four hours per day and 18 hours per week, and mandatory holidays are reduced from two days a week to just one. The law also abolishes 2 months of long-service paid leave for workers employed for over 6 years.

The government through the Ministry of Manpower is committed to continuing to disseminate the four Government Regulations (*PP*) as derivative rules of Law Number 11 of 2020 concerning Employment Cluster Work Creation to all labour stakeholders. This socialization is expected to create a common understanding among stakeholders regarding the substance of all regulations. So that it can improve the implementation of the four PPs.

The four PPs are Government Regulation Number 34 Year 2021 concerning the Use of Foreign Workers; Government Regulation Number 35 Year 2021 concerning Specific Time Work Agreements, Transfer, Working Time and Break Time, and Termination of Employment; PP Number 36 of 2021 concerning Wages; and Government Regulation Number 37 of 2021 concerning the Implementation of the Job Loss Guarantee Program. In general, the wage policies regulated in the Job Creation Law and the four PPs cover six things. First, the determination of a proportional and implementative minimum wage. Second,

the structure and scale of wages for fair wages. Third, the type of wage based on a unit of time which is intended to accommodate the protection needs of part-time workers through setting hourly wages. In the midst of the potential for heating up industrial relations between employers and workers after the outbreak of a number of controversies regarding the Employment Creation Act or the Omnibus Law, strengthening bipartite communication and collective work agreement such as CBA between the two parties can actually be a middle way.

According to the World Bank study³, positive signals of economic recovery are visible, with people beginning to return to work and reporting lower incidence of reduced income. 75% of breadwinners who stopped working in May had resumed working by August, with about 70% returning to their previous jobs. 10% of primary breadwinners had stopped working in August, reduced by more than half of those in May. Employment recovery is observed across all sectors and type of work, with the highest improvement in the service sector and among wage workers. A lower incidence of income reduction is also observed across different sectors and type of work, with the largest improvement in service sector and non-farm businesses. However, nearly 50% of breadwinners who are still working have experienced income losses. Among those who are still experiencing income reduction, income loss relative to pre COVID-19 ranges between 35% and 52%. The largest loss is among those in transport, storage, and communication sectors. Despite this recovery, the incidence of reduced income is more likely among low-skilled workers.

Government expects the economy to grow by 3.3% in 2021, following a recession in 2020. A reluctance to enact large-scale public restrictions again will allow economic activity to normalise somewhat in 2021, but a slow vaccination drive will weigh heavily on the economy until 2023. The impact of the crisis is lingering. Domestic demand is still significantly weaker than before the crisis (2.8% below its 2019 level as of September). Unemployment rate rose by 1.8 percentage points to 7.1% and the underemployment rate increased by 3.8 percentage points to 10.2% in the third quarter compared to the year before.⁴

Indonesia has become a fertile ground for startups and digital economy in general. In 2019, it ranked the second-biggest digital economy in Southeast Asia following Singapore, predicted to become the highest in the region.

Social situation

According to the Indonesian National Commission on Violence Against Women, the increase in cases of violence against women has increased by 75% since the COVID-19 pandemic. A total of 348,466 cases of sexual violence against women were recorded until 2018. An Indonesian NGO, *Perempuan Mahardika* and Mondial FNV conducted research in KBN Cakung, Jakarta in 2017. The respondents of the research are 773 workers in Cakung National Industrial Zone (KBN) who mostly are women with age 17-55 years old working in garment factories. The main findings are: 1) 56.5% of respondents experience sexual harassment at the workplace. Most of them had experienced sexual harassment either verbal or physical. And 32.6% of workers had experienced both verbal and physical; 2) The perpetrators are mechanics, operators, chief/supervisors and security.⁵

³ Indonesia High Frequency Monitoring of COVID 19 Impact, R.Purnamasari (2020)

⁴ <https://www.indonesia-investments.com/news/todays-headlines/political-economic-social-developments-in-indonesia-february-2021-report/item9377>

⁵ Perempuan Mahardhika and Mondial FNV, Sexual Harassment and Denied Maternal Rights towards Garment Workers: a Study on Gender-Based Violence Conducted in KBN Cakung, 2018.

Solidarity Center did survey in 2018 to 105 women garment workers and found that 71% of women workers had experienced GBV at work. The study conducted by *Federasi Buruh Lintas Pabrik/Inter-*

ILO Convention No. 190 recognizes the right of everyone to a world of work free from violence and harassment. It defines violence and harassment as “a range of unacceptable behaviors and practices” that “aim at, result in, or are likely to result in physical, psychological, sexual or economic harm”. This covers physical abuse, verbal abuse, bullying and mobbing, sexual harassment, threats and stalking, among other things. Along with its supplementing Recommendation (No. 206), it sets out a common framework for action to prevent and address violence and harassment in the world of work.

Factory Workers Federation (FBLP) in 2016 identified various forms of sexual violence. The most occurrence was women workers being touched on their backs, shoulders, arms, thighs or genitals.⁶

In 2019, the International Labor Conference adopted the ILO Centenary Declaration for the Future of Work, expressing a clear commitment to a world of work free from violence and harassment. It also adopted the first standards on the elimination of violence and harassment in the world of work, namely the ILO Violence and Harassment Convention, 2019 (No. 190) and its accompanying Recommendation (No. 206). The

framework set out in these instruments provides a clear roadmap for preventing and addressing violence and harassment in the world of work, thus contributing to delivering on the 2030 Agenda for Sustainable Development, including in the context of COVID-19.

The impact of the COVID-19 pandemic on garment workers is devastating. Urgent action needs to be taken in the COVID-19 context to ensure everyone’s right to a world of work free from violence and harassment, not only during the outbreak, but also to build a sustainable recovery and better resilience in the face of future crises. A research by Asia Floor Wage in 2018 in Indonesia, Bangladesh, Cambodia, India and Srilanka found that the garment industry has been a major source of employment for young women from rural areas who migrate from their hometown to the production sites. The women workers mostly work in production, not in management positions.

Ministry Manpower and Transmigration issued Circulation Letter Number SE.03/MEN/IV/2011 on Guideline Sexual Harassment Prevention at the Workplace. This guideline divided prevention into five elements: 1) policy; 2) socialization of the policy including capacity building on sexual harassment; 3) to develop complaint mechanism that use two approaches, informal mediation and formal; 4) protection and recovery of the survivors; and 5) monitoring. This guideline is not mandatory and can be a guideline for all sectors.

Government of Indonesia lead by National Commission on Violence against Women (*Komnas Perempuan*) and Ministry of Women Empowerment have drafted the Bill on Sexual Harassment Alleviation that can fill the gap of the current regulation. Until November 2020, the draft in Legislation Body, has not been approved by the Legislative (DPR).

Political situation

The regional elections in early December 2020 were held under very strict hygiene and health protocols. Having an election amid an unprecedented pandemic also caused concern over whether people would

⁶ Solidarity Center, Taking on Gender-Based Violence at Work in Indonesia, 9 May 2019, <https://www.solidaritycenter.org/taking-on-gender-based-violence-at-work-in-indonesia/>

use their right to vote. However, based on media reports, voter turnout was pretty stable. Amid the fears for the future of Indonesian democracy, however, there are signs of hope. The resilient election system has allowed a new slate of more effective and responsive younger local leaders to emerge and possibly running for the 2024 presidential election. These ambitious, younger politicians mostly come from outside the party, military and religious elite.

In terms of future outlook, Indonesia's demographics is a key component of its future growth potential. Over 50% of the population is below the age of 30, and highly adaptive to new technology and has a low dependency ratio among its workforce giving rise to a so called 'transitional demographic dividend'. However, despite the various push and pull forces to veer of course; the country remains on a stable track while fully acknowledging its political flaws. The deepening politicisation of the electorate is seeing greater demands and expectations being placed upon their politicians. The relatively free media is providing the space for open debate and discussion as well as bringing into question accepted cultural and political norms⁷.

Environment condition

Climate change is an issue of high priority for Indonesia. The changes in production and consumption patterns that are called for in the drive towards a climate friendly economy require incorporating the social, gender and employment dimensions into decision making. The labour authorities and the development of inclusive and coherent climate policies are required. However, commitment at the highest political level will be required to ensure that environmental policy debates can address the gender and social dimension more prominently and that job recovery policies can take a more environmentally sustainable path.

Like many other countries in Asia and the Pacific, Indonesia has also voluntarily committed to reducing greenhouse gas emissions or carbon intensity per unit of GDP by 2020. Indonesia is committed to reducing its GHG emission to 26 per cent – and 41 per cent by 2025 from its Business as Usual. In addition, the Government of Indonesia introduced the Indonesia Climate Change Sectoral with the aim to mainstream climate change in the Indonesian national mid-term development plan.

⁷ http://www.gbgindonesia.com/en/main/why_indonesia/why_indonesia.php