

Women's Organising Assembly



CONFERENCE GUIDE

ITUC, International Trade Union Confederation

2nd World Women's Conference
Dakar, Senegal 19-21 November 2013



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SUSTAINABLE JOBS, SECURE INCOME AND SOCIAL PROTECTION

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Final Draft Programme

Monday 18 November

17:00 – 22:00 Evening registration

Tuesday 19 November

7:00 – 10:00 Registration

9:00 – 12:00 Opening session chaired by H.E. Macky Sall, President of the Republic of Senegal (tbc)

Opening speeches

- *Ms Rabiadou Diallo, Honorary Chair of the Assembly*
- *Ms Fatou Bintou Yaffa, CNTS, Chair of the Organising Committee*
- *M. ModyGuiro, President, ITUC - Africa*
- *M. Francois Murangira, Director, ILO Dakar Office*

Cultural event

- Ms Diana Holland, Chair of the ITUC Women's Committee
- Ms Aminata Traoré, Coordinator of the Forum for Another Mali
- Ms Sharan Burrow, General Secretary of ITUC
- H.E. Macky Sall, President of the Republic of Senegal (tbc)

12:00 – 14:00 Lunch Break

14:00 – 15:00 **ITUC Objective: Union growth:**

Women in Leadership - ITUC Count us in! Campaign

Get inspired! Plenary panel session chaired by Amanda Villatoro (ITUC-TUCA)

- A leadership that works for African women
- Getting to the top: what does it take?
- Women leading transformation
- Organisational commitments for the promotion of women

15:30 – 17:00 Count us in! Campaign strategic planning:

Workshops organised per language group:

- Multilingual group
- English-speaking group 1
- English-speaking group 2
- French-speaking group
- Spanish-speaking group

17:00 – 18:00 Special Session, Violence against women with Ms J. Hodges, ILO - Gender Bureau

Wednesday 20 November

- 9:00 – 11:00 **ITUC Objective: Sustainable jobs, secure income and social protection:**
- ITUC Labour Rights for Women Campaign**
- Get inspired! Plenary session chaired by Diana Holland (ITUC Women's Committee)
- Panel (1): Working and Caring:
- Women going through the revolution in Egypt
 - Impact of the crisis on care in Europe
 - Campaigning for child care in Canada
 - Unions fighting for pay equity in Latin America
- Panel (2) Addressing informality at work:
- ILO instruments to redress informality
 - Organising workers in the fishing industry
 - Organising home based workers in India
 - The 12 by 12 campaign on domestic workers
 - US organising initiatives
- 11:30 – 12:30 Shifting the global agenda through organising women
- 12:30 – 14:00 Lunch Break
- 14:00 – 17:00 Labour Rights for Women campaign strategic planning:
- Workshops organised per language group:
- (1) Advocating & mobilising for a new agenda – Multilingual group
 - (2) Advocating & mobilising for a new agenda – English speaking group
 - (3) Training for organisers – English-speaking group
 - (4) Training for organisers – French-speaking group
 - (5) Training for organisers – Spanish-speaking group
- 17:00 – 18:00: Special session on HIV-AIDS – the VCT@ Work Campaign

Thursday 21 November

- 9:00 – 10:00 **ITUC Objective: Realising rights**
- Young women workers - ITUC Decisions for Life campaign**
- Get inspired! Plenary panel session +
- ITUC Get Organised! Platform
 - The Decisions for Life Campaign in Indonesia
 - What do young women want?

10:30 – 12:00 Decisions for Life Campaign strategic planning

Workshops organised per language group:

- Multilingual group
- English-speaking group 1
- English-speaking group 2
- French-speaking group
- Spanish - speaking group

12:00 – 12:30 Break

12:30 – 13:30 Creating synergy with the feminist movement

13:30 – 14:00 Delivering on commitments: conclusions, campaigning plans and action points

Closing Ceremony

14:00 Departure Gorée Island

Shifting the Global Agenda through Organising Women

To tackle gender inequality and injustice in the world of work, unions need to organise women around their priorities and aspirations, ensure they get into leadership and recruit many more young women!

Women workers all over the world know the facts: they are at a disadvantage on the labour markets and have to assume a disproportionate share of family care duties. All research and studies converge: overall women are less likely to participate in the labour market, and when they do, they are more likely to be in precarious or informal work. In OECD countries a majority of women work part-time, often with reduced rights and protection. In developing countries women are the poorest of all workers active in the informal economy. Despite women's gains in education, wage gaps remain substantial, at about 20% globally.

Everywhere, women are overrepresented in low skilled low-wage work and are more likely to be poor and socially excluded.

There are also striking inequalities between workers with and without young children. In OECD countries the gap in employment rates is often wider among these two groups of women than between the sexes. The 2012 ITUC report on the gender pay gap¹ points out to the same trend: the pay gap is higher for women with children. A "child penalty" contributes to keep mothers in low wages.

The impact of the global crisis on the world of work is dramatic. While financial capitalism caused the crisis, the working class is punished. Governments delivered rescue packages for the banks and austerity for the people. The elite gets richer, the poor go hungry and democracy is held hostage. Social activism is urgently needed to reclaim social justice in this globalised world driven by the greed of big business.

To fight back, the ITUC has made the building of workers' power its priority. Building workers' power is urgent to shift this unfair and patriarchal global agenda. The labour movement must organise, occupy, protest, claim and demand justice everywhere. It must engage with the people for the people. Unions are in the best position to deliver gender justice in the world of work when their demands are backed by specific women's organising campaigns.

This Assembly aims at promoting unions' organising campaigns focussing on women's priorities. It is aligned with the themes of the 3rd ITUC World Congress, namely:

1. Union growth:

Women leaders ensure women's issues are reflected in unions' activities, in bargaining agendas, and in policy demands. Women leaders can take unions beyond their traditional fields of recruitment such as the informal economy. Mentoring younger sisters is essential to ensure they can grow from membership to leadership. The ITUC lead campaign on women's leadership is "**Count Us In!**"

¹ Frozen in time: the gender pay gap unchanged for 10 years

2. Sustainable jobs, secure income and social protection:

Women workers have specific constraints including their care obligations. Unions must address the “working and caring” dilemma. Care must be recognised and valued and care obligations must be reduced and more equally shared. All women deserve maternity benefits, regardless of whether they are employed in the formal or informal economy. It is a question of equality as much as public health. Women make up the majority of low wage and informally employed workers. The feminisation of poverty may best be tackled through minimum wages, basic income transfers and Social Protection Floors, whereas the low participation of mothers can be tackled through childcare and access to flexible working time among others. The ITUC lead campaign on sustainable jobs for women is “**Labour Rights for Women!**”

3. Realising rights:

Our movement needs the talent of young women and must become more responsive to their problems. The rights of young people must be realised: getting a job, earning a living wage, starting a family, becoming an activist.... The Arab revolutions were a powerful demonstration of young women’s determination to fight for their rights and freedom. They have also highlighted the strategic role of social media as a mobilisation tool. The ITUC lead campaign on young women is “**Decisions for Life**”

Shifting the agenda requires strategic alliances with the feminist movement and other progressive forces. The “12 by 12” campaign is an illustration of a strategic alliance between activists, feminists and unionists that gave rise to a global movement demanding justice for domestic workers. Beyond the many divergences in the discourse, the Campaign managed to unite for a common goal: rights and protection for a highly feminised category of workers. With 14 countries having ratified ILO Convention 189, tangible results were achieved. Food for thought....

This Assembly is an invitation to all of us, union members, leaders, organisers, activists to re-energise our collective strength and make this world a better place for workers and for our sisters and daughters.

The Assembly's Methodology

Guidelines for your active participation

This 2nd World Women's Conference – the Women's Organising Assembly (WOA) – will have a strong focus on organising and activism. While the Discussion Guide and plenary sessions will provide plenty of food for thought and inspiration to drive an organising agenda on the ground, the different workshops will provide the opportunity for training on organising, for creating mentoring partnerships and for developing organising and campaign plans, setting targets and strategies.

Our objective is to develop an organising agenda supporting our bargaining and negotiating strength, as well as our lobbying and advocacy efforts towards governments and other relevant actors. Ultimately we want to shift the global agenda on gender equality at work.

The Objectives of the Women's Organising Assembly are to:

- Define and strengthen the ITUC women's organising campaigns for the coming four years, with regional and global targets
- Expand the pool of women activists in the trade union movement
- Increase the number of women in leadership positions within the trade union movement.

The outcomes of the Women's Organising Assembly will be in the form of action points which the participants are expected to implement at home. The outcomes will frame the work of the Equality Department for the coming 4 years and, as a follow-up, the Department will provide the necessary support for implementation as well as regular monitoring. Likewise it is expected that the regional Women's Committees will provide adequate follow-up to the event's outcomes.

Key Themes and Conference Procedures

The outcomes of the WOA will provide input to the 3rd ITUC World Congress (Berlin, 19-23 May 2014). Alignment with the ITUC's key priorities is therefore particularly relevant. The ITUC's key priorities endorsed by the General Council are: (1) Union Growth, (2) Sustainable Jobs, Secure Income and Social Protection, and (3) Realising Rights.

Within these priorities, the WOA will concentrate on four topics:

- (1) Women in Leadership Positions,
- (2) Working and Caring,
- (3) Addressing Informality at Work,
- (4) Young Women Workers.

The four topics have been selected because of their high relevance for the labour movement's impact on the global agenda regarding gender equality. Although each of them will be treated separately, they are interdependent and mutually reinforcing of each other.

The starting point of the Assembly is that unions must organise women workers around their own issues in order to be able to change the agenda both at the local and global levels. A key element of the assembly is to ensure that unions and women's committees at the national level will mobilise and organise around these four topics. This is why each of the four topics will be first debated in plenary session in order to gain a common understanding of the issues to be addressed in the workshops. Following the plenary, participatory workshops organised by language group will provide the space for defining and developing organising strategies to build women workers' power.

Women in leadership

This topic will be discussed in the context of the ITUC's "Union Growth" priority. The plenary session will discuss forms of leadership that work for women, define transformative leadership and look at how women's leadership is valued in our movement. The workshops will focus on building the ITUC "Count us in!" campaign

Working and Caring

This topic will be addressed in the context of the ITUC's priority related to "Sustainable jobs, secure income and social protection". The plenary session will help define demands around work and family reconciliation and the care economy, and present successful organising campaigns in that area. The workshops will look at ways of strengthening and extending the ITUC's Labour Rights for Women campaign, through organising around reconciliation and care issues.

Addressing Informality at Work

This topic will be addressed in the context of the ITUC's priority related to "Sustainable jobs, secure income and social protection". The plenary session will highlight successful campaigns that have reduced informality at work and discuss input to the 2014 ILC standard setting committee on "transitions from the informal to the formal economy". The workshops will provide a space to review and expand organising campaigns targeting women informally employed, in the context of the ITUC's Labour Rights for Women campaign.

Young Women Workers

This topic will be addressed in the context of the ITUC's "Realising Rights" priority. The plenary session will provide the necessary space for young working women to express their views, expectations and ambitions. The workshops will focus on expanding the ITUC's Decisions for Life organising campaign.

Special sessions

There will be two special one-hour sessions related to topics of high relevance for women all around the world: one on gender based violence, to take stock of progress made and look at next steps, including the possible adoption of an ILO instrument; and one on HIV/AIDS focussing on the ILO's Getting to Zero campaign.

Workshops' Organisation

All workshops will be organised by language

Women in Leadership workshops: 19 November, 15h30 – 17h00

For this session there will be 1 multilingual workshop, 1 French-speaking workshop, 1 Spanish-speaking workshop and 2 English-speaking workshops.

Working and Caring/Addressing Informality workshops: 21 November, 14h00 – 17h00

There will be **two groups** of workshops for this session, with a total of five workshops.

- a) One group will focus on developing a global agenda for **advocating and mobilising** around working and caring issues, as well as strategies to address informality at work.

For this group, there will be 1 multilingual workshop and 1 English - speaking workshop.

- b) The other group will provide **training in organising** around working and caring issues, as well as issues to address informality at work.

For this group, there will be 1 English-speaking workshop, 1 Spanish -speaking workshop and 1 French-speaking workshop.

Young Women Workers workshops: 21 November, 10h30 – 12h00

For this session there will be 1 multilingual workshop, 1 French-speaking workshop, 1 Spanish-speaking workshop and 2 English-speaking workshops.

A rapporteur will be assigned to each workshop, whose role will be to summarise the discussions, and the key action points arising from the discussions. These action points will form the basis of the draft Conference Conclusions. This draft will be discussed at the 8th meeting of the ITUC Women's Committee and provide input to the 3rd ITUC World Congress. It will also be circulated to all participants, affiliates and GUFs, for their follow-up actions.

The Discussion Guide

The discussion guide is intended to provide you with materials for use both during the conference and beyond. It contains articles, case studies, facts and figures and extracts from relevant documents and publications. The material is selected to provide both inspiration and practical tools for use by trade union policy makers, activists and organisers.

The material is grouped under the four themes of the Assembly: Women in Leadership, Working and Caring, Addressing Informality at Work and Young Women Workers.

| 1

LEADERSHIP

The ITUC Count Us In! Campaign

Time for Action

In need of better rights and protection, millions of women have joined a union, adding strength and activism to our movement. However, despite an estimated 40% female membership among ITUC affiliates, women's presence is not reflected in union leadership positions. Recent figures show that only 12% of ITUC affiliates have a woman in one of the two top positions. Women are noticeably underrepresented in national decision making structures, at a rate well below the progressive target starting at 30% set forth in the ITUC Constitution.

It is time for trade unions to build a leadership that better reflects the gender composition of their membership and of the global workforce. Women's voices are needed to enhance the representativeness and strength of our movement. We need a leadership that acknowledges women's capacities and encourages them to become active members and stand for elections at all levels.

Boosting women's participation in decision making and leadership positions can enhance outreach to unorganised sectors. It stimulates women's activism at the local level which can take unions beyond their traditional areas of recruitment to informal, marginalised and unprotected sectors where women often make up the majority of workers.

"Count us in!"

The overall objective of the "Count us in!" Campaign, as endorsed by the ITUC Women's Committee, is to enhance the ability of unions to reach out to, organise and mobilise more women members and activists and to promote them in leadership positions. Campaign activities can be initiated or intensified on the protection of working women's rights in law, in collective bargaining agreements or in practice. But actions should also target women in informal and precarious work as well as young women, building upon the success of the Decisions for Life methodology.

While focusing specifically on the members of the ITUC General Council, the Campaign aims to engage all ITUC affiliates. The specific goals the campaign aims to achieve are:

- 100 ITUC affiliates subscribe to the "Count us in!" Campaign by the 3rd ITUC Congress (Berlin, Germany, May 2014)
- 80% of ITUC General Council members have at least 30% of women in their decision making structures by the 4th ITUC Congress in 2018
- 5% increase of women's membership in each national centre subscribing to the "Count us in!" Campaign by the 4th ITUC Congress in 2018

The "Count us in!" Campaign, which is a crucial component of our common objective of building workers' power, wants to ensure that the ITUC constitutional principle of at least 30% women's participation in decision making structures is applied at national level.

Tools and tactics

A key instrument of the campaign is the sign-up form that commits the leadership. When signed, leaders agree to support the aims of the "Count us in!" campaign and will be invited to submit an action plan indicating how and by when they will achieve 30% women representation in their decision making bodies. Those national centres in compliance with the 30% (or more) quota are invited to show their support by filling in the sign up form and providing a solidarity message in support of the campaign.

Gender coordinators and women's committees at the national level are expected to analyse and closely monitor how women's leadership emerges, how it is valued within the organisation and how it delivers on working women's demands and interests. The Campaign will further promote the use of a gender audit.

To ensure the success of the Campaign, we need the support of our male colleagues and of top leaders of our movement. Men can indeed be very good ambassadors of gender equality and it is important that they are part of this global effort to promote women leaders.

The average figures below - based on the information supplied by organisations that have replied to various questionnaires - provide an overview of the current state of women's representation in decision making bodies at the regional level:

AFRICA: figures vary between 0% (UGTT – Tunisia) and 30% (CNTG-Guinea) – average rate stands at 22.3%.

ASIA: figures range from between 2.07% (FTUC-Fiji) and 50% (CIWA - Cook Islands) – average rate stands at 13.1%.

AMERICAS: the figures range from 4.76% (CUT-Colombia) to 50% (CSE – Ecuador, CLC-Canada) - average rate stands at 25.5%.

EUROPE - outside the ETUC: figures vary between 7.10% (AHIC – Azerbaijan) and 48.3% (KVPU – Ukraine) - average rate stands at 24.1%.

EUROPE ETUC - some organisations in southern Europe and in central and Eastern Europe show rates below 10% while some of the Nordic unions have a rate exceeding 50%. Average rate stands at almost 24%.

Workshop template: Count Us In!

Goal 1: 100 ITUC affiliates to subscribe to the “Count Us In!” Campaign by the 3rd ITUC Congress (Berlin, Germany, May 2014)

Goal 2: 80% of ITUC General Council members to have at least 30% of women in their decision making bodies by the 4th ITUC Congress in 2018

Goal 3: 5% increase of women’s membership in each national centre subscribing to the “Count Us In! Campaign by the 4th ITUC Congress in 2018

What are the actions required to promote the 3 goals of the “Count us in!” Campaign?

| Actions required at national level | Actions required at regional level | Actions required at International level |
|------------------------------------|------------------------------------|---|
| | | |
| Comments: | | |

Outline of mentoring programme

Objectives

The broad aims of the mentoring programme are to:

- Identify and develop women leaders - and feminist leadership
- Encourage and build our union activism, especially amongst young women, by building confidence of mentees, increasing their networks and networking skills; and transferring knowledge and experience.
- Strengthen quality representation, organising, recruitment and effective campaigning; especially around issues which women are particularly concerned about.

The programme pairs union mentees with experienced union leaders who can assist the mentees with setting and reaching defined goals.

Mentor's role:

- make the necessary commitments in terms of time and availability
- help the mentee to identify her strengths
- talk to the mentee about their training and/or other development needs
- help the mentee to identify resources that can help meet those needs (e.g. articles, websites, books, organisations, etc.)
- encourage the mentee to think through and work out solutions to issues as they arise
- support and encourage the mentee in building their own networks
- help the mentee find ways to follow up actions and put their learning into practice
- help create a relationship based on trust, openness and confidentiality
- be creative and have fun!

Mentee's role:

- identify own objectives and goals
- identify own strengths and areas for improvement
- be clear on what is wanted from mentoring experience
- seek feedback and be receptive to advice and assistance from mentor
- be proactive in finding ways to develop own skills and achieve set goals
- be committed and stick to agreed schedules
- be proactive in maintaining contact with mentor
- help create a relationship based on trust, openness and confidentiality
- be creative and enjoy the experience!

Successful mentors will usually have:

- ◇ Well-developed interpersonal skills
- ◇ The ability to listen and ask questions in a non-judgmental manner
- ◇ Specific and relevant knowledge
- ◇ An open-minded, flexible attitude and the ability to recognise one's own need for support
- ◇ The ability to offer new or different perspectives
- ◇ Trustworthiness with the ability to ensure confidentiality
- ◇ Experience with facing challenges, being helped themselves, working with others, achieving success, dealing with failure, being responsible, and dealing with stress

Successful mentees will usually be:

- ◇ Self-aware, highly motivated and committed
- ◇ Able to articulate expectations and objectives
- ◇ Actively responsible for her own learning
- ◇ Able to accept feedback and act on it
- ◇ Good listeners
- ◇ Open-minded, with a flexible attitude
- ◇ Trustworthy and able to ensure confidentiality

Mentor information form

Personal information

Name:

Phone:

E-mail address:

Date of Birth (optional):

Nationality:

Languages Spoken (please indicate fluency):

Union:

Role in the Union:

Briefly describe your current position and responsibilities.

Describe your prior career path and experiences.

Have you ever been a mentor? If so, what did you find most satisfying about the mentoring relationship?

What knowledge and skills can you offer in the mentoring relationship?

What kinds of support and assistance would be most helpful to you as a mentor?

Additional comments:

Mentee information form

Name:

Phone:

E-mail address:

Date of Birth:

Nationality:

Languages Spoken (please indicate fluency):

Union:

Role in the Union:

What expectations do you have for the mentoring program?

What are your goals and objectives?

Have you already been working toward these goals? If so, how?

What are two or three of your strengths as a worker?

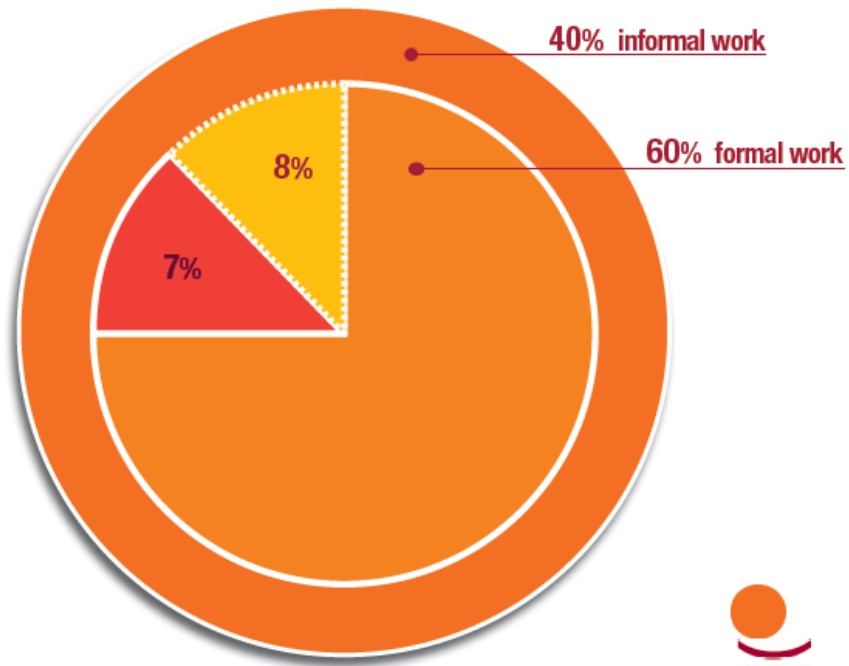
What are your short- and long-term professional goals?

What do you hope to learn from your mentor? What resources would you like your mentor to help you locate?

Additional comments:

SUSTAINABLE
JOBS, SECURE
INCOME
AND SOCIAL
PROTECTION

We need to organise!



- ITUC Membership
- Non-ITUC membership

Organise women around their issues!

Issue-based organising encourages a high level of activism among women workers

Women have specific problems and concerns in the world of work. In order to attract more women members, unions must respond to these specific issues and address women's demands in social dialogue, bargaining negotiations and unions' campaign activities. In addition, when running organising campaigns targeting women, unions and their organisers must be aware of the specific constraints women face. Some of these constraints are related to specific gender roles in a given society while others are related to the vulnerability of women's position on the labour market.

Issues women face on the job:

- ✓ Discrimination, gender pay gap, unequal access to training and promotion
- ✓ Lack of respect, bad treatment by supervisor, sexual harassment and other problems of violence at work
- ✓ Low wages, non-payment of minimum wages, no maternity benefits
- ✓ Fewer social security benefits, lack of maternity protection
- ✓ Unsecure work contract, imposed part-time, temporary contract
- ✓ Inflexible working times, unsafe working conditions
- ✓ Reconciling family and work responsibilities
- ✓ Lack of breastfeeding time and facilities at the workplace
- ✓ Others....

Obstacles to organising women:

- ✓ Informal or atypical jobs: a majority of women work part-time, under short-term contract, for a sub-contractor, or are informally employed with no or not clearly identified employer.
- ✓ Poor women working in the informal economy might not even see themselves as workers
- ✓ Women cannot afford to spend a lot of time with colleagues after or before work because of family responsibilities
- ✓ Time and location of unions' meeting might be inappropriate for women
- ✓ Unions are not responsive to women's needs
- ✓ Objections from spouse or family
- ✓ Women might not dare to speak about specific women's problems at work or they don't see common interests with their (male) co-workers
- ✓ Gender rules may not allow women to discuss with male colleagues or to disagree with them
- ✓ Lack of women's self-confidence in speaking up
- ✓ Fear of retaliation from the employer
- ✓ Lack of education about collective strength and unionism
- ✓ Feeling of powerlessness: doubt that things can really change
- ✓ Others

Tips to overcome these obstacles

- Women organising women: women organisers are best placed to discuss women's particular issues at work and find solutions
- Don't assume male and female workers share the same problems: respond to women's concerns
- Create and/or support formal and informal women's networks and mentoring programs
- Help promote women in leadership positions and ensure they are represented in bargaining teams and are involved in campaign planning
- Highlight the value of women's demands and the importance of their contributions
- Provide flexible options for women's involvement in unions' activities
- Engage men trade union activists in the defence of women's rights
- Be respectful of women's concerns about their spouse/ family's views and reactions
- Make sure that sexual harassment is treated seriously by the union and its leadership
- Create space for women to speak up and discuss their problems
- Provide training for men on gender equality at the work place
- Make sure gender is mainstreamed in all aspects of union's work
- Others.....

Keep in mind!

Union Organising is about having a **strategy and a plan!** Workers will fight if they know and are involved in the plan. Every campaign must start with a plan that the workers understand and are part of.

Union organising is about **one-on-one communication** – the most effective way to communicate is talking to workers face-to-face. This involves visiting workers in their homes, on their way home, outside the work place or at their work-site and building a relationship with them.

Union organising is about **taking action**- the workers must demonstrate that they are the Union. To win a campaign, workers must be active and take on many tasks to move the campaign and form a union. There must be a representative committee that is willing to take action around issues that help build and maintain majority worker support. The organiser cannot do the work for the workers!

Strategies and plans

Understanding the situation

Using the SWOT analysis tool:

- What changes have occurred for women workers in your country in the last 5 years?
- What is our union density? What is the union density among women workers?
- Where are we strong? Which industries/sectors have the most unionisation? Are the male dominated industries stronger than the female dominated ones?
- Which industries are growing and employing the most new workers?

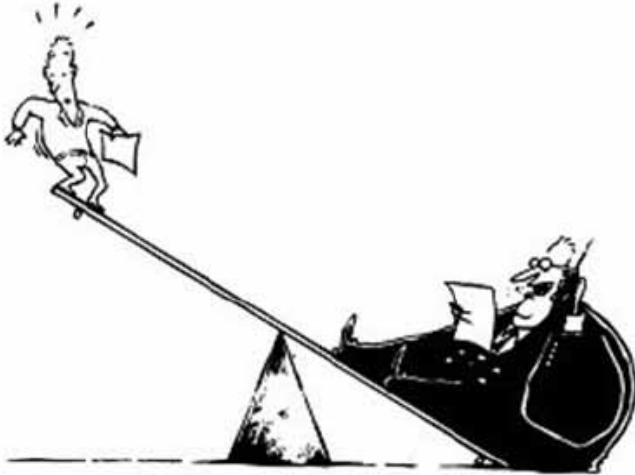
SWOT ANALYSIS

| | Helpful to achieving the objective | Harmful to achieving the objective |
|---|---------------------------------------|---------------------------------------|
| Internal origin (attributes of the organization) | S Strengths | W Weaknesses |
| External origin (attributes of the environment) | O Opportunities | T Threats |

A key question: Is your campaign target strategic or is it just easy?

Power Analysis

The first component of a campaign is to organise workers to realise their power collectively



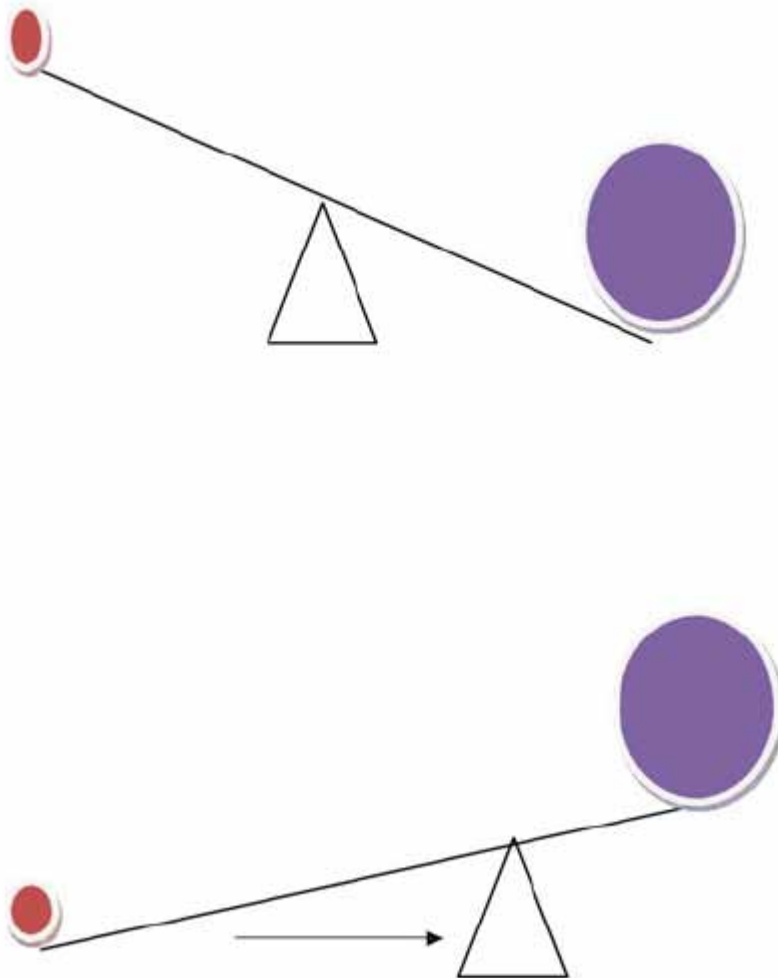
But in an age of extreme global corporate power, workers alone may never be able to shift the balance of power.

Leverage

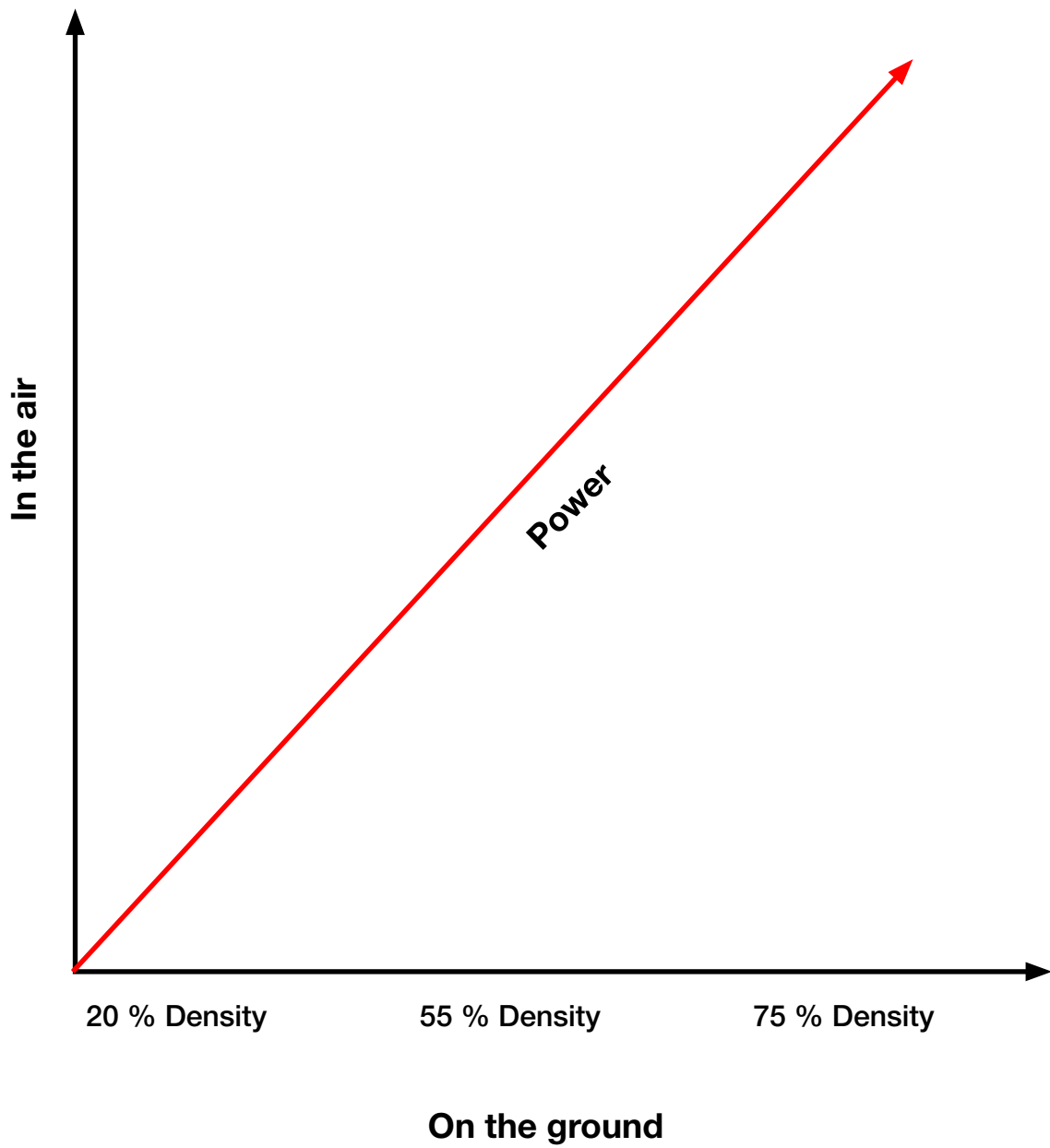
The second component of a campaign involves enhancing the power of a united workforce through additional support – by using the media, our allies, the community – whatever it takes to destabilise the decision maker (the boss, the contractor, government officials, state authorities...), and make him/her move.

What does the decision maker want?

How can we keep decision makers from getting what they want until the workers get what *they* want?



WORKERS + LEVERAGE = CAMPAIGN



Case studies:

1. ACME Supermarket

Fiona works in the evening at ACME. She has worked there for 8 years. She is a single-mother with two children, ages 2 and 4. She makes \$8/hour but has to pay \$50/day for childcare because she works in the evenings. Ever since her first child was born she has asked her boss for a transfer to the day shift so that she will pay less for childcare. Her boss tells her that he is trying to get her reassigned but nothing has happened for years. He tries to be everyone's friend but when something goes wrong, he sides with upper management.

There are 40 full-time employees at the market, twenty in the day and twenty in the evening. There are also increasing numbers of temp workers brought in to handle heavy workloads, such as holidays and inventory. There are other markets in town that pay a little bit more, but they are farther away and Fiona does not want to spend any more time on the bus away from her children. One of the other markets has a union but the rest do not. Her boss tells her jokingly that ACME is only in business because they do not have a union; they would shut their doors if they had to give everyone a raise.

2. Sunflower Flower Plantation

Fiona works at Sunflower flower plantation, picking flowers for export.

Most of the flower pickers are women; most of the supervisors are men. Like Fiona, the majority of flower pickers are day labourers and don't know from one day to the next whether they will have work. Despite this, Fiona has worked at the plantation for 2 years.

Fiona recently learned that she is pregnant. She fears that once her supervisor finds out, she will lose her job. She has seen this happen to many other women who became pregnant. She is also worried about the health of her unborn child as she has to work long hours on the plantation, and has no protective equipment against the harsh chemicals that are used to spray the flowers.

Fiona has never heard of maternity leave and benefits, or occupational health and safety. Although her wages are low, Fiona is the main bread winner in her family.

Pick up one of the two case studies, and answer the following questions:

- 1) As a union organiser, how would you have a one to one conversation with Fiona?
- 2) How would you plan a campaign to organise Fiona's co-workers?

Labour Rights for Women (LRW) Campaign concept

Overall Objective

The ITUC Labour Rights for Women Campaign's overall aim is to **organise women** in order to **achieve the demands** that they themselves have identified. The campaign focuses on empowering women to defend their own rights at the workplace, while strengthening women's leadership in collective bargaining and social dialogue. Inclusive of working women of all ages and all sectors, the Campaign retains a strong focus on young women.

“As women we need to be able to speak about the gendered nature of all the issues and not just what is seen as “women’s issues”. We also need to prepare more men to speak about what is seen traditionally as “women’s issues” e.g. maternity protection”

Kicking off the campaign

Typically, the campaign ‘kicks off’ with a two-day planning meeting organised by the national centre, bringing together women trade unionists from different sectors and from different age groups.

In Tanzania, for example, 23 women drawn from the 13 unions affiliated to the Trade Union Congress of Tanzania (TUCTA) participated in the meeting, along with gender coordinators and members of the TUCTA women's committee. The involvement of national women's committees in these meetings has proved crucial, as has the visible support of the trade union leadership.

During the kick-off meeting, participants explore the socio-economic, political and cultural position of women in their societies and communities. They also explore the situation of women in their workplaces and in their unions.

The participants then review their national labour legislation, particularly as it covers women's rights at work, and identify gaps in the legislative framework, or in the implementation or enforcement of existing legislation.

Initial **campaign plans**, focusing on three selected key issues are then drawn-up

The campaign team in Indonesia, for instance, has chosen to focus on:

- Bargaining for Gender Equality
- Women in Leadership
- Minimum Wage

The main way of achieving the specific objectives, as outlined in the campaign plan, will be:

- Organising women both inside and outside of the workplace (with a particular focus on young women)
- Raising public awareness of the issues through media coverage, including public debates
- Engaging in social dialogue with employers and the government

Organising women

This includes:

- **Training** a core group of women so that they have more expert knowledge on the chosen issues, as well as a skills set (negotiating, organising, lobbying)
- **Workplace visits** – These visits target women at their place of work (whether or not they are already unionised), in order to inform them of their rights and what role they and the union can play in helping them to secure those rights. The goal should be to encourage the women to get organised and **play an active part in securing their rights/improving their working conditions**. It is also an opportunity for the unions to recruit new members and to secure wider representation at the workplaces
- **Collective bargaining** - Organised women will know what they want included on the collective bargaining agenda. Part of the organising goal will be to ensure that the women are aware of what is included/missing in the collective agreements that apply to their workplace or sector; who is on the collective bargaining teams; when collective negotiations are scheduled; how to influence the bargaining agenda to **ensure that their demands are included**. The ultimate result will be new clauses in collective bargaining agreements on maternity protection; sexual harassment; protective gear; etc. Developing the negotiating skills of women is a key part of this process so as to ensure more women are member of negotiating teams.

“Between 1998 and 2003 there was a team of male negotiators. On the table was a demand for 6 months maternity leave. In 2003 this issue was deferred and the demand for the provision of childcare facilities was withdrawn.

Only in 2008 did these issues re-emerge – and this was when there was female representation on the team. We won the right for 4 months maternity leave at 78% pay and 2 months fully paid. What we see here is that it was easy for the issues affecting women to be compromised in the absence of women representation on the negotiating team. In 2008 I was the chief negotiator and I brought the issue of child care back onto the bargaining table” – as related to the South African DFL campaign team.

- **Outreach** outside of the workplace: organising meetings in libraries; staging an event in a market place; holding coffee mornings; holding study circles; distributing surveys to women workers to get their feedback on which issues are most important to them. The idea is to go where the women are in order to inform them of their rights and what can be done to secure those rights. The aim should be to encourage the women to get organised in their workplaces, whether this is in the informal or formal economy. It is also an opportunity for unions to recruit new members.

Tools:

- Production of materials (brochures; information leaflets on chosen topics)
- WageIndicator websites (www.mywage.org/), which can be used to find basic information on labour laws and issues such as sexual harassment, working time and maternity protection.

Raising public awareness

In order to achieve demands it is important to have an informed and supportive public, especially when lobbying for changes to legislation, seeking to make employers more sensitive to the union's demands or seeking to attract more workers to the unions.

Tools:

- Media coverage (it's helpful to compile a list of media contacts)
- Public debates, involving various stakeholders
- Other public events; especially those hosted on key international days such as International Women's Day, World Day for Decent Work, etc. These dates can also be useful for mass mobilisation of union members.

Lobbying and Social Dialogue

As a key tool to achieving gender equality demands, campaign plans should include regular scheduling of social dialogue meetings with employers and /or government, in which gender –related issues are on the table. The political leadership of the unions needs to be on board for all of these activities, of course, but their participation and active support is crucial.

Planning of activities

The timing and sequence of activities is important to ensure the maximum from campaign activities.

Step 1: Coordination team: following the 'kick-off' meeting, the first step should normally be to set up the teams that will coordinate the campaign. The campaign teams should meet regularly (at least once a month) and help to adjust and refine the campaign plans as appropriate.

Step 2: Collection of **baseline information** concerning, for example, the number of women in the unions; the number of women in leadership positions in the unions; the number of women on negotiating teams; the number of collective bargaining agreements that contain gender clauses.

Step 3: Training of organisers: the next step should be training of the women who will be the core organisers – although you may want to have either a symbolic launch or kick off activity of the project before this training takes place.

Step 4: Planning and production of **materials** to support campaign activities (e.g. information brochures, flyers, surveys...).

Step 5: Work place visits and outreach activities: workplace visits and outreach activities should start as soon as possible after the training has taken place. This way, the organisers are able to put their knowledge and skills into practice.

Step 6: Public awareness raising: these activities can take place at any time, but should be planned in order to be supportive of the key demands that are emerging from the organising activities.

Lobbying and social dialogue should normally begin after organising activities and public awareness raising activities have started. This will put the union in a stronger position and will have given the campaign team the opportunity to concretise demands and build a support base.

Practical tips

- Setting up mentoring partnerships can have a huge impact.
- As well as traditional media channels such as radio, printed press and television, the use of social media (facebook, twitter, etc.) can be a very effective communication and mobilisation tool.
- An official launch of the campaign, with the media present, can help give it momentum.
- The campaign should not be run in isolation but should be integrated into the unions' core activities and agenda.

**LABOUR RIGHTS FOR WOMEN
CAMPAIGN PLAN**

| Nr | Activity | Where / Month | Expected outcome | Indicators | Suggested Sectors: | Budget | Comments |
|----------------------|--|------------------|---------------------|------------|-----------------------|--------|----------|
| Objective 1 : | | | | | | | |
| 1 | Example: Set up a campaign team | | | | | | |
| 2 | Ex: Campaign team training | | | | | | |
| 3 | Ex: Work place visits | | | | | | |
| 4 | Ex: Outreach activities | | | | | | |
| 5 | Ex: Awareness-raising activities | | | | | | |
| 6 | Ex: Establish focal points to deal with sexual harassment issues and incidents | | | | | | |
| 7 | Ex: Agenda of collective bargaining negotiations | | | | | | |
| 8 | Ex: Lobbying and social dialogue | | | | | | |

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| 3

YOUNG WOMEN



Campaign concept

The ITUC Decisions for Life (DFL) campaign aims at empowering young women to feel confident to make their own decisions, stand up for their rights at work, get organised in trade unions, and ultimately take up leadership and decision-making positions at all levels. The campaign is focusing on young women between the ages of 18 and 35, who are working or looking for work, (including students, unemployed and young mothers), and who are already unionised or not.

“Our message is really to say to young women “Take your own decisions”, be it about standing up for your rights in the workplace, joining a trade union, changing jobs, starting a family, getting married or not. When we are capable of deciding for ourselves, we are capable of doing it in all other areas, such as choosing a job.”

The countries in which a Decisions for Life campaign has been carrying out include: Angola, Azerbaijan, Belarus, Brazil, Egypt, Georgia, India, Indonesia, Kazakhstan, Mozambique, Panama, South Africa, Ukraine, Zambia, and Zimbabwe.

Planning the campaign

Phase 1: Setting up the campaign

- During this phase national centres or unions identify **the sectors** they would like to target with their campaign. In most cases, they choose sectors where there is a high concentration of young women. (e.g. retail, hotels, banking sector, call centres etc.).
- They then set-up **campaign teams** and appoint a campaign coordinator. The campaign team plays an important role in the coordination and development of the campaign strategy. It is also involved in defining tools and methods, in planning activities, in monitoring and evaluating and in the organisation of campaign events. The team meets on a regular basis to refine the campaign activities and to make changes on the work plan along the way as things shift and change. The team involves both young women activists as well as older women who bring in the experience and can mentor younger women. However, majority of the team should be young women as they can better connect and reach out to their peers

“The older activists have defined their roles as mentors, mentors who can reflect on their own challenges of being part of the union but mentors who listen and are respectful of the experiences of the younger women, giving advice where necessary but also learning from the younger activists. The campaign coordinating team meetings are also important as spaces for “role-modelling” approaches to working together across unions, across age differences, across different life experiences, in a respectful and empowering way.”

- The campaign team then develops a one or a two year **work plan**, which sets out the objectives, activities, intended results of the campaign, as well as the monitoring and evaluation mechanisms. The plan is a road map and when working with a group, it helps make sure that everyone is on the same journey!

Phase 2: Starting the campaign

- During this phase the campaign team organises activities to **identify the issues**, problems, concerns of a specific group of young women. The activities should enable them to **express their needs**, dreams and ideas, to talk about **the skills** they have and the skills they would like to learn. It is an opportunity to find out how familiar young women are with trade unions and what unions can do to support them. In some cases young women union members may go out and interview other young women to get a broader sense of their key concerns, or use survey and questionnaires. Often, the issues raised include maternity rights at the workplace, provision of child care facilities, sexual harassment, precarious jobs, and pay equity.
- The issues and demands raised by the group of young women help shape the campaign activities and **materials** (brochures, leaflet, posters, stickers, T-shirts etc.) that the campaign team will elaborate.

Phase 3: Campaign launch

- The launch of a Campaign always plays an important role in popularising the objectives of the campaign to the general public, in reaching out to a larger number of young women and in winning more support within the unions. Often national centres and/or unions use key international dates, such as the International Women's Day, the World Day for Decent Work, the International Youth Day, to celebrate the campaign launch and invite the media to cover the event.

Phase 4: Mass implementation

- **On-going awareness raising and recruitment of young women:** The campaign team carries out a series of outreach activities, either workplace visits or meetings with young women outside the workplace, in libraries, internet cafes, shopping malls, universities, etc. The objective is to meet the young women face-to-face, inform them about their rights, inspire them to become campaigners at their workplaces, and encourage them to join the union. Public events, like theatre plays, fairs, sports and cultural events are all opportunities to reach out to and engage with young women.
- **Educational activities** are planned at regular intervals throughout the campaign, with the objective of strengthening young women campaigners and organisers' skills and knowledge about their rights under national legislation and international labour standards. Training on gender issues, organising, negotiating and collective bargaining are also provided while ensuring their demands are included in the unions' agenda.

Tips:

- On-going engagement with union staff dealing with organising, recruitment, gender, youth and collective bargaining is important in order to make sure that the campaign links in with the on-going work of the union and is integrated into the union's activities.
- Making good use of web tools, including the posting of articles written by young women on unions' websites, the use of social media (e.g. Facebook and Twitter), and the organising online meetings.
- Creating spaces in which young women feel safe to speak freely, and are encouraged to express their views.
- Consider organising young women as a way of revitalising the union movement. As long as young women take on an active role in the union, they will be "role models," showing that the trade union movement can support them in taking important decisions.

DECISIONS FOR LIFE
Name of Organisation
Campaign Plan & Budget: (Period)

| Nr | Activity | Where / Month | Expected outcome | Indicators | Resources | Comments |
|---------------|----------|---------------|------------------|------------|-----------|----------|
| Objective(s): | | | | | | |
| 1. | | | | | | |
| 2. | | | | | | |
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