



## HomeNet International's C177 and Decent Work Campaign A Campaign and Advocacy Toolkit

# MODULE TWO

## BUILDING YOUR COUNTRY CAMPAIGN

Before starting your campaign or reviewing your campaign plans it is important to assess the country context. You need to answer questions around the political, economic, organizational and legal situation. You need to identify decision makers and allies, and to assess your own organization's strengths and weaknesses. This module gives ideas and activities on how to do your assessments in order to develop clear campaign objectives and proposals.



## Module Two

# Building Your Country Campaign



*In this module we look at:*

- *Preparatory steps you need to take to build your campaign*
- *Ideas and practical tools to assess the country campaign terrain*

*Who will find it useful?*

- *Affiliates who need to assess or reassess the campaign terrain in their country so they can better develop their campaign and advocacy strategies*

## 1. Before You Begin: Campaign Steps

### Understanding Campaigns

When you campaign you aim to achieve change that is important for your members and has the potential to improve their working lives. You try to persuade those who have decision-making power to take action on the issue you are campaigning on. You also want to change attitudes and opinions. Do this using a variety of well-planned and coordinated activities.

Campaigns have a clear objective(s), should be realistic and take place over a well-defined time frame. HNI has decided that the global campaign will run over a period of four years (2023-2027). Your country campaign could start and end at slightly different times, while fitting into the overall time frame.

### Ten Steps in Organizing a Successful Campaign

Here are some of the key steps to be taken when organizing campaigns. You may need to follow all the steps or just some. You may change the order of the steps according to your circumstances. You may find you return and redo a step. A campaign rarely follows a linear pattern.

- **Step 1:** Identify and analyze the problem and the country context

---

- **Step 2:** Identify decision makers and their power (campaign targets)

---

- **Step 3:** Identify allies and their potential influence

---

- **Step 4:** Check on your legal and policy landscape and gaps

---

- **Step 5:** Do an organizational assessment (strengths and weaknesses)

---

- **Step 6:** Agree on your goals, objectives, proposals (review)

---

- **Step 7:** Design the campaign strategy and tactics

---

- **Step 8:** Prepare an activity plan and implement

---

- **Step 9:** Continuously review progress (monitoring)

---

- **Step 10:** Bring to a close, evaluate and plan next steps

---

## Leadership and Coordination

Leaders play a crucial role in the campaign. Without committed, strong, hard-working and inspiring leaders, the campaign will not progress. Work collectively with a **Campaign Coordinating Committee (CCC)**. Set this up in the early stages. The CCC should be composed of people who have the time and commitment. If your organization is national, then it will be important to have representatives from different areas.

### Role Of Campaign Coordinating Committee (CCC)

- Detailed planning and preparation
- Research and information gathering
- Coordinating activities
- Reporting to leadership and members and receiving their inputs
- Membership capacity-building, education and mobilization
- Media activities: internal and external
- Reviewing progress and proposing changes
- Leading the campaign evaluation

## 2. Assessing Your Country Context

You need to bring your campaign from the global down to the local. How do the problems, goals and strategies you have identified for the global campaign apply in your country? Most of you have carried out an initial analysis of the situation in your countries and decided on a campaign route. (See Module One)

As you deepen your analysis you will find new facts, have surprises, see things differently. This may lead you to formulate new objectives. You will then develop clear proposals for change and agree on your detailed strategy and tactics.

### Assessment Tools

Here are some tools to help you do your analysis. Note that the more the leaders and members are part of the preparatory activities, the stronger your campaign will be.

#### Our Context: a Situational Analysis

It is important to look at which factors in your environment will affect your ability to run a successful campaign. What must be taken into account when planning your advocacy and other activities? It is also important to be clear about the problem you are focusing on and the changes you need.

A diagram or chart is a useful tool to remind yourself of key factors in your country context that may either hinder or help your campaign. If you did an earlier analysis, you might want to review the situation again as the political situation and policies can change swiftly.

Here is an example of a situational analysis. This can be constructed collectively using cards or diagrams.

#### Lesson: The political situation in your country can help or hinder the campaign

- **Bulgaria** had a supportive government when C177 was ratified in 2009, but government has changed. Since then it has refused to fully implement C177 provisions.

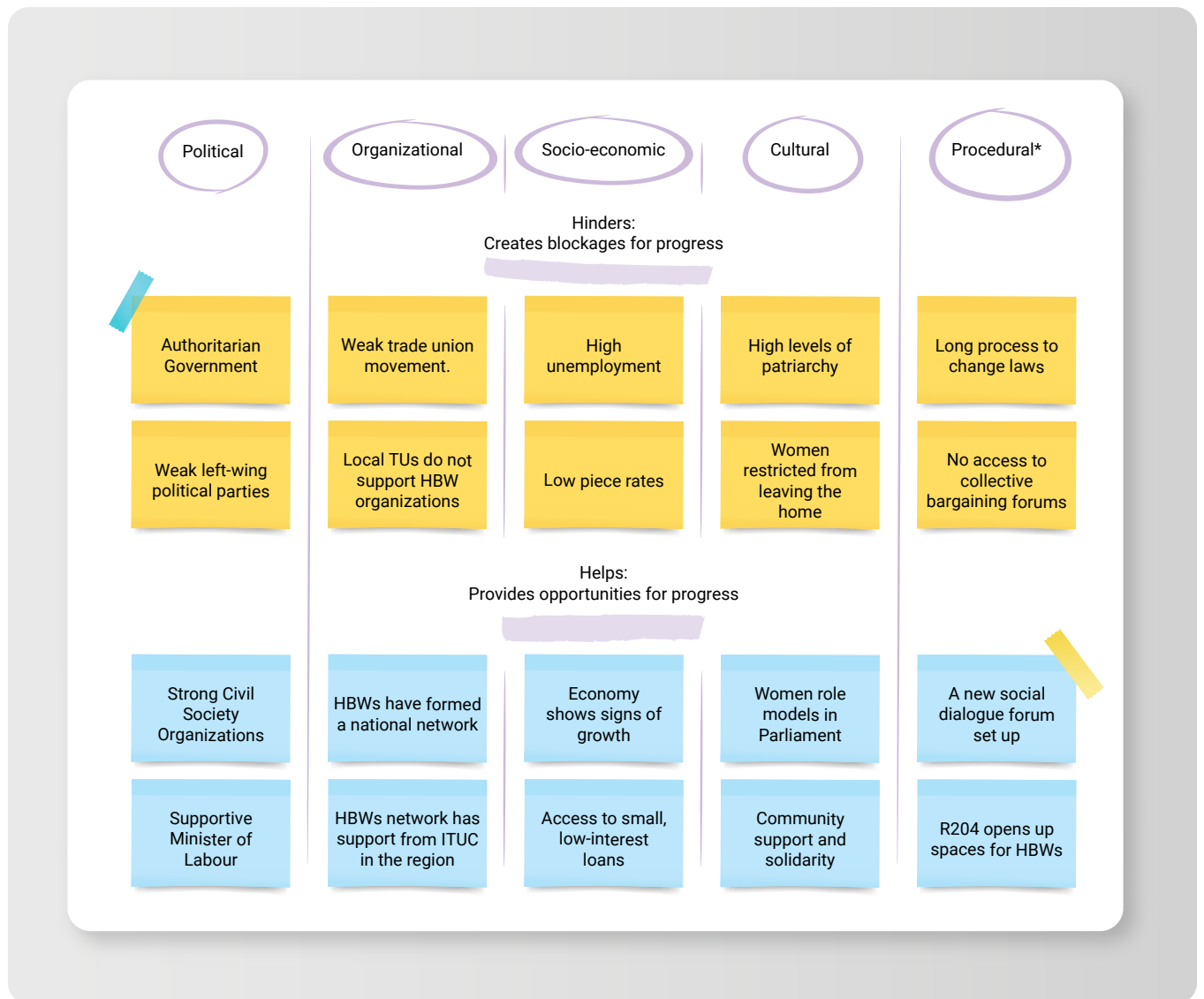
#### Tool 1: Situational Analysis Tool – Example

**The Problem:** Home-based workers are not recognized as workers and have no labour rights or protections.

**Questions: In your country:**

What factors can help your campaign by providing opportunities?

What factors may hinder your campaign by creating blockages or barriers?



\* Tools to assess your legal and policy landscape for home-based workers are below

### Legal and Policy Tools

As this campaign is about legal and policy change, your analysis must have a special focus on identifying and analyzing the laws and policies you want to change. First read *Module Four: Legal and Policy Landscape*, and then find out how your legal system works by answering these basic questions: What kind of legal system? At what level are relevant laws and policies made? What kind of legal instruments are available e.g. laws, policies, agreements? Here are two checklists to guide your discussions and proposals.

## Tool 2: Legal & Policy Checklist #1 – C177 and National Laws

Compare the articles in C177 with the legal framework in your country. Then identify the gaps. This is important if your campaign is for ratification of C177 and labour law reform. Use the guiding questions to help your assessment.

Guiding Questions	Article in C177	Provision in your National Laws	Gaps Identified/ Comments
<p><b>1. Definition of homework and employer</b></p> <ul style="list-style-type: none"> <li>Does the definition include home or premises of the homemaker's choice (other than the workplace of the employer)?</li> <li>Are employers who either directly or indirectly employ homeworkers included as an employer?</li> </ul>			
<p><b>2. Wages &amp; piece rates</b></p> <ul style="list-style-type: none"> <li>Is there equality of treatment between homeworkers and other wage earners?</li> <li>Are piece rates/wages earned by homeworkers equal to other wage earners such as factory workers?</li> </ul>			
<p><b>3. Formation of organization</b></p> <ul style="list-style-type: none"> <li>Can homeworkers form an organization of their choosing?</li> <li>Do they have the right to bargain collectively?</li> </ul>			
<p><b>4. Statutory social protection</b></p> <ul style="list-style-type: none"> <li>Do employers have to contribute to social security?</li> </ul>			
<p><b>5. Maternity protection</b></p> <ul style="list-style-type: none"> <li>Do homeworkers have maternity protection?</li> <li>Is there equality of treatment between homeworkers and others?</li> </ul>			
<p><b>6. Statistics</b></p> <ul style="list-style-type: none"> <li>Are homeworkers included in labour statistics?</li> </ul>			
<p><b>7. Right to inspect</b></p> <ul style="list-style-type: none"> <li>Do labour officers have a right to inspect the workplaces of homeworkers or their employers?</li> </ul>			
<p><b>8. Remedies and penalties</b></p> <ul style="list-style-type: none"> <li>Are there remedies available for homeworkers in case laws and regulations are broken?</li> <li>Does this include penalties?</li> </ul>			

### Tool 3: Legal & Policy Checklist #2 – Developing your National Policy Framework

The guiding questions will help you frame your proposals for policies or guidelines for home-based workers or agreements with employers. These questions draw primarily from Recommendation 184 and national policies.

Theme	Guiding Questions	For
<b>Employer-employee relationship</b>	<ul style="list-style-type: none"> <li>• Are homes or places of homeworkers' choice (other than the employer's workplace) defined as workplaces?</li> <li>• Are homeworkers defined as employees?</li> <li>• Are there any ways to establish an employee-employer relationship?</li> </ul>	Homeworkers
<b>Wages and working conditions</b>	<ul style="list-style-type: none"> <li>• Do homeworkers get paid similar to other workers?</li> <li>• Do homeworkers get paid regularly?</li> <li>• Are there any working time limits?</li> <li>• Are homeworkers entitled to leave provisions?</li> </ul>	Homeworkers
<b>Right to organize and collectively bargain</b>	<ul style="list-style-type: none"> <li>• Can home-based workers form an organization of their choosing?</li> <li>• Are there any obstacles to organizing?</li> <li>• Are home-based worker organizations part of collective bargaining or negotiating processes?</li> </ul>	All HBWs
<b>Occupational health and safety</b>	<ul style="list-style-type: none"> <li>• Are employers obliged to provide safety equipment, information about OSH?</li> <li>• Are employers liable if an OSH or injury problem occurs?</li> <li>• Do homeworkers have the right to withdraw their work in case of a danger?</li> <li>• Are the guidelines, regulations translated?</li> </ul>	Homeworkers  Could be some provision for HBWs in policy
<b>Social security (social protection)</b>	<ul style="list-style-type: none"> <li>• Do employers of homeworkers have to contribute to social security?</li> <li>• Do all home-based workers have access to social protection?</li> <li>• Is social security/protection easy to access?</li> </ul>	Homeworkers and self-employed HBWs
<b>Enforcement</b>	<ul style="list-style-type: none"> <li>• Is there a right to inspect workplaces?</li> <li>• Is there a right to call for information and issue summons?</li> </ul>	Homeworkers
<b>Dispute mechanisms</b>	<ul style="list-style-type: none"> <li>• Who can be held liable for grievances, non-payment for homeworkers?</li> <li>• Is it accessible?</li> <li>• Is it expensive?</li> <li>• Who can represent a homeworker?</li> </ul>	All HBWs
<b>Support programmes</b>	<ul style="list-style-type: none"> <li>• Does government facilitate access to credit, housing, training, childcare?</li> <li>• Does it provide networking centres for home-based workers?</li> <li>• Is information available in local languages?</li> </ul>	All HBWs
<b>Records and Statistics</b>	<ul style="list-style-type: none"> <li>• Do employers of homeworkers have to keep records?</li> <li>• Is homework and place of work included in official statistics?</li> </ul>	All HBWs

## Mapping the Field: Actors and Allies

Identifying the key actors /stakeholders with regard to home-based workers is a crucial step in campaign planning. You need to know the decision makers who have the power to change the laws and policies that affect home-based workers. You need to know who can influence decisions. You need to know who will oppose any proposals you make, and those who will support and work with you – your allies. Here are two Mapping Tools to help you decide on your campaign targets and allies.

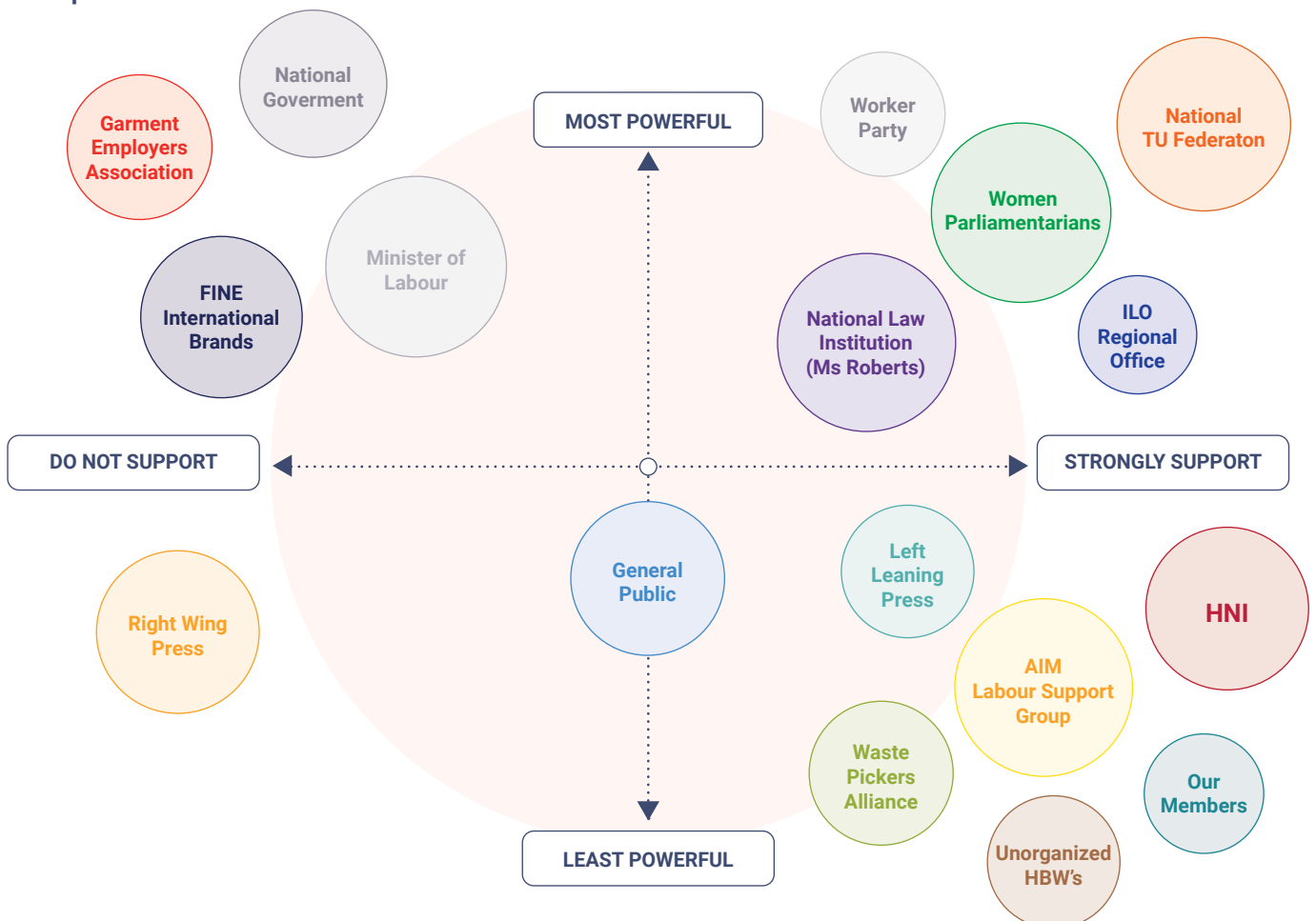
### Tool 4: Mapping Tool #1 – Identifying the Actors

List the main actors/stakeholders with regard to home-based workers. You can do this collectively. Each person can write on a post-it or card one or more actors or stakeholders.

### Tool 5: Mapping Tool #2 – Power map

Once you have agreed upon the key actors, place post-its or cards across the power map given below. Do this according to how powerful or influential they are in relation to your campaign objectives. If they are powerful and likely to support you, place the card in the upper right section; if influential but likely to oppose you, place in upper left section. If they are less powerful but support you, place in the lower right section; if unlikely to support you, place in lower left section.

#### Example



You should now have a clearer picture of the key actors you want to influence and engage and who to build alliances with. Who is our primary campaign target? Who makes the decisions? In the **power map example above** this could be the Minister of Labour. A secondary target could be the Garment Employers Association. It is important to identify potential allies, those who may have a strong influence on the issue and who you could persuade to actively work with you. This might be the National Trade Union Federation. There are those who may support you but not be directly involved in the campaign, for example the AIM Labour Support Group in the example above.



HNI President Josephine "Olive" Parilla meets with the honorable Mr. Pipat Ratchakitprakarn, Thailand's Minister of Labour, in October 2024. Together, they discuss crucial support for HomeNet Thailand's and HomeNet International's initiative to protect home-based workers, aiming for Thailand to become the first country in Asia to ratify ILO C177.

## Decision Makers



The HNI Executive Committee present at the meeting with Thailand's Minister of Labour, in October 2024.

It is important that you target the right decision makers. You will need to do more to find out exactly who to target and where: the level of government; the department and its structure; who and how to contact them; type of personnel you are likely to deal with. You will also need to know who is likely to oppose you in the department. Perhaps you have a contact who will support you, and can influence powerful officials? The more you know about your campaign target(s) the more effective your campaign will be.

## Allies and Supporters

You need to gather as much support as possible. You need solidarity action, a bigger voice, research, access to established institutional forums, capacity-building for members, additional resources and so on. Establish who has strong influence with decision makers or can provide resources to supplement your own. Who is most likely to work with you closely, or who will provide less active support?

## Public

Public opinion is something that can be influenced and can assist with putting pressure on the campaign target. Changing the narrative (how things are perceived and discussed) needs ongoing and creative ways of putting across the situation of home-based workers and your propositions for change.

**Lesson: Organize! Build a solid and active base.**

- **Pakistan** workers needed a unified voice to put forward their demands. They organized and formed unions of HBWs. They then combined into a federation, the HBWWF.

## Members

Members should be well informed through their participation in preparatory activities, capacity-building and mobilization. Never forget that the members are your power base and your reason for the campaign. At the end of the campaign, you aim to have empowered leaders and members as well as a stronger organization.

## Your Organization: Strengths and Weaknesses

To have a successful campaign, you need to understand your own organizational strengths and weaknesses. If you analyze your weaknesses before you start your campaign, you can take steps to correct the situation and lead from your strengths.

### Tool 6: Your Organization Checklist – Strengths and Weaknesses

List all the strengths of your organization, then rank them in order of importance for the campaign, No. 1 being the most important and No. 10 being the least important.

#### Example

Our Strengths	Importance
Committed leaders	2
Strong media team	3
Clean offices	10
etc	

Now take the three or four most important strengths and discuss:

*How can you build on and enhance these strengths for the campaign?*

List all the weaknesses in your organization that will have an impact on the campaign, and number them according to importance as above.

#### Example

Our Weaknesses	Importance
Uninformed members	1
Busy leaders	3
No government contacts	6
etc	

Now take the three or four weaknesses that will most affect your campaign and discuss:

*How can you best overcome these weaknesses so that they do not negatively affect your campaign?*

### Filling in the Gaps

By this stage you have collected a lot of information. What do you know? What information is missing? Summarize the information you have and identify gaps. Where needed, do further research and gather more information. Fill the gaps.

### Goals and Objectives

Now is the time to review and develop or change your goals and campaign objectives, including your internal organizational objectives. Take into account those of the global campaign and the route you have adopted for your country campaign. Build in information from your assessments.

Remember to be realistic in what you hope to achieve and to use the campaign to strengthen your organization and empower members.

## 3. Your Proposals

Make sure you develop clear proposals with the participation of your members. Use C177, R184 to help you formulate these. You can state that your proposals are already included in international law (C177) or guidelines (R184) to give them legitimacy and boost your arguments. You can give examples from other countries.

Your proposal will depend on your overall approach and objectives. It could be comprehensive, such as a proposal for ratification of C177 and accompanying law changes for homeworkers. Or you may decide to hone in on one aspect of policy, such as a proposal for access to healthcare for all home-based workers. You might also want to think through new and innovative proposals suited to new situations. See the information and ideas in Modules Four and Five to help you draw up detailed proposals.

Your proposals will form the basis of your engagement and advocacy with decision makers. Your members and allies can use the proposals in their advocacy and capacity-building activities. The proposals will provide the material for your messages to different audiences, including the public.

#### Lesson: Proposals should be relevant to the HBW's situation

- **Argentina:** UTEP and the Federation of Garment Workers found that family homes could not comply with municipal regulations for workplaces. They organized workers into co-ops and collective spaces. They proposed a new law that would support collective organization and workspaces. However, this proposed law has not been adopted.

**You are now ready to develop your strategy and tactics!**

## Useful Resources

---

Appendix One of the complete Campaign and Advocacy Toolkit: Full text of C177

Appendix Two of the complete Campaign and Advocacy Toolkit: Full text of R184

Amnesty International, 2018. "Body Politics" A Campaign Toolkit

<https://www.amnesty.org/en/wp-content/uploads/2021/05/POL4077642018ENGLISH.pdf>

HomeNet South Asia and Global Labour Institute, 2012, "Promoting ILO Convention C177 and the Rights of Homeworkers. A Manual for Workers' Educators and Facilitators."

[https://www.wiego.org/sites/default/files/resources/files/HNSA\\_GLI\\_Promoting\\_ILO\\_Convention\\_C177.pdf](https://www.wiego.org/sites/default/files/resources/files/HNSA_GLI_Promoting_ILO_Convention_C177.pdf)

International Transport Workers Federation, "Developing Strategic Campaigns. An ITF Manual for Trade Union Activists, Educators and Organisers."

[https://www.itfglobal.org/sites/default/files/node/resources/files/Strategic\\_campaigns.pdf](https://www.itfglobal.org/sites/default/files/node/resources/files/Strategic_campaigns.pdf)



[www.homenetinternational.org](http://www.homenetinternational.org)