



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

# MODULE THREE

## BRINGING THE CAMPAIGN TO LIFE

In this module we look at campaign and advocacy activities. The module gives ideas about tactics you can use when advocating for your proposals, including communication; how to build alliances and with whom; how to involve members in collective actions; engagement and negotiations with decision makers. The module also touches on developing an action plan as well as reviewing and evaluating the campaign.



## Module Three

### Bringing The Campaign To Life



*In this module we look at:*

- *Ideas for advocacy, alliance building, membership mobilization and engagement with decision makers (strategy and tactics)*
- *Reviewing and evaluating your campaign*

*Who will find it useful?*

- *Affiliates who are getting ready for action or are reviewing their campaign*
- *Leaders who will be working with members to educate and mobilize them*

#### 1. Making Your Campaign Strong

When you develop your campaign and advocacy strategy and tactics, bear in mind some of the important elements that help to ensure a strong campaign:

##### Elements of a Strong Campaign

- Active membership participation and empowerment
- Committed, capable and democratic leaders
- Clear and realistic goals and objectives
- Clear proposals or demands
- Realistic time frame, with a clear end date
- Good planning and coordination
- Good knowledge of the campaign target
- Strong alliances and partnerships
- Lessons from other campaigns taken into account
- Activity plan with resources to implement
- Strong communication: internal and external
- Ongoing monitoring and review of campaign
- Flexibility to adapt as campaign progresses
- Evaluation and lessons learned

## 2. Campaign Activities: Strategies and Tactics

You have collected information on your campaign target(s), the legal and policy landscape, your own organizational strength, potential allies and supporters. You have clear goals, objectives and proposals for the campaign. Your members are knowledgeable and ready. Now you can pull the pieces together and agree on your overall strategy and tactics, taking into account the elements of a strong campaign.

### Strategy and Tactics

A **strategy** is an **overarching plan** to achieve organizational objectives. It defines a course of action that will take you from where you are now to where you want to be.

A **tactic** is the **method** employed to put a strategy into practice. Tactics are the specific activities used to achieve the overarching ideas in a strategy.

Let's look at some of the specific approaches and activities you can build into your overall strategy, tactics and detailed activity plan. There are four key, intertwined strategies, approaches and areas of campaign and advocacy activity:

- Advocacy: awareness raising, publicity/media, influencing decision-makers
- Alliances and partnerships: trade unions, others
- Worker participation and action: awareness, capacity building, collective action
- Engagements with decision makers: approaches, consultations, dialogues, negotiations

These will in almost all cases be used together in different combinations. And, they will change as the campaign develops.

### Advocacy

Advocacy is about organized efforts to positively influence those decision makers who have the power to make and implement relevant policies, laws or other conditions. Strong advocacy involves organizing many different activities over a period of time.

Advocacy will play a vital role in your campaign. In countries where home-based workers are not strongly organized, and therefore the scope for powerful collective action is limited, advocacy will be the most important tool for home-based workers. Where organizations are stronger and the members more confident, worker collective action will play a bigger part.

#### Lesson: Successful campaigns use multiple activities

- **Pakistan:** HBWWF used organizing, advocacy, worker mobilization, alliances with TUs, engaging with politicians and political parties, negotiations with employers' associations and government
- **Bulgaria:** HBWA used organizing, advocacy, research, TU alliances, building relationships with employers and government, negotiations

## Media and Messaging

Your key advocacy tool is media. Use various media forms to get across your proposals and messages. Formulating the right messages for the different groups you want to influence or educate is vital to the success of your campaign. Some messages are informative and educative; others provide a call to action



Your media will target different external actors such as government, parliamentarians, employers, influential organizations and individuals, general public, potential supporters. It could also target international brands, if members are making their products. You also need to ensure your members are informed and active. Media work, educating, informing and mobilizing members go hand in hand.

### Media Ideas

#### Members

- Facebook
- WhatsApp
- Leaflets
- Posters
- Videos
- Stickers & buttons
- Radio & TV
- Newsletters
- Booklets

#### External groups

- Social media
- Press conferences
- Press releases
- Op-eds & articles
- HBW stories
- Letters & Petitions
- TV interviews
- Leaflets

You can make a checklist similar to the one below to develop the appropriate messages and linked activities for your different targets.

## Checklist: Targets, Messages and Methods

### Example

Target (audience)	Key Message	Method
Department of Labour (DOL), Director General Office	Homeworkers are workers like other workers. Include them in labour laws! <i>Or</i> Ratify C177	<ul style="list-style-type: none"> <li>• Rally of HBWs with DOL speaker, press, and social media</li> <li>• Memo to DOL setting out issues and proposals</li> </ul>
Employers who give out work to HBWs	Do your homeworkers enjoy decent work like all other workers? Take the lead and make sure they do!	<ul style="list-style-type: none"> <li>• Stickers, leaflets and posters inside and outside factories with trade union allies</li> </ul>
Labour lawyers and academics	Support home-based workers' rights to decent work and legal protection	<ul style="list-style-type: none"> <li>• Social media</li> <li>• Academic article or op-ed</li> </ul>

### Influence

When you advocate you make efforts to influence (mainly) government decisions on a particular issue. The aim is to raise awareness of the situation of home-based workers and of your demands. It can be planned or it can take place when an opportunity arises.

*Who can you influence?* Government officials, ministers, parliamentarians, political parties, employers and others on your list of influential people/organizations.

*How can you influence?* Write a letter, phone or message, organize a petition; talk to an official at a government-organized event; hand over a memo or distribute a leaflet; invite government officials to speak at your own events. The International Labour Conference (ILC) is always a good place to influence governments and employers. The ILO holds country and regional events that could provide similar opportunities.

**Lesson: Find influential individuals (champions) who can give advice and help get access to decision makers**

- **Pakistan:** HBWWF engaged with a Senator. He encouraged them to file an online petition. This kicked off the conversation with government on C177.

## Building Alliances

Alliances can be strong and active, with full participation, or they can be less strong where allies share an interest in the goals, express support for the campaign but are less actively involved.

It is important to build a relationship with each group or individual.

- Don't just jump in and talk about the campaign.
- Listen to them and learn about their situation, concerns and goals.
- Tell the story of your campaign and put forward your proposal.
- Discuss what might be appropriate and realistic for them. Be open to suggestions.

### Trade unions

Trade unions and other worker organizations, such as your sister organizations in the informal economy, are your natural allies. Trade unions have institutional power, giving them access to government departments, ministers, employer bodies and negotiating forums, including tri-partite forums, both nationally and internationally. They (usually) have organizational and collective bargaining rights, dispute procedures and the right to strike. However, you may need to be creative and persistent in bringing them on board. Here are some ideas.

- Make sure they understand the difference between home-based workers and domestic workers
- Invite union leaders to events where you are discussing the issues of home-based workers and the campaign
- Be sure to give them a chance at any event to talk about their union
- Request a space to address their meetings
- Provide regular briefing sessions
- Target social media channels they most often use

Once involved, you can request specific support, such as helping you to access government officials and employer associations, negotiating and social dialogue forums or other important institutions. You could request assistance in gathering information or tap into their existing information and resources. You could ask them to promote your campaign in their own media. This could apply to both local unions and the broader international movement where they have extensive contacts. And, if they show real commitment, you could include them in your campaign committee and in many of your activities.

### Lesson: Build a wide range of alliances

- **Thailand:** HNT, worked with academics, lawyers, and civil society organizations to successfully advocate for the Home Worker Protection Act.
- **Australia:** trade unions, community, civil society organizations, worker groups, supported by academics advocated over many years to achieve laws protecting homeworkers in the garment and footwear industries.

### Lesson: Trade unions are important allies.

- **Pakistan:** HBWWF worked closely with formal unions, including women unionists. This helped to amplify the voices of HBWs with government and political parties.
- **Bulgaria:** HBWA worked with a national TU federation to achieve C177 and changes to the National Labour Code.

## Non-Governmental Organizations, Agencies

NGOs and agencies are often effective allies if their mission and goals align in some ways with those of the home-based workers. These could include those interested in labour issues, legal advice or reform or women's empowerment. United Nations (UN) agencies can be targets for influence or can be strongly supportive of advocacy efforts, in particular the ILO (especially ACTRAV, the workers' bureau) and UN Women.

## Political Parties

Political parties can be important allies. Identify parties that are "left-leaning". They are most likely to be open to discussions and to support you when elections are on the horizon. Push strongly and get them to include your issues in their election manifestos!

## Lawyers

Labour lawyers will be especially helpful in building your legal capacities, assisting in drawing up proposals and arguments for your negotiations.

## Researchers and Academics

They are often available for background research and helping to develop sound arguments based on facts.

**Remember:** Our own HNI affiliates and home-based workers in other countries are important allies. This includes both homeworkers and self-employed home-based workers. Make sure they are informed and given opportunities and ideas for solidarity action. Be inclusive. Celebrate large and small victories together.

### Lesson: Use research as an advocacy and organizing tool

- **Thailand:** academics provided research that helped HNT formulate clear proposals for a law on homeworkers
- **Bulgaria:** mapping of HBWs led to organizing and adoption of C177



Embroidery workers from Lucknow, India.  
Photo credit: Samir Pathak

**WE ARE MANY**  
**WE ARE UNITED**  
**WE ARE HOMENET INTERNATIONAL**

**Worker Participation and Action**

How do you ensure that your campaign is not just a top-down affair? How can you involve your members in your campaign and advocacy efforts? How can participation empower the members and build your organization?



Leaders and members should understand the campaign: the problem you want to work on; the changes you are proposing and why. Leaders and the Campaign Coordinating Committee play an important role in coordinating activities. They raise awareness, educate and mobilize members.

Members can show their involvement and support for the campaign in different ways, depending on the strength of their organization.

## Checklist: Ideas for Membership Campaign Activities

Lower-risk activities	Higher-risk activities
Sign a petition addressed to decision maker	March through the city streets with banners and posters
Distribute information leaflets among workers and community	Hold public demonstrations e.g. outside Parliament
Attend and give out leaflets at public events	Send a large delegation to the offices of decision makers to deliver a memo
Organize social events and celebrations	Organize a strike
Wear badges or armbands	Hold a big meeting or rally. Call the press.
Use social media to highlight campaign messages	
Develop campaign songs and slogans	

## Engagement and Negotiation

The highlight of a campaign is often engaging face-to-face with the decision makers. In your campaign, this is most likely to be with government bodies, employer associations or large companies.

A request to meet is often refused and triggers a struggle and action. Get ready to mobilize!

See attached a sample letter requesting a meeting with government.

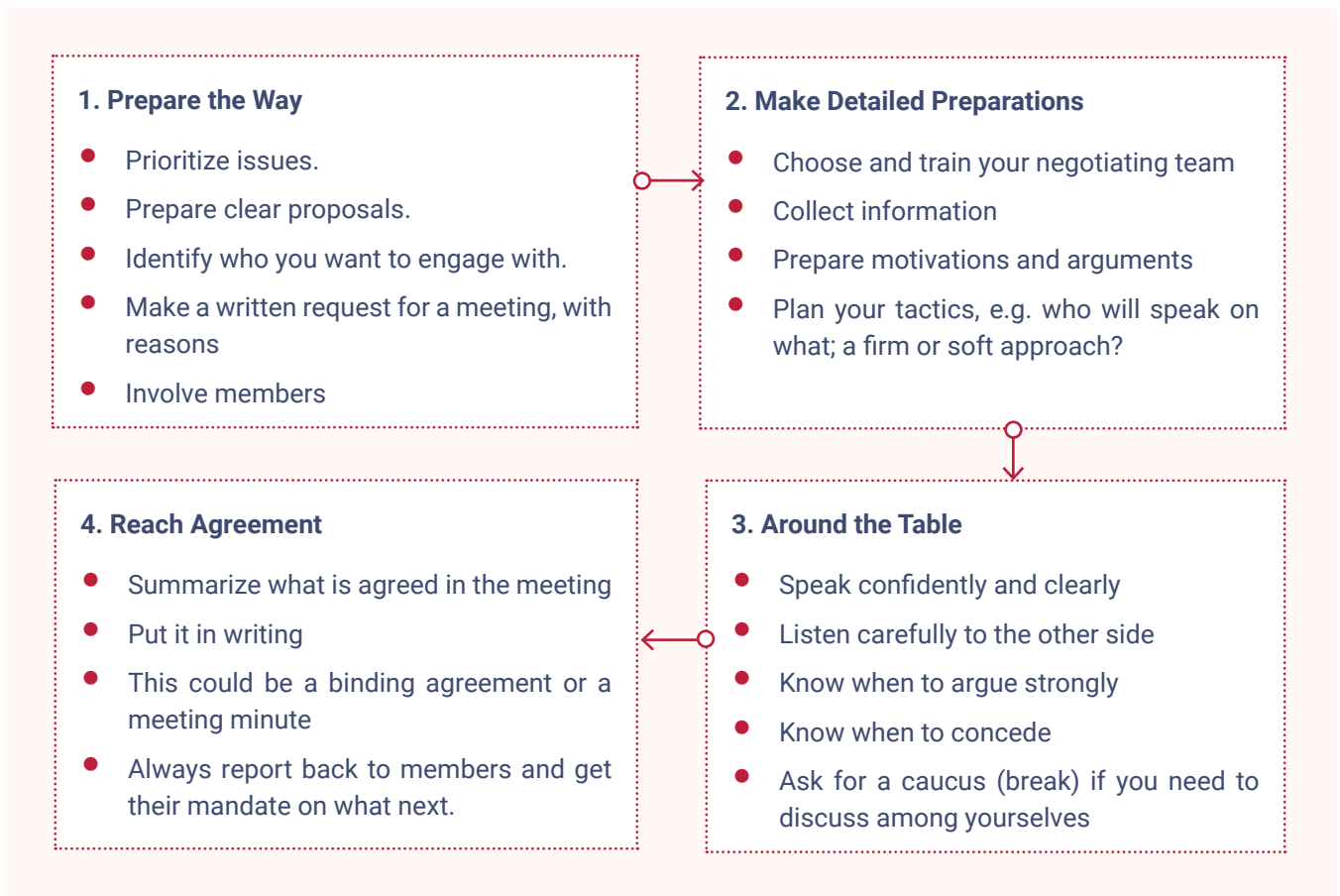
There are different kinds of engagements:

- **Consultation**, where information is exchanged
- **Dialogue**, where the issues are debated. It may or may not lead to an agreement.
- **Collective Negotiation or Collective Bargaining** is the strongest form of engagement. The intention is to reach a binding agreement.

### Negotiating Steps

For all engagements you will need to plan well and follow a number of steps adapted to the type of engagement and circumstances. These are set out in the diagram below. Use these as a guide.

## Steps in the Negotiating Process – a Guide



See attached note for some of the arguments you can use when negotiating for ratification of C177 with government. Make sure you prepare clear arguments if you are negotiating a law, policy or guideline.

Members and allies can engage in many actions to show their solidarity and increase the pressure on decision makers. It is important that decision makers know that the leaders truly speak for members and that your organization has the support of influential allies.

### Lesson: Winning over employers is important

- **Bulgaria:** HBWA developed a close relationship with the Employers Federation, which assisted it during negotiations with government and ratification of C177.

## 3. The Activity Plan

Your activity plan will provide a detailed road map and guide for campaign action. You will need a broad plan for the campaign, from present to its planned ending in 2027. For the immediate year, your activity plan will be more detailed and be linked to a budget. The activity plan can take many forms but should at least contain the following:

## Activity Planning – Example

<b>Year: 2024</b>				
<b>Strategy: Advocacy</b>				
<b>Activity/tactic</b>	<b>Who is responsible?</b>	<b>When is the activity?</b>	<b>Resources needed</b>	<b>Desired Result</b>
Press conference to publicize campaign kick off	Coordinating Committee: Mary	6 July at 2 p.m., union offices	<ul style="list-style-type: none"> <li>● Press release</li> <li>● Refreshments</li> <li>● Sound system</li> <li>● HBW speakers</li> <li>● Funds</li> </ul>	Positive story in local press, on radio and a TV interview

Campaigns are dynamic. In this campaign you are tackling a long-standing problem, with stubborn opposition, bureaucratic and slow-moving institutions and systems. You will need to monitor and review the plan regularly. You will most likely need to amend your strategies, tactics, activities and time lines as you move along.

### You should regularly ask:

- Are you on target?
- Are your objectives still achievable?
- Do you have sufficient resources?
- Are any changes needed?

### Lesson: Legal change is slow. Patience and persistence are needed

- **Bulgaria:** HBWA with allies advocated for 6 years before C177 was ratified. 15 years later HBWs are still struggling to get government to implement its provisions.
- **Thailand:** HNT and allies advocated for more than 10 years for the Home Worker Protection Act. More than 20 years later it is still not implemented fully.

Their struggle continues!

## 4. After the Campaign

When the campaign is over, you should meet to evaluate it. This should be with your Campaign Coordinating Committee, your leadership structures and your staff. Include your members in as many evaluation activities as possible. There are many different ways to do an evaluation, but whatever method you choose or which is required, for example by funders, there are key questions that you need to answer.

- Was the campaign a success? Why?
- Which objectives did you achieve, fully or partially, and which not?
- What worked well?
- What mistakes did you make?
- What could you have done better?
- What lessons have you learned?

The lessons learned will be useful for future campaigns. They will also help you decide on how to take the campaign issues forward. This could be a plan to continue the struggle outside of campaign mode. It could involve lower-key activities, for example, by continuing advocacy efforts through ongoing, targeted social media messages.

Don't forget to celebrate your successes with your members, even if they are limited! Every small victory, including organizational strengthening, is a step forward in the struggle for decent work for home-based workers.

## Useful Resources

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Approaching Government. Sample Letter. See below

Seven good reasons why C177 should be ratified by governments. See below

Chris Bonner, 2009, "Collective Negotiations for informal Workers". Organising in the Informal Economy, Resource Books for Organisers, No 4. StreetNet/WIEGO

<https://www.wiego.org/sites/default/files/resources/files/ICC4-Collective-Bargaining-English.pdf>

UNISON, 2013, Effective Campaigning, A UNISON Guide

<https://www.unison.org.uk/content/uploads/2013/06/On-line-Catalogue193083.pdf>

HomeNet International, WIEGO. Self-paced course. "How to hold a press conference". Available at: <https://www.homenetinternational.org/wp-content/uploads/courses/Communications/ENG-Comms/how-to-hold-a-press-conference-raw/index.html#/>

## Approaching Government Sample Letter

Identify Target

The Director General  
Department of Labour  
10 January 2025

Know the name  
of the key person

Dear Ms. Molewa,

Important to  
state registered

The National Home-based Workers' Alliance (NHBWA), a registered network of home-based workers' membership-based organizations, requests a meeting with yourself and relevant members of your team.

Give brief info on  
organization for  
1st engagement

The NHBWA represents more than 4000 home-based workers, organized into trade unions, associations and cooperatives, a majority whom are women. Home-based workers make a significant contribution to the economy and to the well-being of their families. However, hidden from the mainstream, they struggle with low pay/income, poor working conditions and lack of legal and social protection.

Give key purpose  
without revealing  
full proposal

The purpose of the meeting is to discuss the situation of home-based workers in our country, and to present our proposals for improving their working conditions through the joint development of a policy for home-based workers.

Give suggestion  
to help pin them  
down. But be open.

We are available to meet at any time. May we suggest Tuesday, 25 February, 2025, at a place suitable to you?

We look forward to a favourable reply

Your sincerely,

Ms Mary Simba, General Secretary, National Home-based Workers' Alliance

## Seven Good Reasons why C177 Should be Ratified by Governments

1. ILO Convention C177 is a global norm setting law and provides global yardsticks, helping countries to be in tune with global norms of decent work for all and core labour standards.
2. For countries that profess equality, C177 provides a blueprint for equality of treatment between homeworkers and other workers.
3. Homeworkers who are the most marginalized and exploited of all workers are at the bottom of value chains, and any welfare state needs to address their concerns.
4. As home work is an important part of the growing informal economy worldwide, ratification of C177 will mean that it will be regulated and workers ensured of basic remuneration and social security.
5. Since homeworkers are from poor communities, ratifying C177 and improving the living and working conditions of homeworkers will greatly strengthen the fight against poverty.
6. By ratifying C177, countries will demonstrate solidarity with an important group of informal workers and that they are supportive of informal workers, especially, the most marginalized women workers.
7. By ratifying C177, the member state will be able to show solidarity with United Nations and other agencies in achieving the Sustainable Development Goals and will act as global declaration of its commitment to justice and gender equality.

*(HomeNet South Asia, 2016. "ILO Convention 177 on Home Work and why it should be ratified".)*



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