



FACILITATOR'S TRAINING MANUAL FOR GENDER CHAMPIONS

**CURBING GENDER-BASED (GBV) VIOLENCE IN COMMERCIAL INVESTMENT
SCHEMES IN THE EAST AFRICAN COMMUNITY (EAC)**

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Acronyms

AU- African Union

C190- ILO Convention No. 190 on Violence and Harassment

CBA- Collective Bargaining Agreement

EAC-East African Community

ESG-Environmental, Social and Governance

EPZ-Export Processing Zone

SGBV-Sexual and Gender Based Violence

GBV-Gender Based Violence

SEA- Sexual Exploitation and Abuse

PSEA- Protection from Sexual Exploitation and Abuse

SH-Sexual Harassment

HR-Human Resources

ILO-International Labour Organization

PSS-Psychosocial Support

R206- ILO Recommendation No.206

SOLER-Squarely face, Open posture, Lean, Eye contact, Relax (active listening technique)

STI-Sexually Transmitted Infection

HIV-Human Immunodeficiency Virus

1. Introduction and Purpose

This **Training Manual on the Prevention and Elimination of Sexual and Gender-Based Violence (SGBV)** in large-scale investment schemes has been developed as a practical and strategic resource for trainers working within commercial enterprises across East Africa. It is specifically designed to equip **GBV Champions particularly women workers' representatives and peer leaders** with the knowledge, tools, and practical skills required to prevent, identify, report, and respond effectively to gender-based violence (GBV) and sexual harassment (SH) in the workplace.

Large-scale commercial investment schemes including Agribusiness plantations, manufacturing industries, infrastructure projects, mining operations, and export processing zones employ significant numbers of women and men under complex employment arrangements. While these sectors are engines of economic growth, they also present heightened risks of workplace violence due to power imbalances, gender inequality, precarious employment, migration status, supervisory hierarchies, and weak accountability systems. Women workers, young employees, migrant laborers, and casual or seasonal workers are particularly vulnerable.

This manual provides a structured, participatory training framework that enables GBV Champions to:

- Understand the forms, drivers, and impacts of GBV and sexual harassment in workplace settings
- Recognize how unequal power relations, discrimination, and harmful gender norms contribute to violence
- Interpret and apply relevant national labour laws and workplace policies
- Establish safe reporting, referral, and survivor-centered response mechanisms
- Promote prevention strategies that transform workplace culture
- Engage management, unions, and workers in building zero-tolerance environments

The manual is firmly grounded in international labour standards, particularly the provisions of **International Labour Organization Convention No. 190 (C190)** and its accompanying Recommendation No. 206 (R206), which affirm the right of everyone to a world of work free from violence and harassment, including gender-based violence. C190 recognizes that violence and harassment in the workplace constitute a violation of human rights and a threat to equal opportunities, decent work, and sustainable enterprise development.

By aligning with these standards, the manual supports enterprises and worker representatives to meet international compliance expectations increasingly required in global supply chains, responsible investment frameworks, and ESG (Environmental, Social and Governance) reporting mechanisms.

Beyond a human rights obligation, addressing GBV in commercial schemes is a strategic business priority. According to the International Journal of Labour Research by ILO, workplace violence contributes to: Absenteeism and labor turnover

- Reduced morale and productivity
- Increased reputational and legal risks
- Supply chain disruptions
- Loss of market access, particularly in export-oriented industries

Conversely, workplaces that actively prevent and respond to GBV benefit from improved worker retention, higher productivity, stronger worker-management relations, enhanced brand reputation, and sustained competitiveness in global markets.

Ultimately, this manual seeks to transform GBV Champions from passive observers into proactive agents of change. Through structured learning, practical exercises, case studies, and action-planning tools, trainers will be able to build a cadre of workplace leaders capable of fostering dignity, safety, equality, and accountability within large-scale investment schemes across East Africa.

The purpose of this manual is therefore threefold:

- 1. Capacity Building:** Strengthen the technical and leadership capacities of GBV Champions.
- 2. Institutional Strengthening:** Support enterprises in developing effective prevention and response systems.
- 3. Cultural Transformation:** Contribute to long-term shifts toward safe, equitable, and violence-free workplaces.

By investing in prevention and accountability today, commercial investment schemes can safeguard workers' rights while advancing sustainable and inclusive economic development.

2. Facilitation: Creating a Transformative Learning Environment

Effective training for GBV Champions requires more than transferring information or reviewing policies. It requires transformative learning, a process through which participants critically reflect on deeply rooted gender norms, power dynamics, and workplace cultures that perpetuate violence and discrimination.

In large-scale investment schemes, many harmful behaviors are normalized as “part of the job,” “cultural,” or “harmless jokes.” A transformative learning environment enables participants to safely question these assumptions, unlearn harmful beliefs, and replace them with values grounded in dignity, equality, accountability, and empathy.

A safe and reflective learning space is essential because discussions around Sexual and Gender-Based Violence (SGBV) can evoke strong emotions, trigger personal memories, or expose hidden workplace injustices. Facilitators must therefore create an environment that promotes psychological safety, trust, and mutual respect.

2.1 Facilitation Approaches Used in the Training

Training for GBV Champions requires the use of participatory and transformative facilitation approaches that support reflection, skills development, and behavioural change. These approaches function as practical training methods that enable participants to critically examine workplace realities, challenge harmful norms, and strengthen their capacity to prevent and respond to Gender-Based Violence.

The key facilitation approaches applied in this training include:

Survivor-Centered Approach

This approach places the safety, dignity, autonomy, and rights of survivors at the centre of all discussions and learning processes. It emphasizes confidentiality, non-judgmental engagement, and respect for survivors’ choices.

Transformative Learning Approach

Participants are encouraged to critically reflect on deeply rooted gender norms, power relations, and workplace cultures that perpetuate violence and discrimination. The aim is to promote shifts in attitudes, beliefs, and behaviours.

Participatory Learning Approach

The training emphasizes active engagement through group discussions, case studies, role-plays, reflection exercises, and experiential activities. This approach strengthens ownership of learning and practical application of knowledge.

Experimental Learning Approach

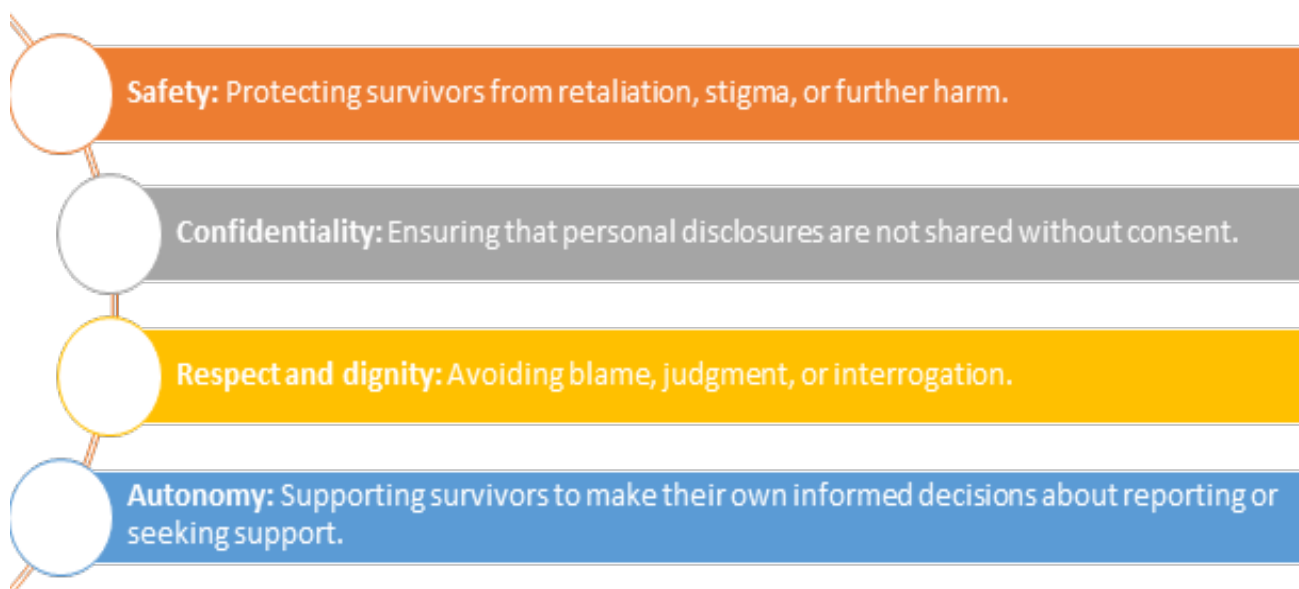
Participants draw on their personal experiences and workplace realities to deepen understanding and develop context-specific prevention and response strategies.

2.2 Core Facilitation Principles

The following principles should guide all training sessions and interactions:

Survivor-Centered Approach

A survivor-centered approach places the rights, needs, and choices of survivors at the forefront of all discussions and interventions. It emphasizes:



All training activities, case studies, role-plays, and discussions must reinforce these principles. Facilitators should also clarify mandatory reporting requirements (where applicable under national law) while emphasizing ethical responsibility.

2.3 Inclusivity and Intersectionality

A transformative space must be inclusive of all women and marginalized groups in the workplace, including:

- Women with disabilities
- Migrant and cross-border workers
- Young women and adolescent girls in apprenticeship or seasonal roles
- Casual and contract workers
- Workers from minority ethnic or linguistic groups

Facilitators should use accessible language, provide reasonable accommodations, and actively encourage participation from quieter or marginalized participants. Inclusivity also means addressing how gender intersects with age, disability, migration status, job grade, and socio-economic position to increase vulnerability to SGBV.

1. Establishing Ground Rules

At the beginning of each session, co-create ground rules with participants. Examples include:

- Confidentiality: "What is shared here stays here."
- Respectful listening: No interruptions or ridicule.
- Speak from personal experience ("I" statements).
- No victim-blaming language.
- Right to pass: Participants may choose not to share.

This shared agreement strengthens accountability within the learning space.

2.4 The Power of Silence and Reflection

Silence is a powerful facilitation tool. After asking sensitive or reflective questions, allow **2–3 minutes of quiet processing time** before inviting responses. Silence:

- Encourages deeper reflection
- Reduces pressure to respond quickly
- Allows quieter participants to gather their thoughts

- Signals that thoughtful responses are valued

Facilitators should resist the urge to fill silence with commentary.

2.5. Managing Emotional Responses

Discussions of SGBV may trigger emotional reactions. Facilitators must:

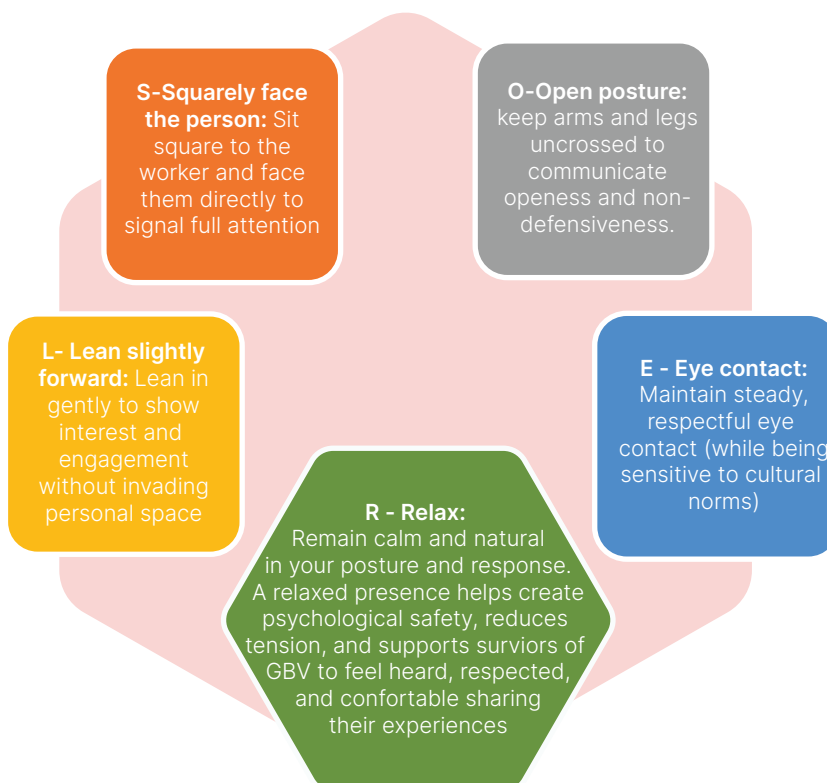
- Normalize emotional responses
- Avoid forcing disclosure
- Provide information about available support services
- Offer short breaks if needed

Trainers should also practice self-care and debrief after intensive sessions.

2.6 The SOLER Technique for Active Listening

Active listening is a foundational skill for GBV Champions. Survivors often decide whether to continue sharing based on the listener's non-verbal communication. Trust is built not only through words but through posture, tone, and presence.

Facilitators should demonstrate and role-play the **SOLER technique**, which strengthens empathetic engagement:



Champions should practice SOLER in structured role-plays, followed by peer feedback on body language, tone, and emotional presence.

2.7 Building Empathy and Accountability

A transformative environment does not only support survivors it also challenges harmful behaviors and power abuses. Facilitators should integrate exercises that:

- Explore how workplace hierarchies and gender norms influence behavior
- Encourage participants to reflect on personal biases
- Differentiate between intent and impact
- Promote allyship and bystander intervention

The goal is to cultivate GBV Champions who are not only responsive listeners but also proactive advocates for systemic change.

2.8 Linking Learning to Workplace Culture

Training must ultimately influence workplace systems and culture. Facilitators should guide participants to consider:

- How does our workplace respond to complaints?
- Are reporting systems trusted and accessible?
- Do supervisors model respectful behavior?
- Are policies translated into practice?

Transformative learning is successful when participants move from awareness to action developing practical steps to improve prevention, reporting, and accountability mechanisms within their investment schemes.

Day	Session	Topic	Objectives	Methodology	Duration
Day 1	Session 1	Introductions, Expectations, Ground Rules & “The River of Life” Exercise	• Build trust and psychological safety • Clarify training objectives • Reflect on personal experiences shaping gender attitudes	Ice-breaker, paired storytelling, plenary reflection	45 mins
	Session 2	Understanding Sex vs. Gender and Power Imbalances	• Distinguish between biological sex and socially constructed gender roles • Examine how power operates in workplaces • Identify how gender norms influence vulnerability to GBV	Group work, power mapping exercise, facilitated discussion	60 mins
	Session 3	Defining GBV and Sexual Harassment in the World of Work	• Define forms of GBV (physical, psychological, economic, sexual) • Identify workplace-specific manifestations (quid pro quo, hostile environment, retaliation) • Understand impacts on workers and enterprise productivity	Case studies, myth vs. fact exercise	60 mins
	Session 4	The Champion’s Role: Advocate, Facilitator, Monitor	• Clarify scope and limits of the GBV Champion role • Explore ethical responsibilities and confidentiality • Differentiate between support and investigation	Role clarification exercise, scenario analysis	45 mins
	Session 5	ILO C190 and National/EAC Legal Frameworks	• Understand obligations under International Labour Organization Convention 190 • Review relevant national labour laws and EAC commitments • Link legal standards to workplace policy	Presentation, guided Q&A, policy review exercise	60 mins
	Reflection & Daily Wrap-Up	Key Learnings and Emotional Check-In	• Consolidate learning • Provide space for reflection and feedback	Individual reflection cards, plenary sharing	30 mins

3. Training Agenda

Day	Session	Topic	Objectives	Methodology	Duration
Day 2	Session 6	Recap and Energizer	- Refresh Day 1 learning - Address outstanding questions	Interactive recap quiz	30 mins
	Session 7	Safety Mapping: Identifying Workplace Hotspots	- Identify physical and structural risk areas - Analyze shifts, supervision patterns, and reporting barriers - Propose preventive measures	Group mapping exercise using workplace diagrams	60 mins
	Session 8	Step-by-Step Response to Disclosures (Role-Plays)	- Practice survivor-centered response - Apply SOLER listening technique - Avoid victim-blaming language	Guided role-plays with structured feedback	90 mins
	Session 9	Mapping Referral Pathways (Health, Legal, Psychosocial Support)	- Identify internal and external referral services - Understand documentation and follow-up procedures - Build coordination with service providers	Stakeholder mapping exercise	60 mins
	Session 10	Prevention Strategies & Bystander Intervention	- Develop proactive prevention actions - Strengthen bystander confidence - Promote positive masculinity and allyship	Group discussion, scenario practice	60 mins
	Session 11	Action Planning for Shop Stewards & Collective Bargaining Agreements (CBAs)	- Integrate GBV clauses into CBAs - Develop monitoring indicators - Assign Champion responsibilities	Action planning templates, peer review	60 mins
	Closing Session	Commitment Pledges, Evaluation & Certification	- Formalize commitments - Evaluate training impact - Strengthen accountability	Written pledge, evaluation forms	30 mins

4. Module 1: Foundations of Gender and Power

This module provides the conceptual and reflective foundation for addressing Sexual and Gender-Based Violence (SGBV) in large-scale investment schemes. GBV in the workplace does not occur in isolation it is rooted in unequal gender norms and power relations that shape opportunities, authority, and vulnerability. Before GBV Champions can effectively prevent or respond to workplace violence, they must understand how gender is socially constructed and how power operates within families, communities, and workplace hierarchies.

4.1 Activity: The River of Life

Objective

To help participants reflect on how gender roles have shaped their life journeys and influenced access to opportunities, decision-making, and safety.

Rationale

Personal reflection builds empathy and critical awareness. When participants examine how gender expectations affected their own lives, they begin to recognize how similar dynamics operate in workplaces especially in large commercial schemes where hierarchies are strong.

Instructions

1. Ask participants to draw a river representing their life.
2. The river may include:
 - Calm waters (positive experiences)
 - Rocks or rapids (challenges or barriers)
 - Turning points or major decisions
3. Allow quiet reflection time (15–20 minutes).
4. Facilitate small-group sharing before plenary discussion.

Reflection Prompts

- At what points did being a woman (or man) affect your opportunities?
- Where did you face “rocks” or “rapids” because of gender expectations?
- Who held power in those moments?
- How did those experiences shape your confidence or choices?

Key Learning Points

Facilitators should clarify:

- **Sex** refers to biological differences (male, female, intersex).
- **Gender** refers to socially constructed roles, behaviors, expectations, and power relations assigned by society.

Gender norms influence:

- Who is expected to lead
- Who performs unpaid care work

- Who is believed in cases of harassment
- Who has economic authority
- Who is silenced

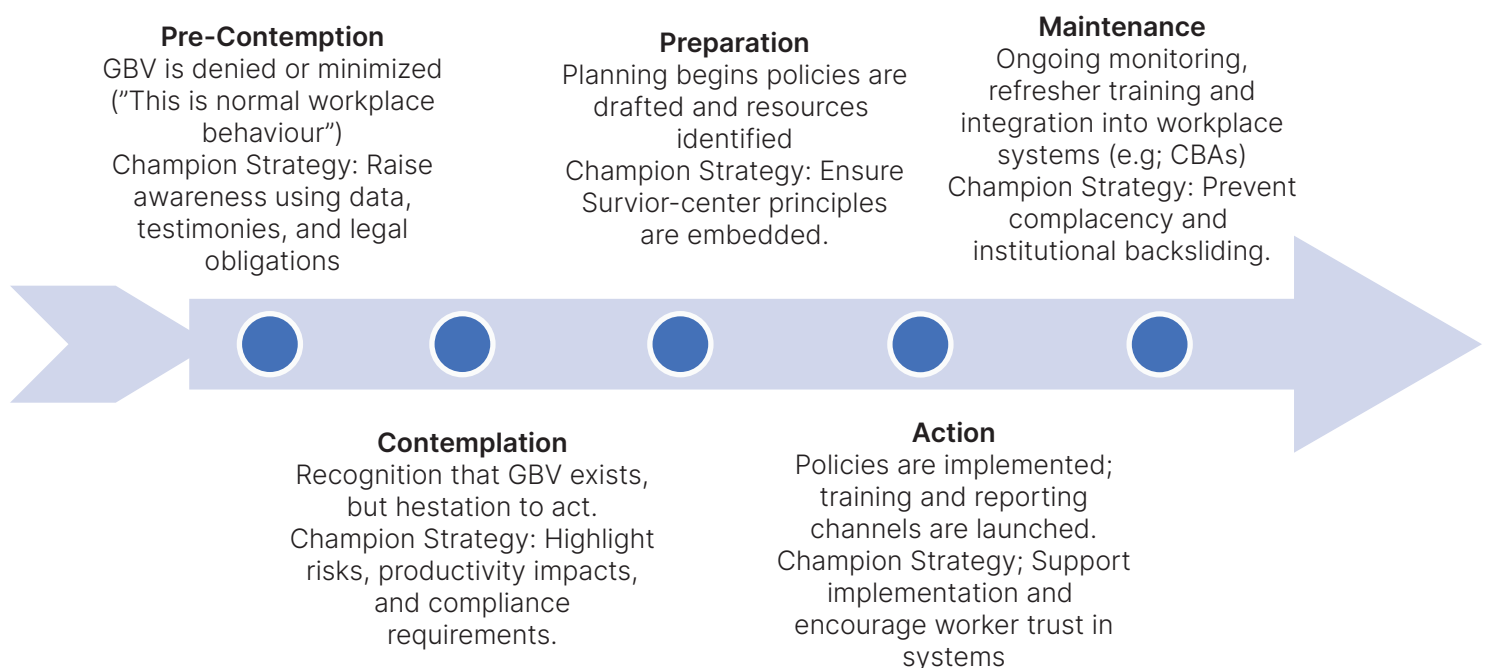
Emphasize clearly: Most workplace violence is not about sexual attraction it is about power and control. Harassment is often used to reinforce hierarchy, punish resistance, or maintain dominance within workplace systems.

Help participants connect personal experiences to workplace realities:

- How do supervisory hierarchies mirror gender hierarchies?
- How do casual contracts increase vulnerability?
- How does silence protect perpetrators?

Conclude by reinforcing that preventing GBV requires challenging both harmful attitudes and structural power imbalances.

4.2 The Five Stages of Change



5. Module 2: Defining GBV in Commercial Investment Schemes

Sexual and Gender-Based Violence (SGBV) in commercial investment schemes often takes distinct forms shaped by production pressures, hierarchical management systems, insecure contracts, and gendered labor segmentation. In high-intensity sectors such as agribusiness plantations, agro-processing facilities, manufacturing industries, and export processing zones, violence may be normalized as “discipline,” “supervision,” or “workplace culture.”

GBV Champions must therefore move beyond general definitions and understand how violence manifests within **specific workplace systems** particularly where women are concentrated in lower-paid, casual, seasonal, or migrant labor roles.

The international framework provided by the **International Labour Organization Violence and Harassment Convention, 2019 (No. 190)** recognizes that violence and harassment in the world of work includes physical, psychological, sexual, and economic harm. It applies to formal and informal workers, trainees, job applicants, and even work-related travel or commuting.

In commercial investment schemes, GBV frequently intersects with:

- Power imbalances between supervisors and workers
- Contract renewal systems
- Production quotas and seasonal deadlines
- Gender segregation in job roles
- Weak grievance mechanisms
- Security risks during transport and night shifts

Champions must be able to identify and name the following forms of violence in context

5.1 Common Forms of GBV in Commercial Investment Schemes

Form of GBV	Workplace Manifestation	Sector Context & Risk Factors
Sexual Harassment	Demands for sexual favors in exchange for contract renewal, shift allocation, overtime access, promotions, or favorable performance ratings (quid pro quo harassment). Also includes unwanted touching, sexually suggestive comments, jokes, and persistent advances.	Highly prevalent in packing sheds, greenhouses, production lines, and factories where male supervisors control contracts and daily task assignments. Women on short-term or seasonal contracts are particularly vulnerable.
Economic Violence	Denial or delayed payment of wages, manipulation of piece-rate systems, sabotage of work performance to justify dismissal, blocking women from attending training, or excluding them from overtime opportunities.	Common among seasonal and migrant workers dependent on labor brokers, intermediaries, or recruitment agents. Financial dependency increases vulnerability and discourages reporting.

Psychological Violence	Verbal abuse, humiliation, threats of dismissal, intimidation, catcalling, and mobbing (collective humiliation or bullying by a group).	Often used to enforce high production speeds during peak export seasons. Public shaming and shouting may be normalized as productivity management.
Sexual Exploitation and Abuse	Abuse of power by supervisors, security guards, transport personnel, or associated staff. May involve coercion, assault, or exploitation during recruitment or night commutes.	Increased risk during night shifts, isolated plantations, or employer-provided transport. Security personnel and gatekeepers may misuse authority.

5.2 Understanding the Power Dynamics

In many commercial schemes, violence is less about personal attraction and more about reinforcing control. For example:

- A supervisor may use sexual advances to test obedience.
- A manager may publicly humiliate women workers to accelerate output.
- A labor broker may withhold wages to maintain dependency.

These behaviors are rooted in structural power imbalances — particularly where women lack secure contracts, union representation, or access to complaint mechanisms.

Champions must also recognize intersectional vulnerabilities. Young women, migrant workers, women with disabilities, and those in probationary or casual roles may face compounded risks due to limited bargaining power.

5.3 Hidden and Normalized Forms of Violence



Some harmful practices may be normalized and therefore overlooked:

When such practices are systemic, they create a hostile work environment that undermines dignity and equal opportunity.

5.4 The Impact on Workers and Enterprises

GBV in commercial schemes leads to:

- Increased absenteeism and turnover
- Reduced productivity and morale
- Psychological trauma and health consequences
- Legal liability and reputational damage
- Supply chain risks and loss of export markets

Addressing GBV is therefore both a human rights obligation and a business sustainability issue.

5.5 Key Takeaways for Champions

1. GBV in commercial investment schemes is shaped by workplace hierarchies and production systems.
2. Violence may be physical, sexual, psychological, or economic – and often overlaps.
3. Power and dependency are central drivers.
4. Normalized abuse must be named and challenged.
5. Prevention requires strong policies, safe reporting systems, monitoring, and collective accountability.

By recognizing the specific manifestations of GBV in agribusiness and manufacturing zones, Champions are better equipped to identify risks, support survivors, and advocate for systemic workplace reform that promotes safety, dignity, and equality.

6. Module 3: The Five Core Responsibilities of the Champion

Based on regional best practices in agribusiness, manufacturing, and export processing zones, the role of a GBV Champion is strategic and clearly defined. Champions are peer leaders who promote prevention, strengthen reporting systems, and support survivors while operating within clear ethical boundaries.

6.1 Advocate

A Champion advocates for safe, inclusive, and gender-responsive workplace policies. This includes engaging management to:

- Adopt and enforce zero-tolerance GBV policies
- Promote inclusive hiring and fair promotion practices
- Establish breastfeeding and childcare-friendly facilities
- Provide safe transport for night shifts
- Improve lighting, sanitation, and security measures
- Integrate GBV clauses into workplace policies and Collective Bargaining Agreements (CBAs)

Effective advocacy is evidence-based. Champions can use safety mapping findings, worker feedback, and anonymized trends to highlight risks and propose practical improvements that align with productivity, legal compliance, and company reputation.

6.2 Facilitate

Champions act as trusted intermediaries between workers and formal grievance structures such as HR departments or Gender Committees.



Their facilitation role includes:

- Listening empathetically using survivor-centered principles
- Explaining reporting options clearly and neutrally
- Supporting workers to navigate internal procedures

- Encouraging safe and confidential handling of cases

Champions do not replace formal complaint systems. They strengthen access to them by reducing fear, stigma, and misinformation.

6.3 Monitor

Prevention requires identifying risk patterns before harm escalates. Champions play a proactive monitoring role by:

- Conducting Safety Mapping exercises
- Identifying poorly lit areas, isolated workstations, or unsafe transport routes
- Noting departments with repeated complaints
- Highlighting risks linked to shift allocation or contract renewal systems

Monitoring focuses on trends and structural risks – not investigating individual cases. The goal is to strengthen systems and prevent recurrence.

6.4 Bridge

When survivors choose to seek support beyond the company, Champions connect them to external services. This may include:



Champions must understand referral pathways and maintain updated contact lists. Their role is to provide information and support – never to pressure a survivor into reporting.

6.5 Drive

Champions are agents of cultural transformation. Beyond responding to cases, they promote long-term change by:

- Advocating for women's advancement into supervisory roles
- Encouraging leadership and mentorship opportunities
- Promoting positive masculinity and male allyship
- Supporting continuous awareness training

Workplaces with greater gender balance in leadership often report stronger accountability and lower

harassment levels. Driving change means embedding equality into workplace systems.

6.6 Ethical Boundary: Bridge, Not Judge

Clear ethical limits protect both survivors and Champions.

A Champion must never:	Your Role is to
Conduct investigations	Listen without judgment
Confront or discipline alleged perpetrators	Provide accurate information
Collect evidence	Explain available options
Promise specific outcomes	Respect confidentiality
	Support the survivor's autonomy

The survivor decides what happens next.

Key Takeaway

A GBV Champion is an advocate, facilitator, monitor, bridge, and driver of change. By working within ethical boundaries and focusing on systemic improvement, Champions help create workplaces grounded in dignity, safety, and accountability.

7. Module 4: ILO C190 and EAC Legal Frameworks (The Legal Hooks)

The **International Labour Organization Violence and Harassment Convention, 2019 (No. 190)** commonly referred to as C190 is the first international treaty to recognize that **everyone has the right to a world of work free from violence and harassment**, including gender-based violence.

SAY clearly to participants:

C190 does not only apply to what happens on the factory floor. It covers the *entire world of work*, including:

- The commute to and from work
- Work-related travel
- Employer-provided accommodation
- Work-related social events
- Communication through digital platforms
- Recruitment and job application processes

This is critical for large-scale investment schemes where workers may face risks during night transport, in isolated plantations, or in employer-provided housing.

7.1 Ratification in East Africa

Uganda ratified C190 in August 2023, and Rwanda has also ratified it. Ratification means that these governments have committed to aligning national laws and enforcement mechanisms with the Convention's standards. Businesses operating in these countries are therefore expected to comply with its principles. Who Does C190 Protect?

C190 has a broad and inclusive scope. It protects:

- Permanent employees
- Casual and seasonal workers
- Migrant workers
- Apprentices and interns
- Job seekers
- Former employees
- Informal workers
- Volunteers and trainees

This is particularly important in agribusiness and manufacturing zones where short-term contracts and labor intermediaries are common. Champions should emphasize that protection is not limited to full-time staff it extends to anyone engaged in the world of work.

C190 also requires employers to:

- Adopt a zero-tolerance policy
- Conduct risk assessments
- Establish reporting and grievance mechanisms
- Provide training and awareness programs
- Protect complainants from retaliation

These provisions provide strong advocacy tools when workplace policies are weak or incomplete.

7.2 The EAC Regional Legal Landscape

In addition to global standards, East African countries are bound by regional commitments that reinforce gender equality and protection from violence.

The EAC Treaty (Article 6(d))

The **East African Community Treaty** commits Partner States to principles of good governance, social justice, and non-discrimination on the basis of sex or gender. This establishes equality as a regional obligation, not just a national preference.

EAC Gender Policy (2018)

The **East African Community Gender Policy (2018)** identifies the elimination of GBV as a key regional priority and recognizes gender equality as essential to economic growth and sustainable development. Companies operating across the region must therefore align with these commitments.

The Maputo Protocol

The **African Union Protocol to the African Charter on the Rights of Women in Africa (Maputo Protocol)** requires states to enact and enforce laws prohibiting all forms of violence against women, including in employment settings. This reinforces the duty of governments and by extension employers to prevent workplace abuse.

7.3 Activity: The Policy Check

Objective

To assess whether workplace policies align with international and regional legal standards.

Instructions

Ask participants to review or reflect on their company handbook, HR manual, or Collective Bargaining Agreement (CBA).

Guide them to ask:

- Does the policy define GBV clearly?
- Does it cover commuting to and from work?
- Does it include seasonal, or contract workers?
- Does it outline safe and confidential reporting channels?
- Does it protect against retaliation?
- Does it provide referral pathways?

If gaps exist, Champions can use C190 and the EAC Gender Policy as advocacy tools to push for updates.

In some workplaces, formal policies on Gender-Based Violence may be absent, outdated, or inaccessible to workers. Champions should therefore first assess whether relevant policies exist and whether workers are aware of them. Where policies are lacking, Champions can advocate for their development using international and regional legal frameworks such as ILO Convention No. 190 and the EAC Gender Policy. Where policies exist but are not accessible or understood, Champions should promote awareness, support translation into accessible formats, and encourage management to ensure that policy provisions are effectively communicated and implemented.

Key Takeaway

Legal frameworks are powerful advocacy instruments. C190 provides the global standard, while EAC and African regional commitments reinforce the obligation to prevent and respond to GBV.

Champions should confidently communicate that safe workplaces are not optional they are grounded in binding international and regional law. When policies fall short, these legal frameworks provide the leverage needed to demand reform and institutional accountability.

8. Module 5: Responding to Disclosures (Step-by-Step)

When a worker discloses Sexual and Gender-Based Violence (SGBV), the first conversation is critical. A supportive response can restore dignity and encourage access to services. A dismissive or judgmental response can deepen trauma and silence future reporting. Champions must therefore respond with empathy, clarity, and discipline always within their defined ethical boundaries.

Remember: You are not an investigator. You are a first responder and a bridge to support systems.

8.1 The First Response Protocol

This four-step protocol provides a practical guide for responding to disclosures safely and ethically.

Step 1: Welcome and Ensure Immediate Safety

Purpose: Create emotional and physical safety.

Suggested script:

"Thank you for trusting me. I am here to listen."

"Are you safe right now?"

"Would you like some water or a quiet place to sit?"



Actions:

- Move to a private and secure location.
- Reduce interruptions.
- Speak calmly and respectfully.
- Use the SOLER method (Square, Open posture, Lean, Eye contact, Relax).

If the worker is in immediate danger, prioritize safety planning before continuing the conversation.

Step 2: Validation

Purpose: Counter self-blame and shame.

Suggested statements:

"I believe you."

"What happened is not your fault."

"You are brave to speak up."

Avoid:

- Asking "Why didn't you refuse?"
- Suggesting the survivor misunderstood the situation
- Expressing anger that may increase fear

Validation is essential because many survivors fear they will not be believed especially where perpetrators hold supervisory power.

Step 3: Informed Consent and Options

Purpose: Protect autonomy and confidentiality.

Explain clearly:

"I will not share your story without your permission."

"There are options available such as speaking to HR, filing a formal complaint, or accessing medical or counseling services."

"Would you like information about these options?"

Key principles:

- The survivor chooses what happens next.
- Do not pressure them to report.
- Do not promise specific outcomes.
- Inform them of the company's non-retaliation policy if one exists.

Your role is to provide information not to decide on their behalf.

Step 4: Referral and Time-Sensitive Care

Purpose: Connect survivors to appropriate services.

If the incident occurred within 72 hours, explain gently:

"Medical care within 72 hours can help prevent HIV and other infections. Would you like information about where to go?"

Provide information about:

- Medical facilities
- Psychosocial support (PSS)
- Legal aid services
- Police reporting (if desired)

Offer accompaniment only if appropriate and requested.

8.2 Role-Play Scenario: Quid Pro Quo Harassment

Scenario

A worker in an EPZ garment factory is told by her supervisor that she must go on a date with him if she wants to be assigned to the overtime shift income she depends on for her children's school fees.

This is **quid pro quo harassment**, where employment benefits are conditioned on sexual compliance. It

is rooted in power imbalance and economic vulnerability.

Activity

1. Divide participants into pairs.
2. One participant plays the worker.
3. The other plays the GBV Champion.
4. The Champion applies the four-step response protocol and SOLER method.
5. Switch roles after 10-15 minutes.

Encourage realistic responses while maintaining emotional safety in the training space.

Debrief Questions

Facilitate reflection using these questions:

- Did the Champion use the SOLER technique effectively?
- Did they assess immediate safety?
- Did they validate the survivor without blame?
- Did they explain confidentiality clearly?
- Did they mention the company's non-retaliation policy?
- Did they respect the worker's decision if she chose not to report immediately?

Highlight that economic pressure such as school fees or contract renewal can intensify vulnerability. Champions must recognize these structural pressures without judging the survivor's choices.

Key Takeaway

A survivor-centered first response is grounded in empathy, structure, and respect for autonomy. When Champions respond calmly and ethically, they build trust in workplace systems and help create pathways toward justice, safety, and healing

9. Module 6: Institutional Change and Collective Bargaining

Gender Champions who are also Shop Stewards, Union Leaders, or Worker Representatives play a strategic role in institutionalizing GBV prevention and response mechanisms. Beyond individual case support, Champions must push for structural protections through Collective Bargaining Agreements (CBAs), workplace policies, and labour-management negotiations.

Champions should advocate for the inclusion of the following provisions:

9.1 Paid GBV Leave

CBAs should formally recognize Gender-Based Violence as a legitimate workplace concern requiring time off.

Proposed Provision:

- A minimum number of paid leave days for survivors of GBV.
- Leave coverage for:
 - Medical treatment and recovery
 - Court attendance
 - Police reporting
 - Psychosocial counselling
- Protection from discrimination or retaliation when leave is requested.

Rationale:

Survivors should not be forced to choose between safety and income. Economic dependency often traps survivors in abusive situations.

9.2 Safe Commutes and Transport Protection

Unsafe transport arrangements, particularly during night shifts, increase vulnerability to harassment and assault.

Proposed Provision:

- Company-provided, well-monitored buses for late shifts.
- Designated safe pick-up and drop-off points.
- Trained drivers and transport marshals sensitized on GBV.
- Clear protocols for reporting incidents during transit.

Rationale:

Employers have a duty of care that extends beyond factory gates when work schedules expose workers to predictable risks.

9.3 Safe and Separate Facilities

Infrastructure design must reflect gender-sensitive workplace planning.

Proposed Provision:

- Lockable, well-lit, gender-segregated restrooms.
- Separate and secure dormitories where housing is employer-provided.
- Functional lighting in production areas and walkways.
- Regular safety audits of workplace infrastructure.

Rationale:

Poorly designed facilities create conditions for harassment and assault. Structural prevention reduces risk before harm occurs.

9.4 Anonymous and Confidential Grievance Mechanisms

Many survivors do not report GBV due to fear of retaliation, especially when the perpetrator is a supervisor.

Proposed Provision:

- Anonymous grievance boxes placed in neutral locations.
- Direct reporting channels to HR or a GBV Committee.
- Hotline numbers managed independently of line supervisors.
- Clear timelines for response and investigation.

Rationale:

Reporting systems must be accessible, safe, and independent. Survivors should not be required to report abuse to the person committing it.

9.5 Establishment of Workplace GBV Committees

Champions should advocate for joint worker-management committees tasked specifically with:

- Monitoring GBV cases and trends.
- Reviewing policy compliance.
- Conducting periodic awareness sessions.
- Recommending corrective action.

9.6 Mandatory GBV Training and Sensitization

CBAs should include:

- Regular GBV awareness sessions for all workers.
- Specialized training for supervisors and security personnel.
- Induction training for new employees.
- Zero-tolerance communication from management.

9.7 Non-Retaliation and Whistleblower Protection

Explicit clauses must protect:

- Survivors who report abuse.
- Witnesses who testify.
- Champions assisting complainants.

Retaliation, intimidation, dismissal, or demotion must attract disciplinary consequences.

Key Message for Champions

Institutional change is more sustainable than individual case management. While survivor support is essential, long-term prevention requires embedding GBV protections into binding agreements, workplace policies, and enforceable labor standards.

10. Module 7: Protection from Sexual Exploitation and Abuse (PSEA)

Protection from Sexual Exploitation and Abuse (PSEA) is a fundamental responsibility in all commercial investment schemes and development interventions. Sexual exploitation and abuse occur when power, authority, or trust is misused for sexual purposes, including the exchange of goods, services, employment opportunities, or protection for sexual favors. Such acts are serious violations of human rights, ethical standards, and international legal frameworks. This module equips participants with the knowledge, skills, and ethical obligations required to prevent, recognize, and respond appropriately to incidents of sexual exploitation and abuse.

7.1 Understanding Sexual Exploitation and Abuse (SEA)

Facilitator SAY:

Sexual Exploitation and Abuse (SEA) occurs when a person in a position of power or authority uses that power to obtain sexual favors, sexual relationships, or any form of sexual activity in exchange for goods, services, protection, employment opportunities, promotions, or humanitarian assistance.

SEA includes:

- Demanding sex in exchange for employment or contract renewal.
- Requesting sexual favors in exchange for access to food, shelter, medical services, or other benefits.
- Engaging in sexual relationships with individuals who are economically dependent or vulnerable.
- Sexual activity with minors (which is always illegal and constitutes abuse, regardless of consent).

SEA is a serious violation of human rights, labor standards, and international law. It constitutes an abuse of power and breaches the duty of care owed by employers, humanitarian actors, and security providers.

7.2 Power and Vulnerability in Investment Schemes

Commercial investment schemes often involve:

- Migrant workers
- Casual and seasonal laborers
- Young women and girls
- Workers dependent on employer-provided housing
- Communities reliant on corporate social services

These conditions create power imbalances. When individuals controlling resources exploit this imbalance for sexual gain, it constitutes SEA.

Key Principle:

Consent cannot be considered freely given when there is a significant power imbalance.

7.3 The Champion's Mandatory Reporting Obligation

Unlike other GBV cases, Sexual Exploitation and Abuse by aid or institutional actors often triggers mandatory reporting requirements under organizational, national, or international frameworks.

Facilitator SAY:

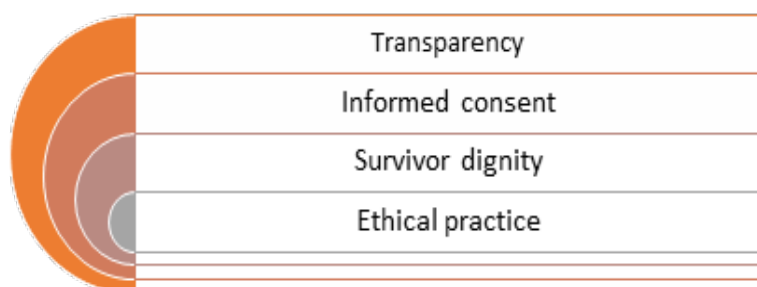
"As a Gender Champion, you have a mandatory duty to report any allegation of Sexual Exploitation and Abuse involving aid workers, security personnel, contractors, or institutional representatives. However, before a survivor shares detailed information, you must clearly inform them of your reporting obligation."

Important Procedure: Informed Disclosure

Before allowing detailed disclosure, the Champion must say:

"I need to inform you that if this concerns Sexual Exploitation or Abuse by a security officer or institutional representative, I am required to report it to the appropriate authority. I will handle the information confidentially, but I cannot keep it completely private. Do you still wish to continue?"

This ensures:



7.4 Survivor-Centered Approach in PSEA Cases

Even when mandatory reporting applies, the following principles remain essential:

- **Safety First:** Assess immediate risk.
- **Confidentiality:** Share information only on a strict need-to-know basis.
- **Non-Retaliation:** Protect survivors and witnesses from backlash.
- **Do No Harm:** Avoid actions that may expose the survivor to further risk.
- **Respect and Dignity:** Avoid blame, judgment, or intrusive questioning.

7.6 Reporting Channels

Reporting mechanisms may include:

- Company PSEA focal points
- HR or Ethics Committees
- Independent whistleblower hotlines
- Trade union leadership (if applicable)
- National authorities where criminal conduct is involved

Organizations operating within investment schemes should have clear PSEA reporting pathways aligned with international standards.

Key Message for Champions

Sexual Exploitation and Abuse is not "misconduct"—it is an abuse of power.

Your role is to:

- Recognize it.
- Inform survivors transparently about reporting obligations.
- Report it through the proper channels.
- Protect survivor dignity throughout the process.

"Zero tolerance for SEA means zero silence."

11. Appendix: Tools and Checklists

Tool A: Workplace Safety Mapping Worksheet

Instructions: Draw a map of your department. Mark with a RED 'X' where you feel unsafe (e.g., behind the greenhouse, the dark path to the bus stop, the security gate).

Action: Present the map to the Health and Safety Committee for immediate infrastructure improvement.

Tool B: Referral Pathway Directory Template

Service Type	Name of Provider	Contact and Hours	Distance from Site
Emergency Health(PEP/STI)	[Local Clinic]	[24/7 Phone]	
Legal Aid/ Police Gender Desk			
Psychosocial/ Counselling			
Emergency Shelter			

Tool C: Champion's Code of Conduct

- [] I will maintain absolute confidentiality.
- [] I will respect the survivor's autonomy (their right to say "No").
- [] I will not investigate or mediate between parties.
- [] I will practice self-care to avoid burnout.

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