



International
Labour
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► Systems analysis for grievance documentation and case management system for improving trade union operations and outreach capabilities within the garments, palm oil and fisheries sectors



Labor**Solutions**



Systems analysis for grievance documentation and case management system for improving trade union operations and outreach capabilities within the garments, palm oil and fisheries sectors

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Foreword

The protection and promotion of workers' rights remain fundamental priorities in the advancement of decent work, particularly within labour-intensive sectors such as garments, palm oil, and fisheries. As these sectors continue to grow and adapt in response to economic and regulatory pressures, it is imperative that the mechanisms established to address worker grievances evolve in parallel—ensuring efficiency, transparency, and equitable access for all stakeholders.

In this context, the Strengthening Industrial Relations in Indonesia (SIRI) Project of the International Labour Organization (ILO) Country Office for Indonesia and Timor Leste with funding from Employment and Social Development Canada (ESDC), in collaboration with Labor Solutions and with the participation of trade union federations in garment, palm oil and fishing sectors, has undertaken this systems analysis to better understand the current challenges in grievance documentation and case management. The objective of this assessment is to identify current practices, evaluate systemic strengths and deficiencies, and propose a scalable digital framework that amplifies the operational and advocacy capacities of trade unions. The assessment explores how these mechanisms can be modernized with technological tools, making them more efficient, accessible, and resilient.

This report represents the culmination of extensive field research, stakeholder engagement, and technical analysis conducted between February and April 2023. The study provides detailed insights into the procedural workflows, data management limitations, communication channels, and resource constraints that currently characterize grievance handling across the sectors in question. Special attention is given to the technological challenges and opportunities associated with digitizing grievance mechanisms, with a view toward improving case resolution timelines, standardizing documentation, and enhancing data-driven decision-making at both operational and strategic levels.

The findings and recommendations outlined herein are intended to serve as a reference point for trade union federations and their partners as they consider the development and implementation of digital case management solutions tailored to their unique organizational contexts. Moreover, the study underscores the critical importance of aligning digital transformation efforts with existing trust-based relationships between workers and their representatives—ensuring continuity, inclusivity, and effectiveness.

The ILO extends its appreciation to the federations in the garment, palm oil, and fisheries sectors, affiliated confederations, and individual union representatives who contributed their time, expertise, and perspectives to this study. Their participation was instrumental in shaping a practical and contextually grounded understanding of the challenges and needs within current grievance systems.

We reaffirm our commitment to supporting Indonesia's trade union movement in strengthening its institutional frameworks and digital infrastructure, thereby advancing the principles of social justice, fair labour practices, and sustainable development.

Simrin C. Singh

Director, ILO Country Office for Indonesia and Timor Leste

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► 1. Executive summary

Study of Indonesia complaints mechanisms in two garment federations

This report summarizes the findings of Labor Solutions' study of grievance tools and case management in two trade union federations and their associated confederations in the garment sector, as well as in the palm oil and fisheries sectors, in Indonesia in February – April 2023. Trade union grievance mechanisms are an important part of the worker safety net, as they ensure that workers have an outside party to report concerns to when factory management or their employers do not sufficiently address safety or rights issues.

Trade unions in Indonesia are facing a variety of challenges, from communicating effectively in a “noisy” world full of apps competing for worker attention, to cost pressure as inflation is driving up prices but not wages, to a domestic jobs law that privileges business owners over worker protection. In order to be resilient as a labour focused organization in this environment, trade unions need to expand their reach to younger and women workers, need to utilize their resources efficiently to drive better outcomes for workers, and need to leverage their membership and unique understanding of workplace conditions to work with industry, local government and national government to create policy change.

Better grievance management and data analysis provide a way for Indonesian trade unions to drive union membership and to maintain their position as prominent and important worker advocates.

The advocacy and support for grievance resolution that is provided by the trade union federations and confederations are an important service to members, and effective grievance management is a major part of the value members see in their participation in the trade union. However, as the industry has grown and factories hire more workers, trade unions in Indonesia have not been able to effectively leverage technology to enhance provision of services, track membership, or speed up grievance resolution at scale.

Trade unions themselves realise that they are missing data that would help them improve, as well as to identify larger issues to take to the policy level and they would like to address this gap in their grievance management systems. Particular trade unions also have their own individual problems that could potentially be ameliorated by technology or digitization, including reaching remote and offshore workers (fisheries), improving resource allocation to local level trade union offices, ensuring that important information (on key legislation affecting worker rights) is centralized and easy for workers to access (Garteks), collecting and managing membership data (SPN), and investigating false claims. ILO Indonesia intends to support the trade union federations and confederations to increase membership and enhance service provision in part through support for a digital solution to some of the challenges of case management.

Purpose of assessment

The objective of this study is to undertake a full systems analysis of existing grievance documentation and case management systems of the garment, fisheries, and palm oil sector. While there are various challenges in digitizing grievance documentation and case management, there are also many benefits..

The key questions this study set out to address included:

- What is the usual process for handling worker grievances by the federations? How do they use resources from the factory level, branch, and federation?
- What do federation officers think is working well about the system? What would they add or change?
- What is the bigger vision of the federations and confederation for how they would like to serve the needs of worker-members?

- How much do workers utilize the union grievance process, are they satisfied with the results, and what can federations do at every level to retain members and improve services?

Assessment findings

The study found that the workers are generally very satisfied with the results of federations resolving their grievances, but that the federations' focus on worker advocacy and outcomes and their resource limitations may be currently working at the cost of creating systems that allow the trade union federations to work more efficiently and effectively overall.

While the study sought to identify the types of cases, usual time for resolution, common procedures, how and type of cases for escalation, and frequency of different case types at each level of the federation, there was no reliable data or documentation available to provide answers to these questions. Historical data is not maintained, catalogued, or stored/filed for future use, common practices are not documented as SOPs, and generally there seemed to be a lack of professionalization (process management and documentation) by the federations.

The federation representatives provided the best answers they could, based on their general observations and recollections, but these observations lack the rigor, evidence and nuance necessary to make constructive analyses on the key research questions—including a full mapping of processing different case types, how efficiently and effectively the bipartite process is, and where processes might be improved based on data. Therefore, this assessment is limited to general descriptions and observable or expressed needs and gaps.

Most worker grievances handled by trade union representatives are reported by those trade union representatives to be resolved bilaterally with the factory management within 30 days, but data is not systematically collected or kept about these grievances by the factory-level union nor by the federation. These bipartite cases are reportedly usually relatively minor issues like health and safety or specific contract issues.

Grievances that are escalated or reported to the branch or central federation after attempted bipartite resolution has failed are generally more serious claims (termination, insufficient working hours allocated, sexual harassment etc.), and go to tripartite mediation.

Tripartite—company, trade union and local government— mediation is complex and time consuming because of the number of parties involved and number of sessions that may be required to produce agreement, and often this type of case resolution results in a new collective action agreement with the factory management which may involve extensive negotiation.

If the claim or issue remains unresolved after attempting tripartite mediation, the case would generally be referred to the industrial law court for final resolution. The satisfaction rate of workers with the grievance resolution support provided by the garment federations is approximately 73.6%.

While self-reported utilization of factory-level trade union grievance mechanisms by workers is relatively low, this satisfaction rate suggests that grievances that require outside support for resolution are rare, but that trade union involvement in these cases is critical. This means that trade unions provide a valuable service, but also that data about these cases is not being collected to drive future improvements or otherwise leveraged effectively.

The federations in Indonesia that participated in this study all use some kind of technology and/or online tools to connect with members and for grievance case intake. From their perspective, the biggest challenges are collecting all the case information from these different communication channels and organizing them so that grievance management processes can be followed, resources allocated, and data on cases can be analyzed at a sectoral and national level for more effective advocacy, to drive membership, and to support policy reform.

Trade union federations have difficulty keeping membership records up-to-date and want to be able to communicate with their members at scale and ensure that important information (on key legislation

affecting workers' rights) is centralized and easy for workers to access. The trade union federations in Indonesia generally expressed a desire for a centralized case management system and data analysis/reporting portal to help them track and supervise the grievances submitted, and on a higher level to collect comparable data on each case and to aggregate this data for comparison and analyses that will help the federation identify areas for improvement as well as for policy advocacy and reform.

They would also like batch communication tools, hardware and human resource support, and an online membership database that will allow them to quickly access the information they need, ideally with a user-friendly interface that helps them to quickly understand a new system and to engage trade union representatives at every level without extensive training or a large burden of additional work.

Recommendations and system requirements

Digitization is a good solution for problems associated with scaling and data collection and analysis, provided that sufficient hardware and human resource is available to ensure successful implementation and continued use. Digital tools can automate processes that are resource-intensive (data entry and analysis, for example) and can make complex data more user friendly and easy to understand at a glance, so that decision-makers can make more informed and evidence-based decisions.

Some of the needs expressed by the Indonesia trade union federations are specific to each organization's existing grievance mechanism infrastructure and use of technology, but in general the following issues are common across all industries and federations:

- ▶ Multi-channel case intake, including in person.
- ▶ Poor user interface and user experience for current system leads to low utilization of tech-enabled grievance management tools.
- ▶ Inconsistent case description and documentation hinder the federation's understanding of grievances in Indonesia (in the sectors covered by this study) overall to influence policy.
- ▶ Lack of case type labeling that would facilitate categorization of grievance cases and understanding of trends and changes in case types over time, as well as the effectiveness of collective agreements and other interventions at preventing rights violations.
- ▶ Limited ability for grievance case management system to produce real-time and historical reports needed for both resource needs planning and projection, as well as to advocate for change and reform at the industry or national level.
- ▶ Lack of automatic reporting interface (user dashboard) for case management/supervision and for high-level analysis and advocacy introduces resource constraints and potential human error.
- ▶ Clunky processes for updating federation databases on membership and grievance create delays in data uploading and updating that make it difficult to rely on data for operational and strategic decisions.

We have provided specific recommendations for each federation and believe that either a single system that would be investible in common and would create a portal for collecting grievances and sharing information to workers would be an effective solution, or parallel systems based on the same model that have specific features to complement the existing systems and gaps for each federation.

The federations already have trust-based connections and communications with workers, and because trust is an important aspect of escalating a case through the trade union, we suggest that this connection strength remain the core of the workers' experience and would not significantly change the communication channels that the workers and federation use to stay in contact as this could be too disruptive.

Building on the existing channels, digitization could reduce the friction for trade union representatives to document and track grievance cases, and for federation representatives to support, supervise and understand the grievances and to see trends over time. We suggest that a dashboard-based case

management system for each whole federation (or confederation, with specific tags for individual federations) would allow federation officials at any level to input new cases from any channel (Facebook, Whatsapp, web-based form), see the status of open cases and support new case investigation and resolution including internal escalation when local resources are stretched too thinly.

Our recommendations also include case categorization through tagging and custom or individualized categories so that data can be easily analyzed and learnings incorporated into future case management based on the needs and context of each specific trade union federation. These suggestions build on the strong connections that trade union leadership already has with members, their vision for interacting with members, and their stated needs and challenges. Further description of the proposed features is in Section 4 below.

While adoption of a new system does require significant training and support to ensure its full implementation and success, the recommended system features meet the federation and confederation needs as simple as possible and allow enough flexibility for future development while being cost-effective and easy to maintain and access.

Buy-in and support from each level of the federations will be critical to the success of this project's implementation. With any top-down system or organizational change, the federations will need to be particularly aware of concerns from factory-level trade union representatives and ensure that they are convinced of the value of the new features and are able to navigate them to support their work.

We understand that factory-level trade union representatives may have unique challenges to balance as they work to maintain the open lines of communication necessary to be effective at solving issues through bipartite negotiations, and any new tools or system will need to allow them the flexibility to continue to manage grievances at the factory level.

Federation leadership, however, is responsible for the overall strategy and development of the union and may not be focused on features that make case intake, supervision and tracking easier to use. Because we have collected data on the use cases and user experience of federation representatives at every level (including the factory level), we are able to present here any competing interests and experience to bridge the gaps between the needs and challenges of factor-level, branch, central federation and confederation representatives.

The National Level Workshop on Digitization of Grievance and Case Management for Indonesia Union Federations and Confederations held in May 2023 reviewed these recommendations and the feedback of the participants has been incorporated into this study.

► 2. Scope, methodology and limitations

Background

This study is part of ILO Indonesia's trade union federation support under the joint activities of four (4) projects of the ILO Jakarta in developing common platforms for grievance management for the trade unions in Indonesia's labour-intensive industries: garments, palm oil, and fisheries. These joint activities will be implemented by various projects and programs, including the current study.

In general, every worker has the right to join a trade union under Indonesia Act No. 21 of 2000. A trade union is a group formed by at least ten workers, and five or more of such trade unions can form a federation of trade unions. A confederation is formed by at least three federations. With a membership base that spans multiple regions, the federations involved in this study reported that it has become increasingly difficult to manage information related to trade union membership and grievance, and that their current data is incomplete, not up-to-date, and does not provide useful insights or support for advocacy and reform.

The existing systems created by each federation, which are described in detail in Section 3, are sufficient to support case management and resolution but do not adequately support the broader functions of the federation aside from direct services to workers with grievance, and do not support their visions for growth and development in the future.

The goal of the study is to provide the confederations, federations and local trade unions with a set of recommendations describing potential features of a new process for grievance management, incorporating technological tools to help overcome some of the discovered barriers and challenges. By improving its data management and communication processes, the ILO hopes that the trade union confederations, federations and factory-level trade unions will be able to better serve their members and to grow as strong and effective voices for workers in its industries, and at the national level.

Recognizing the need for a more streamlined and efficient system, the ILO is supporting the confederations, federations and trade unions to explore the possibility of digitizing their grievance tools and case management as well as other selected functions related to membership databases and sharing information about key legal issues related to worker safety and rights. The goal of this study is to assess the feasibility and potential benefits of digitizing key aspects of the trade union's work, including membership management, grievance handling, and data analysis so that the ILO and confederations, federations and local-level trade unions can select and prioritize any improvements that need to be made.

Scope of the study

This study focused on two garment trade union federations and their confederations— Garteks (KSPI) and SPN (KSBSI), and to a lesser extent on the other federations in those confederations -- as well as briefly considering the main grievance systems and its operations in the palm and fisheries sectors.

Through this deeper dive into the two garment sector federations, the intention was to understand the main concerns, challenges, and needs of the federations and confederations in Indonesia, to see what common issues and roadblocks they face, and to propose solutions using technology and digitization to create a grievance management system that would be more efficient, accessible, and transparent.

In the context of this study, the terminologies mentioned below will be utilized along with their respective definitions. These terms are not capitalised in the text for ease of reading:

Case management: Within the scope of this study, case management refers to the systematic process

to investigate, progress, resolve and oversee individual grievances within a trade union organization that has taken on the responsibility for representing the worker with the objective of resolving the grievance. Case management encompasses various activities, including case documentation, tracking, mediation, escalation, allocating resources, updating the affected person(s) and ensuring appropriate follow-up and coordination. In this report, the term 'grievance management' will also be utilized interchangeably with case management.

Grievance: In the context of this study, a grievance signifies a formal complaint or concern raised by an individual or group to an organization outside of their workplace pertaining to an issue or perceived violation or injustice related to their employment or working conditions. Grievances commonly encompass matters such as workplace disputes, unfair treatment, rights violations, or breaches of employment agreements. In this report, the terms 'case' or 'issue' will also be utilized interchangeably to refer to grievances.

Grievance documentation: The term grievance documentation, as used in this study, refers to written records or documents associated with filed grievances used for case management. Such documentation includes key details about any incidents related to the grievance (including the nature of the grievance, relevant dates and events, information about the involved individuals and witnesses), supporting evidence (photos, documents, screenshots), records of actions taken, and written evidence of any resolutions or outcomes.

Grievance tool: In the context of this study, a grievance tool denotes a specific system, either conventional or technology-based, used by organizations to facilitate the intake of grievance reports.

Grievance mechanism: In the context of this study, a grievance mechanism (or 'grievance process') is the whole system for managing grievances submitted through a particular channel, including grievance tools, standard grievance documentation, and way to process a grievance to its resolution. A grievance mechanism can be as simple as a comment box or open-door policy, or as complex as an anonymized digital hub with push notifications and reporting dashboard.

Methodology

The study was conducted by Labor Solutions, a tech and advisory social enterprise whose team of experts and researchers have expertise in the key sectors related to this project, particularly with process mapping, grievance documentation and case management, organizational change, and technological tool design and implementation.

This study was conducted using a variety of complementary methods, used to generate as complete a picture as possible of the existing processes. The use of multiple methods usually allows for the cross-validation of data obtained through different channels. A qualitative approach was selected because of its appropriateness for the nature of this research question, which deals primarily with the experiences and perceptions of the individuals involved in the union's grievance mechanism and grievance management. In this study, qualitative methods including workshops, small group exercises, interviews, and limited quantifiable qualitative research, namely a short survey for union members, were employed.

Specifically the questions we are answering in this study that require a qualitative approach are: how does the grievance process currently work, what are its strengths and weaknesses, does it serve the needs of the union and/or the worker - members, how do union representatives use current grievance mechanisms in practice to overcome their challenges in using the grievance management system, and what functions or features are key for a grievance mechanism and case management system that performs the way the users need or want? The expressed experiences of both workers and union representatives and leaders are critical in answering these questions, and given the size of the target group (Garteks and SPN union offices, representatives and workers) and other resource constraints of the study, qualitative methods were agreed to be an appropriate approach for these questions.

We also requested any documentation from the federation about their grievance procedures, SOPs and case management and we received no such documents. This may be out of abundance of caution around sensitive grievance data and documents, or a hesitancy for their practices to be scrutinized by ILO, or they

may be out of date or difficult to find, or our contacts were simply too busy to send them. In any case, we generally had to rely on the description of the grievance mechanisms from interviews and workshops to form our model of the system, with the limitations and potential contradictions inherent in this approach.

In general, lack of centralized and well-organized data (both current and historical) prevented a meaningful quantitative assessment of the grievances and case management of the union. We were not able to analyze the number or type of major issues handled by different resolution pathways, the case resolution time, the annual patterns in grievances, or the response by members to communications, new policies etc.

We also would have liked to poll the membership across active regions to see trends in how new members vs. existing members use the grievance tools, how generational differences and gender may impact how workers prefer to communicate about grievances, and the comfort levels of different kinds of workers with face to face reporting (amongst other relevant questions), regional differences in the type or frequency of certain types of grievances, and the impact of the geographic region/industry/employer on grievances. Instead, we were able to deploy a short online anonymous survey to workers in selected facilities during scheduled site visits facilitated by the trade unions and ILO.

The challenge of access to workers during working hours and sensitivities around union-related activities by employers limited the practical data collection from union members that could be conducted. As such, where it was possible to arrange access to workers during the data collection period in Jakarta and West Java, these factories, and their respective branches and regions were the focus of the data collection for this study.

We recognize that these geographical regions may not be representative of the experiences of workers around the country, but as the selected regions have the highest concentration of garment factory workers, this data is likely representative of the garment worker population on average overall. This data was validated by the perspectives and opinions expressed at the federation workshop and in various exercises designed to draw out specific difficulties and opportunities for unions in managing grievances and their general operations.

The research and data collection process proceeded as follows: first, site visits were arranged to factories where it was possible to have a group of Garteks and/or SPN member-workers gathered. As many members as possible were asked to complete the survey.

Based on the locations where worker surveys were scheduled, interviews with the associated factory-level union representatives were also arranged. In parallel, interviews were scheduled with the federation main office leadership, any regional and/or branch office representatives and the confederation leadership for each confederation and federation involved in the processing mapping exercise as further described in subsection (a) below. The interviews were structured, led by two Labor Solutions team members in bahasa indonesia with questions about the functioning of the grievance mechanism of Garteks and SPN, including input tasks, roles, output tasks, decisions, tasks performed, and linkage to other processes.

A couple of reports from ILO were provided to be included in the desk research, and other requests for documents made to the confederations and federations (including but not limited to their SOPs, records, forms, guidelines, training manuals etc.) were unanswered.

From this data, we were able to diagram the grievance mechanism for each organization and to understand the user experience from the perspectives of workers, factory-level union representatives, branch/regional/national federation representatives, and confederation in each step, as well as what other stakeholders are required to be involved, what documentation is required and what the next steps are if resolution fails at each point.

This identification of steps involved stakeholders, descriptions, timelines and potential outcomes was informed by the qualitative data: interviews, leadership group discussions and the workshop activities where each organization described their grievance mechanism and processing in their own words. Some characteristics (including the time that various steps take to complete) were nearly impossible to generalize responsibly with the amount of data provided. The process map uses symbols to designate inputs, process steps and decision points, as well as where different outcomes can lead to the branching

of the process.

There are gaps and variations from this standard process possible which we chose not to describe nor generalize because we currently cannot discover the frequency of different pathways without more complete data. We can say that the process map shows the most typical grievance handling processes at Garteks and SPN, taking into account their slightly different structures.

Limitations of this methodology

This methodological approach was designed in collaboration with ILO Indonesia in order to meet the objectives of the study with the available resources. We also note that where it is difficult to access workers in the context of this study because of scheduling, cost, distance, and openness to allowing this research onsite, it may also be difficult for unions and other worker support to penetrate effectively.

Therefore, there may be additional barriers and difficult experiences perceived by trade union members that we were not able to include in this data collection, and whose perspectives might be different from the workers we had the chance to meet and survey. Sometimes, data collection was incomplete because participants focused their responses on areas that they are most knowledgeable about or interested in or want to call attention to, rather than completeness.

In some cases we followed up after the initial data collection for clarification, and we also included an opportunity for the union representatives to challenge, clarify or question our characterization of their processes during the National Validation Workshop held by ILO in May 2023 in Jakarta with all of the stakeholders.

Description of data collection process

There were three (3) methods used to collect data while conducting research for this study: interviews, survey and workshops.

a. Interviews

We conducted interviews at all four levels of each target trade union (confederation, federation, branch, and factory level). At each level, we needed both to understand the organization's mission and goals, as well as how service delivery (including case management and grievance handling) worked in practice.

For this, we talked to at least one (1) member of the leadership team, and at least one (1) member of the committee on membership/advocacy to understand the strengths and weaknesses of the current system. The interviews typically lasted for one hour and covered questions on the organizational structure (inc. between federation and confederation), grievance resolution process and resourcing. The list of questions is included in Annex 1.

Respondent	Date
KSPI Leadership	Tuesday, 21 February 2023
KSBSI Leadership	Wednesday, 22 February 2023
SPN Leadership	Friday, 24 February 2023
Garteks Leadership	Friday, 3 March 2023
SPN Headquarters Committee	Wednesday, 8 February 2023
Gartex Headquarters Committee	Thursday, 9 February 2023
SPN Branch Committee	Thursday, 16 February 2023
Garteks Branch Committee	Thursday, 9 February 2023
SPN Factory Committee	Wednesday, 15 February 2023
Garteks Factory Committee	Thursday, 16 February 2023

Overall gender breakdown of Federation leadership interviewed:

- SPN: Central HQ (5 men); Branch (1 woman); Factories (21 women; 12 men)
- Garteks: Central HQ (3 men); Branch (1 man); Factories (3 women; 2 men)

Interviews can provide rich data that is not limited to a set of pre-selected choices or answers, and therefore can provide a better qualitative foundation for the researchers to understand existing conditions and challenges.

One-time interviews are challenging because the researcher and subject have not had time to establish trust, a common vision of the information desired, or an equitable power balance, however within the confines of this study, the motivation and objectives of the study were explained at the beginning of each interview, and the connection to (and sometimes presence of) ILO Indonesia connected this study to the overall relationship between the trade union federations and ILO.

b. Survey

Worker focus groups and surveys were held at a number of factories that are working with Better Work (a programme of ILO in Indonesia), therefore ILO had already established a link and had background information and connections useful to enable survey deployment to trade union members. Instead of detailed qualitative interviews with workers, which could provide more information but only a small number of respondents, Labor Solutions deployed a survey to trade union members in a selection of factories that work with Better Work in Jakarta and West Java to collect more impressions and standardized answers to be comparable across facilities. The survey was designed to tell us if workers use trade union grievance channels, what their experience had been, and what they would like improved. No questions about current grievances or working conditions were included to avoid topics that would be sensitive to factory management.

We shared the survey with the workers in person during scheduled visits and endeavored to get as many responses as possible. The survey consisted of 18 multiple choice questions in bahasa indonesia accessed through a web browser.

- ▶ Conducted by Labor Solutions at selected Garteks and SPN factories during Feb – Mar 2023
- ▶ 140 Respondents (100 SPN members; 40 Garteks members); (98 women; 42 men)

c. Workshops

Workshops to socialize and gather data on organizational vision and challenges from federation and confederation officers and leadership were held as follows:

- 21 February KSBI
- 22 February KSBSI
- 21 March Fisheries sector

In the KSPI workshop, the attendees were 11 federations. They were: DEN KSPI, FSPMI, SPN, ASPEK Indonesia, FSP Pariwisata REF, FSP Farkes REF, FSP Farkes REF – KSPI, FPTHSI, FSP KEP, SP PPMI, FSP ISSI.

In the KSBSI workshop, the attendees were 9 federations. They were FTIA, Lomenik, FSB Kamiparho, FPE, Fesdikari, FKUI, Nikeuba, Hukatan, and Garteks.

The fisheries workshop was attended by 15 participants who are coming from different organizations. ILO, KSPN (Konfederasi Serikat Pekerja Nasional), SP. SAKTI, KSPSI (Konfederasi Serikat Pekerja Seluruh Indonesia), K-Sarbumusi (Konfederasi Sarikat Buruh Muslimin Indonesia), KSPI (Konfederasi Serikat Pekerja Indonesia), SBMI (Serikat Buruh Migran Indonesia), FSB Kamiparho.

The two garment sector workshops had a similar all-day agenda, including background and explanation of the project and expectations for federation inputs (socialization), activities and interactions to delineate

the core relationship between workers and trade union federations, their vision for the future, their grievance process, and a SWOT analysis of their organization (research inputs).

For the fisheries industry the half-day session focused on existing grievance mechanisms, challenges in connecting with workers and resolving issues. Further details on the workshops can be found at ILO in the Labor Solutions workshop reports for this study.

Data analysis methods

As part of this study, a mixed methods analysis was conducted to gain a more comprehensive understanding of the research questions. The analysis involved integrating qualitative data such as interview transcripts and workshop notes with quantitative data such as survey responses.

Using triangulation, complementarity, and expansion techniques, the mixed methods analysis provided a more nuanced view of the challenges and opportunities related to digitizing the trade union.

For example, the survey data provided insights into workers' experiences with the current grievance handling system, while the interview and workshop data provided insights into the perspectives of trade union leaders and organizational stakeholders. By integrating these different data sources, the mixed methods analysis helped to identify key themes and patterns related to digitizing the trade union's case management.

These insights include: the need for better communication and collaboration between trade union leaders and workers, and the importance of ensuring that any digital system is accessible and user-friendly.

Overall, the mixed methods analysis provided a more complete understanding of the challenges and opportunities related to the current processes employed by trade unions in the garment sector in Indonesia for grievance management and helped to inform the development of recommendations for potential case management digital transformation.

Exclusions and limitations of this study

The study was conducted with the expected output in mind: a list of features of a potential technological tool(s) or solution to support trade union service delivery, particularly around grievances and case management.

This study is not a comprehensive description of all garment grievance processes and channels in the target federations and confederations in Indonesia and is not a detailed study on the grievance documentation and case management in the palm and fisheries sectors. We have not included the perspectives of the heads nor staff of relevant local government agencies, business associations such as Apindo, Indonesia Textile Assn etc., academics or other researchers, or other groups or individuals who may have an interest in trade unions and their grievance mechanisms or who may have valuable insight on the strengths and challenges of the current system.

The primary concern is the perspectives of the trade union representatives themselves on how digitization could help them overcome their current challenges, supported by worker feedback on the grievance support process.

This study, with limitations on time and budget, aims to capture the general grievance documentation and case management process and the perceptions of the individuals directly involved (both in submitting claims and resolving them) about the efficacy of the process and where additional support is needed.

The study did not examine previous training or capacity building on case management, the understanding of involved individuals of good case management practices, or projects and programs that the federation and confederation may have participated in.

The quantitative research (worker surveys) was conducted to uncover representative perspectives and issues, but are not randomized, were not validated, and may not meet the sample sizes that we would generally use to achieve an appropriate and robust confidence level and margin of error.

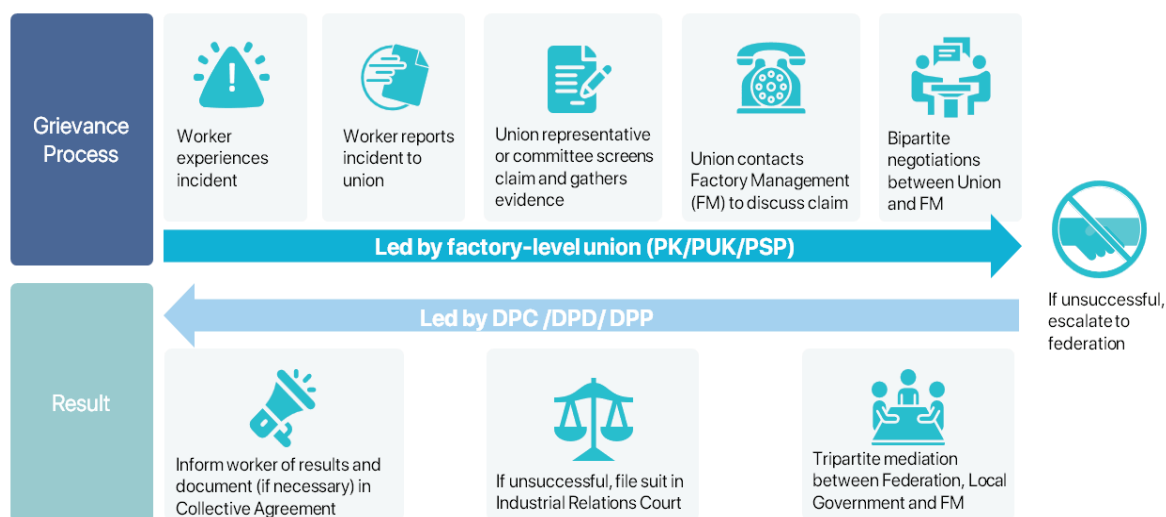
They can tell us if worker views and use of the grievance mechanisms provided by trade unions generally align with the views of the trade union representatives themselves, and whether these perspectives can be relied upon.

► Review of existing mechanisms

3.1 Garment sector overview

Grievance documentation and case management system:

In the garment sector in Indonesia, grievances follow a resolution process in large part proscribed by law. Here is in a flowchart an overview of the grievance mechanism flow in the garment sector in Indonesia as it applies to trade unions:



The process begins when a worker, who is a member of a union, experiences an incident, rights violation, issue, safety concern or problem in their working environment. Initially, the worker may choose to address the problem with their employer through internal grievance mechanisms if they feel comfortable doing so, but this is not required.

However, if the problem is unresolved, or if for some reason the worker cannot raise it with their employer (perhaps because management themselves are involved), the worker can always, at any time after experiencing the incident, report the matter to the union. This process can be done in person or through various communication channels such as WhatsApp, SMS, Email, social media, or other platforms.

Based on the study, in person and WhatsApp are the most frequent channels used to communicate as well as report grievances internally. Usually the report is made by a worker to the factory-level union representative, but the federations also do (and wish to continue) taking direct reports and claims as well as a way to mitigate any potential issues with representatives at the factory level. Upon reporting to their union, the worker engages with the representative of the union to discuss and share their concerns.

The worker's identity is generally not shielded or anonymized in communications with the union, because unions are designed to be worker advocates and representatives, so there is no risk of retaliation.

Confederations usually adopt a bottom-up strategy where local trade union members report any problems or conflicts to the district trade union. The district trade union and local trade union representatives then engage in social discussions with employers to address the issues. If the problems persist, they are

escalated to the provincial trade union, where the local trade union can receive legal aid from the legal aid office. In exceptional cases, the federation may take charge of the matter.

Union representatives screen the report as well as gather other information and evidence to support the report. Examining the report with the worker before engaging in the bipartite process is essential for a comprehensive understanding of the reported grievance or concern from the perspective of the worker, and to ensure that it is a complaint that can be redressed through the grievance mechanism. It is also to ensure accuracy and clarity, and to screen out false or incomplete claims.

The screening step provides an opportunity to clarify any ambiguities, seek additional details or evidence, and verify the information provided. This step is crucial in establishing a strong factual foundation for the reported grievance, which is essential for the discussion and negotiation in the bipartite and later stages. If there is insufficient evidence, no rights violation or another reason that the case cannot be pursued by the union, the worker is notified at this stage.

When the report and evidence are ready, the union representative contacts factory management to schedule the bipartite process. Two parties that are involved in this process are the union representatives (usually factory-level) and the factory management. The aim of this process is to raise and address the issues, resolve disputes, and ultimately to establish agreement about the grievance reported. If there is an agreement at this stage, it is usually documented and shared with the worker as a collective agreement. The agreement needs to be well-recorded as it is the foundation of the policy or decision-making process taken by the factory management to resolve the grievance.

If no resolution is achieved through the bipartite approach, the report is escalated to the branch-level federation. There is also one trade union that clarified during the National Validation Meeting that it has an additional step before escalating the case to branch-level federation, which is reporting the case to the Brand when the factory management cannot resolve the case¹. If the brand does not respond to the report or the issue is not resolved, then they will escalate them to the branch-level union and pursue mediation.

The branch-level federation plays a crucial role in facilitating tripartite mediation, which is between the federation, local government, and factory management. The local government that is mainly responsible for the mediation is the Provincial Office of Labour and Transmigration (Disnakertrans)² in each region where the issue happened.

Similar to the bipartite approach, at this stage, two possible outcomes may arise: firstly, the issue may be resolved, and if deemed necessary, may be documented in a collective agreement. However, if the issue remains unresolved, the case is subsequently brought before the Industrial Relations Court. This final option for resolution requires significant time, effort, and energy from all parties to address and resolve the issue, and very few cases require intervention by the Industrial Labour Court (ILC).

At every stage, the worker is usually informed of the results in detail by a trade union representative.

In order to provide a more comprehensive understanding of the aforementioned steps, the table below breaks down the process into specific details by step, including the stakeholders involved, the corresponding actions, communication channels utilized, and the subsequent steps that need to be taken. This initial table-based process mapping allowed us to understand the overall process and people involved.

¹ This is not a general approach in garment sector. Based on the study, only one Better Works factory uses a case resolution process with this step.

² This is the with respect to the garment sector, other sectors may include other government agencies or departments.

	Step 1: Incident and worker report	Step 2: Initial screening and investigation	Step 3: Bipartite resolution	Step 4: Tripartite resolution (mediation and conciliation)	Step 5: Industrial law court
Stakeholders involved	• Worker • PK/PUK/PSP committee	• Led by PK/PUK/PSP • Worker	• Factory management • PK/PUK/PSP	• Local government • Factory management • DPC	• Factory management • DPC/DPD/DPP
Actions and channels	Worker communication grievance to the union In person, Call, WhatsApp, Social media group, Website (for non-members)	The committee responds and validates the grievance, asking the worker for the details/evidence. This takes around 1 to 5 days* In person, WhatsApp,	The committee discuss them to the factory management to reach an agreement. This can take 3 to 7 days* In person	The DPC negotiates further with FM to resolve case with local government as mediator. This can take anywhere between a week an a month* In person	Lawsuit in the court requires full involvement of federation and can be difficult to schedule. Frequent delays and difficult to predict timeline* In person
What happens next and documen- tation	Person or committee within the union assigned case. Recorded but not well organized because the various channels	If case passes screening, it goes to committee Rarely record/document the discussion with FM, more to the outcome/agreement	If case resolved, it may/may not be documented (rare). Worker is informed. If not resolved, committee informs federation of case. PK/PUK/PSP ask DPC for help to initiate mediation through Disnakertrans.	If case resolved, it may/may not be documented in a collective agreement (rare). Workers is informed. If not resolved, the DPC/DPD/DPP files a case before the Industrial Law Court.	Court decision is published and may require collective agreement and/or changes to collective bargaining agreement.

Step 1. Incident and worker report

In the garment sector, workers and employees have the fundamental right to voice their grievances and file complaints when faced with workplace issues. These grievances can encompass a wide range of concerns, such as unsafe working conditions, unfair wages, instances of harassment or discrimination, and any violations of labour or human rights that they may encounter.

At this stage, the stakeholders involved are the union members (workers) as the reporter and the union representative. The initial report could be received over a social media channel or by phone or in person by the leader or the person in charge in the advocacy department, usually at the factory-level union. The workers will communicate directly to them or send them a message through WhatsApp or other social media. For non-members of the union, usually the reports are made through a Google form embed in the federation's website or in person.

In terms of grievance documentation, only one federation has an internal website system that serves as a platform for documenting cases reported by the factory union committees. This system enables the manual input of case details and relevant information.

Typically, the responsibility of inputting the cases into the system falls upon the secretary of the factory union committee. Upon receiving a case, the secretary would input the relevant details into the federation's website system. This includes capturing information such as the case details, the individuals involved, the factory, the date and time of occurrence, and any supporting evidence.

Whereas the weakness of this system is that it cannot incorporate the case automatically from different channels, so it takes time for the factory union committee to input them one by one and rely on factory union committee solely. This takes one up to a week for them to input, hence it will impact the next stage of grievance resolution process.

On the other hand, some federations currently lack a formal system for recording cases, leading to challenges in monitoring progress and maintaining a comprehensive case history. Instead, they heavily rely on WhatsApp chat as the primary channel of sending and receiving communications regarding grievances. In instances where grievances are uploaded to social media private groups or submitted via a website's Google Form, federation representatives' resort to individually contacting each sender and following up through WhatsApp chat.

The absence of a dedicated case management system poses limitations in effectively tracking and managing grievances. The reliance on WhatsApp chat as the main communication channel makes it challenging to maintain a centralized repository of case information. As a result, there is a risk of disjointed records and potential difficulties in retrieving comprehensive details and history of the cases.

Step 2. Initial screening and investigation

Once a grievance is submitted, the trade union committee is responsible for investigating the matter. This may involve gathering evidence, interviewing relevant parties, and reviewing applicable policies and procedures. The aim is to determine the facts surrounding the grievance and find an appropriate approach for the resolution.

At this stage, stakeholders involved are the factory union representatives, commonly the person in charge of advocacy and the leader of the committee. They will communicate directly with the reporter of the grievance to gather supporting information and to understand the nature of the case. It can take between one and five days to examine the report through in person communication or WhatsApp chat.

During the study, it was reported that the collection of evidence documents is not well recorded because the current system does not have a repository function; everything is stored through WhatsApp, email, or the hardcopy which creates risk for losing, misfiling, or not having access to the necessary documents in the future.

Step 3. Bipartite resolution

Bipartite resolution refers to a method of resolving disputes or conflicts through a negotiation process involving two parties or groups. The term “bipartite” signifies the involvement of two distinct entities or stakeholders in the resolution process.

Bipartite resolution in employee rights claims commonly refers to negotiations and discussions between employers (represented by themselves) and workers (represented by trade unions or labour organizations) to address workplace issues, disputes, or collective bargaining agreements.

At this stage, the stakeholders involved are the representative of factory union and the factory management who discuss the case, including the evidence and legal rights with the factory management to resolve the issue and reach an agreement. This step usually takes three to seven days. Mostly it will be held in person, and the results can be recorded in a spreadsheet or case management tool.

Step 4. Tripartite resolution (mediation and conciliation)

In cases where bipartite resolution is not successful in fully resolving the case, mediation or conciliation may be used. This involves bringing together the trade union (on behalf of the aggrieved worker) and the relevant company representative(s) in the presence of a third party, such as a mediator or conciliator.

The role of the third party is to facilitate communication, promote understanding, and assist in reaching a mutually acceptable resolution. This mediator is often a local government representative, who can clarify legal obligations and understands the context and rights of workers sufficiently to guide the issue to a fair resolution.

This may require several meetings and must be scheduled through the government’s offices. The time for this step can vary from several weeks to several months, but most grievances that are not resolved at the factory level are resolved here and documented in collective agreements.

Step 5. Industrial law court

If the internal grievance process and mediation or conciliation attempts fail to resolve the dispute, workers with the support of the trade union may choose to pursue arbitration or legal action. This step involves filing a formal complaint with the appropriate labour authority to resolve the grievance through the courts.

The decision of the court is final, and does not require the agreement of the parties, which may be useful in contentious cases, but may be time-consuming and have results that are not ideal for the parties.

Communications

In the garment sector, communication channels play a vital role in facilitating effective information sharing and collaboration between workers and trade unions. Various channels are utilized, including popular social media apps like WhatsApp, Instagram and Facebook groups, as well as in-person interactions.

Workers in the garment sector are generally familiar with social media applications and have a good understanding of operating mobile phones. However, a notable challenge arises when not all workers can be included in WhatsApp groups due to limitations on the number of members allowed (this is built-in by WhatsApp), or multiple groups need to be managed manually to receive the same information.

Consequently, some workers may miss out on crucial information shared within these groups, as they serve as the primary source of updates from the trade union committee in all of the federations we spoke with.

This belies a broader issue of membership management that is facing the growing garment federation sector. As they grow, federations need to manage more members and increasingly complex communications.

Particularly with SPN this was identified as an area that they would like technological support and improvement for. It may be necessary to explore alternative platforms or tools that can accommodate a larger number of participants, as we have recommended below.

Additionally, measures such as regular meetings or assemblies, where workers can receive direct information from the trade union committee, should be a regular method used to supplement online communication.

Offline communication is inherently more resilient and easier to manage from a government oversight and privacy standpoint, although it is more effort and not without cost. By improving communication channels, the garment sector can enhance transparency, worker participation, and the overall well-being of employees.

Summary and needs assessment

In the garment sector, each federation employs a distinct mechanism for managing and addressing grievances. During our interviews conducted in the garment sector, we encountered two types of federations. The first type consists of federations that already possess a digitized grievance management system and process.

These federations express a desire to enhance their existing systems, recognizing the potential for improvement in both the process itself and the outcomes it yields. The other federation is mostly manual, which means that a digitized system would migrate all its grievance handling to online.

We understand that there will be a need for training and a transitional period to facilitate their adaptation to the new system. To ensure successful implementation, careful planning should be undertaken to address the training requirements and accommodate the learning curve associated with the adoption of the digital system.

Some features that would alleviate the concerns and pain points identified:

- 1) An API integrating directly one or more of the usual channels through which case intake happens to reduce the burden for data entry on federation representatives.
- 2) Ability to access the case management portal via mobile for ease of user experience.
- 3) Cloud-based storage of documents, screenshots, and related evidence attached to a case or grievance.
- 4) Creation of different “teams” (e.g., factory-level and federation) to allow for assignment of a person-in-charge and subsequent escalation of the case to other team if resources are needed.
- 5) Email prompts if cases are not progressed on the anticipated schedule.
- 6) Automatic email updates to the worker/reporter.
- 7) Ability to categorize and label cases to highlight important issues and to group cases for data analysis and reporting.
- 8) Reporting on the federation and confederation level, showing trends over time (e.g., common case types, reporter gender, time to resolution etc.) and allowing reports by custom fields for quality control and future resource planning.

3.2 Fisheries sector overview

Grievance documentation and case management system:

The fisheries sector has two types of trade unions, sea-based and Land-based. Our brief review included both, although the biggest challenges in providing effective support for workers are for sea-based workers, as described in more detail below.

In the fisheries sector, the flow of grievances for trade union members follows a similar communication process to other industries. Most worker protection and trade union organizations use their advocacy committee or department as a place to report and discuss grievances.

During our workshop with the fisheries stakeholders, we learned that one of the organizations has moved to a web-based system and plans to expand to an app. This is a positive step towards digitizing the process.

Most of the organizations already use email and WhatsApp, even though paper/direct report still being the preferable method to share worker grievances. Although we need to consider the challenges, particularly for Sea-based workers to access internet or other communication channels while at sea, in terms of communication, those channels are the most common across all industries.

For grievance documentation and case management for fisheries, we found on an average, there are 10-15 cases per month overall requiring different kinds of resolution and follow-up. Each trade union or worker organization has different staff and processes for handling and documenting grievances and resolved cases.

This decentralized approach hinders effective coordination where there is overlap in organizational reach and may result in inconsistent timing or results based only on the organization workers contact with their issue. For a case that happened to sea-based workers, the process mostly will be happen after their return to port, or in limited cases can be initiated at an access point provided at sea. When grievances must wait until returning to land, more harm can be perpetuated, evidence lost, and potential for remediation also lost (as workers whose contracts are completed have little bargaining power vis-a-vis their employers).

For the resolution of cases, the predominant method is the same as in the garment sector, bipartite negotiation. In some instances, companies and agents (e.g., recruitment agencies that hire the workers) work together to resolve issues. Common grievances include forced overtime, no breaks, poor food and living conditions, and other safety and working conditions issues.

The fisheries sector also faces challenges with conflicts between the laws of two or more countries and/or between country law and law of the sea, necessitating a government-to-government approach to handle some issues as well. The most important issue itself, is there is no clear regulation for this worker and therefore workers at sea (many of whom are also migrant workers) are particularly vulnerable. It is unlikely that a technological or process-based solution alone will be able to solve this.

Communications

The fisheries sector faces significant practical communication challenges. For land-based workers, this is not a major issue, and they are able to make reports like workers in other industries. Sea-based workers are often migrants and have a double vulnerability at sea—being both at risk of exploitation because of their immigration status and because being at sea effectively cuts them off from communications and the ability to physically leave dangerous or harmful situations.

Despite having satellite communication on ships for safety and ship-to-ship and ship-to-shore communication, most workers at sea cannot access phone or data/Wi-Fi while working onboard. This means that real-time reporting of safety and rights issues is rarely feasible, and trade unions must rely on reports made after the fact, when it may be more difficult to find collaborating evidence or other support.

Summary and needs assessment

In general, the fisheries sector seems to face many of the same challenges as the other sectors: namely, consolidating cases sourced through multiple channels into a single tracking system, ensuring that any digital system is user friendly and engaging for federation representatives who will need to use it daily, and keeping historical data and making reports that are useful based on categories that are meaningful in the sector, and distributing resources to ensure efficient case resolution.

Based on the unique environment of the fisheries sector, additional adjustments to the base digital grievance management system for federations might be advisable. However, from the federation perspective, many of the same features for tracking and documentation are applicable, and historical and trends-over time data analyses could be very valuable in showing government the magnitude of the issues so that new laws or other regulation to ensure workers are protected at sea.

Given the type of worker challenges and the international regulation which affecting the process, offline access to handle case intake is the main issue that we can try to solve by using the digital system. We understand the challenges that sea-based workers have, and a system which can help them to share (or at least document) grievances during their sailing time would need to be discussed in detail, as using phones to record grievances could also make them more vulnerable, if it results in retaliation or employers not allowing phones or devices at all onboard.

Government and international coordination may be required to ensure workers have adequate protections in place before any new approaches are taken that might exacerbate the vulnerability of sea-based workers.

3.3 JAPBUSI (palm oil sector) overview

Grievance documentation and case management system

JAPBUSI is Jejaring Serikat Pekerja/Serikat Buruh Sawit Indonesia, which consists of ten trade union federations from four different trade union confederations. Based on the JAPBUSI workshop report provided by ILO, there are similar challenges in the palm oil sector. Most of the issues are about how they can organize and record the process and having limited access to share grievances among the various federations. The other challenge is the available resources and how this might will affect the digital system development and sustainability.

The palm sector works on three levels: first, each federation has its own internal processes for member management, for grievance case intake and processing, and for data collection; and second, on the sector level, JAPBUSI operates as the network of trade unions in palm oil to coordinate and backstop the federations, and third, RSPO as certification body and grievance mechanism for members (the palm oil companies), whose principles and criteria can be used for negotiation with companies.

There are some strengths that are clear from the JAPBUSI workshop report that can be built on in the future. The current grievance documentation and case management system is well-established, and they are planning to digitalize it themselves.

This is a sign from them that they have the willingness to improve the process and recognize the value of digitization to simplify and coordinate data and processes. JAPBUSI is also a strong organization with good buy-in from the federations and the motivation to coordinate across federations and leverage their membership to make changes in the sector.

Communications

We understand based on the JAPBUSI workshop report that the palm oil sector workers utilize WhatsApp groups or Facebook for communication. One of the palm oil federations also has utilized YouTube videos for knowledge sharing with their members. This is a good starting point for them to digitalize their processes and improving worker engagement and communication.

According to JAPBUSI members, more than 60% of palm oil farmers are already using the smartphone with various functions. 50% of them spend 6-7 hours per day using their smartphone.

We understand that there is a concern for the workers who stay and work in a remote location still has a challenge. But there is another alternative such as SMS for sending the grievances which required only small reception' strength to send an SMS. The internet access in the remote fields hinders local trade unions to receive new information or learning opportunities. Therefore, a comprehensive platform is needed to make sure they have everything in one place once they have access to all the information.

Summary and needs assessment

On the federation level, the grievance management seems to be working well from the perspective of case and grievance resolution. Like the garment federations, the main challenges seem to be around combining intakes from different channels, attaching documentation and evidence to a case as evidence is presented and throughout the negotiations and resolution attempts, as well as data capture and analysis on a large scale and over time.

We recommend the federations consider the feasibility of using SMS as one of their communication channels for workers with an unstable internet connection. Additional features that we suggest that may address specific challenges faced in the palm sector are collecting data offline and automatically uploading later (to better allow for the recording of conditions in the moment when the reporter's memory and impressions are fresh) and the possibility of creating a creating SOPs and case categories for cases related to the RSPO Principles and Criteria.

For the data analysis, it is important to identify the patterns of the cases to be analysed so that appropriate categories can be selected for case tags and used to create reports that will help each federation and JAPBUSI understand trends.

The data that needs to be gathered are: case types /issues, gender-based issues, stage of resolution, response time from the employer and the government. Using the same case details and categories across all the federations will make the data comparable across the whole sector, which will make it easier for JAPBUSI to analyze and act on.

JAPBUSI has an important role as advisor who addresses the grievances that can't be resolved by the federations, and in coordinating the unions to avoid splintering their negotiating power. With the proper data from the individual trade unions federations, JAPBUSI also can be a negotiator that connects federations in the palm oil sector with RSPO and the government.

If a common system we implement the system, the system will generate a comprehensive and actual report based on the information that the federations get. The report can show the progress and an overview of the trends and issues that the federation has.

► 4. Proposed grievance mechanism system

Considering the needs and challenges of the organizations that were part of this study, Labor Solutions has analyzed the data and created a design brief and list of recommended system features for a technology solution that can be used by any federation for grievance intake, grievance management, tracking progress, and creating aggregated reports.

Currently, many systems and a distributed approach which has enabled increased virtual engagement also can lead to confusion and lack of meaningful data on grievances. Aggregated, categorized data is needed to negotiate with industry groups, factory owners, and local governments.

In terms of membership, digital engagement and organization will drive trade union membership and support the growth and effectiveness of the trade union federations and confederations. It may not be possible to implement a “perfect” solution for all federations and sectors, both because of the unique challenges that stakeholders face, and because of resources and priorities that need to be taken into account.

We will propose below specific features that could be implemented through a variety of digital tools and systems, and once the federations select the features that are priorities for them, a service provider can propose combinations and ways to embed these features to optimize efficiencies within the broader system.

Trade unions share several commonalities in their approach to grievance management. First, they establish a systematic process to address grievances, ensuring fairness and consistency in handling each case. Second, unions emphasize the importance of documentation and record-keeping, maintaining detailed records that include relevant dates, involved parties, and steps taken for resolution.

This practice facilitates progress tracking and provides evidence if needed. Additionally, effective communication and representation are prioritized by unions, as they act as advocates for their members, facilitating dialogue between the parties involved in a grievance. The last, unions uphold confidentiality and privacy, respecting the rights of all parties and maintaining the trust and integrity of the grievance management system.

4.1 System overview

Several federations and organizations have already implemented digital grievance mechanisms, while others are in the planning phase of transitioning to a mobile application. Given the varying conditions of these organizations, each federation could pursue an individual approach to grievance digitization and management or could contribute to a system that each federation could customize based on a common foundation that would simplify both development and maintenance, but also user experience.

Below are the comprehensive set of recommendations that offer flexibility in feature selection. The National Validation Workshop did not include definitive selections of required features by any of the federations. We understand that this discussion is ongoing.

Key characteristics: Accessible, efficient, and confidential

To enhance the grievance case management system for trade union organizations, several areas can be targeted for improvement.

Firstly, **accessibility** should be enhanced by enabling electronic submission of grievances and providing regular updates on case progress to members. This should consider the technological limitations of older phone models and other bandwidth constraints given the usual practice in Indonesia or pre-paid data

and phone credit. During our worker surveys, we noted the available memory on worker phones was on average 4GB. The range of 2-6 GB should be noted as the target for any new system that requires worker input.

Additionally, efforts should be made to **streamline** the workflow by implementing automated tools or software that facilitate case tracking, escalation, and resolution, thereby reducing administrative burdens. Emphasizing timeliness and **efficiency** in resolving grievances is crucial to address issues promptly and prevent prolonged disputes.

Providing comprehensive training and education to union representatives and members on grievance management techniques and procedures can significantly enhance the overall effectiveness of the system.

Furthermore, leveraging data analytics tools to analyze trends and patterns in grievances can offer valuable insights for addressing systemic issues and implementing proactive measures to improve the system's performance.

To ensure the continuity of positive aspects within the grievance case management system, several key elements need to be sustained. This includes upholding fairness and impartiality in handling grievances, ensuring that each case is addressed objectively and without bias. Providing strong support and representation to members throughout the grievance process should also be maintained. Holding all parties accountable for their actions and decisions related to grievances is crucial for maintaining transparency and integrity within the system.

Additionally, fostering a culture of continuous improvement by regularly evaluating the effectiveness of the system and making necessary adjustments is essential to adapt to evolving needs and enhance the overall performance of the grievance case management system.

Transparency and consistency are critical to ensuring that workers build trust in the trade unions by receiving equal treatment and seeing that procedures are followed. If the resolution of two similar grievances from two different workers will be different, the trade union representatives should explain this difference, and generally at the start of a case, the process should be explained in full of likely timelines so that workers have a reasonable expectation of the length of resolution and steps involved.

Basic requirements of a cloud-based grievance management system

Labor Solutions proposes three key elements which: (1) case entry (including document, photo and screenshot uploading and saving to the Cloud) and tracking, (2) a case management dashboard (for assigning and overseeing case progress), and (3) data aggregation and reporting.

These features solve the main pain points that currently exist for grievance systems in the garment sector (and other sectors) in Indonesia: many channels for case intake, decentralized case handling and management, and no system for data collection and reporting.

Additionally, the system should offer reporting and analytics capabilities to generate reports and analyze data, enabling the identification of trends, patterns, and areas for improvement within the grievance management system.

Our proposed solution is an online grievance management system. This system would be created by a technology service provider and unique features included for the Indonesia union federations that are intended users, with an account per federation to preserve privacy of the cases and to allow autonomy and control by the federation.

The minimum requirements for such a grievance case management system include the hosting of the grievance management system and its data, which we would recommend be on the web/cloud based. A basic system would have a channel for case intake and registration (which could be manual or connected to other channels via API), capturing essential case details such as the nature of the complaint, parties involved, and relevant dates.

We also recommend a PIC (person in charge) assignment system so that responsibility for each case is clear and so that follow-up can be managed by a single individual. A PIC system also can limit the visibility of other system users to the details of the case, protecting confidentiality and promoting trust.

This may not be strictly necessary in the trade union context, but generally limiting access to private and confidential information is good practice and facilitates compliance with a variety of data protection and privacy rules.

From here, a basic system might allow for manual progress updates (“screening”, “rejected”, “bipartite”, “tripartite”, “industrial law court”, “agreement achieved”), and could include projected time periods for each phase, the passing of which might trigger an email to the person in charge via email (a “push” notification). Prompts or pop-up windows could also be included to provide best practices or standard procedures for certain case types.

Tags or custom fields that allow specific types of cases to be grouped is important, particularly for reporting. A basic report dashboard is a key feature that will allow federation and confederation leadership to see and digest large amounts of data at once. Having data breakdowns by demographics (gender, age, tenure, role, industry etc.) is also important for ensuring fairness and consistency.

The implementation of a grievance case management system in trade union organizations carries several human resource implications. Training and development programs should be conducted to familiarize union representatives and staff involved in grievance management with the system’s functionalities, processes, and best practices to ensure effective utilization.

Adequate resource allocation, both in terms of human and financial resources, is necessary to support the implementation and ongoing maintenance of the grievance case management system. Workload distribution should be carefully considered, considering the size and complexity of the organization, to ensure that sufficient personnel are allocated to handle the increased demands and responsibilities associated with the system.

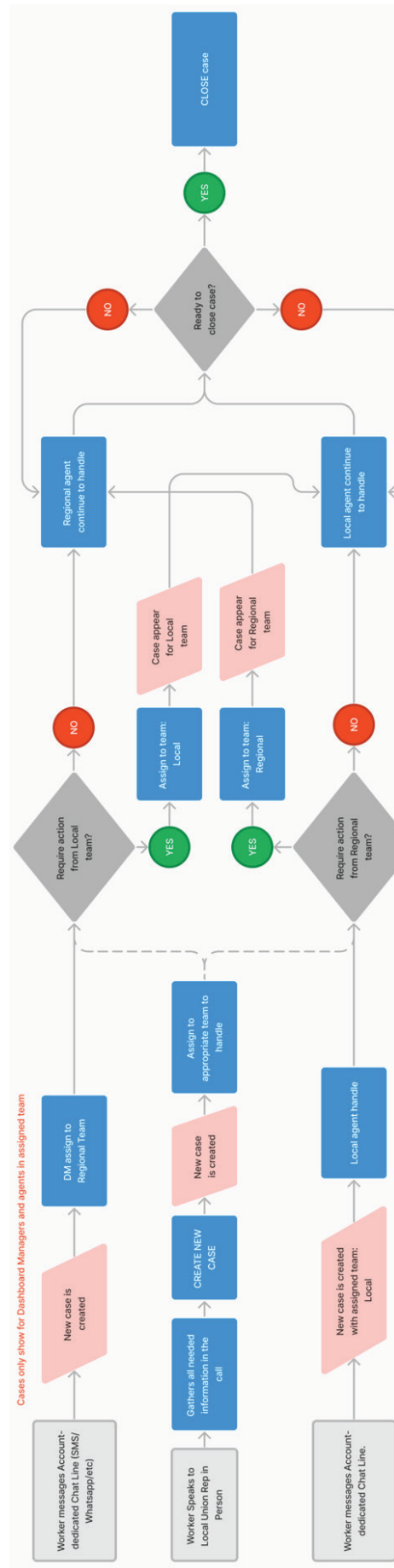
Additional features, tools and functions

Documentation and record-keeping systems are essential and can be incorporated into the digitization and stored in the Cloud or kept on a hard drive or manually, on paper.

Ideally, a grievance management system would be run as if it were auditable, which means that the process is fully recorded with time stamps and recording each change or update to the case so it can be reviewed later.

Separately, effective, and secure communication channels should be provided for union representatives, members, and other stakeholders (whether in the context of a grievance resolution process or not).

Below we have included details for batch communications and membership database management that could be digitized.



4.2 Features design and development cost estimates

The features of this system are recommended based on Labor Solutions' experience in designing grievance tools, working with workers and other stakeholders in the context of workplace grievance, and by the requirements and needs voiced by the participants in the workshops and summarized into features in this report.

Each element of the system can be selected and developed separately, but if designed with other elements can create a seamless functioning system and can take advantage of development efficiencies that may reduce the overall time and cost. The development time estimates provided are our professional opinion for one senior developer working full-time on the project, does not include the associated UI/UX design time, and may change if different combinations of features allow overlap or development efficiencies.

These are indicative only and should be used by ILO only for future project planning. Consent is not given for the following table and its contents to be made public, shared, or otherwise published.

Problem	Solution	Feature	Development time estimate
Base web-based case management system (mandatory)			
Mix of manual (paper), spreadsheet, and online case intake and tracking without a unified, and user friendly interface	Online, web-accessible system for case intake, progress tracking, and data storage	Web-based case management dashboard with basic features	22 business days
Case entry and tracking (optional)			
Reports from SMS and Whatsapp must be added manually to the tracking system	Creating an API to have an SMS and Whatsapp number for collecting case intake and sending messages to workers from the case management dashboard	API for WhatsApp or SMS	20 business days
Face-to-face case intake means that workers and trade union representatives may both need to create new cases.* *This generally is not permitted in employer-run grievance mechanisms because employers have an incentive to create and resolve false cases. Trade unions do not have this perverse incentive.	Develop a system that allows for the organization representatives to create cases on behalf of workers reporting grievances in a streamlined manner. This solution provides a user-friendly interface and clear guidelines for the representatives to accurately capture all the details of the grievance.	Manual case creation by designated organization representatives (on behalf of workers reporting a grievance).	29 business days

Problem	Solution	Feature	Development time estimate
Effectively tracking the progress of cases with different resolution pathways, person in charge and timelines is a challenge for organizations, leading to difficulties in monitoring status and ensuring timely resolution.	Introduces progress tracking based on a comprehensive status categorization system, assigning statuses including target dates for update and push notifications (email). This enables progress monitoring, improving efficiency and team collaboration.	Custom fields for progress tracking	12 business days
Enhanced case management (optional)			
There is sometimes a lack of resource at the factory-level to effectively manage all open cases, and the federation would like the ability for other representatives to be assigned to support cases.	Allow individuals in the system to be assigned to a case (PIC) and to re-assign either within their team or to a higher level.	Assignment system with PIC and teams	20 business days
There can be confusion about the resolution type that is currently being pursued in on-going cases.	Current resolution step can be a label applied to open cases to show the progress and to collect data about what types of cases are resolved at different stages.	Creation of custom fields for resolution steps (bipartite, tripartite mediation, arbitration, conciliation, Industrial Labour Court, Supreme Court).	22 business days
Federations struggle with efficiently categorizing and tagging different types of cases and issues that arise which leading to difficulty of prioritize, assign resources, and identify trends or patterns.	Develop capability of customize Case Types and Tags in the dashboard will be improve overall efficiency, enables better analysis, and mapping strategy needed to address the issue.	Custom fields plus a tie-in to the reporting dashboard	32 business days
The organizations often face challenges in accurately tracking user actions and maintaining a record of relevant dates and timestamps. This serves for accountability as well as to help measure resource use of the federation.	Through the case management system, federations could capture and store user actions, along with the timestamps and provide a clear auditable trail of actions performed.	Tracking of users and actions, including date and time records	22 business days

Problem	Solution	Feature	Development time estimate
Screening and case investigation often involves collecting evidence of various types and keeping it associated with the case file so that future PIC can create the strongest case at each stage.	Develop ability to attach different types of files (documents, screenshots and photos) to the case notes and store them in the Cloud.	File attachments	10 business days
Data collection and analysis (optional)			
Organizations face challenges in generating comprehensive reports that provide insights based on specific issues or categories, and demographic data.	Develop solid and detailed reports based on issue/category, and demographic details. This solution empowers organizations to analyze data by specific parameters and provides valuable insights.	Reports by issue/category, and demographic details (gender, age, role).	5 business days
There is a difficulty on getting the latest update to follow up on a case.	Prompt case creator for information on geographic region, factory group, branch and PK. This solution enables organizations to organize and analyze data with ease.	Categorize by geographic regions, factory groups, and branch and PK (custom fields)	Same as PIC
There is a lack of aggregating data across all cases in the system. This creates a struggle to gain a comprehensive view of the overall trends, patterns, and insights across their entire system.	Develop a function which enables the aggregation of data across all cases within a federation system. This is allowing organizations to analyze trends, identify common challenges, and gain a holistic understanding of the system's performance.	Aggregated data across all cases belonging to that system	20 Business Days
The organizations who have a reporting system is lacking data analysis which leading to missed tracking trends and changes in the field.	Develop reporting features with visualization and analysis tools that allow organizations to identify patterns, detect shifts, and gain insights into the evolving landscape.	Full trends and changes over time reporting at both federation and confederation levels	20 Business Days

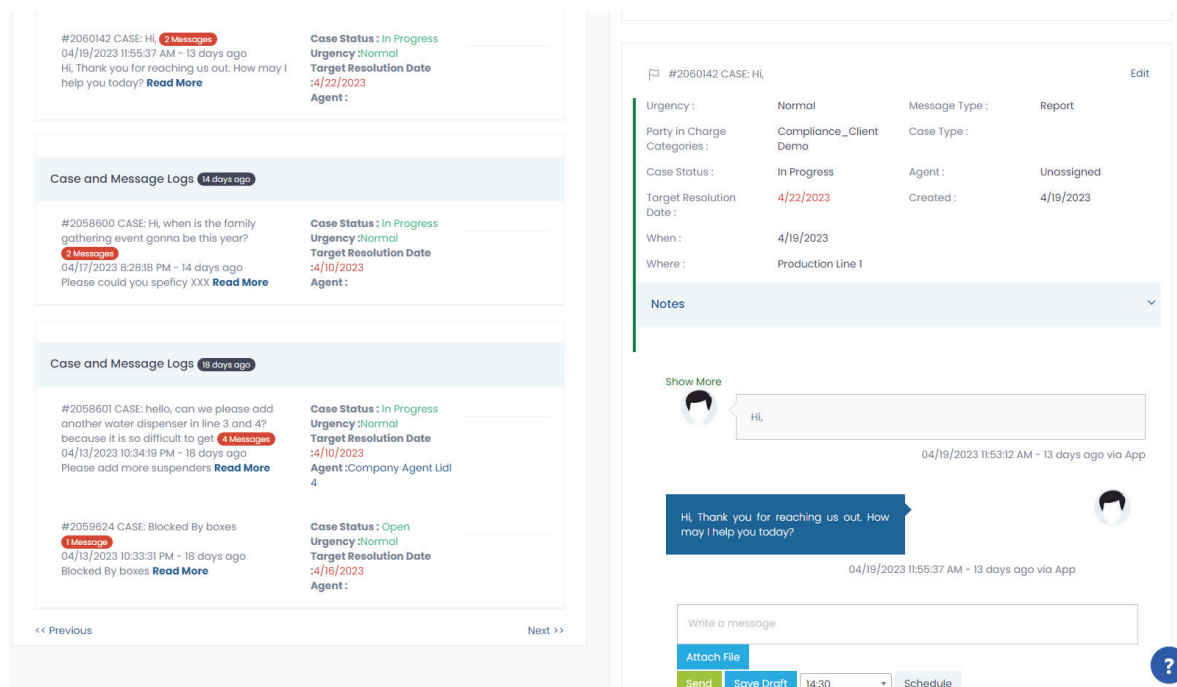
There are two types of costs associated with the new proposed grievance mechanism system: system development and system running/maintenance. We have described these costs below:

System development: creating the databases and functions as well as data aggregation and reporting so that the system functions as intended. This is likely to involve several engineers to build the architecture and features, as well as UX and testing.

Maintenance of the system may be related to security, new categor/issue types, and specific reporting requirements as the needs of the federation or confederation evolve. This would also include server space for the backend of the system and the associated data, as well as backups.

For a Labor Solutions system, these fees are included in the annual subscription fee, which would be between \$2,000- 10,000 depending on the system requirements, input channels and number of projected cases. This may be a factor in whether the system is run by each confederation (with each federation operating as a category) or by each federation (which would provide more privacy and autonomy for each federation, but also higher costs).

4.3 Flow of proposed system and resources requirements



► **Figure 1. Case and messages logs**

The design of the system will encompass both the user experience (UX) and user interface (UI) aspects. To ensure an optimal user experience, a comprehensive workflow will be developed. This workflow begins with the creation of a case for each new grievance.

The creation of a case can be initiated through three distinct channels, depending on the user and their preferred mode of communication. If a worker chooses to contact the factory-level trade union through a dedicated chat line, such as SMS or Whatsapp, a new case will be automatically generated.

Subsequently, the case will be assigned to a trade union representative at either the branch or national level. This automated case creation process represents a significant improvement compared to the current practices observed in most federations.

Centralizing all cases within a unified dashboard is a crucial enhancement provided by the proposed system. This centralized dashboard will effectively capture and display all cases submitted through different communication channels. This feature plays a pivotal role in organizing and streamlining the grievance management process.

The dashboard allows federations to efficiently allocate their time and resources, leading to more effective case processing. During the case creation process, the worker will be prompted to provide essential case details and supporting evidence, enabling a more accurate assessment of the issue's priority and validity.

The assigned representative will review the details and decide whether the case can be resolved at the factory level. If yes, the case will be assigned to the factory-level team and will appear on their dashboard. The assigned factory-level team member will continue to handle the case and to input any updates until it is ready to close. Once the case is closed it can no longer be edited, but the same relevant team can see the case details.

The worker can also message the dedicated chat line for the higher-level trade union officers, which may be relevant if the factory-level representatives are somehow involved in the grievance or would be ineffective.

The new case could be created at the central office level, and assigned to the branch, provincial or national level team members and would not be visible as an open case to the factory-level representatives. The case tracking and updates would proceed the same way as above from here.

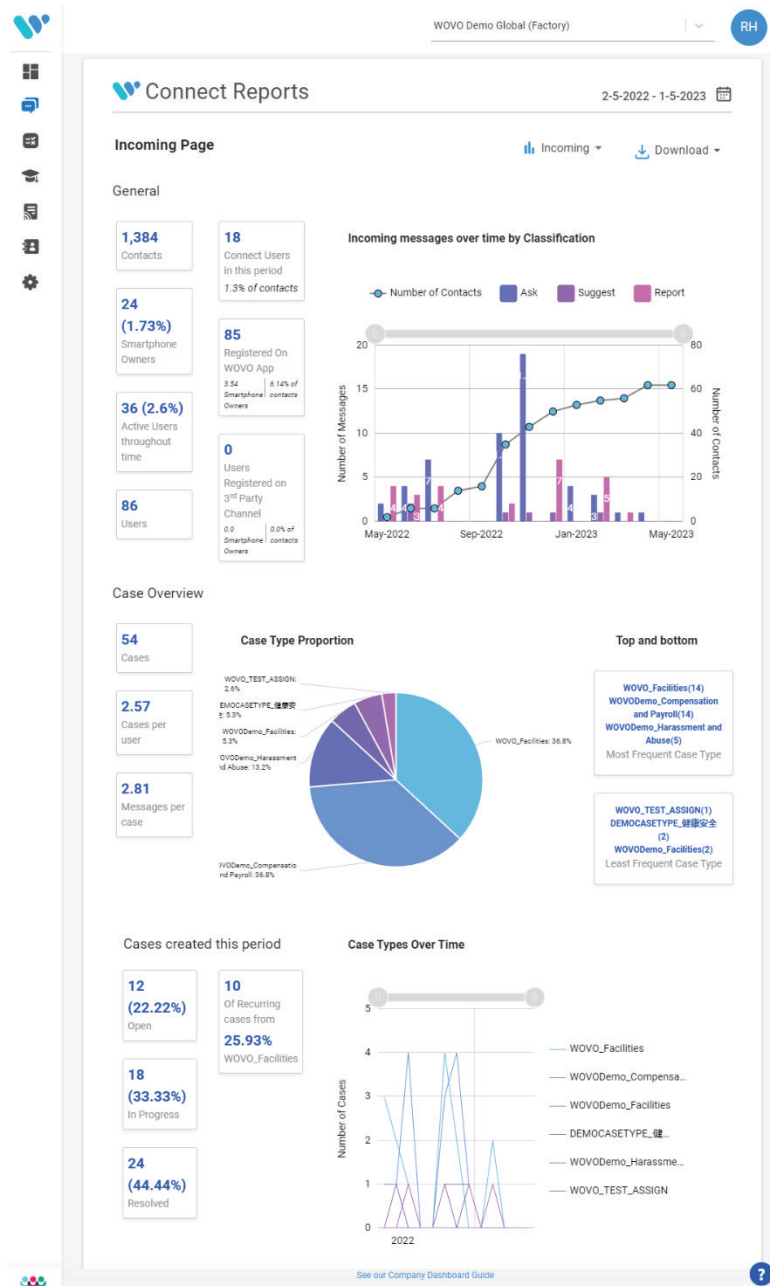
If the case is initiated by a worker speaking to a local factory-level representative in person, the representative will gather all of the needed information and will create the case online. The system will register a new case created, and the representative will be asked to assign it to the appropriate team to handle.

From there, either the factory-level or the next levels of the federation handle the case until it is closed, and if necessary, the case can be escalated after each stage.

This new grievance management system dashboard introduces a range of innovative features that enhance both flexibility and accountability. At the factory level, the system provides improved capabilities for organizing, collecting, and following up on cases. Additionally, it generates valuable data that can be utilized by both the factory and the national-level team for various purposes.

For the branch and national teams, the system offers enhanced ease of understanding and comprehensive visibility of the issues at hand. They have the ability to customize their access to factory-level data, allowing them to obtain a holistic view of the situation. Moreover, they can directly assign and monitor critical issues, which significantly reduces the time required for communication, issue tracking, and trend analysis within their member organizations. This advanced functionality empowers the branch and national teams to address grievances in a more efficient and proactive manner.

In addition to the case management dashboard, our proposal includes a comprehensive reporting feature designed to cater to the diverse needs of the Federation. This reporting functionality aims to facilitate data collection, analysis, and presentation in an interactive interface, ensuring real-time accountability.



► **Figure 2. The interface of report dashboard**

The reporting feature allows customization of the generated reports based on the specific requirements of the federation. However, our findings highlight that demographic information, case types, case status, and case positions are of utmost importance. These key metrics enable stakeholders to efficiently grasp the current situation, thus enabling them to plan their next steps or identify areas for improvement without unnecessary delays.

Furthermore, the reporting feature offers the capability to track and retrieve data within specific date ranges. This functionality proves invaluable as it allows organizations to extract and examine data within targeted time frames, enhancing their ability to assess trends and patterns.

Additionally, the reporting feature allows the generation of reports in various formats such as PDF or Excel files. This flexibility eliminates the need for further adjustments to the report format, streamlining the reporting process for the Federation.

In general, this system will require some human involvement at each stage to validate information, assign cases to appropriate people, and supervision and escalation or closure and documentation of the results at each stage of resolution. Use of the system will require some training, but more importantly, there will need to be people within the factory-level and higher levels of the federation with several hours per week (1-2 depending on case flow) to input, check and progress the open cases.

We suggest that everyone in the organization be trained in using the grievance management system. This training typically lasts 3-4 hours and we recommend conducting it over 2-3 days to optimize retention and to reinforce good practices.

4.4 Implementation strategy

A rigorous implementation plan should have five stages: training, testing, promotion, scale up, and follow up. In our experience, there are two implementation pathways that can both lead to success—a pilot and scale up approach, or a global launch approach.

Where buy-in is an issue, the pilot-scale approach can build specific data and experience that prove the success and use case of the product or tool and allow other to see how it can work. Where there is already broad buy-in (as in the federations here), the implementation can happen at once to save time and resources.

To implement a successful grievance mechanism system is a type of organizational behavior change, and therefore, organizations need to consider:

- ▶ **Buy-in and alignment:** The new process should be explained in detail to all relevant staff and employees, including why a new system is needed, their role, what success looks like, and what the benefits of the new system are. All job roles involving grievance management should include OKRs or KPIs that align with the goals of the system.
- ▶ **Develop the data and management policy:** the data and management policy should clearly outline the purpose, objectives, and principles of data management underlying the grievance management system. This includes data privacy, backups (which may be automatically created), consent from workers and document and data retention and disposal policies. The federations should consider what laws and regulations they need to be in compliance with and what the specific requirements are.
- ▶ **Create standard procedures for critical decision points** in the grievance management process, including the screening (and case intake threshold decision), escalation and documentation of different case types. These standard processes should be included in the training for case managers.
- ▶ **Involvement of all stakeholders:** All stakeholders involved in the grievance mechanism system should be trained on the policy, procedures, and their roles and responsibilities, from workers/members to factory-level committee members, to federation representatives and leadership. Specific training and competencies for each role Training should be rolled out before the new system is implemented and can be ongoing to ensure that everyone is familiar with the grievance mechanism system and can implement it correctly and efficiently.
- ▶ **Monitoring and evaluation:** Once the grievance mechanism system is implemented, it is essential to monitor and evaluate its effectiveness regularly. This can be done through feedback from stakeholders, data analysis, and regular reporting. The monitoring and evaluation process can help identify areas for improvement and ensure that the grievance mechanism system is meeting its objectives.

Training

Different trainings will be required for different stakeholders, particularly those factory-level representatives and committees, and federation grievance specialists who will oversee the day-to-day operations of the system.

Case managers/operators: Training on the digitized case management system and related initial SOPs as a PIC, focused on intake and screening, bipartite negotiations, and tripartite mediation. This training typically lasts 3-4 hours and we recommend conducting it over 2-3 days to optimize retention and to reinforce good practices.

Depending on the system features, and use case for the factory-level representatives, some training on the case management dashboard could also be important, although we are aware that dedicated resource at the factory-level is difficult to secure and representatives at this level will have limited time and training bandwidth.

Supervisors: At the federation leadership level, they should participate in the operators training to be able to step in as additional resource and to take over cases that are escalated to the tripartite stage (and beyond). Federation leadership should also receive further training on the case management dashboard for supervision of all active cases, custom case types and tags, as well as the detailed reports that can be produced at the federation and confederation level.

At the federation level, the persons responsible for human resource can receive training on the team's assignment process and reports per PIC to see how efficiency could be monitored using the system. This can sometimes lead to poorly aligned incentives, so any attempt to use the case management system as a time management system for federation representatives should be embarked upon carefully.

4.5 Sustainability plan

A sustainability plan for a grievance mechanism system is essential to ensure that the system can continue to function effectively and efficiently over time. There are some key considerations to include in a sustainability plan.

- ▶ **Adequate funding:** Adequate funding is critical to sustain the grievance mechanism system. The system should be allocated sufficient resources, both financial and human, to operate effectively.
- ▶ **Continuous improvement:** The grievance mechanism system should be a dynamic process that is continuously improved. Based on feedback and evaluation, the system should be adjusted to ensure that it is effective, efficient, and meets the needs.
- ▶ **Capacity building:** Training should be ongoing to ensure that everyone involved in the system is familiar with the policy, procedures, and their roles and responsibilities.
- ▶ **Stakeholder engagement:** It is essential to engage with stakeholders regularly to ensure that the grievance mechanism system meets their needs. The system should be accessible, transparent, and easy to use. It should also ensure confidentiality and protect complainants from retaliation. We note that because this system is between workers and trade union representatives, anonymity is not required and may complicate the trade union's ability to represent the worker and to uncover all relevant information.
- ▶ **Reporting and accountability:** A robust reporting and accountability system is crucial and should be prepared to ensure transparency and accountability.
- ▶ **Integration with organization processes:** The grievance mechanism system should be integrated into the organization's processes to ensure its sustainability. This includes embedding the system in the organization's culture, policies, and procedures.

System durability: A web-based system like the one proposed, when made with careful architecture and so long as the system load does not exceed projected amounts, should be useable for at least five

years. During this operational period, changes and upgrades may be required for security, stability, and efficiency (speed), as well as to incorporate any user or feature changes. If procuring the system from a *SaaS* provider, these regular updates would be included in the annual subscription fee and the provider should ensure that the system works with an allowance of a certain amount of downtime. If the tools are built and transferred to the federations/confederations, they might be expected to last less time without major maintenance, depending on the type of tool and system.

System capacity: The federations in this study estimated that they each handle 5-10 cases per month (more for fisheries and palm oil). To have a system that can handle natural growth of the trade unions' members, one should also consider that with any new system (particularly a digital one) members may be keen to test it and to perceive the organization as more capable of handling grievances because of the digital-enhanced tools. Therefore, to ensure that the system capacity remains high enough to support stable use, we would suggest that annual doubling for five years be projected for a maximum throughput of around 4,000 cases per year.

This will impact costs in a few ways: firstly, in the SMS or WhatsApp integration as those services charge per message. However, the federation would only pay for actual messages sent so if the case growth is less than this projection, the costs will also be less (and will hopefully be compensated with increased membership fees). The other costs are server costs related to the data and features of the system. Depending on the commitment of the federations to the system, this can be architected to ramp up and otherwise handle server load to avoid crashes for a reasonable fee that does not require paying for all the server space at once.

Security: We generally recommend a user-based log in to restrict access to the system, which can be self-registration or pre-loading the names and emails of federation representatives as registered users and allowing them to set a password. In any event, it is good practice even where not mandated by the GDPR to ask reporting party/worker for their consent to use the collected information for the intended purposes, and to have a plan for data protection and retention. Seeing historical trends is one of the key features of a new case management system, so case details may need to be retained, but unique case numbers and not worker identification details can be used to identify cases after the issues have been resolved.

We also proposed a "team"-based supervision and escalation system, which would limit the visibility of case details and evidence to the PIC and federation leadership responsible for ensuring quality control over the grievance system. Limiting visibility reduces confusion over similar cases by limiting access to PIC and ensures that the fewest number of people have access to sensitive details.

4.6 Maintenance costs

This table outlines the different cost categories, and it includes details of the specific assets or systems, the frequency of maintenance activities, and the associated costs for each category.

The maintenance cost table provides a comprehensive breakdown of the expenses associated with maintaining and servicing the main tools discussed with the federations—a digital case management system, membership database, member broadcasts or bulk communication and a website for hosting information for workers about their rights and new laws and regulations that might impact them.

Feature	Details	Estimated ongoing annual fees
Online Grievance Management System	Digital Case Management System with customized reporting features	\$2.000- \$10.000 per federasi
Membership Database by Google Form	Google Drive Plan 100GB US\$2/ month	\$24/tahun per federasi
Whatsapp for Business for Broadcasting Member Communications	User price: \$0.0157 per user/ conversation Broadcast price: \$0.0262 Platform price: \$0.0400	Depends on use
Web based Worker Knowledge Portal	\$13/month (basic Wix site)	\$156/year per federation

► ANNEX 1:

Data collection: Interview and survey questions

1. 360 Interview questions

Respondent/Interviewee: Confederation (KSPI/KSBSI):

2 per confederation (one head, parts 1 & 2, and one grievance PIC, part 3)

Part 1: Confederation structure

1. How many people are employed by the confederation, and what are their roles?
2. How does the confederation analyze what are important issues from different sectors, and communicate with government and industry counterparts?
3. How are the confederation's activities funded?

Part 2: Confederation – Federation working relationship

1. How many federations are in your confederation?
2. Do you have any direct communication with branches, factory-level trade unions, and workers?
3. How are you currently managing your membership database (federations)?
4. What is this confederation's role for the federations? Who at the confederation is responsible for each activity?
5. What are your communication channels with members (Whatsapp, email, regular meetings)? What is the communication strategy and schedule that you have right now with your members?
6. What is working well in terms of the confederation activities and supporting federations? Are certain sectors doing better than others?
7. What are the challenges you have around communicating with and supporting the federations?

Part 3: Confederation role in grievance case management

1. How is the confederation involved in grievance case management? What is the process -- how are issues escalated within the confederation and who is responsible?
2. What is working well with the grievance case management system? What would you like to do in the future with the grievance case management system?

3. What are the challenges with the current system? Are certain federations requiring more support than others?
4. What are the common grievance issues facing workers that come from the federations?
5. Are there any grievances or issues that you treat differently? If yes, how do you treat that issue specifically?
6. Do you provide support/training to federations on grievance management?
7. What information is needed by the confederation to provide the support and advocacy you do?
8. How is the budget allocation for grievance management at the confederation and federation levels?
9. What else would you add to a tech solution to build a better union system?

Respondent/Interviewee: Federation (SPN/Garteks):
2 per federation (one head and one grievance PIC)

Part 1: Federation structure

1. How many people work for the federation and what are their roles?
2. What are the main objectives and activities of the federation
3. How are the federation's activities funded?

Part 2: Confederation – Federation working relationship

1. What data does your federation provide to the confederation?
2. What support does the confederation provide to you? What is working well? Are there other areas where support would be useful?
3. What are the main points of contact with confederation? Across what channels and on what schedule are they coordinating?
4. What challenges do you have in optimizing your coordination with the confederation?

Part 3: Federation – Branch working relationship

1. How many branches are in your federation?
2. Do you have any direct communication with factory-level trade unions and workers?
3. How are you currently managing your membership database?
4. What services do you offer to the branches?
5. What are the communication channels and strategy that you use right now with your branches? Is there one PIC and regularly scheduled meetings?
6. What is working well in terms of the federation activities and supporting branches? Are certain sectors doing better than others?
7. What are the challenges you have around communicating with and supporting the branches?

Part 4: Federation role in grievance case management

1. What is the federation's role in grievance case management? What is the process -- how are issues escalated within the federation and who is responsible? When do issues get raised or reported to the confederation?
2. What is working well with the grievance case management system? What would you like to do in the future with the grievance case management system?
3. What are the challenges with the current system? Are certain branches requiring more support than others?
4. What are the common grievance issues facing workers that need support from the Federation?
5. Are there any grievances or issues that you treat differently? If yes, how do you treat that issue specifically?
6. Do you provide support/training to branches on grievance management?
7. What information is needed by the federation to provide the support and advocacy you do?
8. How is the budget allocation for grievance management at the federation and branch levels?
9. What else would you add to a tech solution to build a better union system?

Respondent/interviewee: Branch

(Same questions as federation)

Respondent/interviewee: Factory-level union (195 Gartex/XX SPN)

[select 5-6 BW factories where we can interview union plus have meeting for survey workers]

[select 5-6 factory unions to interview virtually, one grievance PIC]

(Same questions as branch, plus gender breakdown of members)

2. Survey

Respondent: Worker/union member
(invite all union members in the facility to 15 min survey)

List of questions:

Demographic questions

1. What is your union?
2. What is your gender?
3. How long have you been working?
4. How long have you been a union member?

Core questions

5. Have you submitted a grievance report before to the union? How many? (approximately)
6. If you have a question, problem or issue at your factory, do you know who at the union to contact?
7. Do you understand what the union would be able to do to address your grievance?/Do you understand the process for union dealing with grievance? And do you know what outcomes to expect?
8. Think about the most recent grievance report you submitted,
 - a) Did you have all of the information you needed to submit, or did you have to send a follow up message?
 - b) How many days until you got a first response?
 - c) How many days until the problem was resolved?
 - d) Were you satisfied with the response?
9. What other support (besides grievance management) would you like your union to provide?
10. If you know people in your workplace who are not union members, what the main reasons?
 - a) Cost of membership
 - b) Lack of trust in union
 - c) No clear benefit to union membership
 - d) Their friends are not union members
 - e) Other (please specify)



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