DOMESTIC WORKERS ORGANIZE AGAINST VIOLENCE & HARASSMENT





Training Pack







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First published June 2022

Domestic workers organize against violence & harassment: Training pack

IDWF: ISBN 978-988-74574-9-7 (web pdf)

International Domestic Workers Federation (IDWF)

About International Domestic Workers Federation

The International Domestic Workers Federation ("IDWF") is a membership-based global organization of domestic workers. Its goal is to build a strong, democratic and united domestic workers global network to protect and advance domestic workers' rights everywhere. As of March 2022, IDWF has 83 affiliates from 65 countries, representing over 598,841 domestic worker members. Most are organized in trade unions, and others in associations, networks and workers' cooperatives.

www.idwfed.org

PHOTOS

Top row left : Hong Kong Federation of Asian Domestic Workers Unions (FADWU) Top row right : Domestic Workers Rights Network (DWRN) and Sramik Nirapotta Forum, Bangladesh Middle row left : Sandigan Kuwait Domestic Workers Association (SKDWA) and Sandigan Kuwait (SK) Middle row centre : Network of Domestic Workers in Thailand (NDWT) Middle row right : Sindicato Nacional dos Empregadores Domésticos (SINED), Mozambique Third row left : Jaringan Nasional Advokasi Pekerja Rumah Tangga (JALA PRT), Indonesia Third row right : Federación de Trabajadores y Trabajadoras del Hogar Remunerados del Perú (FENTRAHOGARP) Page 8 : Hong Kong Federation of Asian Domestic Workers Unions (FADWU) Page 14 : Sindicato de Trabajadoras y Trabajadores del Hogar de la Region Lima (SINTTRAHOL) Perú

Design and layout: m+m studios

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TRAINING UNITS

Unit 1 Starting a DWoVH Training

- 1.1 Introduction to DWoVH training program and participants
- 1.2 Expectations, contributions, training rules and feedback Sources

Unit 2 Equality and Rights in our Life and Work

- 2.1 Sex, gender and gender equality
- 2.2 What is discrimination and diversity
- 2.3 Fact or opinion?
- 2.4 Equality and discrimination in our life and work
- 2.5 Our rights as women and as workers

Sources

Unit 3 What is Violence & Harassment in Domestic Work

3.1 Power and domestic workers

- 3.2 Violence & harassment and child & forced labor in domestic work
- 3.3 Gender-based violence and violence against women
- 3.4 Sexual violence & harassment and gender stereotyping

3.5 Domestic violence and institutional violence

Sources

Unit 4 Protecting Ourselves from Violence & Harassment

- 4.1 Coping with violence & harassment
- 4.2 Healing from trauma and self-care
- 4.3 How to handle power struggles
- 4.4 What to do against sexual violence & harassment
- 4.5 We empower!

Sources

Unit 5 Collective Actions against Violence & Harassment

- 5.1 Self and collective care in DWOs
- 5.2 DWO actions against violence & harassment in Asia
- 5.3 DWO and DW networking and alliance building
- 5.4 DWOs changing mindsets on domestic workers' sexual rights
- 5.5 DWO action planning against violence & harassment

Sources

Unit 6 DWO Case Work and Peer Support

- 6.1 Recognize and the first response
- 6.2 Active listening in peer support communication
- 6.3 Our judgements and emotions
- 6.4 DWO principles for case work and peer support
- 6.5 Peer support conversations and reporting

Sources

Unit 7 Laws, Policies and Practices on Violence & Harassment

- 7.1 Laws and DWO actions to fight violence & harassment in domestic work
- 7.2 Working in our own country: How can we make the laws work for us!
- 7.3 Working in other countries: How can we make the laws work for us!
- 7.4 Modern slavery and human trafficking in domestic work
- 7.5 What type of discrimination is it?

Sources

Unit 8 Concluding a DWoVH Training

- 8.1 Next steps against violence & harassment in domestic work
- 8.2 DWoVH training evaluation and certification

Sources

TRAINING AIDS

1 Slide Shows for the DWoVH Units, see the PDF or PPT slides at:

https://drive.google.com/drive/u/0/folders/1fm6rXlprnAdFEDbL4lvaH-gZt2hkMbnf

- Unit 1 Starting a DWoVH training
- Unit 2 Equality and Rights in our Life and Work
- Unit 3 What is violence & harassment in domestic work
- Unit 4 Protecting ourselves from violence & harassment
- Unit 5 Collective actions against violence & harassment
- Unit 6 Case work and peer support
- Unit 7 Laws, policies and practices against violence & harassment
- Unit 8 Concluding a DWoVH training

2 DWoVH Key Terms

Training Aid 2.1 List of key terms Training Aid 2.2 Meaning of key terms

3 Tips for Effective DWoVH Training

- Training Aid 3.1 Successful training principles and practices
- Training Aid 3.2 What makes a successful trainer?
- Training Aid 3.3 Gender training tips
- Training Aid 3.4 Tips for working with child domestic workers
- Training Aid 3.5 Tips for working with people in groups

4 DWoVH Training Planning and Preparation

- Training Aid 4.1 Making a training plan
- Training Aid 4.2 Selecting trainers and participants
- Training Aid 4.3 Designing training programs
- Training Aid 4.4 Preparing for the training

FOREWORD

We have come a long way since we started fighting for decent work for domestic workers. C189 and C190 are now international labor laws: Domestic work is work and we are workers. We have a right to fair terms of employment, and safe and decent working and living conditions. We have a right to protection from all forms of abuse, violence & harassment, including gender-based violence & sexual harassment.

Even so, we are still at high risk of violence & harassment. Most of us are women in informal womens' jobs that are undervalued and underpaid. We are not protected by labor and social security laws and rules. This hit us forcefully when the Covid pandemic went around the world. Many of us lost our jobs. We were thrown out on the streets, often without pay. Or, we lost our freedom, being forced to work longer, locked up in our employers' homes. We had to cope with increasing violence at work and in our own homes.

Many of us struggled and faced very difficult times. Some of us got sick, did not recover and passed away, because of Covid 19 illnesses, violence, harassment, despair or other hardships. Here, we want to honor you, sisters and brothers. May you rest in peace.

Many of us survived. We joined our sisters in solidarity, we helped our families and many others. We earned money. We connected with our friends and family using new technology. Our DWOs have also been growing. More of us are organizing in more communities and countries to fight for our rights and protect each other.

We developed the **Training Pack: YES to Equality – NO to Violence, Domestic workers organize against violence & harassment (DWoVH)** to empower many more of us to unite, raise our voice, hold our employers and governments accountable and make the laws work for us:



Myrtle Witbooi

IDWF President

INTRODUCTION

1. What is it?

The Training Pack: YES to Equality – NO to Violence, Domestic workers organize against violence & harassment (DWoVH) shares domestic workers' knowledge, experience and skills, and deepens our understanding on gender, equality, discrimination, violence & harassment, and our human and workers' rights. This will help us, as individuals and DWOs, to better organize and act against violence & harassment in domestic work.

The aims of the DWoVH training pack are to support domestic workers and their organizations (DWOs) to:

- Promote equality
- Protect domestic workers from violence & harassment
- Fight violence & harassment in domestic work.

The tools in the DWoVH training pack are:

- DWoVH training units for DWO leaders, organizers, trainers and domestic workers for use in faceto-face and online training:
 - 1. Starting a DWoVH training
 - 2. Equality and rights in our life and work
 - 3. What is violence & harassment in domestic work
 - 4. Protecting ourselves from violence & harassment
 - 5. Collective actions against violence & harassment
 - 6. Case work and peer support
 - 7. Laws, policies and practices against violence & harassment
 - 8. Concluding a DWoVH training.
- DWoVH training aids for DWO leaders and trainers:
 - 1. Slide shows for the DWoVH units
 - 2. Key DWoVH terms
 - 3. Tips for effective DWoVH training
 - 4. DWoVH training planning and preparation.

The DWoVH training pack was developed for domestic workers, IDWF affiliates, DWOs and other interested organizations and institutions in Asia and to serve as inspiration for training in other regions.

2. Why do we need it?

"Gender-based violence has been a silent killer of many domestic workers around the world as we are scared to speak out, afraid of losing our jobs. We need to lift our voices to stop this abuse."

Myrtle Witbooi, IDWF President, South Africa.

CONTENTS

"Murni, 21 years old, weighed just 25 kilos when she managed to escape to a police station. She started work when she was 14. She was never paid and faced severe abuses ever since."

Lita Anggraini, National Coordinator, (JALA PRT or National Network for Domestic Workers Advocacy), Indonesia.

"We are being forced to work more and harder ever day, both mentally and physically."

Domestic worker member, National Domestic Women Workers Union (NDWWU), Bangladesh.

"When an employer forces me to have sex, because I am shy, I might think it is just usual."

Domestic worker, IDWF 2nd Congress, South Africa.

"My employers in Tripoli didn't follow the contract, so I told them that I wanted to quit. They took me to an agency in Zarif. At the agency they asked me 'Why are you here?' and started hitting me. I stayed there for 3 weeks. They didn't give me food, just one bread. It was like a prison. I didn't even know what time it was .. They hit me again and again, and told me that I will go back to my employer and do whatever they tell me to do."

Domestic worker from Madagascar, working in Lebanon.

Our research clearly demonstrates that significant numbers of agencies are systematically charging Filipino migrant domestic workers fees well over of the legal maximum. Yet, despite this, very few are ever charged and prosecuted in the Philippines or Hong Kong."

Shiella Estrada, Chair, Progressive Labour Union of Domestic Workers Hong Kong (PLUDW-HK).

"Preventing violence & harassment in the world of work means ending discrimination, promoting equality and extending economic security."

Self-Employed Women's Association (SEWA), India.

According to recent ILO estimates¹, there are almost 76 million domestic workers in the world, and **3 out of** every **4 domestic workers are women**. Many are **migrant workers** and there are millions of **child domestic workers** under 18 years. The number of domestic workers has been on the rise for several decades everywhere.

Domestic work is 'work performed in or for a household or households' (ILO Convention 189 or C189). Domestic workers provide **personal and household care**. They may cook, clean, take care of children, the elderly or people with disabilities, look after the garden or pets, or drive the family car. They may work fulltime, part-time or on an hourly basis, and may live in the home of the employer or elsewhere.

Domestic workers are **at high risk of discrimination and rights' abuses.** They are not considered to be 'real workers', because domestic work is seen as a 'lowly, unskilled women's job', which deserves little or even any pay at all. They are workers in private households, but **8 of every 10 domestic workers are in informal employment**²: They don't have clear terms of employment. They are not or barely protected by labor laws and social protection schemes, and are usually not registered anywhere. Sometimes, they even do not have the right to organize freely.

C189 points to the **high risk of violence against domestic workers**: "... domestic work continues to be undervalued and invisible and is mainly carried out by women and girls, many of whom are migrants or members of disadvantaged communities." It says that domestic workers are particularly vulnerable to discrimination at work and other human rights abuses (Pre-amble), and calls for **measures** "to ensure that domestic workers enjoy effective **protection against all forms of abuse**, **harassment and violence**" (Article 5).

¹ ILO, Making decent work a reality for domestic workers, Progress and prospects ten years after the adoptions of the Domestic Workers Convention, 2011 (No. 189), Geneva, 2021

² As above.



3. How did it come about?

The DWoVH training pack was made by the **International Domestic Workers Federation** (IDWF) and its affiliates. From 2009 onwards we, together with the labor, women's and human rights movements around the world, actively supported and lobbied for international labor standard setting on decent work for domestic workers. In 2011, the International Labour Organization (ILO), bringing together governments, workers' and employers' organizations from around the world, adopted **Convention 189** (C189) and **Recommendation 201** (R201) **to promote decent work for domestic workers**.

From 2015 onwards, the IDWF and its affiliates campaigned and voiced the concerns of domestic workers in the ILO standard setting processes on violence & harassment against women and men in the world of work. In June 2019, the ILO member States adopted Convention 190 (C190), and Recommendation 206 (R206) to eliminate violence & harassment in the world of work.

Organizing against violence & harassment, including gender-based violence and sexual harassment, is a priority for the IDWF and DWOs. At the 2nd IDWF Congress in South Africa in 2018, IDWF affiliates adopted a **Resolution to Eradicate Gender-Based Violence**, to intensify its campaign and organizing work against violence for the coming years.³ Since then, training, research and campaigns on gender-based violence have been undertaken with DWOs in many places.⁴

In Asia, an IDWF survey on gender-based violence against domestic workers was carried out among 13 DWOs in 12 Asian countries in 2017 and 2018. The survey showed that action against violence & harassment is a priority, but many IDWF affilates felt ill-equiped to do so. The challenge to overcome gender and other biases and discrimination against domestic workers is enormous, pervasive as it is in employer households, in communities, and throughout societies in Asia.

Eight of these DWOs narrated a story of abuse against an Asian domestic worker and DWO action to obtain justice in 2019. These case stories were published in a Casebook 'Gender-based violence & harassment against domestic workers: Case stories from Asia' in 2020.⁵

3 IDWF, Resolutions: Adopted by the 2nd IDWF Congress 2018, Cape Town, South Africa, 2019

4 See, for example, Lima A. and Nunez E., Gender-based violence in paid domestic work in Latin America and the Caribbean: The workers' experiences, voices and recommendations to eliminate it, 2019

5 IDWF, Gender-based violence and harassment against domestic workers, Case stories from Asia, Hong Kong, 2020

4. Summary DWoVH training content

Training Units					
Unit 1	Starting a DWoVH Training discusses how to open a training and introduce the DWoVH aims, principles and methods. We show how to introduce participants to each other and learn about their gender experiences. We share tools for ensuring a successful training: Finding out about participants' expectations and contributions to the training, setting training rules with the group and getting their feedback on the training.				
Unit 2	Equality and Rights in Our Life and Work is about equality, non-discrimination and rights of domestic workers. We discuss what it means to grow up as a girl or a boy, and what is gender equality. We share experiences on the many forms of discrimination that we often have to cope with. We look into the difference between facts and opinions. We explore how inequalities and discrimination affect us, and what are our rights as women and domestic workers.				
Unit 3	What is Violence & Harassment in Domestic Work is about the main forms of violence & harassment that domestic workers can encounter in their life and work. We identify different types of power and how we can build our individual and collective power. We look into violence & harassment and child & forced labor. We share experiences on gender- based violence and violence against women. We discuss how sexual violence & harassment affect us, and how gender stereotyping increases our risks. We find out about domestic and institutional violence and how it affects us in our work and life.				
Unit 4	Protecting Ourselves from Violence & Harassment increases our knowledge and skills to protect and empower ourselves against violence & harassment. We discuss the effects of violence & harassment on our health and well-being, and our coping strategies. We identify how to recover and heal from trauma, and take care of ourselves. We try out how to handle power struggles. We find out what to do when we encounter sexual violence & harassment and have to deal with gender stereotypes that harm violence survivors. We exercise our breathing and our bodies to strengthen ourselves and explore ways of empowering ourselves and our sisters.				
Unit 5	Collective Actions against Violence & Harassment is about DWO organizing against violence & harassment. We discuss how we promote self and collective care in our DWOs. We show how DWOs in Asia protect domestic workers from violence & harassment and take strategic actions to fight against it. We share how to expand our DWO and individual networks and build alliances, how to protect our rights to our own bodies, and how we can set priorities to fight violence & harassment and promote our human and workers' rights.				
Unit 6	DWO Case Work and Peer Support discusses how we and our DWOs can support violence victims to become violence survivors. We find out how we can recognize violence & harassment problems and how to respond to domestic workers who need our help. We practice our listening and communication skills, and learn about making judgements and dealing with our emotions. We develop DWO principles for case work and peer support, and share experiences on doing case work, providing peer support and reporting.				
Unit 7	Laws, Policies and Practices against Violence & Harassment shares DWO experiences on using the laws to protect domestic workers from violence & harassment. We learn about the types of laws against violence & harassment and how we can make these laws work for us in our own and other countries. We discuss the online sale and human trafficking of domestic workers and we identify the open and hidden types of discrimination against domestic workers.				
Unit 8	Concluding a DWoVH Training shows how to successfully conclude a DWoVH training series or workshop. We discuss how to develop personal and group plans for action after the training. We introduce ways of evaluating DWoVH trainings and concluding the training with the distribution of certificates to participants who completed the training.				

Training Aids				
Training Aid 1	Slide Shows for the DWoVH Units are provided in PDF or animated PPT files: The PDFs are handy for a quick view or self-study, and for use on mobile phones with small data packages. The PPTs are for use in face-to-face training. Download & save them on your laptop or tablet for showing them to participants, and distribute them after the training, as they wish.			
Training Aid 2	DWoVH Key Terms is an easy and quick information source for trainers. It explains the meaning of the key terms that are used in the DWoVH training pack in the common A-Z alphabetical order of many languages.			
Training Aid 3	Tips for Effective DwoVH Training is for DWO trainers. It discusses training principles and practices that have proven to lead to successful training. We explain what trainers can do to train better. We share tips on how to promote gender equality, empower women and children and address the needs of violence victims and survivors in the training content and in the group training processes.			
Training Aid 4	DWoVH Training Planning and Preparation is for DWO training organizers and trainers. We discuss how to plan DWoVH training, how to select trainers and participants and how to design DWoVH training programs. We give tips to choose the right place for the training, set up the training room, manage time, prepare for sessions and write a brief report of the training. We provide training tools that may come in handy when organizing DWoVH training.			

5. Training principles, structure and flow

The DWoVH training pack uses the following training principles and practices that have proven to lead to successful training:

- Ensure respect, safety, relevance and fun during the training. Respect for each person and the diversity this brings in a group, are key for creating a safe and stimulating training environment. All of us have experience and ideas to share, whether we are young or old, women or men, black, brown, yellow or white. Domestic workers have little free time, so training needs to be relevant, interesting and fun. Trainers need to be flexible and adapt the training to the needs, interests, expectations and ways of learning of participants.
- Encourage communication, dialogue and active participation. Effective learning happens when there is 2-way communication and a free exchange of information between people who actively participate and share in the group. Learners are responsible for their own learning, and we learn the most when we become actively involved. Trainers don't lecture and 'feed' knowledge to passive participants but support everyone to share experiences and learn new things.
- Engage the body, heart and mind. People learn better by using their bodies, hearts and minds, or doing, feeling and thinking. 'Learning by doing' methods have powerful learning effects because participants use all their senses and skills, and learn at many levels. Every unit activity is done in a systematic and logical flow, known as the experiental learning cycle: First, participants do a training activity, playing a game or solving a problem, using all their their physical, intellectual, emotional and social skills. Then, they share feelings and views, learning with their heart. Finally, they analyze, using their mind to draw conclusions and key learning points for the future.
- Explore many training methods and Experiment with new ways of learning. A regular change of training methods and pace keeps everyone interested and ready to learn. Case stories and presentations are combined with a range of participatory training methods, like energizers, brainstorming, games and roleplays. Pair discussions and small group work are mixed with analytical Question and Answer (Q&A) discussions in the big group, and individual work and reflection. Physical exercises and meditations are introduced to experience body-heart-mind balance, and increase concentration and well-being.

6. Designing DWoVH training programs

The design of a DWoVH training is like **building a house** with the **training unit activities as building blocks**. This structure helps trainers to adapt the training to the needs and interests of specific groups of participants, and select the most relevant training content and methods for each group.

The session plans for every DWoVH training and the training unit activities can be made shorter or longer depending on the training aims, participants' training needs and interests, expected training outcomes and the available time and resources:

- DWoVH **trainers' training** (TOT) workshops of several days include **6** training hours in total per day. Every training day is divided into **4** blocks of around 90 minutes each with 2 breaks of 30 minutes in the morning and afternoon, and a lunch break of at least 90 minutes. In this way, the training activities can be slightly extended as needed without adapting the overall time schedule.
- As domestic workers have limited time and usually only one off-day per week, DWoVH **trainings** are usally done on their off-days, organizing either 1 training unit activity of 1.5-2 hours per off-day, or 2 training sessions of 3-3.5 hours per off-day, for several weeks.

Guidance on the organization of training is given in the introduction to every Unit. Example training programs are given in Training Aid 4 Planning and Preparation of Training. They include:

- 1. Short DWoVH Training
- 2. Basic DWoVH Training
- 3. DWoVH Training YES to Gender Equality and NO to Sexual Violence & Harassment
- 4. DWoVH Training Power and Organizing against Violence & Harassment
- 5. DWoVH Training for Violence Survivors
- 6. DWoVH Training for Case Workers and Peer Supporters
- 7. DWoVH Training for Legal Aid Workers

Below is an overview of the training content and main training methods for use by trainers who are familiar with the DWoVH training pack and want to mix and match training activities:

DWoVH training overview: Content and main methods

Unit 1 Starting a DWoVH Training – 3 hours		Mins	
1.1	Introduction to DWoVH training program and participants – Introduction exercises	140	
1.2	Expectations, contributions, training rules and feedback – Group exercises	40	
Unit	Unit 2 Equality and Rights in our Life and Work – 7.30 hours		
2.1	Sex, gender and gender equality – Drawing competition & quiz	90	
2.2	What is discrimination and diversity – Roleplays & fruit salad game	90	
2.3	Fact or opinion? – Quiz-game	60	
2.4	Equality and discrimination in our life and work – Game and small group work	120	
2.5	Our rights as women and as workers – Musical chairs game, song making & singing	90	

INTRODUCTION

Unit	3 What is Violence & Harassment in Domestic Work – 8.30 hours	Mins
3.1	Power and domestic workers – Brainstorming, pair & small group discussions	90
3.2	Violence & harassment and child & forced labor in domestic work – Small group work & warning sign exercise	120
3.3	Gender-based violence and violence against women - Video & small group work	90
3.4	Sexual violence & harassment and gender stereotyping – Brainstorming & roleplays	120
3.5	Domestic violence and institutional violence – Small group work, roleplays & video	90
Unit	4 Protecting Ourselves from Violence & Harassment – 8.30 hours	Mins
4.1	Coping with violence & harassment – Small group work & loving-kindness exercise	90
4.2	Healing from trauma and self-care – 5 senses exercise, small group work with gallery walk & life energy exercises	90
4.3	How to handle power struggles – Grounding exercise, roleplays & game in pairs	120
4.4	What to do against sexual violence and harassment – Small group work & voice game	120
4.5	We empower! – Power exercise in big group & creative arts in small group work	90
Unit	5 Collective Actions against Violence & Harassment – 9 hours	Mins
5.1	Self and collective care – Trust game & small group work	90
5.2	DWO actions against violence & harassment in Asia – Lap-sit game & roleplays	120
5.3	DWO and DW networking and alliance building – Stringball network exercise & small group work	120
5.4	DWOs changing mindsets on domestic workers' sexual rights – Pair discussion & street theatre plays	120
5.5	DWO action planning against violence & harassment – Brainstorm, idea wall & voting exercise	90
Unit	6 DWO Case Work and Peer Support - 8.30 hours	Mins
6.1	Recognize and the first response - Brainstorming & roleplays in pairs	120
6.2	Active listening and peer support communication – Roleplays in trios	90
6.3	Our judgements and emotions – Sharing exercise & pair discussions	90
6.4	DWO principles for case work and peer support – Tension releasers & small group work	90
6.5	Peer support conversations and reporting – Big group discussion & phone roleplays	120
Unit	7 Laws, Policies and Practices on Violence & Harassment – 9 hours	Mins
7.1	Laws and DWO actions to fight violence & harassment in domestic work – Small group work with case stories	120
7.2	Working in our own country: How can we make the laws work for us! – Small group work with checklist	120
7.3	Working in other countries: How can we make the laws work for us! - Small group work	120
7.4	Modern slavery and human trafficking in domestic work – Video & small group work	90
7.5	What type of discrimination is it? – Small group work & video	90
Unit	8 Concluding a DWoVH training – 3 hours	Min
8.1	Next steps against violence & harassment in domestic work – Individual and small group work	90
8.2	DWoVH training evaluation and certification – Individual & big group exercises	90

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7. Lay-out of training unit activities

Every training unit activity is organized in the same way as follows:

Unit number and title Imme - gives the session duration, usually 90-120 minutes Image: Session duration, usually 90-120



Session Plan Steps

gives a summary of the steps in the training activity with the training content, method and duration of each step.



Preparation

is a to-do list for the trainer before the session starts



Main Text Formats

- Bold text = Key contents
- Regular font = Instructions for the trainers to explain in their own words to participants.
- [*italics*] = Information for the trainer to help them answer questions of participants or summarize group work outcomes in their own words.

SESSION PLAN

gives a step-by-step guide for training delivery. In each step, guidance is given both on the training **content** and the training **process**. Key messages conclude the session as the last step in each session plan.



Tip for Trainers

are sometimes included to explain training content, answer questions of participants, deal with expected challenges or provide alternative training methods.

8. Words of thanks

We would like to thank everyone who has contributed to the development of the DwoVH training pack. It was designed and written by Nelien Haspels and Fish Ip, joined first by Yuli Riswati, and later by Erlinda Joseph. We thank Elsa Ramos- Carbone for editing the training pack, Karen Rutgers-van Wijlen for technical support to Units 4 and 6, and Constance Thomas for technical support to Unit 7.

We thank Michéle Karamanof for text design and lay-out, Fiona Anne Kab for graphic design, Amy Ip Ka Man for video production, Meli Chan Lee for the clips of 6 body-mind exercises, the International Federation of Workers' Education Associations (IFWEA) team for online training advice, and I-Lite for online training production.



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