

Terms of reference

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

1. Introduction

Those terms of reference provide information on the joint activities of 4 (four) projects of the ILO Jakarta in developing common platforms for knowledge sharing and case management of the trade unions in Indonesia's labor-intensive industries such as garment, palm oil, and fisheries sectors. The activities aim to develop the knowledge management and case management systems of selected Indonesian trade unions confederations, federations, and trade unions in the garment, palm oil and fisheries sectors.

These joint activities will be implemented by the following projects/program: Strengthening Industrial Relations in the Garment Sector (The Canadian Project), Advancing Workers' Rights in the Indonesia's Palm Oil Sector (USDRL), Improving Workers' Rights in the Rural Sectors of the Indo-Pacific with a focus on Women (USDOL), and 8.7 Accelerator Lab Program.

2. Background and Justification

Industrial relations (IR) in Indonesia are at a critical juncture. Trade unions in Indonesia, are facing unprecedented challenges in the wake of the economic, political and social challenges brought by the Covid-19 pandemic, the recent labour law regulatory changes and the future of work.

Even before the Covid-19 pandemic, trade unions in Indonesia were facing serious challenges in respect of the changing nature of employment, skills mismatch, informality, insufficient social security coverage, and declining bargaining power of workers. From a gender perspective, although women are much of the garment, oil palm and fisheries sector workforce, this is not mirrored in the administrative structures of managerial positions or leadership positions, thus creating imbalances within the way problems are resolved and whether amicable and gender responsive solutions are provided in its solutions provision.

Against the backdrop, a three ILO projects within the garment, fisheries and oil palm sectors proposes strengthening and revitalizing Indonesian unions at a time when economic hardship and future work challenges are high, and unions are losing relevance. It aims to achieve this by supporting trade unions in professionalizing and upgrading their operational, technical, and policy engagement capacity at the confederation, federation, branch, and workplace levels. Special consideration will be taken in developing systematic approaches to influence constructive engagement practices towards women members and inclusion and increasing women's voices and presence in decision-making and policy discussion, thus leading to improved industrial relations.

Hence given the backdrop, the project intends to engage a consultative IT company to conduct a full systems analysis study to help establishing a deeper understanding of designing a grievance documentation and case management system for the trade unions to improve its outreach and operational capabilities. The grievance documentation and case management system would leverage existing systems and structures of the various trade union at confederation, federation, branch, and

workplace levels to improve the dialogue from the top to down and converse, such that the members needs are better addressed and met with accountability, timely responsiveness, and relevancy.

3. Objective of the study

The objective of this study is to engage an IT company that shall undertake a full systems analysis of existing grievance documentation and case management systems of trade unions in the garments, fisheries and oil palm sectors so that such systems goals, purposes, and procedures can be digitized and repurposed to improve its efficiency and capabilities in servicing its members.

4. Expected Work under this Terms of Reference:

The selected IT Company should perform the following work as part of the contractual obligations:

- a. In coordination with the relevant ILO Projects, to liaise with the confederations, the sector federations, and branch level unions and cluster in garments, fisheries and palm oil to review existing means of channeling grievances and disputes from workers to the union and its case management structures.
- b. The reviews will be conducted first separately with the various confederations and its subunits of sector federations and branch level unions and clusters. **See Annex 1** for the most representative confederations and its subunits of sector federations and branch level unions and clusters.
- c. The reviews will be also conducted separately with the various sector federations and branch level unions and clusters that are not aligned to specific confederations. **See Annex 1** for the most representative sector federations and its subunits of branch level unions and clusters.
- d. Where the reviews will show and document in detail:
 - i. Flow charts explanation as to what exists and how top-down and bottom-up coordination of case management of grievances are coordinated, through focus group discussions and other means with end users and process coordinators and managers. Its strengths and weakness and security of information.
 - ii. The internal structure within the unions on the case management, its protocols and use of human resources.
 - iii. The internal structure within the unions on the case management, its protocols and use of IT infrastructure, data policies and capabilities of computer literacy.
 - iv. The time duration of the processes within the case management and where delay exists and how and what reasons and identification of redundant processes.
 - v. A set conclusion and recommendations on integrating to a common process improvements and process reorganizations where possible for better alignment of personnel to deal with the grievance case management, the structural changes that may be required, and coordination mechanisms that may need to be placed.

- e. Based on the reviews and internal process analysis of various groups of trade unions in the specified three sectors (under parts b, c and d above), the consultant company shall propose and design a common system of grievance documentation and case management. The system shall look at the following aspects:
- i. A full case diagramming and flow charts to explain the new proposed system and how it supports to improve the overall efficiency and functioning in grievance documentation and case management, taking to account existing good practices and aspects that mitigate process weaknesses.
 - ii. The user and management modules that may be required with minimal complications and ease of use.
 - iii. The least and most cost effective means of restructuring union grievance management personnel and its organizational repurposing that may be required.
 - iv. A system of grievance logging, documentation and case management that requires the minimal IT infrastructure. With a particular emphasis on mobile app or a responsive website that can be accessed easily by end users, a potential for cloud-based deployment to minimize systems administration and security.
 - v. The required data policy for sharing and protecting the identifies and data of the system and how each group of users and managers can maintain their separate sub systems within the main system.
 - vi. The required security protocols, encryption and procedures required to ensure the safety of its end users and its data privacy.
 - vii. A specific system with within the case management to review progress of the cases, its management and conclusions through a dashboard and required minimal data analytical framework that can support better servicing by the unions.
- f. Based on the final proposed model of a common system that is developed, to support the ILO's specific projects to conduct national, and sector meetings to confirm the model and lead to the next stages of the systems prototyping and development and exploring the potential roll out, deployment structure and its timings.

5. Timeline proposed for the systems analysis study

An indicative timeline of system development is following:

25 November to 8 December 2022	TOR Advertisement and call for expression of interest
9 to 16 December 2022	Review of proposals submitted and identify the best candidates to proceed.
22 December	Initial offering of contract and identification of process and consultation scheduling

22 December 2022 to 3 March 2023	Complete the systems review and the final proposal for national and sector consultations.
21-24 February 2023	Hold national consultations and finalise the model and its deployment plan approval.

6. Deliverables

Under this agreement, the consultant company will:

- a. Produce the review and systems analysis reports for the confederations, the sector federations, and branch level unions and cluster in garments, fisheries and palm oil sectors.
- b. The production of a new common systems of grievance documentation and case management taking with strong consideration the aspects highlighted within the TOR.
- c. Support the ILO to hold national level and sectoral level consultations on the new system and its structure.

7. Competencies

1. A working knowledge of designing, coding, and debugging large-scale, enterprise-level, multi-tiered, distributed applications is highly desirable
2. Strong skills in data visualization, reporting and programming dashboards
3. Experience with unit tests and mock frameworks & source control systems
4. Experience in agile/scrum environment and working in a well-integrated team environment
5. Strong communication skills and the ability to work in a multi-cultural environment
6. Expert knowledge of computer and internet applications for information collection, management and dissemination
7. Deep experience in developing web and mobile apps

8. Duration of the contract

The contract will be start on 22 December 2022 until 3 March 2023

9. Application Process

Interest candidates are encouraged to submit electronic application with subject:

Grievance System, to rakhmadina@ilo.org and cc mufidah@ilo.org with not later than **8 December 2022**. The interest candidate should complete the requirement documents: i) a cover letter explaining suitability for position; ii) company profile and curriculum vitae (CV); iii) a technical proposal includes the strategy to complete the task, detail workplan, financial component indicating all-inclusive monthly professional fee; iv) portfolio working on developing system (at least 2 years carrying out design and production work of similar printed materials (samples of past work).

For further information please contact Nurus Mufidah email: mufidah@ilo.org, Program Coordinator Strengthening Industrial Relations in Indonesia (SIRI) Project.

List of union confederations, federations and branch level to consult:

- **Strengthening Industrial Relations in the Garment Sector (The Canadian Project)**
 1. Konfederasi Serikat Buruh Sejahtera (KSBSI): Garteks Federation
 2. Konfederasi Serikat Pekerja Seluruh Indonesia (KSPSI): FSP TSK KSPSI
 3. Konfederasi Serikat Pekerja Indonesia (KSPI)
 4. Konfederasi Serikat Pekerja Nasional (KSPN)
- **Advancing Workers' Rights in the Indonesia's Palm Oil Sector (USDRL)**
 1. Konfederasi Serikat Buruh Sejahtera (KSBSI)
(Five federations: F-HUKATAN, FKUI, FTA, FSB-NIKEUBA, F- KAMIPARHO, F-LOMENIK)
 2. Konfederasi Sarikat Buruh Muslimin Indonesia (K-SARBUMUSI) (one federation: FP4K)
 3. Konfederasi Serikat Pekerja Seluruh Indonesia (KSPSI) (one federation: FSPPP KSPSI)
 4. Konfederasi Serikat Pekerja Seluruh Indonesia (KSPSI)_Jumhur (one federation: F-SP PP KSPSI)
- **Improving Workers' Rights in the Rural Sectors of the Indo-Pacific with a focus on Women (USDOL)**
 1. Konfederasi Serikat Buruh Sejahtera (KSBSI)
 2. Konfederasi Sarikat Buruh Muslimin Indonesia (K-SARBUMUSI)
- **8.7 Accelerator Lab Program**
 1. Konfederasi Serikat Buruh Sejahtera (KSBSI)
 2. Konfederasi Sarikat Buruh Muslimin Indonesia (K-SARBUMUSI)
 3. Konfederasi Serikat Pekerja Seluruh Indonesia (KSPSI)_AITUC
 4. Konfederasi Serikat Pekerja Indonesia (KSPI)
 5. Serikat Buruh Migran Indonesia (SBMI)
 6. Konfederasi Serikat Pekerja Nasional (KSPN)