

LABOR MANAGEMENT PROCEDURES

GPSA INDONESIA

Women's Voices in The Monitoring and Improvement of Universal Health Care Insurance Services

1. INTRODUCTION

a. Project background

Many social accountability initiatives are not sustained because of the lack of involvement from grass root organizations that already have a long history in the community. In addition, such initiatives are also not sustained because they are not built in the collaborative mechanism between government and grassroots organizations. Grassroot organizations can develop such collaborative mechanism while at the same time remain being critical and provide constructive feedbacks to government.

Women faith-based organizations have a potential role in developing the productive and critical social welfare and social accountability. These organizations generally have a large number of volunteers (which sometimes referred to as cadres). These cadres can be organized to work together with government to improve public service delivery, especially in health and maternal health issue.

In this project, AKATIGA collaborates with Fatayat NU – one of the largest Muslim women faith-based organization. The objectives of this program is to contribute in improving access and quality of health services delivery for poor and vulnerable population in selected districts of Indonesia through collaborative social accountability mechanisms among stakeholders, which includes: (i) Poor communities, defined as those who are eligible to receive Indonesian health card, and assisted by Fatayat; (ii) Health providers affiliated with the National Health Insurance network; (iii) National Health Insurance policy makers at local and national level.

The project will be implemented in the context of COVID-19 pandemic and as such will follow the guidance from the Indonesian central and local governments in project implementation, particularly with regard to activities that require travels and meetings. The project will adhere to the guideline as issued by the WHO and the Ministry of Health and will include the COVID-19 protocols in the project implementation guideline.

b. Project activities

- 1) Capacity-Building and Development of Collaborative Social Accountability Mechanisms
 - A. Review Data, Mapping targets, problems & recruitment of cadres
 - B. Elaboration of information, education and communication materials
 - C. Information system development and equipment
 - D. Developing standard operating procedures (SOP) and training implementation for Fatayat Cadres

E. Piloting during and after capacity building training

2) Collaborative Social accountability Mechanisms to improve targeted service delivery

At the local level:

- A. Data collection
- B. Patients' assistance and data input
- C. Organizing periodic policy dialogues with key health stakeholders in local level

At the national level:

- D. Implementing collaborative framework at the inception phase with health institutions (regularly sharing health users' data and monitoring follow-up actions)
- E. Organizing periodic policy dialogues about the findings related to gaps in JKN services with key health stakeholders

3) Improving Knowledge and Learning on Social Accountability in the Indonesian Health Sector

- A. Setting up the project's monitoring, evaluation and learning (MEL) system
- B. Conducting regular internal project MEL sessions focused on adjusting the project's social accountability strategy and operations
- C. Dissemination of the project's Knowledge and Learning products to key target audiences
- D. Contribute to the GPSA's mandate to facilitate and promote knowledge and learning about collaborative social accountability

Protocols of covid-19 prevention and transition to new normal from WHO and Indonesia Ministry of Health will be integrated in project activities.

2. TYPE OF WORKERS ON THE PROJECT

Based on activities above, there are three types of workers:

1. AKATIGA staffs (six researchers and personnel), and five Fatayat NU committees with monthly salary.
2. AKATIGA's consultants (six person), with contract based.
3. Fatayat volunteer philanthropic cadres (cadres: 5-10 person per areas, total 30 cadres), refers to Fatayat members who are Muslim women aged between 20-45 years old, or married women below 20. There will be no salary but provided with reimbursement at cost and lump sum money for various needs.

The volunteers and workers in this project do not have the risk of lack of income. Most of the workers will be involved part-time, they have other source of household income other than this volunteer job and most cadres will be deployed 6 months after the project started. Therefore, no large mobilization of workers, except during re-training session every 6 months for short period of time. All activities in the field will be in personal bases or within existing Quran reading regular activities.

The volunteers and workers will follow the protocols of COVID-19 as issued by the government.

3. ASSESSMENT OF KEY POTENTIAL LABOR RISKS

Given that the project is social accountability activities in health sector, no major risks are envisaged.

There are no labor risks associated with contracted workers, below minimum wages, minimum living standard and child labor. There is no contracted workers and child labor in this project. One objective the program is to establish a citizen volunteer-based accompaniment and monitoring process aimed at increasing poor primary health care facility. As such, this project will not use contracted workers and instead will rely on the members of Fatayat NU (women between 20-45 age years old, or married women below 20 years old). No child labor and contract workers from third parties. Second, all employers who will be recruited by AKATIGA and Fatayat, will follow through the procurement system that has been agreed upon between AKATIGA, Fatayat, and the World Bank. The wages for the workers and per diem and transport cost for cadre volunteers is based on AKATIGA's remuneration SOP (has been agreed in previous World Bank Project) and Fatayat's code of conduct for volunteer (attached in Annex 2 and Annex 3). As an organization with a long history on supporting labor movement, AKATIGA has maintained the remuneration system that meets the requirements of minimum wage and minimum age for working. In this project, AKATIGA and Fatayat NU will also develop an agreement which outlines the responsibilities of each organizations, project organizational structure, organizational code of conduct, and financial arrangement.

There are no labor risks associated with labor influx and associated Gender-Based Violence (GBV). This project does not involve any civil works thus there will be no influx of labor, and do not involve many workers where most workers will come from the community or from the surrounding area. Hence, risks associated with GBV are negligible. Almost all cadres and project implementers (AKATIGA and Fatayat) are females. AKATIGA and Fatayat have long experience in helping women that went through domestic violence or gender-based violence, and in inequality issues in health service, household, and household economy.

There are some labor risks associated with Occupational Health and Safety (OHS) risks particularly related to the COVID-19 pandemic. The project is more focused on maternal health and non-communicable disease issue. However, in assisting patients, cadres are expected go back and forth to health facility and cannot neglect the patients with communicable disease who ask for assistance, especially with the pandemic COVID-19. There will be sets of code of conduct regarding the assistance, one of them is the standardized health protocol for cadre (WHO standard, especially project in the post COVID-19 pandemic era). Fatayat has experience with patient with disabilities and will consult disable association accordingly.

Protocols for travels and meetings for cadres and staffs will follow the WHO standards on travelling and meeting, as well as the official direction from the local authorities and health facilities, to avoid the risk of COVID-19 infection. Visits to hospitals or health care facilities will also follow the direction of the local health authorities.

Risks associated with employment and working conditions. Workers and volunteers of Fatayat are philanthropic workers which means there is no strict full-time obligation but more related to output-based target of the organization. AKATIGA's staffs work fulltime, in the field sometimes there is no weekend or holiday; there will be holiday compensation after coming back from the field. There is meal allowance for AKATIGA's staff who work overtime. AKATIGA also provides performance bonus. The Director's Memo (*Surat Keputusan Direktur – SK Direktur*) No. 015/PH-SKEP/X/2018 (Annex 4) provides guidelines on holiday compensation and meal allowance, while the SK Director No. 005/SKEP/XII/2019 (Annex 5) provides guidelines on performance bonus.

4. BRIEF OVERVIEW OF LABOR LEGISLATION AND WORLD BANK REQUIREMENTS

a. National labor Legislation: terms and conditions

Activities at the grassroots level will be conducted by cadres on a voluntary basis, therefore, the national labor regulations does not apply on the relationship between the project and cadres. However, the legislation on labor protection can be seen in annex 1.

b. The World Bank Environmental and Social Standard (ESS2: Labor and Working Conditions)

The World Bank's stipulations related to labor are outlined in its ESS2. Implementing agency promotes sound worker-management relationships and provides safe and healthy working conditions. Key objectives of the ESS 2 are to:

- Promote safety and health at work;
- Promote the fair treatment, nondiscrimination and equal opportunity of project workers;
- Secure protection of project workers, including vulnerable workers such as women, persons with disabilities, children (of working age, in accordance with this ESS) and migrant workers, contracted workers, community workers and primary supply workers, as appropriate;
- Prevent the use of all forms of forced labor and child labor;
- Support the principles of freedom of association and collective bargaining of project workers in a manner consistent with national law; and
- Provide project workers with accessible means to raise workplace concerns.

ESS2 applies to project workers including fulltime, part-time, temporary, seasonal and migrant workers. Where government civil servants are working in connection with the project, whether full-time or part-time, they will remain subject to the terms and conditions of their existing public sector employment agreement or arrangement, unless there has been an effective legal transfer of their employment or engagement to the project. ESS2 will not apply to government civil servants.

Working conditions and management of worker relationships. The Implementing Agency will develop and implement internal labor management procedures applicable to the project. These

procedures will set out the way in which project workers will be managed, in accordance with the requirements of national law and this ESS. The procedures will address the way in which this ESS will apply to different categories of project workers including direct workers, and contract workers.

Project workers will be provided with information and documentation that is clear and understandable regarding their terms and conditions of employment. The information and documentation will set out their rights under national labor law and ESS requirements (which will include collective agreements), including their rights related to hours of work, wages, overtime, compensation and benefits. This information will be provided at the beginning of the working relationship and when material changes occur.

For more details on the WB Environmental and Social Standards, please follow the below links: www.worldbank.org/en/projects-operations/environmental-and-social-framework/brief/environmental-and-social-standards and <http://projects-beta.vsemirnyjbank.org/ru/projects-operations/environmental-and-social-framework/brief/environmental-and-social-standards>.

5. POLICY GAP AND RELEVANCE

Comparison of World Bank Requirements in ESS 2 with Indonesia legal framework below shows that major requirements in ESS2 have been addressed in the Indonesia legal framework. There are some differences in the application, such as no provision for Labor Management plan in the Indonesia legal framework and the difference of the grievance mechanism. In addition, Indonesia legal framework do not regulate the requirements for voluntary workers, which is the primary frontline worker in this project. AKATAIGA will develop a standard operation procedure specifically designed for voluntary workers prior to implementing activities in the field.

ESS & Topic	Major WB Requirements	Indonesia legal framework	Volunteer guidelines
A. Working conditions and management of labor relations	<input type="checkbox"/> Written labor management procedures <input type="checkbox"/> Terms and conditions of employment <input type="checkbox"/> Nondiscrimination and equal opportunity <input type="checkbox"/> Worker’s organizations <input type="checkbox"/> Elaborate Labor Management Plans including Contractor’s ESMP	<input type="checkbox"/> Written employment contract <input type="checkbox"/> required, including procedures and employment conditions. <input type="checkbox"/> Non-discrimination and equal opportunity requirements exist. But, Indonesian adopting human right	<input type="checkbox"/> Written guidelines of volunteer principle <input type="checkbox"/> Cadre recruitment and capacity building scheme <input type="checkbox"/> Women’s right: equal opportunity, non-discrimination, protection of women <input type="checkbox"/> Cadre and committee meeting in gradual

		<p>norm on equal right in general.</p> <input type="checkbox"/> No provision for Labor Management Plans.	<p>scheme, written in volunteer guideline</p> <input type="checkbox"/> Cadres' work plan is based on Fatayat's yearly plan
B. Protecting the work force	<input type="checkbox"/> Child labor prohibition <input type="checkbox"/> Forced labor prohibition	<input type="checkbox"/> Child labor prohibition <input type="checkbox"/> Forced labor prohibition	<input type="checkbox"/> No child or underage volunteers <input type="checkbox"/> The work is voluntary
C. Grievance mechanism	GRM should be in place for direct workers	Grievance mechanism for employer more than 50 labor is through bipartite and tripartite institutions that act as communication forums	<input type="checkbox"/> Grievance mechanism in this project will be developed and will be included in the project's guideline. <input type="checkbox"/> Grievance is also addressed in yearly meeting and majelis taqlim (regular religious meeting) <input type="checkbox"/> AKATIGA will request feedback and problems encountered by cadre every 3 months
D. Occupational Health Safety	<input type="checkbox"/> Detailed Procedure required for every project. <input type="checkbox"/> Requirements to protect workers, train workers, document incidents, emergency preparation, addressing issues; and <input type="checkbox"/> Monitor OSH performance	Requirements to protect Workers, the detail procedures in government regulation	<input type="checkbox"/> Covid-19 related protocols will be implemented and included in the project's guideline. <input type="checkbox"/> Protection of women cadres against violence <input type="checkbox"/> Training for cadres <input type="checkbox"/> Emergency contact in site will be provided. These contacts will include district coordinator as well as contact person in Fatayat and AKATIGA

			<input type="checkbox"/> Monitoring and evaluation regarding OSH every 3 months
E. Category of workers	Specifies categories of workers	No such classification	Three classification of cadres: basic, intermediate, and senior
F. Minimum age of workers	<input type="checkbox"/> Minimum age for employment is 14; <input type="checkbox"/> A child between 14-18 may be employed or engaged only in certain conditions	Casual light job is permissible for 13-15 years old, but with guardian permission and they are not permitted to work under difficult and unsafe working conditions	Fatayat cadres are Muslim women aged 20 years old (or the ones that have been married) to approximately 45 years old. No underage volunteers.

6. RESPONSIBLE STAFF

There will be senior social risk specialist within Quality Assurance team in AKATIGA that understand WB social safeguard requirement. The specialist and QA team, along with support from the appointed environmental and social focal points are responsible to:

- Implement this labor and volunteer management procedure
- Monitor compliance with occupational health and safety standards at all workplaces in line with Indonesia occupational health and safety legislation.
- Ensure that the grievance redress mechanism for project workers is established and implemented and that workers are informed of its purpose and how to use it.
- Have a system for regular monitoring and reporting on labor and occupational safety and health performance.
- Monitor implementation of the worker and volunteer Code of Conduct.
- Communicate clearly job descriptions and employment conditions to all workers

7. POLICIES AND PROCEDURES

This project aims to strengthen women faith-based organization in fostering women’s movement in grass root level. The project will be implemented by women volunteer in grassroots level. Volunteers are recruited among Fatayat NU members. The polices, and procedures are as follows:

a. Volunteer policies

Fatayat NU has large number of cadres in almost all area in Indonesia. Volunteers in this project are Fatayat’s cadres. Fatayat has no written policy specialized for cadre besides Quran, Hadis and

Yellow Book of NU. Quran, Hadis, and Yellow book perform as a guideline that explain the basic principles as a Fatayat cadres. Fatayat NU also has a code of conduct and regular series of trainings and discussion for cadres. Cadres of Fatayat is classified into three categories: basic, intermediate, and advance. The classification is in accordance with the participation of cadres in training and capacity building scheme from Fatayat.

b. Code of Ethic and Minimum Age of Employment

AKATIGA and Fatayat have sets of code of ethic regarding inequality and marginalization. Fatayat NU uphold the women's right including equal opportunity and protection against gender based violence. There will not be underage volunteers. Fatayat's members, including cadres, are Muslim women aged between 20-45 years old, or married women below 20. Volunteers in this project are district and sub-district level volunteers. In addition to cadres, the Project will also appoint a district coordinator among the Fatayat member to organize data collection from volunteers.

c. Non-discrimination and Equal Opportunity

Employment of project workers and volunteers will be based on the principles of non-discrimination and equal opportunity. There will be no discrimination with respect to any aspects of the employment relationship. The following measures will be followed by AKATIGA and Fatayat and monitored by the quality assurance team:

- Internal recruitment procedures of female volunteers will be transparent, equal, and non-discriminatory, and open with respect to ethnicity (understand local language) and disability. The project will recruit female volunteers only since members of Fatayat NU are all female.
- Clear job descriptions will be provided in advance of recruitment and will explain the skills required for each post.
- All workers and volunteer will have written contracts describing terms and conditions of work and will have the contents explained to them. Workers and volunteer will sign the employment contract.
- The workers and volunteers will not be required to pay any hiring fees.
- Normal working time should not exceed 40 hours per week.

d. Forced Labor.

AKATIGA and Fatayat are prohibited to engage forced labor in the project, which includes the practice of the following:

- bonded /indentured labor (working against an impossible debt);
- excessive limitations of freedom of movement;
- excessive notice periods;
- retaining the worker's identity or other government-issued documents or personal belonging;
- imposition of recruitment or employment fees payable at the commencement of employment;

- loss or delay of wages that impede the workers' right to end employment within their legal rights;
- substantial or inappropriate fine;
- physical punishment;
- use of security or other personnel to force or extract work from project workers, or other restrictions that compel a project worker to work in a non-voluntary basis.

e. **Occupational Health and Safety:**

AKATIGA and Fatayat are committed to:

- Complying with applicable laws and regulations related to occupational health and safety;
- Maintaining healthy and safe working conditions as required by legislation and requirements of ESS2;
- General safety tips for travel that include:
 - Share your travel itinerary with other project personnel. Provide daily "check-ins" to the project office/colleagues when deemed necessary
 - Carry with you, your personal emergency contact numbers
 - Identify and take note the local emergency medical services and contact numbers at site
 - Pack a basic first aid kit, including any personal prescribed and/or non-prescribed medications
 - Avoid traveling at night unless there is no other feasible option
 - Prioritize traveling on more reliable airlines acknowledged for their safety standards and performance (Garuda Indonesia and/or Citilink)
 - Adequately assess and select options for air versus land travel. Generally, air travels has lower likelihood of an accident but higher severity when compared to land travels
 - Identify and engage trusted third-party sources for vehicle rentals and/or boat rentals (Trac and/or Bluebird group rentals)
 - Ensure cars/vehicles are equipped with safety equipment such as seat belts (all seats), fire extinguishers etc, and is in good operating condition for land travel
 - Driver shall not use nor talk on mobile phones while driving
 - Avoid traveling on motorbikes whenever possible (most road accidents are related to motorbikes)
 - Ensure to wear a lifevest whenever travelling on water
- Enabling active participation in OHS risks elimination through the promotion of appropriate skills, knowledge and attitudes towards hazards;
- Ensuring all workers are competent to do their tasks and giving them adequate training
- Providing adequate control of health and safety risks arising from all work activities at all circumstances;
- Continually improving the OHS management system and performance;

- Communicating this policy statement to all persons working under the control of the AKATIGA and Fatayat with emphasis on individual OHS responsibilities;
- Availing this policy statement to all parties at all sites.
- Health and safety protocols related to Covid-19 constraints, refer section 9 of this LMP.

f. **Employment and working conditions:**

AKATIGA and Fatayat are committed to the requirements of employment and working conditions as follows:

- Procurement system agreed between AKATIGA, Fatayat, and the World Bank. Remuneration (wages for workers and per diem and transport cost for cadre volunteers) is based on AKATIGA's remuneration SOP (Annex 2)
- Fatayat's code of conduct for volunteer (and Annex 3)
- AKATIGA Director's Memo (*Surat Keputusan Direktur – SK Direktur*) No. 015/PH-SKEP/X/2018 (Annex 4) provides guidelines on holiday compensation for work performed on weekends and/or public holidays, and meal allowance
- AKATIGA Director Letter of Decree No. 005/SKEP/XII/2019 (Annex 5) provides guidelines on performance bonus
- All project staffs and cadres should be registered in *Jaminan Kesehatan Nasional*. In addition to JKN, the project will provide travel insurance for staffs who conduct out-of-town travel.

8. GRIEVANCE MECHANISM FOR WORKERS AND VOLUNTEERS

Grievance mechanism will be provided for all workers and volunteers to raise concerns regarding project.

a. Worker and Volunteer Grievance mechanism

AKATIGA and Fatayat NU has participatory management system that allow workers and cadres to raise issue, give input, and participate in decision making especially related the labor relation issue.

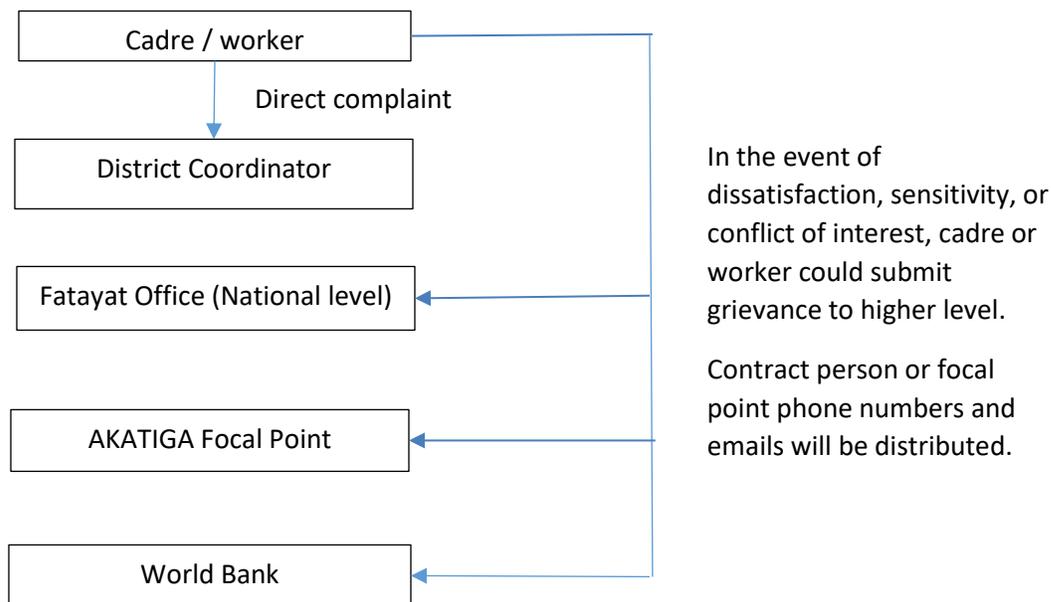
Grievance mechanism is to address concerns in a transparent manner that is culturally appropriate and readily accessible to all workers cadres at no cost and without retribution. In training activities, AKATIGA and Fatayat NU will inform the cadres about the grievance process and will make publicly available a record documenting the responses to all grievances received. The grievance can be addressed openly or privately or anonymously depending on the convenience of cadres.

Resolving grievances will be discussed among Fatayat and AKATIGA in regular monthly meetings, except for emergency cases. If Fatayat finds the grievance is emergency, it will be discussed immediately. The grievance mechanism and the follow-up resolution will be provided at no cost to the cadres and workers.

The grievance can be submitted through monthly meeting or informed directly to responsible staff anonymously. The project will provide multiple channels for cadres to express their grievance, which includes:

- Verbal and/or written grievance through SMS, WhatsApp Message, or email to the district coordinators
- Verbal or written grievance through SMS, WhatsApp Message, or email to Fatayat staff assigned for grievance mechanism
- Verbal or written grievance through SMS, WhatsApp Message, or email to AKATIGA staff assigned for grievance mechanism
- Written grievance through the three-monthly survey conducted by AKATIGA
- Written grievance through the grievance online form provided by the project’s website developed by AKATIGA
- Written grievance to the World Bank

The procedure of grievance mechanism is described in the figure below.



b. World Bank Grievance Redress System

Project workers may submit complaints to existing project-level grievance redress mechanisms or the WB’s Grievance Redress Service (GRS). The GRS ensures that complaints received are promptly reviewed in order to address the project’s labor related issues. Project workers may submit their complaint to the WB’s independent Inspection Panel which determines whether harm occurred, or

could occur, as a result of WB non-compliance with its policies and procedures. Complaints may be submitted at any time after concerns have been brought directly to the World Bank's attention, and Bank Management has been given an opportunity to respond. For information on how to submit complaints to the World Bank's corporate Grievance Redress Service (GRS), please visit <http://www.worldbank.org/en/projectsoperations/products-and-services/grievance-redressservice>. For information on how to submit complaints to the World Bank Inspection Panel, please visit www.inspectionpanel.org.

9. COVID-19 PROTOCOL FOR LABOR (AKATIGA, Fatayat and Cadres)

Protocols of COVID-19 prevention in public settings according to WHO standard will be disseminated to all cadres, poor communities assisted, and facilitators (district coordinators) through socialization and cadres guideline. Project implementation will also follow local policy regarding district and/or sub-district classification (red, green, and blue zone) to the development of the COVID-19 case. In visiting health facilities, cadres and poor communities assisted have to follow the protocol in health facilities.

Cadres have to encourage patients assisted to follow the protocols as well so that poor communities assisted do not contract COVID-19 and do not spread social stigma associated with Covid-19. Cadres with vulnerable condition (pregnant and/or have underlying comorbidities) is discouraged to assist the poor communities.

In assisting poor communities, all staffs, consultants, and cadres are required to follow WHO standard protocols¹:

- A. Regularly and thoroughly clean their hands with an alcohol-based hand rub or wash them with soap and water
- B. Maintain at least 1-meter distance between each other.
- C. Avoid going to crowded places.
- D. Avoid touching eyes, nose and mouth.
- E. Make sure that they and the people around them follow good respiratory hygiene. This means covering their mouth and nose with their bent elbow or tissue when they cough or sneeze.
- F. Stay home and self-isolate even with minor symptoms such as cough, headache, mild fever, until you recover. Have someone bring you supplies. If they need to leave your house, they should wear a mask to avoid infecting others.
- G. If you they have a fever, cough and difficulty breathing, they should seek medical attention by calling by telephone in advance if possible and follow the directions of the local health authority.
- H. Keep up to date on the latest information from trusted sources, such as WHO or the local and national health authorities
- I. Wear mask² outside the house
 - Wear non-medical mask in public settings, crowded place, and public transportation

¹ <https://www.who.int/emergencies/diseases/novel-coronavirus-2019/advice-for-public>

² https://www.who.int/docs/default-source/coronaviruse/corrigendum-to-ig-2020-4-ipc-masks-2020-06-05-pp-15-16-2020-06-06-e.pdf?sfvrsn=c5992b89_2

- Wear medical mask for people aged >60 years and people with underlying comorbidities such as cardiovascular disease, diabetes, etc.

Cadres' basecamp, Fatayat office, and AKATIGA office have to follow the WHO standard protocol to prevent the spread of COVID-19 in the office³:

- A. Make sure workplaces are clean and hygienic, and wipe and disinfectant regularly surfaces (e.g. desks and tables) and objects (e.g. telephones, keyboards);
- B. Promote regular and thorough hand-washing:
 - Provide sanitizing hand rub dispensers in prominent places around the workplace. Make sure these dispensers are regularly refilled
 - Display posters promoting hand-washing
 - Combine this with other communication measures such as offering guidance from occupational health and safety officers, briefings at meetings and information on the intranet to promote hand-washing
 - Make sure that staff, contractors and customers have access to places where they can wash their hands with soap and water
- B. Promote good respiratory hygiene in the workplace
 - Display posters promoting respiratory hygiene and other communication measures such as offering guidance from occupational health and safety officers, briefing at meetings and information on the intranet etc.
 - Ensure that face masks and / or paper tissues are available at workplaces, for those who develop a runny nose or cough at work, along with closed bins for hygienically disposing of them
- C. Advise staff to consult national travel advice before going on business trips.
- D. Brief all people in the office that if COVID-19 starts spreading in their community, anyone with even a mild cough or low-grade fever (37.3 C or more) needs to stay at home. They should also stay home (or work from home) if they have had to take simple medications, such as paracetamol/acetaminophen, ibuprofen or aspirin, which may mask symptoms of infection

For AKATIGA and Fatayat staffs who are required to travel to project location, there are things to consider according to WHO protocol:

- A. Before traveling
 - Ensuring that AKATIGA and Fatayat have the latest information on areas where COVID-19 is spreading.
 - Based on the latest information, assess the benefits and risks related to upcoming travel plans.
 - Avoid sending team members who may be at higher risk of serious illness (e.g. older employees and those with medical conditions such as diabetes, heart and lung disease) to areas where COVID-19 is spreading.

³ https://www.who.int/docs/default-source/coronaviruse/getting-workplace-ready-for-covid-19.pdf?sfvrsn=359a81e7_6

- Make sure all persons travelling to locations reporting COVID-19 are briefed by a qualified professional (e.g. staff health services, health care provider or local public health partner)
- Provide team members who are about to travel with small bottles (under 100 CL) of alcohol-based hand rub. This can facilitate regular hand-washing.

B. While traveling

- Encourage team members to wash their hands regularly and stay at least one meter away from people who are coughing or sneezing
- Ensure team members know what to do and who to contact if they feel ill while traveling.
- Ensure that team members comply with instructions from local authorities where they are traveling. If, for example, they are told by local authorities not to go somewhere they should comply with this. All team members should comply with any local restrictions on travel, movement or large gatherings.

C. When return from traveling

- Team members who have returned from an area where COVID-19 is spreading should monitor themselves for symptoms for 14 days and take their temperature twice a day.
- If they develop even a mild cough or low grade fever (i.e. a temperature of 37.3° C or more) they should stay at home and self-isolate. This means avoiding close contact (one meter or nearer) with other people, including family members. They should also telephone their healthcare provider or the local public health department, giving them details of their recent travel and symptoms.

10. ADDRESSING SOCIAL STIGMA RELATED TO COVID-19

Besides protocols to prevent the spread in public settings and in the office, protocol to prevent social stigma associated with COVID-19 is also important to follow. This protocol on social stigma will be disseminated to all workers including cadres and volunteers. The current COVID-19 outbreak has provoked social stigma and discriminatory behaviours against people of certain ethnic backgrounds as well as anyone perceived to have been in contact with the virus. How they communicate about COVID-19 is critical in supporting people to take effective action to help combat the disease and to avoid fuelling fear and stigma. An environment needs to be created in which the disease and its impact can be discussed and addressed openly, honestly and effectively. Cadres, district coordinators, and all AKATIGA's and Fatayat team members should follow the tips below to address and avoid compounding, social stigma:

1. Words matter: certain words (i.e suspect case, isolation...) and language may have a negative meaning for people and fuel stigmatizing attitudes. This can drive people away from getting screened, tested and quarantined. We will use a 'people-first' language that respects and empowers people in all communication channels, including the media. Words used in media are especially important, because these will shape the popular language and communication on the new coronavirus (COVID-19). For example, do not refer people with disease as COVID-19 cases or victims and do not talk about

people transmitting, infecting, or spreading COVID-19. Instead, use “people who have or are being treated for Covid-19” and talk about people acquiring or contracting

2. When appropriate, all team members and cadres will take part to drive stigma away, such as spreading the facts. Stigma can be heightened by insufficient knowledge about how the new coronavirus disease (COVID-19) is transmitted and treated, and how to prevent infection. In response, prioritise the collection, consolidation and dissemination of accurate country- and community-specific information about affected areas, individual and group vulnerability to COVID-19, treatment options and where to access health care and information. Use simple language and avoid clinical terms. The Project team can also contribute through:
 - Correct misconceptions, at the same time as acknowledging that people’s feelings and subsequent behaviour are very real, even if the underlying assumption is false.
 - Promote the importance of prevention, lifesaving actions, early screening and treatment.
 - Share sympathetic narratives, or stories that humanize the experiences and struggles of individuals or groups affected by the new coronavirus (COVID-19)
 - Communicate support and encouragement for those who are on the frontlines of response to this outbreak (health care workers, volunteers, community leaders etc).
 - Share facts and accurate information about the disease.
 - Challenge myths and stereotypes.
 - Choose words carefully

ANNEX 1

The national legislation on labor protection is based on Undang-Undang 13/2003 on Labor Law.

- **Child labor:** employing children is prohibited (article 68)
- **Labor contract is based on mutual agreement and cannot violating existing regulation, public interest and public morality.** (article 52)
- **Women:** it is prohibited to employ female workers under the age of 18 years from 23.00 to 07.00. The employer should protect women who works from 23.00 to 07.00 by facilitating meals and work shuttle. Pregnant workers is prohibited to work from 23.00 to 07.00 if it is dangerous for their health (article 76). Workers who experience menstrual pain are allowed to have menstrual leave in the first and second day of period (article 81). Workers who give birth have 3 months paid leave.
- **Work hours:** full time workers work 40 hours per week in 5 or 6 days and the overtime cannot be more than 3 hours in one day or 14 hours in a week. Overtime pay is mandatory. (article 77-78)
- **Rest breaks and leave:** at least half hour rest is mandatory after 4 hours work. 1 or 2 days in a week is weekly rest. Annual leave is 12 days for the workers who have worked for 12 months (article 79). Working in holiday is considered overtime and employer have to give the overtime pay. (article 85)
- **Wages:** Wages is based on the needs of a decent life and considering the productivity and economic growth. Minimum wages regulated in each region, city, or district (article 88-89)
- **Well-beings:** workers and their family are entitled to get social security (article 99)
- **Labor disputes:** disputes between workers and employers should be resolved based on mutual agreement. If the settlement is not reached, the disputes should be solved as regulated in related legislation (go to court or labor dispute committee). The strike is allowed for workers and the employer is also allowed to apply lock out when the negotiations fail with certain conditions. (articles 141-149)
- **Occupational health and safety:** workers are entitled to get protection on occupational health and safety; moral and decency; treatment in accordance with human dignity and values also religious value (articles 86)
- **Grievance mechanism:** Institution with more than 50 workers has to form biparty committee. This committee will be bridging the communication, consultation, complain and disagreement within the institution.

Annex 2

Copy of AKATIGA SOP on Remuneration

BAB IV

PENGGAJIAN

4.1. Prinsip-prinsip Sistem Penggajian

- 1) Sistem penggajian/imbalan didasarkan atas asas-asas kelayakan yakni:
 - a. Menjamin adanya kepastian hukum dan norma-norma keadilan (*fairness*) antara karyawan sesuai dengan tugas, wewenang dan tanggung-jawab masing-masing karyawan.
 - b. Menjamin tercapainya keseimbangan antara kepentingan karyawan dengan kepentingan Yayasan AKATIGA sebagai suatu keseluruhan.
- 2) Sistem penggajian/ imbalan didasarkan atas asas keadilan
- 3) Kemampuan Lembaga
- 4) Kepastian hukum → hubungan kerja antara karyawan dengan lembaga
- 5) Tidak bias gender
- 6) Administrasi penggajian

4.2. Pokok-Pokok Sistem Penggajian

Ada dua sistem penggajian yang berlaku di Yayasan AKATIGA, sbb :

1. sistem penggajian berdasarkan satuan waktu (bulanan) dan harian (HOK).
2. sistem penggajian berdasarkan satuan kinerja yang dihasilkan (output).

Penghasilan karyawan tetap berdasarkan satuan waktu dan diberikan sebagai imbalan atas pelaksanaan tugas dan wewenang dan tanggung jawab masing-masing.

4.3. Administrasi Gaji

Waktu pembayaran penggajian terbagi menjadi dua :

1. Penggajian berdasarkan satuan waktu : Dibayarkan paling lambat tanggal 25 setiap bulannya. Apabila tanggal 25 jatuh pada hari Sabtu atau hari Minggu maka pembayaran tersebut akan dimajukan ke hari kerja terakhir atau tetap tanggal 25 bulan berjalan apabila sudah menggunakan internet banking.
2. Penggajian berdasarkan HOK (harian) akan dibayarkan sesuai dengan timeheet yang mereka berikan.
3. Penggajian berdasarkan output : Dibayarkan setelah ada konfirmasi dari atasan langsung/penanggungjawab kegiatan/manajer terkait dari pihak yang bersangkutan secara tertulis.

Pajak penghasilan karyawan atas gaji yang diterimanya ditanggung oleh karyawan yang bersangkutan dan dipotong langsung oleh lembaga untuk disetorkan ke kantor Pajak.

Annex 3

Code of Conduct Fatayat NU

1. A Fatayat NU Cadre as part of Nahdaltul Ulama Jamma'ah (the community of Nahdaltul Ulama - NU) should strongly uphold the values and principles adhered by NU, namely *Tawasut* (moderate), *Tasamuh* (tolerant), *Tawazun* (balanced), *I'tidal* (fair) and *amarma'ruf nahi munkar* (commanding the good and forbidding the evil).
2. The requirement to become a Fatayat NU cadre are NU female cadres aged between 20 - 45 years old
3. Fatayat cadres in each branch (district / city) and *pengurus anak Cabang* (sub-district) are the elected village cadres who actively participate in village's activities
4. NU cadres who want to become Fatayat NU cadres must attend special training, namely Basic Cadre Training (LKD), Advanced Cadre Training (LKL) and National Leadership Training (PKN)
5. Fatayat NU cadres who will be involved in a program are required to have at least taken part in Basic Cadre Training so that every step and action always appeals firmly to NU principles and the self-image of Fatayat NU cadres namely *amanah* (cadres must be trusted), *militan* (loyal to the organization in the right sense), exemplary (being a role model), creative (having the initiative to do something new) and dynamic, motivator, independent and broad-minded.

Annex 4

AKATIGA SOP on Holiday Compensation

SURAT KEPUTUSAN

No. 015/PH-SKEP/X/2018

Tentang

ATURAN CUTI KEGIATAN DAN

PENGGANTIAN HARI LIBUR

- Mengingat** :
1. Aturan cuti sebelumnya belum mengakomodir hak cuti karyawan secara penuh, termasuk penggantian hari libur
 2. AKATIGA perlu mengapresiasi bentuk tanggungjawab karyawan atas pekerjaannya dengan memberikan hari libur sesuai haknya.
 3. Perlu adanya aturan baru mengenai cuti yang setara antara cuti tahunan dengan penggantian hari libur karyawan yang terpakai untuk kepentingan AKATIGA
- Memperhatikan** :
1. Pasal 79 Undang-Undang Ketenagakerjaan (UUK) No. 13 Tahun 2003 tentang kewajiban memberikan hak cuti kepada karyawan.
 2. Mekanisme pengambilan cuti di Yayasan AKATIGA yang sebelumnya belum mengakomodir kebutuhan karyawan, terutama bagi karyawan yang mendedikasikan waktu liburnya untuk mengerjakan pekerjaan-pekerjaan AKATIGA

Memutuskan :

1. Merevisi Surat Keputusan No. 002/PH-SKEP/I/2014 tentang Cuti Tahunan dan Ijin.
2. Memberlakukan Surat Keputusan No. 015/PH-SKEP/X/2014 tentang Aturan Cuti Kegiatan dan Penggantian Hari Libur.
3. Aturan Cuti Tahunan masih mengacu pada Surat Keputusan No. 002/PH-SKEP/I/2014 tentang Cuti Tahunan dan Ijin
4. Surat Keputusan ini jika diperlukan dapat ditinjau kembali.

Dikeluarkan di : Bandung

Tanggal : 25 Oktober 2018

YAYASAN AKATIGA

Sely Martini

Direktur Eksekutif

**CUTI KEGIATAN
DAN
PENGANTIAN HARI LIBUR KARYAWAN**

1. Pendahuluan

Cuti kegiatan adalah cuti yang diberikan kepada karyawan fulltime (**tidak termasuk office boy**) yang telah melakukan kegiatan lapangan. Kegiatan lapangan yang dimaksud bisa dilakukan di dalam kota Bandung (sesuai domisili AKATIGA) maupun diluar kota Bandung sesuai penugasan. Penggantian hari libur karyawan adalah tambahan cuti bagi karyawan yang dengan persetujuan atasannya mengerjakan tugas tanggungjawab dari AKATIGA di waktu libur yang telah ditentukan pemerintah. Pekerjaan yang dilakukan dapat dikerjakan di kantor AKATIGA maupun diluar Kantor AKATIGA dan dibuktikan dengan output yang disetujui bersama antara atasan langsung dengan karyawan ybs sebelum melakukan tugas tersebut.

2. Tata tertib

a. Cuti Kegiatan

- Cuti kegiatan dapat diambil apabila kegiatan lapangan melewati hari Sabtu, Minggu dan Hari Libur Nasional yang ditetapkan oleh Pemerintah.
- Jumlah cuti kegiatan akan disesuaikan dengan jumlah hari libur yang terpakai untuk kegiatan AKATIGA

- Cuti kegiatan tidak menghitung hari perjalanan. Apabila perjalanan ke lapangan dilakukan pada hari Sabtu/Minggu/Hari Libur Nasional, maka tidak terhitung dalam cuti kegiatan.
- Hari Sabtu/Minggu/Hari Libur Nasional yang digunakan benar-benar untuk kegiatan lapangan yang dibuktikan dengan adanya Catatan Lapangan yang disetujui oleh Koordinator Studi.
- Cuti kegiatan akan hangus apabila tidak dipergunakan maksimal 3 (tiga) bulan setelah kegiatan lapangan selesai dilaksanakan dan tidak bisa diperpanjang (hangus).
- Cuti kegiatan tidak dapat diuangkan. Apabila karyawan mengundurkan diri sebelum cuti kegiatannya habis dipergunakan, maka jumlahnya tidak akan terhitung dalam kompensasi masa kerja (jika memenuhi kriteria masa kerja).
- Karyawan ybs wajib memberikan daftar tanggal hari Sabtu, Minggu dan Hari Libur Nasional yang ditetapkan oleh Pemerintah yang sudah terpakai untuk kegiatan lapangan yang sudah disetujui oleh Koordinator Studi kepada HRD untuk dicocokkan dengan tanggal yang tercatat.

b. Penggantian Hari Libur

- Penggantian hari libur dapat dilakukan apabila karyawan fulltime melakukan pekerjaan/kegiatan untuk AKATIGA pada hari Sabtu, Minggu dan Hari Libur Nasional yang ditetapkan oleh Pemerintah.
- Kegiatan yang dilakukan di hari libur harus sepengetahuan Atasan Langsung sebelum kegiatan itu dilaksanakan
- Kegiatan di hari libur dapat dilakukan dikantor maupun di tempat lain sesuai persetujuan Atasan Langsung.
- Apabila kegiatan di waktu libur sifatnya diskusi atau pertemuan, maka karyawan wajib melengkapi absensi acara tersebut.
- Apabila kegiatan yang sifatnya mandiri berdasarkan output, maka karyawan wajib melampirkan formulir persetujuan bekerja di hari libur yang sudah disetujui atasan langsung sebelum kegiatan dilaksanakan.
- Penggantian hari libur akan hangus maksimal satu (1) bulan setelah kegiatan dilaksanakan dan tidak bisa diperpanjang (hangus).
- Penggantian hari libur tidak dapat diuangkan. Apabila karyawan mengundurkan diri sebelum Penggantian hari libur habis dipergunakan, maka jumlahnya tidak akan terhitung dalam kompensasi masa kerja (jika memenuhi kriteria masa kerja).
- Karyawan ybs wajib memberikan daftar tanggal hari Sabtu, Minggu dan Hari Libur Nasional yang ditetapkan oleh Pemerintah yang sudah terpakai untuk kegiatan yang sudah disetujui oleh Atasan Langsung kepada HRD untuk dicocokkan dengan tanggal yang tercatat.

3. Prosedur Pengambilan Cuti Kegiatan

- a. Pengambilan cuti kegiatan hanya dapat dilakukan **setelah** kegiatan lapangan dilaksanakan.
- b. Karyawan menyusun daftar tanggal hari Sabtu/Minggu/Libur Nasional yang terpakai saat melakukan perjalanan dinas di lapangan sesuai formulir yang tersedia.
- c. Karyawan memberikan formulir yang sudah diisi tersebut untuk disetujui Koordinator Studi.
- d. Karyawan menyerahkan formulir yang sudah disetujui kepada HRD untuk dicatat dalam cuti kegiatan yang laporannya akan masuk dalam laporan cuti bulanan.
- e. Pengambilan cuti kegiatan maksimal dilakukan sebanyak 5 (lima) HOK sekali pengambilan dan disetujui oleh Koordinator Penelitian.
- f. Apabila karyawan akan mengambil cuti kegiatan, karyawan wajib mengisi form cuti yang tersedia.
- g. Pemakaian cuti kegiatan harus melampirkan persetujuan dari Koordinator Penelitian dalam formulir cuti (terlampir).
- h. Setelah form cuti disetujui oleh Koordinator Penelitian, karyawan menyerahkan form tersebut kepada HRD untuk mengurangi jatah cuti kegiatannya.
- i. Maksimal waktu pengambilan Cuti Kegiatan adalah 3 (tiga) bulan setelah karyawan pulang dari lapangan.

4. Prosedur Pengambilan Penggantian Hari Libur

- a. Karyawan memberitahukan secara tertulis (bisa via email atau whatsapp) kegiatan yang membutuhkan waktu bekerja di hari Sabtu, Minggu dan Hari Libur Nasional kepada Atasan langsung-nya di cc-kan kepada HRD
- b. Atasan langsung memberikan persetujuan secara tertulis (bisa via email atau whatsapp) kegiatan yang membutuhkan waktu bekerja di hari Sabtu, Minggu dan Hari Libur Nasional di cc-kan kepada HRD.
- c. Karyawan yang menggunakan hari liburnya untuk kegiatan diskusi, wajib menyerahkan absen kegiatan kepada HRD
- d. Karyawan yang menggunakan hari liburnya untuk kegiatan berbasis keluaran (output) wajib mengirimkan hasil outputnya via email kepada Atasan Langsung di cc-kan kepada HRD sebagai arsip.
- e. Karyawan wajib mengisi formulir cuti yang tersedia dan memberikannya kepada Atasan Langsung untuk disetujui.
- f. Setelah form cuti disetujui oleh Atasan Langsung, karyawan menyerahkan form tersebut kepada HRD untuk mengurangi jatah penggantian hari liburnya.
- g. Maksimal waktu pengambilan Penggantian Hari Libur adalah 1 (satu) bulan setelah karyawan menggunakan hari liburnya untuk kegiatan AKATIGA.

5. Administrasi

Formulir yang disediakan di HRD untuk cuti kegiatan dan penggantian hari libur adalah sbb :

- a. Formulir Daftar Tanggal Cuti Kegiatan
- b. Formulir Cuti
- c. Formulir Absen

6. Penutup

Aturan ini merupakan pedoman standar pengambilan. Untuk hal-hal yang belum tercantum atau ada perubahan dalam ketentuan ini, maka diperlukan diskusi lebih lanjut.

Annex 5

Director's Memo on Performance Bonus

SURAT KEPUTUSAN

Direktur Eksekutif Yayasan AKATIGA

No. 005/SKEP/XII/2019

Tentang

Bonus berdasarkan kinerja

- Mengingat :
1. Belum adanya review dan perbaikan struktur gaji staf AKATIGA sejak tahun 2014
 2. Kondisi keuangan AKATIGA yang tidak memungkinkan memberikan kenaikan gaji per bulan yang signifikan secara rutin setiap tahun
- Menimbang :
1. Perlu adanya bonus sebagai bentuk penghargaan terhadap kinerja staf penuh waktu dan sebagai insentif untuk perbaikan kerja staf di masa yang akan datang
 2. Hasil keputusan rapat tim insentif dengan seluruh staf tanggal 25 November 2019
 3. Hasil keputusan rapat tim insentif dan tim evaluasi kinerja dengan Badan Pengawas (Isono Sadoko) dan Direktur Eksekutif tanggal 27 November 2019
- Memutuskan :
1. AKATIGA akan memberikan bonus sebagai insentif kepada seluruh staf penuh waktu (tetap dan kontrak) serta staf kontrak paruh waktu atau harian.
 2. Bonus diberikan berdasarkan penilaian kinerja dan disesuaikan dengan kondisi keuangan lembaga
 3. Mekanisme dan alokasi bonus akan dijelaskan dalam lampiran yang tidak terpisahkan dengan SK ini.
 4. Surat keputusan ini berlaku untuk pemberian bonus pada tahun 2020 (penilaian kinerja untuk masa kerja tahun 2019). Mekanisme untuk pemberian bonus pada tahun-tahun berikutnya akan dilakukan setelah dilakukan evaluasi terhadap mekanisme yang berlaku pada tahun 2020.

Dikeluarkan di : Bandung

Tanggal : 03 Desember 2019

YAYASAN AKATIGA



Nurul Widyaningrum

Direktur Eksekutif