



POST WORKSHOP REPORT

Identifying Entry Points in Engaging the Private Sector

Indonesia | Philippines

Post-Workshop Report

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Indonesia | Philippines

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ABOUT THE WORKSHOP

The 'LGBTQI Inclusion: Identifying Entry Points in Engaging the Private Sector' workshop is a capacity strengthening component of Finance, Inc.--a 3-year Voice-funded project implemented by the Asia Pacific Coalition for Men's Sexual Health (APCOM), through its country partners, in Cambodia, Indonesia, Lao PDR, and the Philippines. The project aims to improve the access of persons of diverse SOGIESC to various economic and social services, particularly on health, education, and financial resources and services. It also aims to contribute to increased participation of LGBTQI communities in the conversations aimed towards inclusion. In achieving this, Finance, Inc. strategically engages with business and finance institutions including the Asian Development Bank (ADB) to explore avenues to work with them in promoting LGBTQI inclusion in the region. A twin approach complementing this is the strengthening of LGBTQI organisations' capacity in engaging meaningfully with the private sector.

This provided the basis for developing this workshop, which was further informed by the other components of the project (e.g., research, sensitisation, module development, and advocacy). Prior to the capacity strengthening initiative, APCOM's country partners--namely, Suara Kita in Indonesia and Babaylanes in the Philippines--conducted a rapid appraisal in their respective countries to assess the situation of the LGBTQIs around accessing services and engaging with the private sector. The results then fed into the design and content of the workshop, which was collaboratively developed by APCOM with a team of external consultants.

In line with the overall goal of the capacity strengthening component, the workshop contributed to enhancing the LGBTQI activists' and organisations' ability to engage with the private sector in Indonesia and the Philippines towards being more inclusive. The workshop was designed specifically to enable the participants to:

1. Describe and link concepts and frameworks related to social, economic and financial inclusion;
2. Comprehend the situation of the LGBTQI community in their respective countries, specifically their relationship to the private (business and finance) sector;
3. Recognise their personal power and how this can translate to creativity and better engagement in their personal and professional lives, particularly in advocating for inclusion; and
4. Identify strategies/entry points for increased engagement between LGBTQI organisations and the private (business and finance) sector in their countries.

For each workshop per country, 25-30 representatives from LGBTQI organisations were targeted to participate. They were identified and invited by Suara Kita and Babaylanes, who also took the lead in organising the logistical aspects of the workshops in Manila and Jakarta. Moving forward, the lessons and results from this initiative will guide the remaining trajectory of Finance, Inc. which includes continued partnership building with ADB, piloting projects of the country partners, and engaging with the private sector, among others.



ABOUT THE MODULE

This 2-day workshop used a process-based methodology in enabling the LGBTQI activists and organisations to explore and tackle a relatively new area of work for them; that is, to engage with the private sector. The intention behind this methodology was to allow the participants to have a sense of ownership of the entire processes of learning and action planning, while also following the do-no-harm principle. Complementing this were the core approaches used in facilitation: appreciative inquiry, active listening, mindfulness as practice, and open space. By and large, the workshop was designed to inspire new perceptions and possibilities, and to identify simple yet creative actions within a very short timeframe for capacity strengthening. All of these were captured using Emergent Theatre, which is a form of individual and group processing utilising the performing arts.

In terms of structure, the workshop was divided into two modules. The first one, corresponding to the first day, focused on Perceptions and Power; a key aspect of which was laying down the foundation for the entire process, including setting the tone of the workshop and getting to know one another. In this module, the participants were also guided to safely confront their issues and problems within the community, understand their individual and collective power, and learn more about the specific theme (i.e. the private sector). The second module, intended for the second day, revolved around Possibilities and Engagement, naturally and logically transitioning from the first module. In this phase, the participants were encouraged to explore opportunities, reflect on and articulate their dreams and visions, and creatively examine actionable steps to get them started in achieving their desired change.

Technical discussions and inputs on the private sector landscape, good practices and/or successful engagements, frameworks/perspectives on tackling diversity and inclusion with the private sector, and lessons learned from other contexts were all integrated in the two modules described above, either as specific workshop sessions or as part of the group activities and exercises. The balance between technical presentations and process orientation was maintained in a flexible and responsive way, depending on the needs and reception of the participants and the actual flow of the discussions. In achieving this level of flexibility, the module also required a process facilitation technique that is safe and non-judgmental, and rooted on artistic and empowering frameworks.

Overall, in the span of two days, the workshop module allowed the participants to journey into a process of learning and discovery, involving self-reflection, empathising with others, mindful listening, brainstorming, performances and dialogues, visioning, and group planning. They were able to surface the key issues faced by the LGBTQI community—intersecting with other groups such as people with disability and women—as well as the inherent capacities and core values and principles that guide their work. At the end of the workshop, the participants were able to identify creative and concrete strategies on how to move forward in increasing the engagement between LGBTQI organisations and the private sector.

HIGHLIGHTS

This section highlights the salient points of the capacity strengthening workshop LGBTQI Inclusion: Identifying Entry Points in Engaging the Private Sector, as implemented in Indonesia and the Philippines. For a more detailed account of the proceedings, please refer to the attached documentation reports of the two workshops.

Workshop in the Philippines

As the pilot capacity strengthening workshop within Finance, Inc., the workshop in the Philippines was implemented with clear intention on the design and content, but at the same time with a certain level of flexibility that allowed for eventual adjustments and improvement. The sessions highlighted below were as implemented, and thus show slight variations as compared to the succeeding workshop in Jakarta.

Key Information

Country Partner	Babaylanes, Inc.
Workshop Date/s	9-10 November 2019
Venue	Microtel Acropolis in Libis, Quezon City
Participants	Twenty-two (22) LGBTQI leaders, advocates, and representatives of member organisations of the LAGABLAB Network across the country
Modules and Sessions Conducted	Module 1: Perceptions and Power <ol style="list-style-type: none"> 1. Preliminaries 2. Mindful Listening 3. Introductions 4. Emergent Theatre: Word <> World 5. Presentation of FGD Results 6. Private Sector 101 7. Check-out: Reflections for the day Module 2: Possibilities and Engagements <ol style="list-style-type: none"> 8. Mindful Activity: Raisin Exercise 9. Ladder of Power 10. Business Case for Diversity and Inclusion 11. Emergent Theatre: StoRetelling 12. Creative Strategies 13. Check-out: Reflections 14. Closing and Evaluation



Sessions

Below is the summary of each session, as implemented, noting that adjustments were constantly done according to several variables, including but not limited to the actual time needed, quality of inputs and reception from the participants, and inputs from the organisers.

Module 1: Perceptions and Power

1

The context of the workshop was situated under APCOM's Finance, Inc. project during the workshop preliminaries. Intentions for the capacity strengthening activity and future trajectories were also clarified. Afterwards, the participants were given the opportunity to identify house agreements which were enforced throughout the entire workshop duration, while also recognising that the workshop sessions were designed to forge an open space.

2

A Mindful Listening exercise then followed, serving as an initial practice that the participants were encouraged to do for the whole workshop. This refers to putting an emphasis on the quality of listening to others (i.e. the co-participants and facilitators) as another way of looking at active participation.

3

As a standard workshop process, the participants were invited to get to know one another through introductions, and were encouraged to share the following: who they are as individuals, the groups or organisations they represented, and their expectations for the workshop. The sharing revealed the diversity of the group, having different identities as individuals, aside from being members of the same community. There were students, advocates, corporate and non-profit employees, health care professionals, youth leaders, volunteers, and community organisers. There were even persons with disability (i.e., deaf and blind), highlighting the intersectional identities of the participants. Their organisations were likewise diverse, with different mandates and types of activities at various levels.

4

The next session, Emergent Theatre: Word <> World, focused on the exploration of current views and perspectives of the participants on the theme of the workshop through individual words such as private sector, business, employer, diversity, inclusion, engagement, and others. Through creative forms of dialogue, the participants, who were divided in groups, presented their current understanding and experiences as they relate to the words they selected. Based on the sharing, the most highlighted issue was SOGIE-based discrimination in the world of formal employment. Certain groups are seen as invisible, and a lot of them are being pushed to be part of the informal sector.

5

Babaylanes also shared the results of their FGDs with LGBTQI members afterwards, as part of the research component of Finance, Inc. This validated the views presented during the Word <> World session. The appraisal was designed to assess the situation of the sector in terms of inclusion and access to various services and employment opportunities. The results gave emphasis on general experiences of inclusion and exclusion, characterised by discrimination and stigma against LGBTQI. Key findings regarding the lack of access to services was also described (i.e., education, work and employment, health, financial services).

6

After tackling the situation and gaps from both the participants' and research points of view, the discussion then transitioned to understanding some basic concepts and terminology used in the world of private sector. The presentation, called Private Sector 101, highlighted the differences with the public sector, and the role of market and profit in driving the priorities and motivation of businesses. Examples of companies operating globally with success stories in promoting LGBTQI inclusion were also showcased, as well as campaigns and initiatives to audit and monitor the inclusivity of businesses in terms of policies, practices, and culture. Responding to the topic, the participants expressed their hesitance in being boxed to the discussion of market and profit if they were to engage with the private sector. They noted that basic human rights principles should still guide the work, but it will be a long process to get there.

7

Reflecting on the first day during the check-out, several participants shared the insight that activists and advocates would need to rethink about how they shall position themselves as right holders in this new arena, not just as consumers. They also wanted to address concerns on tokenism and strive to really push for accountability if they will decide to engage with the private sector. By and large, they were open to the idea, especially now having a new perspective that businesses are not necessarily enemies. They can be allies and partners for change, as shown in the examples.

Module 2: Possibilities and Engagements

8

The second day began with a Raisin Exercise which was a form of practicing mindfulness by activating all the senses and exploring a raisin--imagining it as an object that has never been seen yet before. The exercise was compared with the necessity to check mindsets when exploring a new area of work with the private sector and also looking at all the possibilities or different angles of engaging. The guiding question was how do we react and respond to it?

9

Recalling some insights from the previous day about positioning the LGBTQs as rights holders, the concept of Ladder of Power was introduced next. It is a framework that looks at power as a big component of engagement, and describes the possibilities of arriving at either a state of power or powerlessness, depending on a person's response to situations in the form of a decision and eventually, a responsibility. Key questions for reflection included the following: How do LGBTQs, as individuals and as groups, see the power that they have (or perhaps the lack thereof)? How does it translate to the way they approach partnerships, for instance, with the government, and now potentially with the private sector? There was a recognition from the participants that different individuals have their unique processes in claiming power, especially when coming from a negative space.



10

The next session focused on Business Case for Diversity and Inclusion, capitalising on the idea that LGBTs have the power to assert and claim their rights. It was stressed that businesses do not operate in a vacuum; whereas, they are still influenced by the policy environment. As such, different frameworks and policies on SOGIE and non-discrimination can still be used as basis for building business cases. Different suggestions on which angle to look at when building a business case were presented: (1) emphasis on the link of violations to LGBTQI rights with diminishing economic output and capacity; (2) linking diversity and inclusion with innovation and increased economic gains; and (3) relationship of declining employee motivation and satisfaction to increased costs for the company. Possible entry points and strategies were also presented, based on the previous discussions, but were not given prescriptively. The participants noted the dilemma that comes when a company is known to be LGBT-friendly but have other forms of human rights violations in other areas; for example, in labor laws. Balancing those different issues was seen as an important aspect of their work as advocates. The participants also highlighted other opportunities and previous experiences on possible entry points, including working with labor unions within big companies, engaging with their CSR programs, linking with the public employment office, and getting support from government, schools, media, and other private institutions. The lack of studies and data on LGBT and businesses was also identified as a priority that organisations can possibly work on. At the end of the session, a guest from ADB shared some notes about their priorities and projects, and openness to work with the LGBTQIs in promoting diversity and inclusion.

11

To allow the participants to reflect more on how to move forward given all the insights gained from the previous sessions, a visioning exercise was done next, called Emergent Theatre: StoRetelling. Organisations operating within the same context/programs or geographical locations decided to group together to create a common vision. Their presentations showed creative and varying views and interpretations on inclusion. The different contexts based on where the organisations are working was also highlighted.

12

Translating the groups' visions into more concrete and actionable steps, the following session focused on the identification of Creative Strategies. Most of the outputs presented were based on what the individual organisations are already doing at the moment. This gave an impression that they approached it in a realistic way, ensuring the activities can be done. Some of the strategies and activities included scoping/baselining/research, consultations, sustained awareness raising and capacity strengthening, and auditing and monitoring businesses.

13

After the presentations, the last check-out session was facilitated to capture key insights and learning from the two-day activity. The participants highlighted the importance of working together and knowing each other's areas of expertise in order to maximise the impact of their advocacies and engagement with different stakeholders. They recognised certain limitations and gaps in capacity, but noted that the community can help each other to fill them in.

14

The program was officially closed by APCOM, and was followed by the post-workshop evaluation.

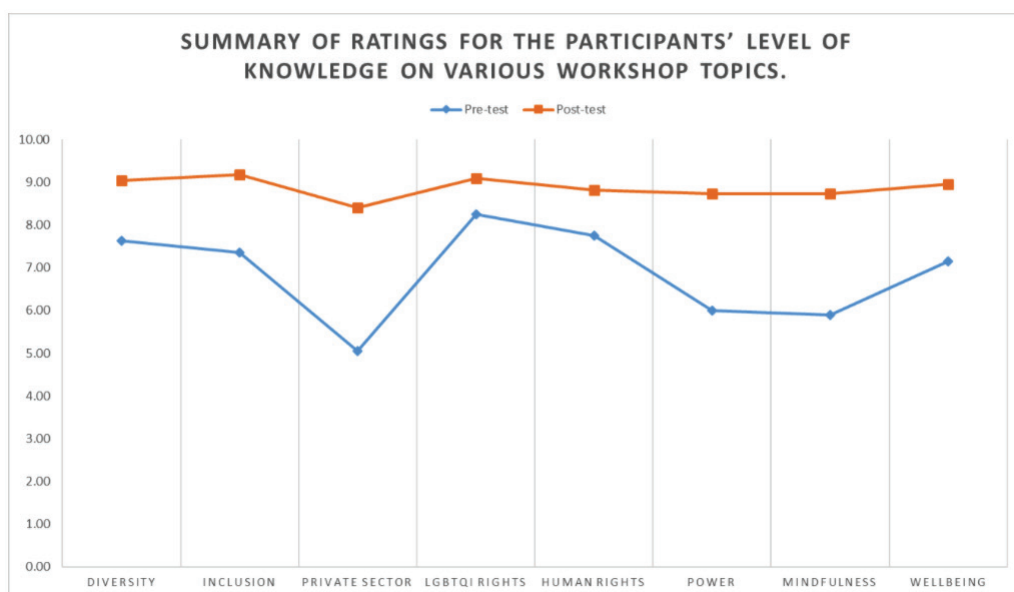
Evaluation

The workshop evaluation has two components: (1) the pre- and post-test measuring changes in the participants' knowledge and practice; and (2) the evaluation of the workshop itself. Both quantitative and qualitative measurements were used to generate a more accurate representation of the participants' feedback and reception. For more details, please see attached the evaluation report.

Summary of the Pre- and Post-Test Results

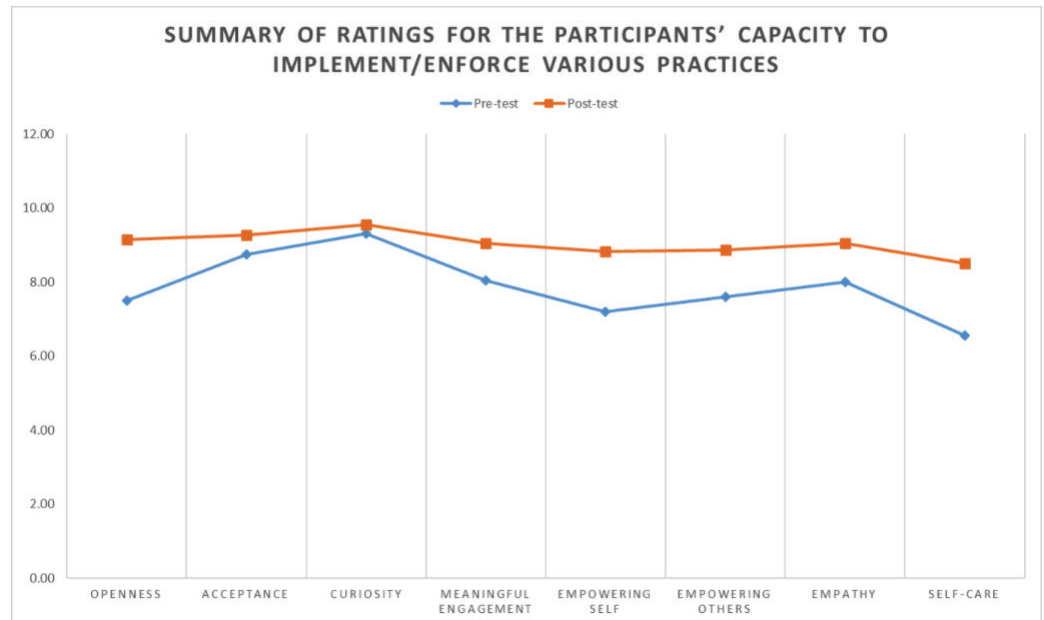
Using a 10-point rating scale, the pre- and post-test measured the participants' perception of their own level of knowledge and practice around the different areas presented during the workshop. The percentage rate was calculated per topic/practice for the entire group, and not individually or per participant. For this, the overall percentage of change was 21.31%, with the overall score moving from 7.37 to 8.95 (out of 10).

For the topics alone, the overall rate of increase in knowledge was 28.83%, and the highest increase is on the understanding of the Private Sector at 66.52%. This is followed by increase in understanding of Mindfulness at 47.92% and Power at 45.45%. The topic with lowest change in knowledge at 13.78% is Human Rights. In terms of rating, the overall average changed from 6.88 (pre-test) to 8.87 (post-test).



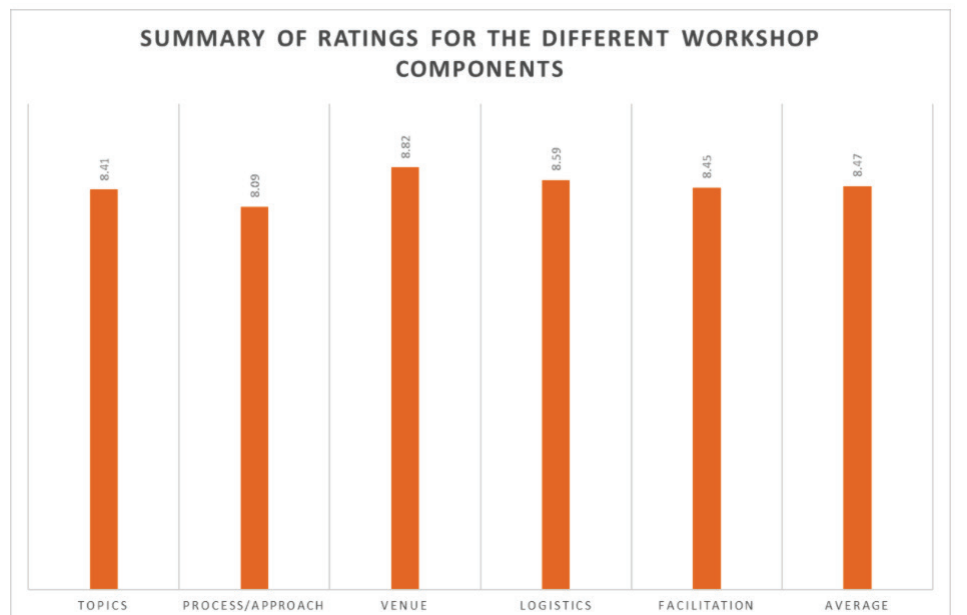


As to the skills, the overall rate of increase measured after the post-test was 14.74%, with overall score changing from 7.87 to 9.03. The highest increase is on Self-Care at 29.77%, followed by Empowering Self at 22.47% and Openness at 21.82%. On the other hand, practicing Openness has the smallest percentage of change which was only at 2.64%.



Summary of the Post-Workshop Evaluation Results

The entire workshop was rated well by the participants across five program components: topics, process/approach, venue, logistics, and facilitation. The overall rating was at 8.47, with logistics as the area with highest rating (8.59) and process approach with the lowest (8.09). Some of the recommendations included the following: (1) improve integration of the different sessions; (2) lessen meditation; (3) maximise time more efficiently; (4) lessen texts in the PowerPoint presentations; and (5) create more inclusive activities for participants with different capabilities. More insights are provided in the Reflections and Learning section.



Workshop in Jakarta

Given the lessons and recommendations from the first workshop, some adjustments were made on the harmonisation of the process and content. Since the design of the workshop was originally intended to be process-oriented, it was naturally given priority. The technical presentations were adjusted to be more complementary, with the goal of maximising the learning of the participants and at the same time being consistent with the flow of the whole program. To support in language translation, the partner organisation in Indonesia provided an interpreter and co-facilitator. The co-facilitator supported in synthesising some sessions and also in translating during plenary and small group discussions.

Key Information

Country Partner	Suara Kita
Workshop Date/s	18-19 November 2019
Venue	Swiss-Belhotel in South Jakarta City
Participants	Twenty-six (26) LGBTQI leaders, advocates, and representatives of partner organisations of the Suara Kita
Modules and Sessions Conducted	Module 1: Perceptions and Power <ol style="list-style-type: none"> 1. Mindfulness Meditation 2. Preliminaries 3. Introductions 4. Presentation of FGD Results 5. Emergent Theatre: Word < > World 6. Private Sector 101 7. Emergent Theatre: Examining Power 8. Ladder of Power 9. Check-out Module 2: Possibilities and Engagements <ol style="list-style-type: none"> 10. Mindfulness Meditation: Awareness of Breath 11. Check-in: Echoes of the Night 12. Mindful Communication and Meaningful Engagement Exercise 13. Business Case for Diversity and Inclusion 14. Emergent Theatre: StoRetelling 15. Creative Strategies 16. Check-out: Reflections 17. Closing and Evaluation



Sessions

Below is the summary of each session, as implemented, noting that adjustments were constantly done according to several variables, including but not limited to the actual time needed, quality of inputs and reception from the participants, and inputs from the organisers.

Module 1: Perceptions and Power

1

The workshop was initiated with a short Mindfulness Meditation. Everyone was invited to come and transition into the workshop space by practicing awareness of breathing and being present. The short exercise helped the participants to relax, ease in, and have a focused attention for the succeeding sessions.

2

For the Preliminaries, before anything else, a safety and security briefing was provided by the hotel management to orient everyone in the room of the emergency and evacuation protocols. Afterwards, the context of the workshop was situated under APCOM's project called Finance, Inc. As with the activity in Manila, a similar content and process was followed.

3

Introductions was done next, and as expected, the participants also represented diverse backgrounds and identities. There were field and community workers, counsellors, entrepreneurs, managers and coordinators, make-up artist, among others. They also shared their expectations to know more on economic development, inclusion, capacity strengthening, funding opportunities, engaging the corporate world, education, and developing strategies.

4

Suara Kita then proceeded with the Presentation of FGD Results to contextualise the situation and issues faced by the community in the country. Key findings centered on LGBTQI criminalisation as per local and national laws, moral panic about the community, impacts of HIV/AIDS, banning of LGBTQI groups and communities in school setting, and low employment opportunities. Discrimination and stigma, as manifested in various forms, were also described, especially when it comes to education and accessing health services. After the presentation, some of the participants shared personal struggles of having their gender identities recognised in official identification requirements of the government.

5

Afterwards, Emergent Theatre: Word <> World was facilitated to explore the pre-existing views and perspectives of the participants on the workshop theme through individual words such as private sector, business, employer, diversity, inclusion, engagement, and others. This was done in a similar fashion as in the Manila leg. It was apparent during this session how the participants view themselves as potential active members of the private sector, particularly as small entrepreneurs whose skills have to be further developed. They also saw a lot of spaces within their own communities to explore and create economic opportunities.

6

A concise and illustrative presentation of Private Sector 101 followed to delve into the basic concepts and terminology used in the world of private sector. Similar content was used, with additional topics on the good practices and lessons learned from Indonesia, mostly around the examples set by GoJek and Instagram. More context was discussed pertaining to the political environment in the country which would affect possible ways of working with the private sector. The economy of Indonesia was also a key discussion point, especially on the premise that micro, small, and medium enterprises (MSMEs) contribute as much as 60% of it. This is where the participants were seeing openings in terms of private sector engagement.

7

Entering the topic of power, a new session was incorporated, entitled Emergent Theatre: Examining Power. This exercise was an experiential approach for participants to closely examine how power is exercised, who exercises it, who it affects, and what kind of impact it creates. This was done by pairing participants together and asking them to draw and write things--no talking allowed--with both their hands holding the pen at the same time. Reflections after the exercise include insights on leadership and followership, concealing discomfort in the face weakness or vulnerability, making assumptions about other people's way of thinking and capacities, and need to promote collaboration. These were then related to the next session, which focused on the Ladder of Power.

8

The presentation of the Ladder of Power was done similarly with the session in Manila.

9

Getting reflections for the first day's check-out was no longer done due to limited time, but the participants were encouraged to share insights in the following morning. Administrative notes and instructions were also provided during this time, especially for non-billeted participants.



Module 2: Possibilities and Engagements

10

A morning Mindfulness Meditation was facilitated the next day as a way of continuing the practice of awareness and being present.

11

Afterwards, hanging thoughts and reflections of the participants from the previous day were shared through Check-in: Echoes of the Night. Some highlighted that inclusion is not about forcing ourselves, and that there are possibilities to add value to the company for the sake of economic growth. They also emphasised doing things realistically and investing in understanding the characteristics of the potential partner before anything else. Power, they further noted, depends on how LGBTQIs make use of it responsibly, and that which the business sector could follow or respect according to how they claim it.

12

Another session was introduced to initially tackle how engagement can mean to the participants, especially with the private sector. With Mindful Communication and Meaningful Engagement Exercise, two sessions were combined into one. The idea was to get the participant's perspectives on meaningful engagement and what it means to them, including their own criteria and success indicators. When they presented, they were critiqued in terms of their manner of delivery, the content of the message, and other noticeable aspects of communication. It was, in essence, a small practice to test their skills in communications and persuasion. During the exercise, the participants noted that there is a mutual process happening between the speaker and listener. When translated to meaningful engagement, it meant building trust, forging respect, focusing on common goals, having empathy, building relationships, and being open.

13

The next session, Business Case for Diversity and Inclusion, followed the same content used in Manila, but presented more concisely. After the presentation, the participants echoed the importance of building evidence through research and data and using them as basis when communicating with the private sector. They also pointed out that there are small things they can do to show they are productive and capable. To them, investing on building capacities and moving forward as a community (i.e. solidarity building) are important entry points should they want to pursue engagement with the private sector.

14

Moving towards the end of the workshop, the participants entered the visioning exercise through Emergent Theatre: StoRetelling. Different contexts were highlighted based on where the organisations are working. Most of them also focused on creating their own businesses, consistent with their insights from the previous sessions.

15

For their Creative Strategies, apart from preparations for creating small businesses, they also emphasised doing consultations with their communities, and sustaining awareness raising and capacity strengthening initiatives.

16

At the end of the workshop, everyone shared their final thoughts through Check-out: Reflections. Some highlights include believing in oneself, working with the community, engaging with businesses but also as small businesses, and seeking funding opportunities from the private sector in the context of declining donor support.

17

The program was officially closed by APCOM and Suara Kita, and was followed by the post-workshop evaluation.

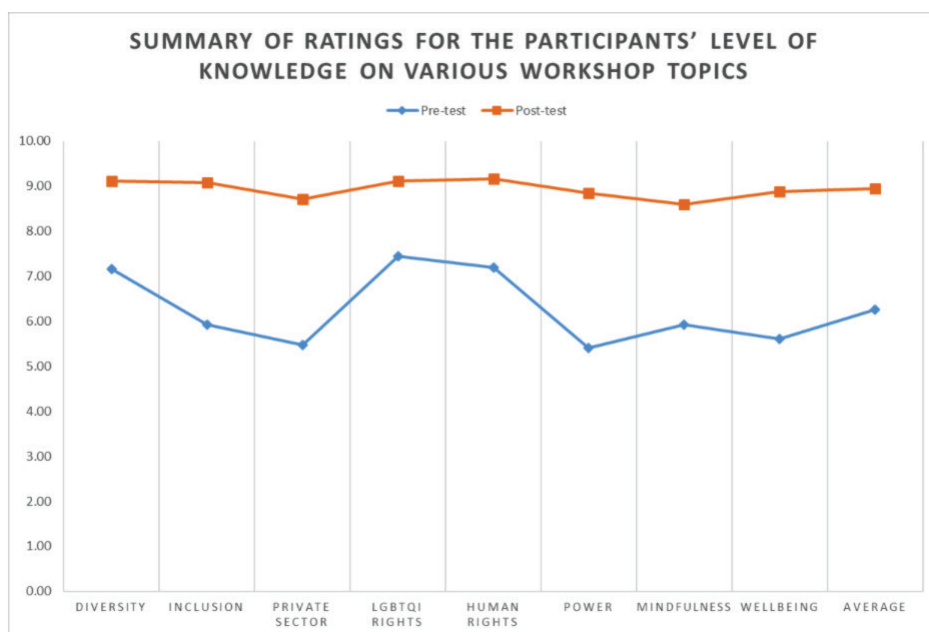
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Summary of the Pre- and Post-Test Results

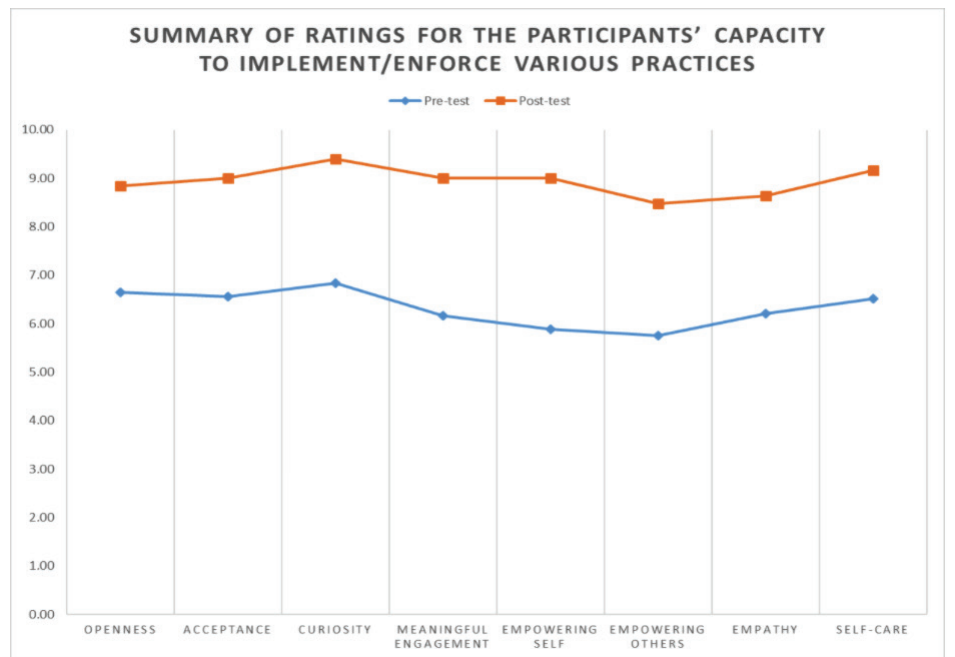
Using a 10-point rating scale, the pre- and post-test measured the participants' perception of their own level of knowledge and practice around the different areas presented during the workshop. The percentage rate was calculated per topic/practice for the entire group, and not individually or per participant. For this, the overall percentage of change was 42.07%, with overall score moving from 6.29 to 8.94 (out of 10). This figure was much higher than that in the Philippines.

On the topics, the overall rate of increase in knowledge was 42.70%, and the highest increase is on the understanding of Power at 63.70%. This is followed by increase in understanding of Private Sector at 59.12% and Wellbeing at 58.57%. The topic with lowest change in knowledge at 22.58% is LGBTQI Rights. In terms of rating, the overall average changed from 6.26 (pre-test) to 8.94 (post-test).



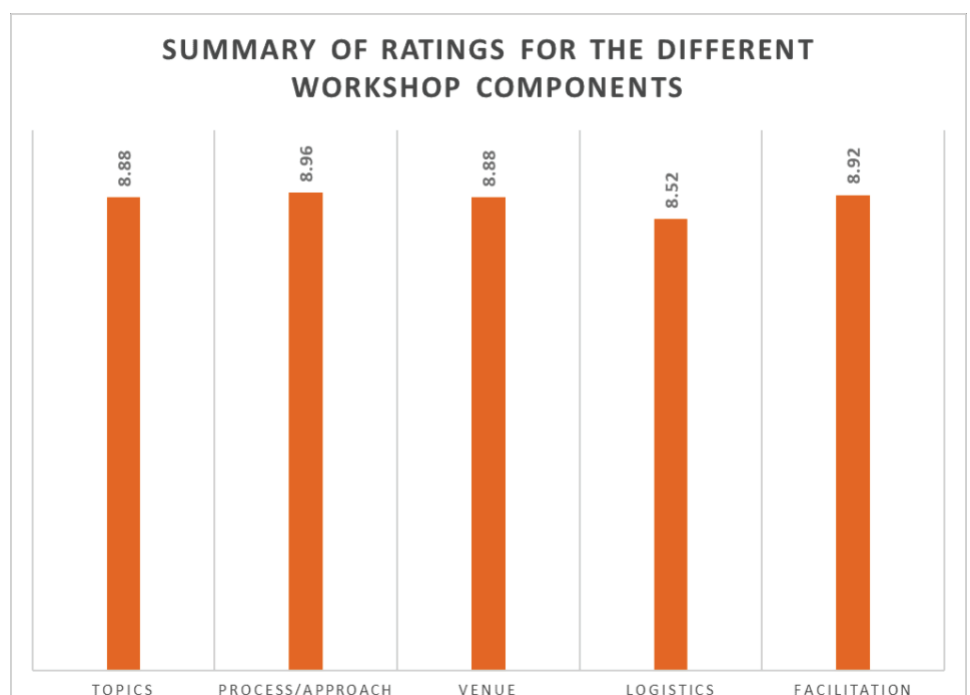


For the practice component, the overall rate of increase measured after the post-test was 41.46%, with overall score changing from 6.32 to 8.94. The highest increase is on Empowering Self at 53.06%, followed by Empowering Others at 47.22% and Meaningful Engagement at 46.10%. On the other hand, practicing Openness has the smallest percentage of change which was at 33.13%.



Summary of the Post-Workshop Evaluation Results

The entire workshop was rated well by the participants across five program components: topics, process/approach, venue, logistics, and facilitation. The overall rating was at 8.83, with process/approach as the area with highest rating (8.96) and logistics with the lowest (8.52). These ratings were also much higher than in the Philippines, and had opposite highest and lowest scores. More insights are provided in Reflections and Learning section.



REFLECTIONS AND LEARNING

The insights described here below are the combined reflections and learning from the participants, organisers, and consultants/facilitators gleaned from the actual workshop sessions, post evaluation, and several feedback meetings. These also include the challenges, gaps, and opportunities for improvement, which are further substantiated with recommendations in the last section of this report.

On Private Sector Engagement

Rights-based versus Profit-Oriented Approach. The most evident point of discussion during the two workshops centered on balancing the questions “what’s in it for us?” and “what’s in it for them?” in the context of power (i.e. where it resides and/or who exercises it). In several discussions and reflection sessions, the participants posed the question as to how they—as individuals and as a community—can or should position themselves when engaging with the private sector; as rights holders or as consumers who are part of the market. This question heavily related to their core principles, mandates, and identities as organisations, as some were vocal about their hesitance to explore this area of work. Many of them also shared their insights based on how they can engage as individuals, most commonly in an employer-employee relationship.

No single approach stood out during the discussions, and several possibilities were mentioned; each having its own advantages and disadvantages. Looking at the pattern, the potential engagements highlighted during the two workshops can be described based on the LGBTQI’s different identities. These are described as follows:

- **LGBTQI as employees** – this identity demands the organisations to look at or work with companies to develop and implement inclusive policies that will protect LGBTQI’s and their partners’ rights in the workplace. This pertains to non-discrimination policies in recruitment processes, employee benefits and packages, and access to inclusive facilities at work, among others. Addressing stigma and discrimination, as connected with the company’s culture, should also be prioritised.
- **LGBTQI as consumers** – here, the entire community including their allies and supporters are seen as an integral segment of the market that can influence businesses’ products and services. This pressure is connected with the demand side, and can be used as a basis for developing a business case (i.e. non-inclusive business is bad business).
- **LGBTQI as entrepreneurs and business owners** – more specifically highlighted in Indonesia, the LGBTQIs are also part of the market by being the business owners themselves. This is an important insight from the workshop, given the context of the economy of Indonesia where majority of the revenue is produced by MSMEs. They identify themselves as entrepreneurs, and prioritised skills development programs for their organisations and communities. They see private sector or big businesses as partners in generating more income.
- **LGBTQI as members of civil society** – lastly, there were also reflections on how to continue the community’s campaigns and advocacy on SOGIE by expanding partnerships and involving the private sector. This, according to the participants, can be done by supporting the businesses in becoming more inclusive and eventually getting their support in influencing public policies affecting the LGBTQI. The concept of intersectionality was also emphasised, such that other groups’ rights must also be guaranteed (e.g., persons with disability, laborers, women, etc.). Another aspect explored was to get funding support from the corporations to implement the activities of the organisations aimed to promote diversity and



inclusion.

All these identities, aside from the strategies identified towards the end of the workshops, are important considerations in finalising entry points for private sector engagement.

Data and Evidence. Another important lesson highlighted by the participants relates to number, as most of the success stories and good practices done by international companies were heavily based on research and studies done by the companies themselves or by independent institutions. Some of these are in the form of feasibility studies, while others by showing the cost of exclusion and discrimination. There are also initiatives to audit and monitor big companies' inclusive policies and practices, as well as the financial support they are providing to anti-LGBTQI politicians. Both in the Philippines and Indonesia, the participants noted that these kinds of data are not readily available at the moment, and should be a priority for the organisations to work on. With the absence of data, it becomes harder for the organisations to build a business case for diversity and inclusion.

On the Module

Several reflection points were also captured from feedback sessions between the workshop organisers and consultants, as well as from the evaluation of the participants. These are summarised below:

Harmonising the content and methodology. As described in the beginning of this report, the workshop module proposed and designed by the consultants is largely process-oriented, mainly aimed at allowing the participants to approach private sector engagement through discovery and deep reflection rooted in realities of their community. While tackling the technical aspects of the theme was indeed an integral part of it, the consultants at the same time did not envision the workshop to be input-driven. This was due to the short timeframe of the workshop, the understanding of what can only be achieved in two days and how to maximise it, and finally, the professional approach of the facilitators. However, several factors hindered the clear communication of this intention as well as the timely development of the workshop design, which resulted to unclarified expectations between the consultants and the organisers. Last minute prioritisation of content and processes to accommodate different expectations led to a difficult implementation of the pilot workshop in Manila. Nevertheless, the objectives were still met.



Some of the comments highlighted by the participants and organisers in relation to this are as follows:

- Balancing the mindfulness-based activities and meditation – some have suggested to lessen the time and extent of the meditation exercises, while others requested to strengthen their link with the topics. There were also participants who appreciated the exercises and highlighted it as their key takeaway from the workshop. These were mostly from the pilot session, and thus, were addressed in the succeeding one. To note, the mindfulness activities were not reduced, but instead were more consciously integrated by reiterating the purpose.
- Text-heavy presentations – during the pilot workshop, the PowerPoint slides were admittedly wordy. This was addressed in the second leg by using more illustrations and visuals instead of texts.
- Inclusive and disability-sensitive activities – still in the pilot workshop, the facilitators were late to find out that there were blind and deaf participants. Some of the sessions were not prepared in advance to be more inclusive; thus, on-the-spot adjustments were made. Thankfully, the FSL interpreters who were brought in by the participants themselves also assisted in adapting the exercises. There were still areas, however, that needed to be improved and avoided, and were mindfully considered afterwards. Sharing the details of the participants and their specific needs in advance was one way of addressing the matter.

Reconsidering the duration of the workshop. Several participants from the first workshop noted in the evaluation that they felt the time was too short for the activity and hoped to have more opportunity to deepen discussions on certain topics. This was also a reflection on the ideal design of the module; whereas, the focus shall be on what the participants can retain, process, and absorb, rather than what we think they should know, which they will most likely forget.

Dialogue with a private sector representative. During the inception phase of the initiative, the consultants proposed to allot a session to connect the LGBTQI participants with someone from the private sector. However, as the development of the module progressed, this recommendation was not prioritised anymore, since more time and preparation was found to be necessary before the two can have a meaningful and productive conversation (instead of surface level interaction). Some participants have recommended this during the pilot workshop, and is something that can be further considered beyond the duration and design of this capacity strengthening activity.



RECOMMENDATIONS

Building on the reflections, learning, and concrete suggestions of the participants, organisers, and consultants, here below are the consolidated recommendations for the workshop and for APCOM.

FOR POSSIBLE WORKSHOP REPLICATION

If APCOM or partners is/are considering to implement this workshop again, these can be considered:

- Be clear with the intention of the workshop. A process-oriented and participant-focused approach to this capacity strengthening workshop can work well with communities and groups that are open to exploration, as particularly witnessed in Indonesia. On the other hand, a standard workshop approach with substantial inputs can also work with different communities. In any case, the organiser's intention must be clear and sufficiently communicated with everyone involved the endeavor, and more so, the expectations for the consultants (e.g. how propositional can they be with regards to the design?)
- Strengthen the consultation and preparation process. Related to the first one, all parties involved must be on the same page as to the intention of the workshop. This also applies to the individual members of the consultant team who were pulled separately by the different asks from the organisers, thus significantly affecting the consistency of the different sessions.
- Consider a blended approach and methodology. The modules can be adjusted based on the capacity of the facilitators to implement the different components of it. However, if the facilitator would be more comfortable to center on the technical aspects, then an entirely different design is suggested to be developed.

FOR FINANCE, INC.

For the succeeding phases of the project, aside from following through with the different organisations, these can also be considered:

- Conduct capacity strengthening activities with the private sector in similar fashion. This will ensure that both sides are going in the same direction.
- Link the LGBTQI organisations with the private sector for dialogue and consultation. This can be done when both parties have already participated in capacity strengthening sessions.
- Invest in research and baseline data whether directly as APCOM, or in support to the partner organisations. A costing study might be a good area to consider.

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