



Final Evaluation of “Promoting an Enabling Environment for Women in Factories” Project

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EXECUTIVE SUMMARY

Introduction

The RMG and Ceramic industry is one of the few economic sectors that offer formal employment to women and is potential a source of female empowerment. Nevertheless, many of them struggle with pervasive gender based prejudice and discrimination that perpetuates their vulnerable position in the workplace and opens them up to verbal, physical, and sexual harassment. In this culture, the voices of women are often either not raised, not heard, or not credited in the workplace. Most garments factories in Bangladesh pay little attention to labor standards and labor rights, unsafe working environment, and ineffective laws and compliance enforcement is limited. Lack of factory based governance and action oriented policies, lack of secured environment or platforms for women workers to raise their voice and lack of exemplary actions or punishments by the management have been the key reasons behind this situation¹.

Under these circumstances, CARE Bangladesh's women's empowerment wing launched the project titled **"Promoting an Enabling Environment for Women in Factories (PEEWF)"** in 2015 with a target to work with 3,500 workers and 6 factories (5 RMG, 1 Ceramics factory). The funding of the project has been provided by Galeries Lafayette. The RMG factories were all under Intramex group, a leading RMG manufacturing company of the country, whereas the ceramic factory was named Artisan Ceramics Limited. The specific objectives of PEEWF Project are to make the management of RMG and Ceramics factories and other targeted stakeholders responsive and accountable for creating a worker friendly environment, to enhance worker awareness, skill and understanding on gender discrimination, rights and entitlement to increase their participation in the workers committees and demonstrate leadership, to build the capacity of factory mid-level management on workers needs and rights, professional attitude and behavior and benefits of investment on workers welfare, and to mobilize the community to create enabling environment at the community level.

The objective of the final project evaluation is to gauge the outcomes and impacts of the project in realizing project objectives against set indicators. The evaluation was hinged upon the USAID evaluation policy which draws significantly from Development Assistance Committee (DAC) criteria of **relevance, effectiveness** and **impact & sustainability**.² The evaluation used a **mixed method approach (quantitative and qualitative)**. The sampling size of the mostly quantitative survey of workers consisted of 411 samples, out of which 324 were female respondents and 87 were male respondents. Alongside survey research, the evaluation team also conducted In-depth interviews of women factory workers, interviews with line supervisors, factory managers and senior management of the factories. Furthermore, to get the community perspective, husbands of women workers and community people were also interviewed individually and also in groups.

¹ 'Violence against Women Workers in the Ready-made Garments Industry in Bangladesh', Md. Al-Amin and Mohammad Mozammel Hoque; available: <http://bv-f.org/WV-09/12.%20WV%20Final.-9.pdf>

² <https://www.usaid.gov/sites/default/files/documents/1870/USAIDEvaluationPolicy.pdf>

Major Study Findings

In order to realize the project objectives, the project simultaneously worked with the workers, factory management, supervisors, community people and service providers. The mode of engagement revolved around training, motivation and sensitization of various stakeholders in the factories and communities. The project worked to strengthen the Anti-Harassment committee (AHC) and Participation Committee (PC) to provide a platform for the workers to express their grievances in a more organized manner. CARE also tried to engage with workers' household members, communities' influential people (through Community Support Groups), local government institutions and service providers to address the worker's problems. The project celebrated important days, organized workshops, discussion sessions and video shows with different stakeholders to improve enabling environment. These initiatives were found to be quite relevant to and consistent with project objectives.

Results of these initiatives are briefed below according to the broader thematic areas of this project.

a) Leadership & Problem Solving

Study findings show that workers now reasonably understand the various aspects of leadership and realize the importance of working in groups to achieve their objectives or to solve a problem. Both quantitative and qualitative information revealed that relevant project interventions played a great role behind this change. The changes precipitated by the project activities were found to be effective both at the individual and the organization levels. Study findings show that more workers now can solve their own problems (13% increase from baseline data), easily communicate with supervisors regarding assigned work (44% increase), receive support from coworkers (35% increase) and feel confident about their leadership skill (23% increase). More than 90% workers irrespective of gender now prefer to work in a team to realize their goals or to solve a problem (10%-30% increase from baseline). 78% of the women respondents stated that now they feel confident about their overall leadership and communication skills (around 25% increase from baseline). Almost all of the male and female workers stated that now can approach supervisors and discuss about targets and scope of work (more than 50% increase from baseline). 84% of the workers reported that they received support from co-workers (25% increase from baseline).

b) Worker Entitlement, Rights & Benefits

A major impediment for workers in the factories is their lack of understanding and knowledge about their rights and entitlements. Field data shows that more than 90% of the workers in both factories now realizes that they are entitled to receive the basic rights from their employers including right to fair pay, right to availing leave, right to lodge complaints and right to get maternity leave and so on. Compared to baseline data, workers are enjoying more benefits now from their employers in areas including timely payment of wages, overtime payment, festival bonus, medical allowances day care facility, weekly holiday, paid sick leave and breastfeeding facility (90% to 100% response in all the mentioned areas). 90-95% of the workers in both factories were found to be aware about the presence, function and election process of Participation Committees (PC) (40%-60% increase from baseline). Most workers agree that their relation with factory management has improved compared to pre-project period, as the factories have become more active about ensuring workers' rights and subsequently has taken exemplary initiatives in this regard. Almost 90% of the workers (irrespective of gender) stated that the environment in their workplace

has improved to raise voice for rights and better working conditions. More than 70% of the workers stated that they believe that they will get solution from management if they complain on any grievance.

Care's training sessions with workers and managers on core ideas like worker rights, entitlement, gender discrimination, communication & negotiation and stress-management can be contributed as the real change-maker behind this outcome. Establishment of Participation Committees (PC) has also been instrumental in resolving conflicts and fostering an environment of cooperation and understanding among the workers and management. Since improvements in worker morale and benefits leads productivity improvement, management has enough incentive to maintain the status quo.

c) Gender Discrimination, Sexual Harassment & Violence against women

The project activities gave special emphasis on reducing harassment and violence against women in their workplace and also in their communities. PEEWF strived to make the women workers more expressive about their grievances, educated the supervisors and managers to create an appropriate enabling environment, as well as mobilize the factory management to install a robust system of grievance reporting and action.

Study results show that workplace sexual harassment and violence against women has been minimal in the factories visited and have reduced significantly compared to 3-4 years ago. Almost all the respondents were found to be aware about gender discrimination and violence related issues, where this statistics was only 53% during baseline survey. Around 8% of both male and female workers reported to have faced some sort of gender based violence/harassment or saw their colleagues face the same. Respondents mentioned that regarding verbal abuse or teasing the guilty party received show-cause notice, were fined or suspended for temporary period. But in case of sexual harassments like unsolicited physical contact and proposal to engage in physical intimacy, perpetrators were dismissed from job. Factory management have strengthened their mechanisms to deal with such incidents. In the community level too, incidents of sexual harassment (eve teasing) and violence against women have been greatly reduced compared to pre-project period. CARE project conducted various engagements with the community opinion leaders and husbands and brothers of women workers. Female workers mentioned that dramatized depiction of eve teasing and measures to tackle them made a good imprint in their minds and gave them courage to speak up through the right channel, if and when required.

d) Gender Dynamics in the Household

Study results show that 9 out of 10 women workers were living with their husbands/family members or jointly with other women workers. 7 in 10 women workers expressed that enabling environment in their households and communities have improved and now they are much more confident to speak out about any issues within their household and raise their voice to attain their rights if required. More than 85% of the female workers stated that they play an active role in family decision making process and household men give importance to their opinion in family issues. 98% of the women workers did mention that their contribution to the family welfare is aptly acknowledged by their husbands and other male family members. Around 70% women workers reported that they have control over their income. Male household members were found to be increasingly participating in household works, as and when

required. In some HHs, it was also seen that the couple have divided their cooking responsibilities among different days of a week.

On the other hand, around one-third of the workers were found to hand over their income to their husbands for meeting family expense; and men still have considerable clout over the women (60% of cases) regarding women's career choices (60% of the female workers need permission or consent from their husband, elder brother or father if they wanted to switch their jobs or leave their jobs). However, they also said that these have been long rooted family norms and although their husbands are often the money keepers or decision makers, but most of these things happen through discussion and consensus.

Project's sensitization training, workshops and initiatives like awareness raising campaigns such as organizing video shows, theaters, observing important days, discussion sessions with family members and community leaders were found effective in bringing these changes. The behavioral changes at the household level is likely to evolve more and more for the betterment of the women workers, as they continue to contribute equally (if not more) to family budget and welfare.

e) Improved Work Performance & Career Development

There has been around 20%-25% increase in productivity of the factory workers and according to the management of the factories, 10-15% decrease in absenteeism, compared to pre-project period. Furthermore, management representatives mentioned that worker job switching tendencies (turnover) have also decreased by 15-20%. Study findings also revealed that 3 in 4 women workers do not want to change their current profession and 56% of the female workers believe that there is scope for career development for them in this sector (mostly from helper or low grade operator to senior operator). PEEWF interventions were found to have notable contribution behind these results. Most of the outcomes stems down to the efforts of creating a favorable and dignified work environment for the workers, which led to these changes. Workers mentioned that now they feel more valued and dignified at their workplace; and this has inadvertently impacted their morale, motivation and also performance. Discussion with line supervisors also corroborated the survey findings.

However, over the last 3 year, only around 9% of the women workers have been promoted from helper/operator to higher positions. Management interviews revealed that only around 5-10% of the factory supervisors are in fact female. Qualitative information revealed that factory management and supervisors think that most women who enter the industry do not see this as a long term career job. Furthermore, taking on the role of supervisors entails additional burden and additional pressure from senior management to meet production targets and many women workers are not up to coming out of their comfortable work zone and take those challenges.

f) Access to Service Provision & Community Dynamics

The PEEWF project worked extensively in the communities of workers in Laxmipura (Intramex) and in Bagherbazar (Artisan). The project initiated Community Support Groups (CSG) were found to be moderately active as an entity and its representatives claimed to be supporting community members as and when required. Overall 68% of workers availed service provision from project promoted service providers, as compared to 27% of workers in the baseline. Discussion with community people revealed

that gender based violence reduced by 70% compared to 3-4 years ago. On another note, it was seen that around 40% of the women workers were involved in community decision making but the rate would have been much higher if not for the long hours of involvement in a physically taxing job in the factories.

Survey data also revealed that although there was notable awareness about the existence of the CSG (82% of workers knew about it), only 16% of the workers utilized the CSG to avail any support. The most pressing need seemed to be regarding access to quality healthcare at affordable prices. Lack of finance to access those healthcare services was identified as one of pressing concerns by the workers. Furthermore, since most are migrant workers in these communities, the sense of community and belonging is not that high as it would have been if they were residing in their village homes.

g) Factory Management and Policy Structure

The involvement of supervisors and managers in the training sessions were pivotal in bringing about many of the positive changes within the factory. PEEWF strived to educate the supervisors and managers to create an appropriate enabling environment, as well as to mobilize the factory management to install a robust system of grievance reporting and action. Now factories are providing more benefits to workers including timely payment of wages, overtime payment, festival bonus, medical allowances day care facility, weekly holiday, paid sick leave and breastfeeding facility. Their relationship with workers have improved, and workers also have become more motivated and their work performance has admirably increased.

Besides, developing leadership from within the workers through PF (Peer Facilitators) and PCs (Production Committee) has been a good participatory approach to solve workers' problems. Moreover, establishment of AHC (Anti-Harassment Committee) ensured structural approach to raise the sexual harassment issues of the women. Managements have adopted zero tolerance policy towards such untoward incidents to preserve a favorable environment for the workers, so that they work in a stress free environment and focus more on their work. Since improvements in worker morale and benefits leads productivity improvement, management has enough incentive to maintain the status quo.

Key Recommendations

- On strategic level, future project designs of this sort should be of higher duration for the project impact to be materialized fully and perceivable. Development partners should associate with reputed Brands to replicate similar development model to their affiliated factories. Besides, greater involvement of regulators such as BGMEA and BKMEA, especially regarding training and sensitization should be ensured. The project learnings and achievements should be documented, published and distributed among Brands, regulatory actors and factory owners/ management of relevant sectors.
- Regarding improving workers' aspirations and capabilities (change in Agency), workers need regular refresher sessions to remind them of key learnings from previous sessions (on self-esteem, legal rights and awareness, decision influence in HHs, group activism, etc.).
- With respect to improving workers' environment that surrounds and conditions their choices (change in Structure), future initiatives should have greater emphasis in facilitating linkage between service

providers and factory management especially in areas like access to healthcare and financial services. Visibility, organizational capacity and functions of Community Support Groups (CSG) should be enhanced by providing basic organizational management and service facilitation training to CSG members. Peer facilitators (PF) can also be inducted in the Community Support Group (CSG) committee since these workers have proven their leadership and communication abilities.

- Regarding enhancing the power relations through which workers negotiates their paths (change in Relations), more training sessions should be organized for supervisors and managers; this would ensure greater internalization of worker issues related to worker rights and entitlements by factory management. Peer facilitators (PF) should be provided intensive training on facilitation, communication and leadership. Proper incentive structure should be offered for PFs to sustain their role in factory system. Besides, management can enforce a quota to ensure equal participation of men and women in Participation Committees (PC). Besides, Watch Committees should be installed in factories, composed of representation of workers and management level staff. Watch Committees would proactively look to identify and diagnose problems of workers and report to the appropriate authority.

KEY FINDINGS SUMMERY AGAINST PROJECT INDICATORS

| Outcome | Indicator | Baseline Results | Final Evaluation Results | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|--|--|--|------------|-------------|---------------------------------|----------------------------------|------------|-----------------|------------|------------|------------|------|-----|-------|-----|--------|-----|-----|-----|----------------|--------------|--------------|------------|------|------|-------|-----|--------|------|-------|-----|--------------------|------------|--------------|------------|
| OUTCOME 1: By the end of the project, the management of the factories HR staffs, compliance officers, line supervisors and key production related staffs will become responsive to workers' rights and needs of decent working conditions | # of issues resolved by participation committee (PC) | n/a | 10 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | # of issues resolved by Anti-harassment committee | n/a | 6 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | # of initiatives taken by management to create enabling working environment | n/a | 10 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | # of issues solved by management that women workers raised on their rights and entitlement | n/a | 8 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | % of turnover/worker migration reduced from factories | n/a | 15-20% reduced from pre project period | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Productivity of workers improved | <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="background-color: #D9E1F2;">Particulars</th> <th style="background-color: #D9E1F2;">Pre-Training Productivity (avg)</th> <th style="background-color: #D9E1F2;">Post Training Productivity (avg)</th> <th style="background-color: #D9E1F2;">Increase %</th> </tr> </thead> <tbody> <tr> <td>Intramex</td> <td style="text-align: center;">779</td> <td style="text-align: center;">952</td> <td style="text-align: center;">22%</td> </tr> <tr> <td>Male</td> <td style="text-align: center;">994</td> <td style="text-align: center;">1,232</td> <td style="text-align: center;">24%</td> </tr> <tr> <td>Female</td> <td style="text-align: center;">669</td> <td style="text-align: center;">877</td> <td style="text-align: center;">31%</td> </tr> <tr> <td>Artisan</td> <td style="text-align: center;">1,571</td> <td style="text-align: center;">1,945</td> <td style="text-align: center;">24%</td> </tr> <tr> <td>Male</td> <td style="text-align: center;">1772</td> <td style="text-align: center;">2,281</td> <td style="text-align: center;">29%</td> </tr> <tr> <td>Female</td> <td style="text-align: center;">1338</td> <td style="text-align: center;">1,671</td> <td style="text-align: center;">25%</td> </tr> <tr> <td>Grand Total</td> <td style="text-align: center;">903</td> <td style="text-align: center;">1,108</td> <td style="text-align: center;">23%</td> </tr> </tbody> </table> | | | Particulars | Pre-Training Productivity (avg) | Post Training Productivity (avg) | Increase % | Intramex | 779 | 952 | 22% | Male | 994 | 1,232 | 24% | Female | 669 | 877 | 31% | Artisan | 1,571 | 1,945 | 24% | Male | 1772 | 2,281 | 29% | Female | 1338 | 1,671 | 25% | Grand Total | 903 | 1,108 | 23% |
| | Particulars | Pre-Training Productivity (avg) | Post Training Productivity (avg) | Increase % | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Intramex | 779 | 952 | 22% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Male | 994 | 1,232 | 24% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Female | 669 | 877 | 31% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Artisan | 1,571 | 1,945 | 24% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Male | 1772 | 2,281 | 29% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Female | 1338 | 1,671 | 25% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Grand Total | 903 | 1,108 | 23% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| # of order retained from buyers | n/a | 2 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Factories disbursed wages (salary, overtime and festival bonus) on time | During baseline factories failed to pay wages on time for around 2-3 months in a year. | Factories disbursed wages timely. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| # Of disciplinary actions taken by using anti-harassment policy. | n/a | 6 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| OUTCOME 2: By the end of the project, the (#) workers of the factories will be able to analyze their problems | % of men and women workers are aware on gender discrimination | 58% | 83% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | # of issues raised by women workers on their rights and entitlements | 13% women raised issues | 25% women raised issues | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | # of women workers promoted to higher position | n/a | 27 (9%of surveyed female workers) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| Outcome | Indicator | Baseline Results | Final Evaluation Results |
|---|---|--|--|
| within workplace and household and take measures to address the problems | # of initiatives will be taken by workers to solve their own problem. | 48% workers took initiative to solve own problems together | 61% workers took initiative to solve own problems together |
| | % of women workers felt confident about leadership skill | 55% | 78% |
| | % of workers got access to services from service providers (at least 1/2) | 27% | 68% |
| | % of women took part in HH decision making | 85% | 86% |
| | % of women took part in official /workplace decision making process | n/a | 26% |
| | % of workers easily communicate with supervisors regarding assigned work | 60% | 99% |
| | % of workers received support from co-workers | 49% | 84% |
| | # of Gender based violence at workplace reported | n/a | 4 |
| | # of initiatives taken by Community support group (CSG) to create enabling environment for women workers at community level | n/a | 6 |
| | % of HH decision making capacity increased of women workers | 85% | 86% |
| | Reduced # of incidents on Gender based violence at community level | n/a | Reduced by 70% |
| | % of women workers who controlled over their income and Spending independently | 52% | 67% |

ACRONYMS

| | |
|--------------|--|
| RMG | Ready Made Garments |
| PEEWF | Promoting an Enabling Environment for Women in Factories |
| AHC | Anti-Harassment committee |
| PC | Participation Committee |
| CSG | Community Support Group |
| GCC | Gazipur City Corporation |
| NGO | Non-Government Organization |
| CPL | Consiglieri Private Limited |
| DAC | Development Assistance Committee |
| HH | Household |
| FGD | Focus Group discussion |
| IDI | In-Depth Interviews |
| KII | Key Informant Interviews |
| MFI | Micro Finance Institution |
| Govt. | Government |
| USD | United States Dollar |
| PF | Peer Facilitators |
| GM | General Manager |
| CCTV | Closed Circuit TV |
| Km | Kilometers |
| VAW | Violence Against Women |

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CHAPTER ONE: INTRODUCTION

1.1 Background & Rationale of Project

The Ready Made Garment (RMG) industry is one of the most important sources of foreign currency and the largest employment sector of women, having about 5,100 garment factories mostly situated in Dhaka and its outskirts. Around ten million people are dependent on it directly or indirectly and about 80 percent garment workers are women. Furthermore, rapid industrial growth has entailed that other industries have flourished as well, where a significant portion of workers are women.

However, violations of the rights of women workers have become the most common feature of industrial jobs where women are involved. Despite legal framework, women workers' rights are ignored in industrial jobs in Bangladesh. Although the garments industry and ceramic industry belongs to the formal sector, the recruitment procedure, job insecurity, irregular wage payment, deprivation of minimum wage, forced overwork, sexual harassment, excessive working hour, maternity leave, difficulties to form trade union, health and safety issues, etc. are key factors for the violation of women workers' rights in the RMG sector and other industrial sectors.³

Due to their low skills and high availability, these female workers are systematically underpaid which ultimately lower their life standard and increase their health vulnerabilities. The condition in the garment factories is not always as desirable as they should be. This unfavorable working condition leads to women's health risks and to some extent life threatening accidents. The now-infamous Rana Plaza accident in Savar on 2013, became the deadliest accident in the history of the world's industrial sector. This tragic accident has pointed to the fact that workplace safety and security for workers, even in the globally competitive RMG sector of Bangladesh, is far behind the required standard. Furthermore, sexual harassment of women workers is even more telling, both at the workplace and while commuting. Women's employment and visibility in public may be perceived as a threat to male dominance in society, and various forms of harassment of working women may be an expression of retaliation by males. As a result of sexual harassment, many women report shame, embarrassment, and inability to concentrate on work. Consequently, there is a decline in productivity and they live in fear, anxiety and depression. The actual incidence of sexual harassment is not always known since women are unwilling to express their personal experiences of harassment.⁴

Women's empowerment is at the core of CARE's programming across the global operation. Considering the problems inherent in the garment sector that affect a predominantly female workforce - and the discrimination resulting from profoundly unequal social norms - CARE Bangladesh employed a largely

³ <http://su.edu.bd/journal/wp-content/uploads/Sonargaon%20University%20Journal%20Vol.%201,%20No.%201/Page-27-46-Rights-of-Women-Workers-in-the-Ready-Made-Garment-RMG-Sector-of-Bangladesh-Law-and-Practice-by-Md.-Abdur-Rahim-Mia.pdf>

⁴ 'Violence against Women Workers in the Ready-made Garments Industry in Bangladesh', Md. Al-Amin and Mohammad Mozammel Hoque; available: <http://bv-f.org/WV-09/12.%20WV%20Final.-9.pdf>

participatory programming model, wherein female garment workers analyze their situation and gain skills and competencies to overcome their challenges, both in their professional and personal lives. CARE Bangladesh strives for long-lasting changes in the lives of the most marginalized women and girls through the economic, social and political empowerment of women. CARE Bangladesh's women's empowerment impact statement has selected three domains of change such as (i) exercise of greater choice of decisions affecting their lives, (ii) reduced violence against women and (iii) strong social movements build on women's solidarity and participation of men.

And given the context given above regarding women worker's condition in industrial jobs in Bangladesh, CARE Bangladesh launched an appropriate project titled "**Promoting an Enabling Environment for Women in Factories (PEEWF)**" in 2015 to address these issues. **PEEWF** project had a target to work with 3,500 workers and 6 factories (5 RMG, 1 Ceramics factory) in Bangladesh. The funding of the project has been provided by Galeries Lafayette. The project has been designed upon CARE Bangladesh's previous experience from working with RMG workers impact group and as part of CARE Bangladesh's programming framework. The Project targets marginalized women working in RMG factories and ceramics factory as both groups face the same underlying causes of poverty lacking social capital stemming from illiteracy, and a lack of education and skills. The RMG workers especially are in a poor bargaining situation and don't have the necessary negotiation skills to demand better wages and access to social services.

The specific objectives of PEEWF Project are as follows;

- To make the management of RMG and Ceramics factories and other targeted stakeholders responsive and accountable for creating a worker friendly environment.
- To build the capacity of the workers to make them able to analyze their problems within workplace and household and take measures to address the problems.
- To enhance the workers skill and understanding on gender discrimination, rights and entitlement to increase the participation in the workers committees and demonstrate leadership.
- To build the capacity of factory mid-level management on workers needs and rights, professional attitude and behavior and benefits of investment on workers welfare.
- To mobilize the community to create enabling environment at the community level.

In order to realize the project activities, the project engaged with the workers, factory management, supervisors, community people and service providers. The mode of engagement revolved around training, motivation and sensitization of various actors in the factories and communities. The project conducted training of workers, managers and supervisors through well-developed training modules and through facilitation of external (for managers and supervisors) and internal trainers/consultants. The project also conducted advanced level training for selected workers so as to embolden them further in knowledge and advocacy work. Furthermore, bright and vocal female workers were also singled out and provided further training to take up role as Peer Facilitators within the factories. The project also worked to strengthen the Anti-Harassment committee (AHC) and Participation Committee (PC) through discussion with the management and representatives of the committees. Strengthening of these committees provided a platform for the workers to express their grievances in a more organized manner.

CARE also tried to engage with community influential people/gatekeepers, local government institutions and service providers within the worker's communities. Furthermore, sessions with husbands of female factory workers and community boys were held to sensitize on the gender rights, gender violence and other pertinent issues so as to ensure that the changes come from within the HHS'. The project also helped to establish 2 Community Support Groups (CSG) in the 2 communities where the workers live. Each CSG consisted of 10 members and among them 3-4 are women. The purpose of this CSG formation was to address the worker's problems that arise in the community. The project also organized campaigns against violence against women in the community and factory level as well as observed International Women's day, International Labor Day in both factory and community level. These initiatives helped to increase awareness and knowledge about women's rights, violence against women and worker's rights and entitlement. CARE Bangladesh has organized a workshop to develop a referral linkage system for poor and marginalized peoples of Gazipur. This was organized with the support of Local Government Institutions (Gazipur City Corporation- GGC) in Gazipur City Corporation. More than 130 peoples of 30 NGO's (including representatives of RMG female workers and factory management) and relevant department of Government of Bangladesh took part in this workshop.

1.2 Scope of the Study

Since the project came to a conclusion it called for a Final Evaluation through an external evaluator; to gauge the progress of the project in realizing project objectives against set indicators in the log frame. Furthermore, the effectiveness of the training initiatives conducted with the management and workers of the factories would also be a major focus of the evaluation with an emphasis to explore perceptions of the trainees about the benefits of the training to increase work productivity and decrease absenteeism.

The purpose of this consultancy is to understand project achievements in relation to key indicators for reaching project objectives. As part of the monitoring and evaluation process, CARE employed through a transparent bidding process, **Consiglieri Private Limited (CPL)**, to carry out the End of Project assessment.

The overall objective of the evaluation study was following:

- To understand project achievements in relation to key indicators used/set in the log frame for reaching project objectives.
- To explore effectiveness of PEEWF training and capacity development program from managements of project implemented factories
- To explore perception of workers and management staff on increased efficiency, decreased absenteeism and retention through gains from the training/development opportunities of the project
- To capture key lessons learnt through staff and partner consultation and make recommendations

1.3 Technical Approach of the Study

The evaluation was hinged upon the USAID evaluation policy which draws significantly from the OECD - Development Assistance Committee (DAC) criteria of **relevance**, **effectiveness** and **impact & sustainability**.⁵ DAC criteria are based on the concept that an evaluation is an assessment to determine the relevance and fulfillment of objectives, effectiveness, impact and sustainability of project efforts. In this assessment, the effectiveness analysis focused on evaluating to what extent project interventions attained their objectives. Relevance analysis demonstrates the extent to which the project activities are suited to the priorities and policies of the target group, recipient and donor. Impact analysis checks the performance of the project in enhancing adoption and practice of prudent practices and the short and long term impacts at personal level and factory level (both positive and negative effects). Finally, sustainability analysis measured whether the activities are likely to sustain if the project phases out. The figure below describes in brief the four DAC evaluation criteria used for this assessment.

The figure below illustrates the DAC criteria to be used for the evaluation.

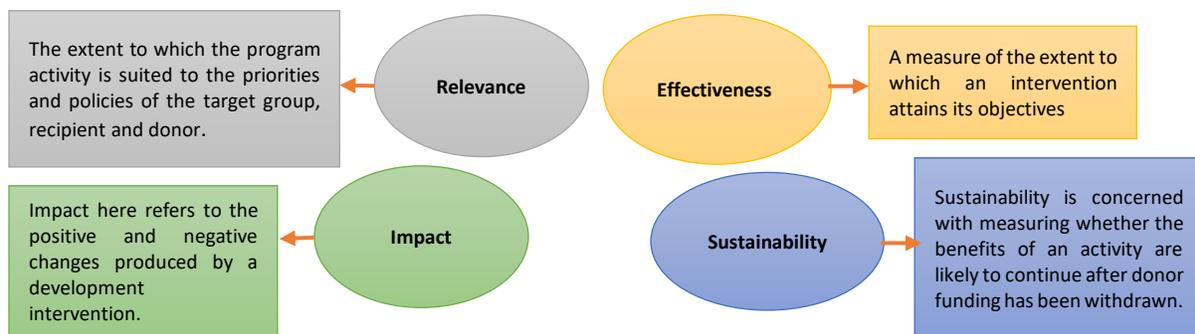


Figure 1: DAC criteria used for evaluation

The overarching evaluation questions include:

- Have the management of the associated factories and other targeted stakeholders become responsive and accountable for creating a worker friendly environment?
- Have the workers of the target factories able to analyse their problems within workplace and household and take measures to address the problems?

⁵ <https://www.usaid.gov/sites/default/files/documents/1870/USAIDEvaluationPolicy.pdf>

1.4 Study Methodology

The evaluation used a **mixed method approach**. A survey was conducted with beneficiary workers and it was primarily **quantitative in nature**, whereas **qualitative** interviews and group discussions were also conducted with beneficiary workers, supervisors, managers and other stakeholders. Equal weightage was given to both qualitative and quantitative data in reporting on the findings of this study. The group discussions were participatory in nature and included key stakeholders. **Participatory** approach was used in order to improve accuracy and relevance of responses by allowing experiences of beneficiaries and various stakeholders to be heard as well as to ascertain unintended positive and negative experiences, outcomes, acceptability and ownership.

1.4.1 Sampling for Quantitative Survey of Workers

The project has been directly working with 3,500 beneficiaries in 5 RMG factories of Intramex Group and Artisan Ceramics in Gazipur. Thus to conduct a sample survey of workers of the factories and calculate significant sample size the following formula was used which utilizes similar methodology to that of developed by Cochran's ⁶⁶and widely followed for development research.

$$SS = [Z^2 * (p) * (1-p)] / c^2$$

Where,

SS = Initial Sample Size; Z = Z value, which varies with the confidence level; p = a dichotomous probability variable, for p = 50% the formula results in highest sample size; C = Level of Precision.

Considering 95% of Confidence level and 5% Level of Precision, the initial sample size SS stands equal to 349. For calculating the sample size for a finite population (80,000 HHs), the following formula is used:

$$n = SS / [1 + \{SS-1\}/Pop]$$

Where,

n = New sample size for finite sample; SS = Initial sample size for infinite sample;

Pop = population size, which is assumed as 3,500

The calculated sample size comes to be **347**. However, **non-response rates** in case of factory workers is quite notable. Nonresponse error occurs when sampling units selected for a sample are not interviewed. This occurs when sampled units typically do not respond because they are unable, unavailable, or unwilling to do so. From previous experience of conducting similar surveys with workers, we have seen that many respondents change their phone numbers, location, job etc. and are impossible to track for interviewing. Furthermore, unlike rural areas, city dwelling workers have greater likelihood of declining to give time for a rigorous interview due to job pressure or general unwillingness to do so. However, to mitigate the non-response error, we escalated the significant sample size by **20%** to arrive at a sample size of **411**.

⁶⁶ <http://www.sut.ac.th/im/data/read6.pdf>

The figure below depicts how the total sample size was allocated.

Table 1: Sample distribution for quantitative survey

| Particulars | Details |
|----------------------------------|----------------------------------|
| Intramex Group (5 units) | |
| Male | 73 |
| Female | 271 |
| Sub-Total 1 | 344 |
| Artisan Ceramics (1 unit) | |
| Male | 14 |
| Female | 53 |
| Sub-Total 2 | 67 |
| Grand Total | 411 (Male 87, Female 324) |

To distribute the total sample among the 6 units, we divided the total sample between Intramex and Artisan in roughly 5:1 ratio as per Probability Proportion to Size (PPS) method, as depicted in the table above. Furthermore, in order to account for male representation in the survey, we divided the sample allocated for each factory in a male: female ratio of 20:80. This was based on our secondary literature review which suggested similar composition of workers within the factories and also through consultation with the PEEWF project team at CARE.

1.4.2 Sampling for Qualitative Interview/Group Discussions with stakeholders

We also conducted qualitative interviews with relevant stakeholders of the project as well as conducted Focus Group discussion (FGDs) with indirect beneficiaries of the project. Indirect beneficiaries include male family members of women workers and neighbors of workers. The table below depicts the type and number of actors that we engaged with to extract pertinent information required to attain a total picture.

Table 2: Sampling plan for qualitative study

| Respondents | Data Collection Method | Proposed Sample Size | Remarks |
|---|------------------------|----------------------|---|
| Beneficiary Garment workers | IDI | 6 | Workers were selected based on systemic random sampling within their communities. Total sample size was fixed upon discussion with project team |
| Husbands of women workers | KII | 4 | Husbands were selected randomly from the communities |
| Neighbors of workers/worker's community | FGD | 2 | Participation of community elders, gate keepers and CSG representatives |
| Factory Senior Management | KII | 2 | General Managers of both factories |

| Respondents | Data Collection Method | Proposed Sample Size | Remarks |
|--|------------------------|----------------------|---|
| Factory Employee-Manager Level | KII | 6 | Managers from Production, HR, Admin and so on |
| Factory Employee-Line Supervisor level | KII | 6 | Line supervisors |
| Project Staff | KII | 2 | PEEWF project staff |

1.5 Data Quality Management

CPL followed very methodical procedures to ensure that the quality and validity of the data collected from the field is ensured to the optimum; through robust checking mechanism in place at every critical points.

CPL employed Supervisors with at least 3 years of experience in survey supervision and appropriate academic background. Data enumerators with at least 4 years of experience in field data collection and appropriate academic background was also employed. Half of the enumerators were women, well versed in data collection from women respondents. Furthermore, priority was given to enumerators having prior experience of data collection in RMG industry.

CPL also conducted training session for the Data Collectors and Supervisors to ensure quality data collection and efficiency of the process. The key training contents included:

- Context of the assessment and the context;
- Understanding the questionnaire;
- Method for conducting interviews;
- Data validation and quality control during interviews;
- Critical issues and challenges during data collection;
- Reporting mechanism to the supervisor;
- Ground rules during field survey.
- Mock interviews

To measure the tools' effectiveness in extracting the desired and accurate data, CPL conducted a rigorous field testing in comparable factories. Furthermore, during actual data collection, review Meeting was held every day at the field where Data collectors shared their experience, figured out any specific issues to the Supervisors and take instructions for the next day; Supervisors went through every filled-up questionnaire and check whether all the data have been collected appropriately. Furthermore, during data collection in field, Supervisors re-visited 5% of the total respondents for interviews to cross-check and confirm the data collected by the data enumerators, if required.

Data processing comprised of editing and computerization, generation of analytical tables, and matching of data. CPL followed proper transcription, general coding, inductive coding, categorization, and relationship among categories, corroboration and validation with other data.

Statements of qualitative data (FGD, IDI and KIIs) was transcribed and then analyzed. Qualitative data was evaluated using an iterative analytical process for thematic identification and triangulation basis feedback from multiple stakeholders and quantitative data. Quantitative data was analyzed using both excel and SPSS.

1.6 Limitation of the Study

While conducting the study, we were faced with various limitations which are appended below:

- Since the workers were interviewed mostly after a busy day's work; their attention span and energy during the interviews was understandably low. However, our enumerators spent ample time for ice breaking, so as to ensure the respondents were fully versed about the objectives of the research and importance of their opinion.
- Due to time and logistical constraints, the number of key informant interviews conducted with various stakeholders was comparatively small. More discussion with these stakeholders could have helped us to better understand the dynamics and interrelations behind different phenomena. However, we tried to overcome this limitation by triangulating qualitative information with quantitative data and by having lengthy discussion sessions with our key informants.
- The study design does not include a control group as no control group was considered in the baseline survey. Therefore, quasi-experimental design could not be deployed in this evaluation. Instead, 'Before After Comparison with Opinion (BACO)' method was adopted which is also widely used in evaluating projects where qualitative information tells about attributable changes by project interventions.

CHAPTER TWO: STUDY FINDINGS ON WORKER DEMOGRAPHICS

Marital Status

Survey data revealed that majority of the respondents are married and the proportion of divorced or separated women was considerably less. None of the respondents in the Artisan factory for both baseline and end line studies were divorced.

The table below depicts the marital status of the survey respondents:

Table 3: Marital Status of the respondents (expressed as %)

| Marital Status | | Single | Married | Divorced | Live Separately from spouse | Widow | |
|----------------|----------|--------|---------|----------|-----------------------------|-------|----|
| Intramex | Baseline | Male | 50% | 46% | 4% | -- | 0% |
| | | Female | 15% | 81% | 0% | -- | 4% |
| | | Total | 28% | 68% | 1% | -- | 3% |
| | Endline | Male | 19% | 79% | 0% | 1% | 0% |
| | | Female | 10% | 78% | 3% | 3% | 6% |
| | | Total | 12% | 78% | 3% | 3% | 5% |
| Artisan | Baseline | Male | 47% | 53% | 0% | -- | 0% |
| | | Female | 20% | 80% | 0% | -- | 0% |
| | | Total | 36% | 64% | 0% | -- | 0% |
| | Endline | Male | 21% | 79% | 0% | 0% | 0% |
| | | Female | 8% | 87% | 0% | 4% | 2% |
| | | Total | 10% | 85% | 0% | 3% | 1% |

2.1.1 Age & Family Size

The majority of the respondents from the Intramex factory lie within 25 to 29 year age range. Thus the workforce has the correct mix of youth and experience, considering that most garment workers enter the workforce between before they are 18. Majority of the Artisan factory respondents are 20-24 and 30-40 years old. The table below depicts the age of the survey respondents presented as per different segments:

Table 4: Age of the respondents (expressed as %)

| Age | Under 19 | 20-24 | 25-29 | 30-34 | 35-40 | Above 40 |
|-----------------------|-----------|------------|------------|------------|------------|-----------|
| Intramex Total | 1% | 19% | 33% | 24% | 17% | 6% |
| Male | 0% | 21% | 33% | 26% | 15% | 5% |
| Female | 2% | 18% | 33% | 23% | 18% | 6% |
| Artisan Total | 1% | 24% | 19% | 24% | 25% | 6% |
| Male | 0% | 29% | 7% | 29% | 21% | 14% |
| Female | 2% | 23% | 23% | 23% | 26% | 4% |

Table 5: Family Size of the respondents (expressed as %)

| Family Size | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 12 |
|-----------------|------------|------------|------------|------------|-----------|-----------|-----------|-----------|-----------|
| Intramex | 13% | 29% | 27% | 20% | 6% | 2% | 1% | 1% | 0% |
| Male | 15% | 22% | 21% | 23% | 8% | 3% | 1% | 5% | 1% |
| Female | 12% | 31% | 28% | 19% | 6% | 2% | 1% | 0% | 0% |
| Artisan | 13% | 24% | 34% | 22% | 4% | 0% | 1% | 0% | 0% |
| Male | 7% | 43% | 29% | 21% | 0% | 0% | 0% | 0% | 0% |
| Female | 15% | 19% | 36% | 23% | 6% | 0% | 2% | 0% | 0% |

From the table above, it can be further seen that the most common family size for the Artisan workers is 3, whereas most of the Intramex workers have 4 family members. Family size included the family members of the workers who lived in the villages (children, parents) and who received financial support from the workers.

Educational Attainment

Educational attainment of the worker was usually low with most respondents managing to complete the primary level. Furthermore, around 10-15% of the workers were still found to be illiterate. The table below provides details of educational attainment of the survey respondents:

Table 6: Education Background of the respondents (expressed as %)

| Educational Background | | Illiterate | Till class 5 | Class 6-8 | Class 9-SSC | HSC | Above HSC | Vocational Training | Others | |
|------------------------|----------|--------------|--------------|------------|-------------|-----|-----------|---------------------|--------|----|
| Intramex | Baseline | Male | 4% | 18% | 46% | 7% | 7% | -- | -- | 0% |
| | | Female | 17% | 32% | 32% | 6% | 0% | -- | -- | 6% |
| | | Total | 12% | 27% | 37% | 7% | 4% | -- | -- | 4% |
| | Endline | Male | 4% | 21% | 49% | 21% | 1% | 4% | 0% | -- |
| | | Female | 18% | 46% | 23% | 8% | 4% | 0% | 0% | -- |
| | | Total | 15% | 40% | 29% | 11% | 3% | 1% | 0% | -- |
| Artisan | Baseline | Male | 13% | 33% | 33% | 13% | 25% | -- | -- | 0% |
| | | Female | 70% | 10% | 20% | 0% | 6% | -- | -- | 0% |
| | | Total | 36% | 24% | 28% | 8% | 13% | -- | -- | 0% |
| | Endline | Male | 7% | 50% | 29% | 7% | 0% | 0% | 7% | -- |
| | | Female | 32% | 40% | 21% | 4% | 2% | 2% | 0% | -- |
| | | Total | 27% | 42% | 22% | 4% | 1% | 1% | 1% | -- |

In case of Intramex, most of the respondents have gone to school until grade V. However, the male respondents mostly fall within grade 6-8.

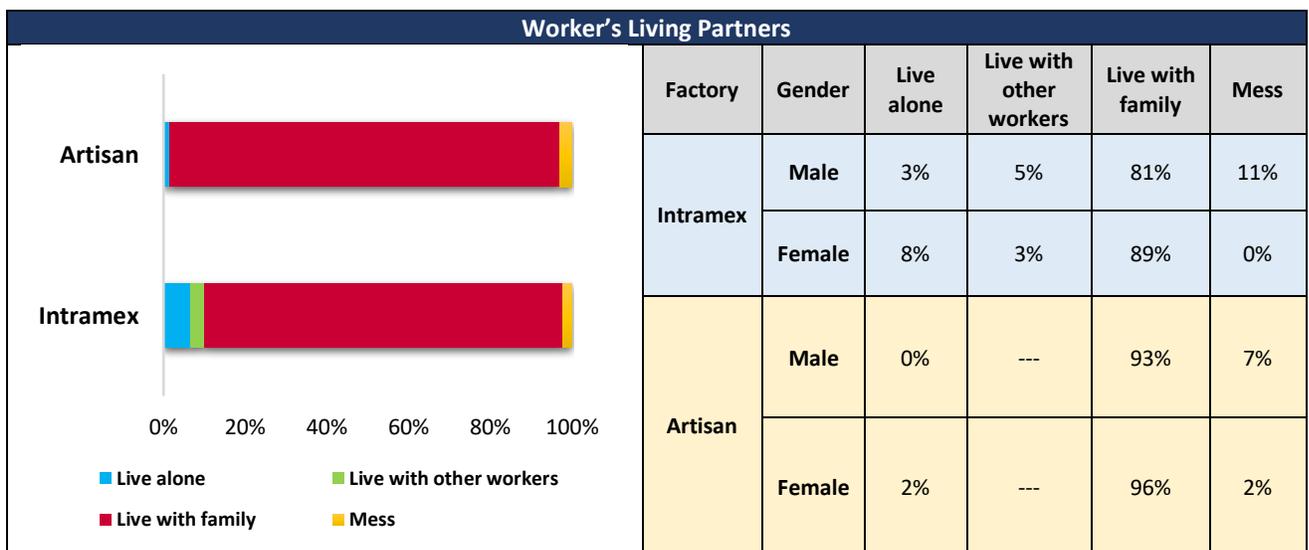
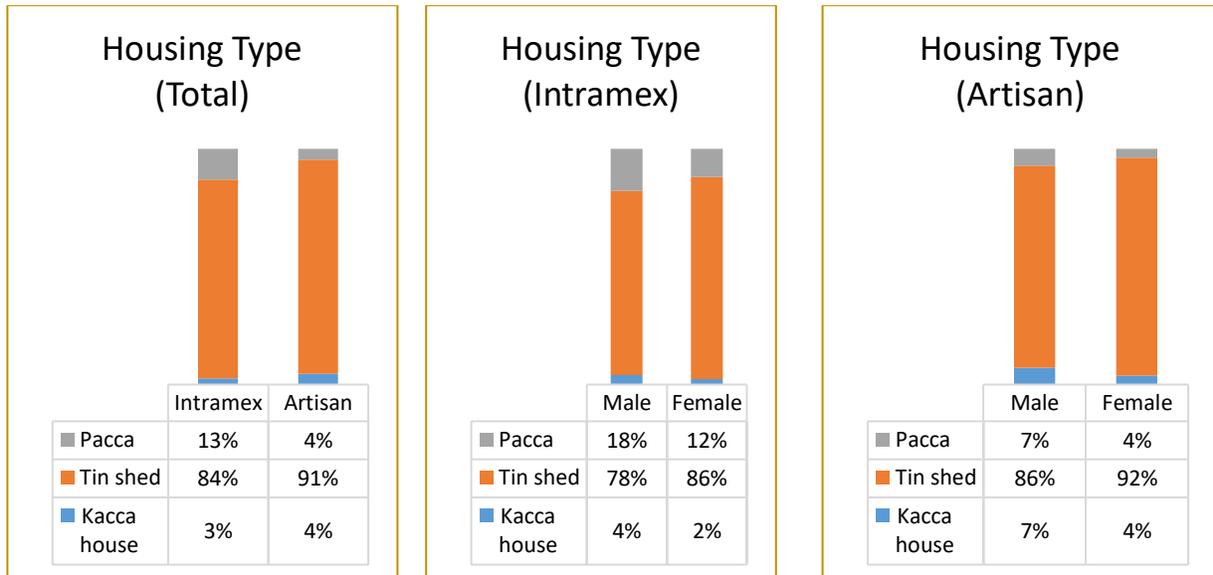
In case of Artisan, the educational background of the respondents have improved a bit. Before the project intervention, most of them used to be illiterate. However, the final evaluation shows us that most of the respondents in the factory have gone to school at least until class 6-8.

Today's management's view is that they want people with more technical knowledge and higher educational background in supervisor or management position. However, from the table above we can

see that not many workers possess the literacy of high school and above. From the field, the study team has gathered the insight from the respondents that due to lack of educational background and relevant expertise and personal skills, women often fall behind in progressing through their profession to a higher position. The finding from the qualitative investigation reflects on the data shown above.

Housing Condition

The workers of Artisan resided in Bagherbazar of Gazipur and workers of Intramex group resided in Laxmipura of Gazipur. The area where the workers lived in Bagherbazar was a bit rural in nature whereas Laxmipura had a much more urbanized setting. The housing condition of the respondents is depicted in the following illustrations:



As we can see from the graphs above, most of the respondents in both factories live in tin shed houses. Also, higher proportion of respondents in Intramex reside in a pacca house, which points to better economic condition and also the urbanized setting of some workers of Intramex . Additionally, majority of them live with their respective families.

Income & Savings

The table below shows the income status of the workers compared with the baseline. The data shows that there has been noticeable improvement in the income of the workers, as evidenced by more workers (54%) in the income bracket of 7,501-10,000 compared to baseline (36%). Furthermore, 12% of the workers were found to be in the income bracket of over 10,000 compared to only 5% in the baseline.

Table 7: Income particulars of the workers (as % of workers)

| Particulars | Baseline | | | | Endline | | | |
|-----------------------|------------|------------|------------|------------|-----------|------------|------------|------------|
| | 3000-5000 | 5001-7500 | 7501-10000 | Over 10000 | 3000-5000 | 5001-7500 | 7501-10000 | Over 10000 |
| Intramex Total | 20% | 44% | 28% | 8% | 1% | 26% | 62% | 11% |
| Male | 20% | 80% | 0% | 0% | 1% | 15% | 63% | 21% |
| Female | 20% | 20% | 47% | 13% | 1% | 29% | 61% | 9% |
| Artisan Total | 0% | 57% | 39% | 4% | 3% | 72% | 12% | 13% |
| Male | 0% | 66% | 30% | 4% | 7% | 21% | 14% | 57% |
| Female | 0% | 43% | 54% | 4% | 2% | 85% | 11% | 2% |
| Grand total | 5% | 54% | 36% | 5% | 1% | 34% | 54% | 12% |

The average monthly income of the workers are BDT 8,544 for Intramex workers and BDT 7,703 for Ceramic factory workers. Overall the average income of workers is BDT 8,407. The table below shows the average monthly savings of the workers.

Table 8: Average Monthly savings of workers

| Monthly Savings | | |
|-----------------|--------------------|--------------|
| Factory | Gender | BDT |
| Intramex | Male (avg) | 2,111 |
| | Female (avg) | 2,874 |
| | Total (avg) | 2,712 |
| Artisan | Male (avg) | 2,586 |
| | Female (avg) | 2,558 |
| | Total (avg) | 2,564 |

From the table above, it is seen that workers are savings around BDT 2,500-2,700 from their hard earned earnings. In essence, they are managing to save around a quarter of their total earnings. After perusing several literature related to this, it was seen that factory workers can hardly save 10-15% of their income. Thus the factory workers from these two factories could save around 20-25% of the monthly earnings.

The table below provides a snapshot of where the workers save their money.

Table 9: Preferred Savings Place of The Respondents (expressed as % of workers)

| Factory | Gender | Govt. Bank | Private Bank | Provident Fund | NGO/MFI | Cooperative | Others | Total |
|----------|--------|------------|--------------|----------------|---------|-------------|--------|-------|
| Intramex | Male | 32% | 29% | 13% | 5% | 18% | 3% | 100% |
| | Female | 20% | 29% | 15% | 0% | 34% | 2% | 100% |
| Artisan | Male | 0% | 23% | 31% | 0% | 46% | 0% | 100% |
| | Female | 12% | 14% | 18% | 4% | 49% | 2% | 100% |

The table above shows that most of the workers save either in government banks or in cooperatives. Qualitative information reveals that Care’s awareness raising initiatives can be attributed to this outcome.

CARE project also motivated workers to conduct their financial transactions with government banks CARE project motivated workers to conduct their financial transactions with government and legal financial institutions, rather than informal lending channels. Interestingly, compared to national data⁷, more workers are now savings in formal financial institutions such as banks.

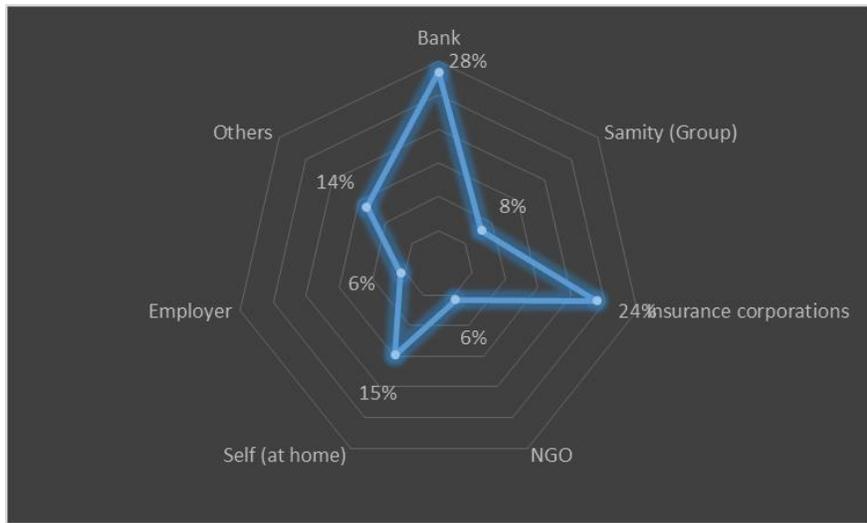


Figure 2: Savings location of RMG workers based on national data- Source: Population Council

Furthermore, national data also shows that 15% of workers save their money at home, however the project beneficiaries were not seen to be doing that.

Interesting fact is, Intramex workers were found to have a greater tendency to have their savings in government banks, whereas Artisan workers were found to be saving their money mostly in cooperatives. This is not surprising considering the fact that Artisan workers’ living area is more in a rural setting where Intramex workers’ living quarters are in a more urbanized setting, with easier access to government banks.

⁷ http://www.popcouncil.org/uploads/pdfs/2013PGY_GarmentWorkers.pdf

CHAPTER THREE: RELEVANCE OF PROJECT INTERVENTIONS

3.1 Background

The RMG and ceramic sector of Bangladesh is a USD 20 billion worth industry employing about 4 million people, of which 75-80% are women. The sector represents the first (and often, only) opportunity for formal employment for these unskilled and illiterate women. While the opportunity for economic empowerment is notable, a number of constraints are pervasive within the factories. With little awareness and education, the women often find themselves in vulnerable situations, both in the workplace and within their new living situations. Women lack communication skills, planning and organizing skills, and, notably, awareness of their rights both as citizens and as workers.

Thus, CARE launched the project titled “Promoting an Enabling Environment for Women in Factories (PEEWF)” in 2015 with a target to work with 3,500 workers and 6 factories (5 RMG, 1 Ceramics factory). The Project worked with mostly women workers in the RMG and Ceramics industry and forged working relationship with 2 leading entities in these sectors. The project was funded by Galeries Lafayette, an international buyer of RMG and ceramic products from Bangladesh.

The specific objectives of PEEWF Project have been delineated in chapter one, the crux of which revolved around creating an enabling environment for female workers in their workplace and communities to freely express their opinion, place their demands and fulfill their true potential.

An end of project evaluation tries to gauge whether the project activities are aligned with the project objectives and to what extent it can fulfill donor requirements. The following sections will look into the relevance of the project activities in further details. **The relevance has been gauged in the light of major interventions and activities of the project.**

3.2 Selection of Stakeholders

The project forged working relation with Intramex Group, one of the reputed companies in woven, knit and sweater production and export. The employee body consists of 9,000 skilled and semi-skilled employees. A total of 5 units of the group were considered for project intervention. The project also worked with Artisan Ceramics Limited. Artisan Ceramics Limited was established in 2005 to produce top of the range porcelain tableware of all kinds for international market. It produces 7.5 million (per year) pieces of porcelain of variety of shapes varied selection of designs, and patterns both in and on glaze decorations. The company employs around 700 workers and staff to run their operations. The selection of the factories was prudent since they are suppliers to the donor of the project, i.e. Galeries Lafayette. Thus, the project could leverage this relationship to gain access to the workers, supervisors and managers of the factories and conduct the training and sensitization initiatives smoothly. Field investigation also revealed that the factories were most cooperative and accommodating to facilitate the project’s activities within their factory premise. However, since the project did not venture or have the scope to venture into

other factories that are not associated with Galeries Lafayette, it could not be ascertained whether Bangladeshi factories in general would be as accommodating as these two entities to allow development projects to have access to their employees and staff, to run similar projects. Furthermore, the scope of the project was actually quite limited, i.e. around 3,500 workers were bought under the project training activities, which is not a large number to precipitate an industry level change for an industry employing more than 3 million workers. However, budgetary and time limitations entailed that this was the feasible reach for the project within the given project timeframe.

3.3 Beneficiary Selection

The project adopted the prudent approach of not only engaging with workers but also the managerial and supervisor level staff within the factories. A total of 100 managers and 120 supervisors from both factories received training and other support from project activities. Thus, the project activities in this regard was relevant since all the effort to educate and sensitize workers would have been futile unless there was an environment created where they could express their grievances and clamor for their rights without fear or backlash. Thus, supervisor and manager level training helped to sensitize them about worker's rights, entitlement and make them more accommodative to worker's needs. This in turn helped to create the conducive environment for the workers to exercise their learnings from the training.

3.4 Training Method & Appropriateness

The project developed 6 training modules in the project timeline, out of which 2 modules were for workers, and one each for managers, supervisors, AHC and PC. As mentioned before, PEEWF envisaged not only to educate the factory workers, but the supervisors and managers of the factories as well. However, the incentive for the factory management was made clear to them, i.e. the activities of the project had the potential for long term implications in terms increased productivity and decreased absenteeism.

The PEEWF project conducted basic training (15 hours) with the factory workers. The basic training was intended to reach 3,500 workers within the factories and educate them about the core ideas related to worker rights, entitlement, violence and harassment of women, grievance against injustice, leadership and conflict resolution and so on. Worker's received information and knowledge on health and hygiene, gender discrimination, communication, negotiation, stress-management, and managing work and career.

Another objective of the basic training was to identify potential workers to undergo the advanced training consisting of 80 hours of training. A select cohort female factory workers participated in this training, which contained content on literacy, health/nutrition, communication/problem solving, career planning, legal empowerment, financial literacy, as well as other components. The overarching objective of the advanced training was to select and develop 100 peer facilitators (PFs), within the workers. For the program to achieve immediate success as well as long-term sustainability, the use of Natural Leaders/PFs is an important component that will aid in advanced training delivery, understanding participant priorities,

acting as motivation agents, and serving as liaisons between implementing partners, factory management, and participants. Thus the creation of the PFs was a visionary move from the project and would ensure long term sustainability of the project.

However, the successful continuation of the of the PF activities would depend much on the appetite of the PFs themselves to take on additional burden besides their regular work and the appetite of the management to accommodate them after the project has ended. From field observation, it was revealed that PFs were mostly motivated and confident in their roles and were carrying out their responsibilities to the best of their abilities. However, heavy workload from their regular job doesn't always afford them to dedicate too much time to engage with other workers. It was also envisaged that PFs will support factory management to support the rollout of the Basic Training to new workers -- and provide refresher training as needed in the factory to trainers leading general training sessions. Peers were also tasked to organize events to observe days of national and international significance. However, this was not very evident during the time of the evaluation. The real effectiveness of the PF training would become more evident in the coming years, as the project phases out and the PFs have to work in an environment without project support.

All the worker and staff level training were held at the factory premises, except for the PF training which was held out of factory campus. Trainers were employed during the project duration to impart the training to the workers and they were given contracts till the project duration. CARE made every effort to ensure that the trainers selected were well versed in conducting training with garment workers and had adequate knowledge about the subject matter. Another important factor to note is, upon agreed working modality with factory management, all training were provided to workers and staff in their paid time. The benefit of employing in-house trainers was that the trainers had a greater deal of accountability to the project and the training activities could be closely monitored by the senior management of the project. Field observation also revealed that the trainees were satisfied with the trainers, their approach and their manner of conducting training.

The modules developed for workers were quite elaborate and contained rich vein of information about pertinent issues. The modules were colorful, well designed and contained information and instructions for the trainers to grasp easily. The worker training also consisted of dramatization and role play activities and these were very relevant considering the impact value of visualizations and the educational attainment of the workers. The worker modules were developed by CARE's specialists in the subject matter, leveraging the organization's vast experience in RMG and gender focused activities and women economic empowerment. The modules for manager and supervisor level training were developed by external consultant. Outsourcing it was a wise decision since modules for managers and supervisors need to be more technical sound and appropriate for an audience with better educational attainment than the general worker.

3.5 Strengthening of the Participation Committee (PC) & Anti-Harassment Committee (AHC)

The project's initiative to strengthen the Participation Committees (PCs) in the factories was very relevant since workers needed a strong formal platform from where they could raise their demands for better rights, entitlement and a better working place. Field observation revealed that PCs were functioning smoothly with regular elections being held to elect the representatives. However, female participation in the management of the PC was minimal. In order to make the PCs more effective in the long run, more female participation needs to be ensured.

CARE Bangladesh has also conducted capacity development workshop for Anti-Harassment Committee (AHC) members. After CARE intervention, Artisan Ceramics formed an anti-harassment committee as per Bangladesh Supreme Court directives. CARE Bangladesh has provided technical support to Artisan ceramics to form this committee. These workshops developed the capacity and knowledge of the AHC members on how to properly identify and address sexual harassment issues within the factory. At present, each of the factories have worked on their Anti-harassment committee. The initiatives to strengthen the AHC was much needed to provide workers a dependable and appropriate place to report any misconduct or acts of harassment. The strengthening of the AHC also gave workers the confidence that there is a robust mechanism in their factories to solve gender violence or harassment related problems.

3.6 Community Engagement

The project understood that empowerment cannot easily be sustained through interventions in the factories alone; it is critical that influential stakeholders such as religious leaders, school teachers, male leaders, in-laws and husbands also play a role. CARE tried to engage with community influential people/gatekeepers, Local government institutions and service providers within the worker's communities. Furthermore, around 300 husbands/brothers of female factory workers were also sensitized on the important issues, so as to ensure that the changes come from within the HHs. CARE's perspective in engaging the community was quite relevant since workers eventually have to come back to their communities/home after a hard day's work in their factories. However, if the environment in their homes and communities are not free from the prejudices and is prone to violence against women, then the gains made within the factory will be offset by their domestic situation. Thus to ensure holistic improvement in the lives of the workers, community engagement was crucial.

The project also helped to establish 2 Community Support Groups (CSG) in the 2 communities where the workers live. Each CSG consisted of 10 members and among them 3-4 are women. The purpose of this CSG formation and fictionalization is to address the workers problems that arise in the community. Initially the plan was to incorporate 50% women in Community support group but due to lack of active participants (in terms of education, motivation skill, leadership skill and household work burden) it was not feasible. The CSG were also tasked to help community workers to access essential services such as health,

education or seek legal assistance from police stations or city corporation office.

Alike the participation committee in the factories, the creation of a Community Support Group was also a visionary move from the project since it provided the workers a platform to discuss about their problems, place their grievances and also a knowledge hub to know more about the various service provisions required for a better life. However, field observation revealed that although around three quarter of surveyed workers could acknowledge the presence of the CSG, only 1 in 6 workers were found to be actually availing some service through the CSGs. Thus, in the coming days, the CSG needs to prove to the community that it can be an effective platform for the community people, especially the poor and vulnerable workers and can tend to their needs effectively. The CSG management needs to engage and communicate with the workers on their own initiative, rather than to depend on the project to give them the push to conduct those activities.

The project also organized campaigns against violence against women in the community and factory level as well as observed International Women's day, International Labor Day in both factory and community level. To facilitate holding these events, CARE organized video shows, forum theaters and discussion sessions with workers. The use of visuals and direct engagement with workers was very effective in passing through pertinent knowledge helped to increase awareness and knowledge about women's rights, violence against women and worker's rights and entitlement. Thus these activities were relevant though it remains to be seen whether the factory management and community support groups can carry forward these activities into the future.

CHAPTER 4: EFFECTIVENESS & IMPACT OF PROJECT INTERVENTIONS

Effectiveness is a measure of the extent to which an aid activity or intervention attains its objectives. In this case the intervention refers to the training imparted to the workers, supervisors and managers of the RMG and Ceramic factories, as well as the interventions of the project involving the broader community in which the workers live in. This section will explore to what extent the project initiatives managed to realize project goals and objectives according to the indicators as delineated in the project log frame. Impact refers to the short and term changes brought on the beneficiaries (positive or negative) as a result of project intervention.

The effectiveness and impact will be gauged based on data collected through questionnaire survey and qualitative interviews/discussion with various stakeholders. **The results will be segregated according to the broader thematic areas and data output will take into account male-female differences, as well as differences between RMG and Ceramic factory.**

4.1 Leadership and Problem Solving

One of the core objectives of the project was to make women workers demonstrate leadership skills, take initiatives in their work place and analyze and solve their own problems. It was also envisaged that after the project intervention, the women workers would be well acquainted about working together, sharing and receiving knowledge amongst themselves and play an active role in workplace decision making. This section will also look into what proportion of women workers now feel confident about their leadership abilities. The project indicators related to these aspects will be looked into in the preceding sections, based on findings from survey data and qualitative interviews.

The table below provides a snapshot of the key indicator results for this thematic area. As we can see, from baseline more workers now can solve their own problems (13% increase), easily communicate with supervisors regarding assigned work (44% increase), receive support from coworkers (35% increase) and feel confident about their leadership skill (23% increase). Qualitative information revealed that relevant project interventions played a great role behind this change.

| Indicator | Baseline Results | Final Evaluation Results |
|--|-----------------------------|-----------------------------|
| # of initiatives will be taken by workers to solve their own problem. | 48% workers took initiative | 61% workers took initiative |
| % of women workers felt confident about leadership skill | 55% | 78% |
| % of women took part in official /workplace decision making process | n/a | 26% |
| % of workers easily communicate with supervisors regarding assigned work | 45% | 99% |
| % of workers received support from co-workers | 49% | 84% |

The following sections will look into the study findings in more details.

4.1.1 Perception of leadership

The workers were asked about their understanding of the word leadership and the comparison with the baseline situation is made in the table below:

Table 10: Perception of leadership among workers (as % of workers)

| What do you understand by the word "Leadership"? | | | (a) Motivate everyone to achieve goal (%) | (b) Pressurize everyone to achieve goal | (c) Work Together | Both a & c | No Idea |
|--|----------|--------|---|---|-------------------|------------|---------|
| Intramex | Baseline | Male | 11% | 7% | 61% | 11% | 11% |
| | | Female | 21% | 6% | 57% | 15% | 0% |
| | | Total | 17% | 7% | 59% | 13% | 4% |
| | Endline | Male | 33% | 8% | 63% | 19% | 33% |
| | | Female | 25% | 10% | 63% | 17% | 25% |
| | | Total | 27% | 9% | 63% | 18% | 27% |
| Artisan | Baseline | Male | 27% | 0% | 20% | 40% | 13% |
| | | Female | 10% | 0% | 80% | 10% | 0% |
| | | Total | 20% | 0% | 44% | 28% | 8% |
| | Endline | Male | 36% | 14% | 71% | 7% | 36% |
| | | Female | 17% | 0% | 66% | 19% | 17% |
| | | Total | 21% | 3% | 67% | 16% | 21% |

The table above shows that workers' idea about leadership is relatively well placed, with around 60-70% of the workers mentioning about working together to solve problems as a key trait of good leadership. Results in RMG sector was more prominent in this area (23% total average change). Notable percentage of workers also mentioned about motivating everyone to achieve production goals. There is no significant differences between the baseline and endline data in this regard.

4.1.2 Perception of Working Method

The table below shows that the perception about working modality has changed compared to baseline, as more than 90% workers in both factories irrespective of gender prefer to work in a team to realize their goals or to solve a problem. The improvement from baseline situation is notable. Thus workers are more aware of the need to work together to realize common goals. Working in groups gives the workers a better chance to analyze their own problems and derive solutions to address those problems.

Table 11: Perception about working method to achieve goals or solve problems (as % of workers)

| Particulars | Base line | | | End line | | |
|--------------------|-----------|-------|------|----------|-------|------|
| | In Team | Alone | Both | In Team | Alone | Both |
| Intramex | 86% | 11% | 4% | 92% | 5% | 2% |
| Male | 66% | 15% | 19% | 93% | 5% | 1% |
| Female | 74% | 12% | 14% | 92% | 5% | 3% |
| Artisan | 76% | 8% | 16% | 94% | 6% | |
| Male | 73% | 7% | 20% | 86% | 14% | |
| Female | 80% | 10% | 10% | 96% | 4% | |
| Grand Total | 73% | 13% | 13% | 93% | 5% | 2% |

4.1.3 Problem Solving & Conflict Resolution

To get a better understanding of the workers problem solving ability some additional queries were made to the workers. Survey data shows that around 1 in 5 workers faced problems in the last 6 months in their workplace. Major problems they faced is depicted in the table below:

Table 12: Major types of problems faced by workers (as % of workers)

| Particulars | Argument/ fight | Efficiency reduced | Could not meet targets | Misunderstanding |
|--------------------|-----------------|--------------------|------------------------|------------------|
| Intramex | 32% | 2% | 8% | 68% |
| Male | 36% | - | - | 64% |
| Female | 32% | 3% | 10% | 68% |
| Artisan | 0% | 7% | 14% | 93% |
| Male | - | 0% | 0% | 100% |
| Female | - | 8% | 17% | 92% |
| Grand Total | 28% | 3% | 9% | 71% |

As the table shows, misunderstanding with peers and supervisors was the major problem cited by the workers who faced problems, as well arguments or fights with co-workers (mostly arguments). Noticeable, there were no instances of argument and fights between workers in Artisan, suggesting a comparatively friendlier working environment compared to Intramex.

Workers were also asked on how conflicts between worker to worker or worker to management is solved. The table below depicts relevant findings:

Table 13: Conflict resolution in Factories worker to worker (as % of workers)

| Particulars | Workers mutually solve it through discussion | Other workers solve it | Management gets involved | PC solves it | Others | |
|-----------------|--|------------------------|--------------------------|--------------|------------|-----------|
| Intramex | Male | 59% | 25% | 11% | 62% | 1% |
| | Female | 63% | 23% | 14% | 67% | % |
| | Total | 62% | 23% | 13% | 66% | 1% |
| Artisan | Male | 57% | 7% | 29% | 64% | -- |
| | Female | 58% | 32% | 4% | 77% | -- |
| | Total | 58% | 27% | 9% | 75% | -- |

The data shows that in case of worker to worker conflicts, in most cases (60%-70%), workers either try to solve their own problems through mutual discussion or they seek management intervention (multiple response by respondents). This is encouraging to see since it entails that their management is quite active in the factory and workers rely on them to solve their problems. Our qualitative findings indicate that project intervention with workers and management had notable contribution behind this change.

4.1.4 Men’s and Women’s Decision making in Workplace

An important goal of the project was to ensure that women have the confidence and ability to be part of decision making process within the factory, especially to solve a problem or innovate a new idea. The idea is to basically develop and strengthen the leadership skills of the women workers.

Table 14: Workers involved in workplace decision making process (as % of workers)

| Particulars | Yes | No | Sometimes |
|--------------------|------------|------------|-----------|
| Intramex | 28% | 69% | 3% |
| Male | 32% | 67% | 1% |
| Female | 27% | 70% | 3% |
| Artisan | 28% | 70% | 1% |
| Male | 43% | 57% | % |
| Female | 25% | 74% | 2% |
| Grand Total | 28% | 69% | 3% |

From the table above, it is seen that around 25%-30% (26% of total women) of the female workers were involved in workplace decision making process. Although it is not very high, qualitative interviews revealed that this trend is higher compared to what it was some 3-4 years ago. Furthermore, we have realize the context that workers are not naturally expected to be decision makers in a factory environment, especially in the production floor where every decision is carefully taken by senior management. However, our qualitative data reveals they are now discussing problems within themselves, with their supervisors or the PC representatives and solving problems through constructive discussion. The trend of more and more workers getting involved in factory decision making process is likely to increase in the foreseeable future.

Survey data also revealed that **78% women respondents feel confident about overall leadership and communication skills** and involvement with CARE training can be considered as a major reason for this change. During the baseline, 55% of the women workers were confident about their leadership skills and ability to communicate smoothly.

Table 15: Attribution of CARE project training in improving confidence and leadership skill

| Particulars | High | Moderate | Low |
|--------------------|------------|------------|-----|
| Intramex | 69% | 31% | -- |
| Male | 74% | 26% | |
| Female | 68% | 32% | -- |
| Artisan | 81% | 19% | |
| Male | 79% | 21% | |
| Female | 81% | 19% | |
| Grand Total | 71% | 29% | -- |

4.1.5 Relation with Supervisor

Table 16: Findings on relationship with supervisor (as % of workers)

| Particulars | Can discuss with supervisors regarding target, scope of work |
|--------------------|--|
| Intramex | 99% |
| Male | 100% |
| Female | 99% |
| Artisan | 97% |
| Male | 93% |
| Female | 98% |
| Grand Total | 99% |

Workers were also asked to what extent they can easily communicate with their supervisors regarding their targets and scope of work. Baseline data suggest that only 45% of the worker could approach supervisors and discuss about targets and scope of work. Earlier, either workers were shy or apprehensive to discuss their scope of work with their supervisors. Supervisors were bound to be strict with the workers due to the intense

work pressure. Our interviews with supervisors also showed that they often had to take a hardline with the workers since they have targets to meet as well. However, after exposure to CARE training, workers are much more comfortable to discuss about work scope and targets with their supervisor. Supervisors have adopted a friendlier approach than before with workers, though not compromising their control and authority over them. According to the supervisors, their change in approach has reaped dividends and workers are much more motivated than before to put in the extra effort. The table below depicts the responses gathered in this area:

4.1.6 Support from co-workers

At different stages of life, whether it be in the workplace or home, people need support of those who are close by. Workers spend long hours in the factory floor and thus they might require various support from co-workers from time to time, in order to make the workplace more tolerable for the workers. Survey data revealed that 100% of the workers from both factories sought support or counselling from their fellow workers, at least once in the last 1 year. Among them, **84% of the workers received support from co-workers**. However, during the baseline, 49% of the women workers sought and received support from co-workers. Thus, there has been a clear change in the enabling environment, where worker are interacting and sharing more with their peers. In response, most workers mentioned that they received adequate support from their co-workers and were very helpful in trying to solve their problems. The table below depicts the survey results:

Table 17: The quality of support received from co-workers

| Particulars | Very helpful | Somewhat helpful |
|--------------------|--------------|------------------|
| Intramex | 82% | 18% |
| Male | 85% | 15% |
| Female | 82% | 18% |
| Artisan | 91% | 9% |
| Male | 86% | 14% |
| Female | 92% | 8% |
| Grand Total | 84% | 16% |

4.2 Worker Entitlement, Rights and Relation with Management

A major impediment for workers in the factories is their lack of understanding and knowledge about their rights and entitlements. This creates avenue for exploitative factory management to compromise of worker's rights and benefits, in order to increase profitability. This section will look into the perception of workers about what rights and entitlement an average worker should enjoy from their workplace, as well as which rights they are currently enjoying and what they would like to see incorporated in the near future. Furthermore awareness of the Participation Committee among workers and to what extent the PC is managing to support workers in their workplace will also be looked into. Finally, the dynamics of worker management relation and to what extent it has changed compared to pre-project period and the attribution of the project activities causing it will be explored further in this section.

The table below depicts the key indicators under this thematic area and the results generated during baseline and the final evaluation:

| Indicator | Baseline Results | Final Evaluation Results |
|---|---|---------------------------------|
| # of issues resolved by participation committee (PC) | n/a | 10 |
| # of initiatives taken by management to create enabling working environment | n/a | 10 |
| # of issues solved by management that women workers raised on their rights and entitlement | n/a | 8 |
| Factories disbursed wages (salary, overtime and festival bonus) on time | Some of the factories often failed to pay wages at the beginning of the month | Factories disburse wages timely |
| # of issues raised by women workers on their rights and entitlements | 13% women raised issues | 25% women raised issues |

4.2.1 Knowledge & Perception of Worker's Rights and Entitlement at Workplace

Perception of both men and women workers were taken from both factories to see the level of understanding about basic entitlement and rights issues. Figure beside shows the obtained results. As we can see almost all the workers stated that workers should have rights to fair pay, availing leave, lodge a complaint, take decisions, express their opinion and have right to availing maternity benefit. Workers also mentioned that they have become more aware than before about their rights in the workplace. It is interesting to see that 95% of the male workers also feel that availing of maternity leave should be a basic rights of a worker. Care's training sessions with workers on core ideas like worker rights, entitlement, gender discrimination, communication & negotiation and stress-management can be contributed as the real change-maker behind this outcome. Establishment of Participation Committees (PC) also cleared the necessary platform for workers to raise their voice and that helped in changing workers' perception on relevant issues.

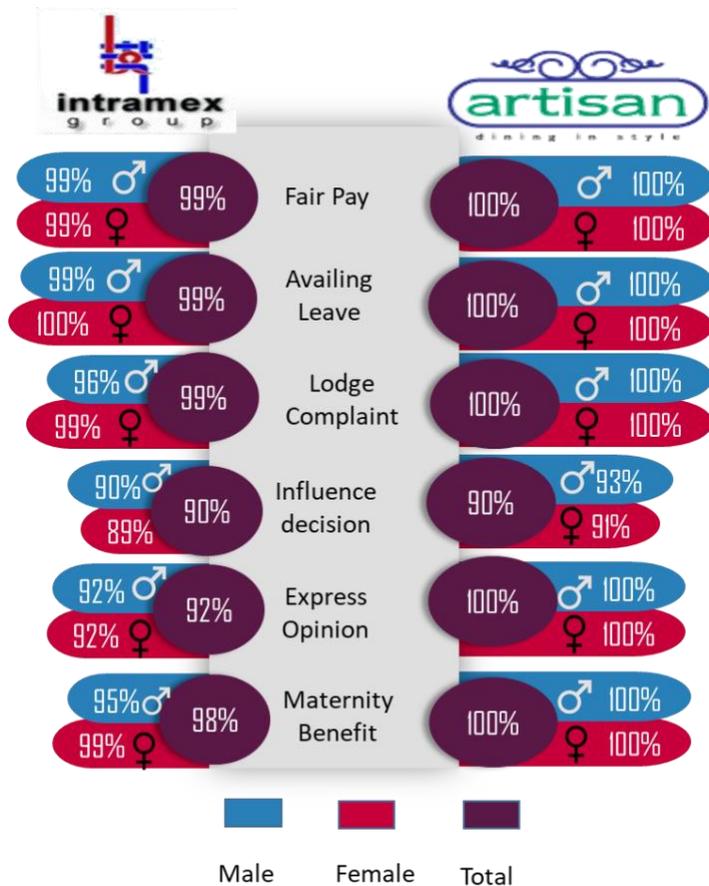


Figure 3: Worker's opinion on rights, entitlement in workplace that a worker should enjoy ((as % of workers)

Workers were also asked which of rights were being ensured in their factories. The illustration below depicts the results garnered.

Table 18: Workers opinion or rights & entitlement that have been fulfilled (As % of workers)

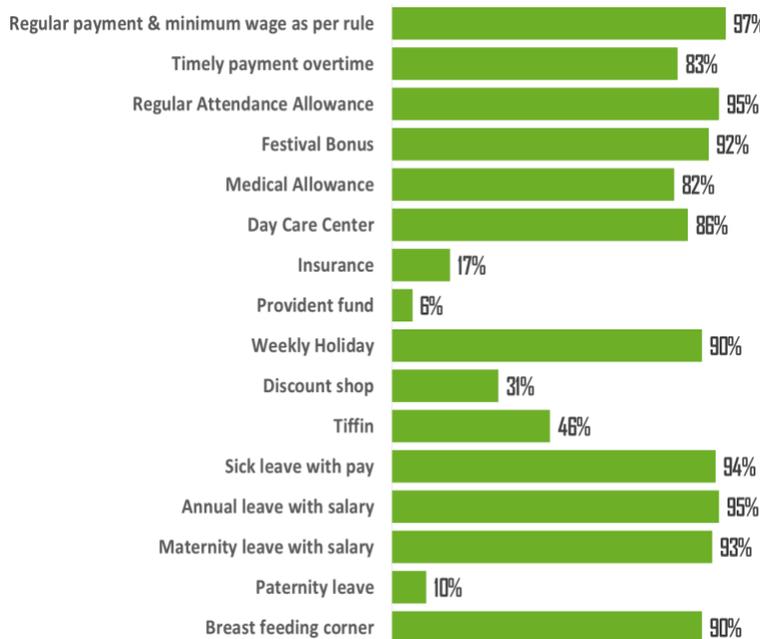
| Particulars | Right to fair pay and other facilities | Right to availing leave | Right to lodge complaints and get fair judgment | Right to influence decision | Right to get maternity benefit |
|--------------------|--|-------------------------|---|-----------------------------|--------------------------------|
| Intramex | 95% | 99% | 94% | 38% | 85% |
| Male | 93% | 99% | 96% | 34% | 41% |
| Female | 96% | 99% | 94% | 39% | 97% |
| Artisan | 99% | 100% | 96% | 55% | 73% |
| Male | 100% | 100% | 100% | 69% | 0% |
| Female | 98% | 100% | 94% | 51% | 93% |
| Grand Total | 96% | 99% | 95% | 54% | 83% |

The table above shows that most workers opined that their rights to fair pay, leave, lodge complaints and maternity benefits have been ensured. The workers were also asked what benefits they are receiving from their current workplace. The table below encapsulates their responses.

Table 19: Benefits received by workers at end of project assessment (% of workers)

| Particulars | Timely payment of wages | Overtime facility with payment | Award for regular attendance | Festival Bonus | Medical Allowance | Day Care facility | Weekly Holiday | Holidays during festivals | Iftar during Ramadan | Lunch and Snacks | Paid Sick Leave | Paid Maternity Leave | Paid Paternity Leave | Facility to breastfeed children |
|--------------------|-------------------------|--------------------------------|------------------------------|----------------|-------------------|-------------------|----------------|---------------------------|----------------------|------------------|-----------------|----------------------|----------------------|---------------------------------|
| Intramex | 100% | 90% | 100% | 100% | 100% | 98% | 100% | 100% | 1% | 1% | 100% | 98% | 2% | 97% |
| Male | 100% | 88% | 100% | 100% | 100% | 100% | 100% | 100% | 0% | % | 100% | 100% | 1% | 100% |
| Female | 100% | 90% | 100% | 100% | 100% | 97% | 100% | 100% | 1% | 1% | 100% | 98% | 2% | 97% |
| Artisan | 100% | 96% | 100% | 100% | 100% | 100% | 100% | 100% | 99% | 9% | 100% | 100% | 4% | 100% |
| Male | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 7% | 100% | 100% | 7% | 100% |
| Female | 100% | 94% | 100% | 100% | 100% | 100% | 100% | 100% | 98% | 9% | 100% | 100% | 4% | 100% |
| Grand Total | 100% | 91% | 100% | 100% | 100% | 98% | 100% | 100% | 17% | 2% | 100% | 99% | 2% | 98% |

The figure below depicts the baseline information on the benefits enjoyed by workers in their factories.



As we can see, compared to baseline workers are enjoying more benefits from their factories in areas including timely payment of wages, overtime payment, festival bonus, medical allowances day care facility, weekly holiday, paid sick leave and breastfeeding facility. Factors that contributed to positive changes in the factories include training mid and senior level management to sensitize them on these issues and establishing Anti-Harassment Committee (AHC) and Participation Committees (PC). These factors brought a positive change in mindset of management and enhanced the enabling environment where workers operate.

The interesting fact is, although most of the common benefits are being enjoyed by majority of male and female workers, factories were not found to be providing iftar facilities (fast breaker) during fasting month of Ramadan or provision for lunch/snacks for their workers. Although women are entitled to paid maternity leave, men do not have the provision for getting any sort of paternity leave with pay. The data obtained is also consistent with what managers and senior management of the companies mentioned about worker’s benefits and rights.

Workers were also asked about their level of satisfaction with the benefits they had been receiving from their management. Discussion with them revealed that majority of workers in both factories are quite content with the increased benefits and entitlements accorded by their factories in the recent years. As a matter of fact the General Manager of Artisan mentioned that in the last 2 years they have installed additional toilets for women workers, installed discount shop (only for low value ceramic products) for their workers and increased the overtime payment. Furthermore, they always pay the workers on the 27th and there hasn’t been any instances of delay in the last 3 years or so. In Intramex too, they have taken up similar initiatives in the last 2-3 years which have improved the workplace condition and improved the overall benefits for the workers. These initiatives show management’s concerted efforts to ensure adequate benefits and entitlements for their workers.

4.2.2 Evaluation of Participation Committee (PC)

The workers were also queried about their awareness of the Participation Committee (PC) in their factories and to see to what extent they are involved with the activities of the PC. The table below captures the results from the baseline and also from the evaluation.

Table 20: Worker’s awareness about presence of Participation Committee (as % of workers)

| Particulars | Baseline | | | Endline | | |
|--------------------|------------|------------|------------|-------------|-----------|-------------|
| | Yes | No | Don’t Know | Yes | No | Do not know |
| Intramex | 76% | 8% | 16% | 98% | 1% | 1% |
| Male | 79% | 14% | 7% | 100% | | |
| Female | 74% | 4% | 21% | 98% | 1% | 1% |
| Artisan | 40% | 32% | 28% | 100% | - | - |
| Male | 47% | 33% | 20% | 100% | - | - |
| Female | 30% | 30% | 40% | 100% | - | - |
| Grand Total | 67% | 14% | 19% | 98% | 1% | 1% |

From the table above, it is evident that workers are now well versed about the presence of PC in their factories. The notable change has been in the case of Artisan, where all the workers are now aware of the existence of the PC, whereas only 40% of the workers were aware of it before. The GM and manager of Artisan did mention that the activities of the PC has been escalated in the last 2 years and their visibility has increased a lot, thus explaining the greater awareness of the workers. In Intramex too, the PC has been busy organizing picnics, clamoring for favorable Eid holidays and increase in overtime payments. Thus the PCs visibility has increased among the workers. The Intramex GM also mentioned that PC holds bi-monthly meetings which is coordinated by a senior person on each floor.

Field data also revealed that around 50% of the workers in Intramex were actively involved in the activities of the PC whereas around 60% of the workers in Artisan mentioned the same. Active involvement entails regular attendance of meeting and participating in voting for elections. Respondents also showed good understanding about the election process of the PCs. The table below depicts the knowledge of workers on the election process of the PCs:

Table 21: Worker’s knowledge about the election process of the PC

| Particulars | Baseline | | | Endline | | |
|--------------------|------------|------------|----------------|------------|------------|----------------|
| | Yes | No | Not Interested | Yes | No | Not Interested |
| Intramex | 51% | 25% | 24% | 87% | 13% | 0% |
| Male | 68% | 11% | 21% | 96% | 4% | 0% |
| Female | 40% | 34% | 26% | 85% | 16% | 0% |
| Artisan | 28% | 20% | 52% | 90% | 10% | 0% |
| Male | 40% | 13% | 47% | 93% | 7% | 0% |
| Female | 10% | 30% | 60% | 89% | 11% | 0% |
| Grand Total | 45% | 24% | 31% | 87% | 13% | 0% |

From the table above, we can clearly see significant improvement from baseline, in the general worker’s awareness and understanding about the election process of the PCs. Interviews with workers and factory management revealed that after exposure to the CARE project, the management tried to ensure that the election day was a momentous occasion and a festival like environment was created during election day. Thus the election event became a visible event for the workers and they grew more interest to know about the election process, the candidates and eventually what the PC can do for them.

While asked about the functions of the PC at the factories, most of the workers stated that, PCs have been active in helping the workers in getting leaves, raising different problematic issues to management and resolving problems by informing and negotiating with management. It was found that in the last year Participation Committees have managed to escalate and solve more than 20 issues related to worker entitlement, rights, benefits and also for solving disputes between worker and management and worker against worker.

One notable aspect of the Participation Committees was found that most of the members of the elected committee are males. Artisan management mentioned that female workers are a bit reluctant to get involved in the leadership and management of the PC, although they support a well-functioning PC.

4.2.3 Management-Worker Relation

One of the key elements of the project was to foster an environment of trust and respect between the factory management and the workers. In order to create an environment where workers feel respected and dignified in their work, greater cooperation between the management and workers is crucial. The table below shows the change in behavior of the factory management with their workers, compared to the baseline:

Table 22: Management-worker relation (as % of workers)

| | Baseline | | | Endline | | |
|--------------------|------------|------------|-------------------|------------|------------|-------------------|
| | Friendly | Fair | Not very Friendly | Friendly | Fair | Not very Friendly |
| Intramex | 68% | 17% | 15% | 78% | 22% | 0% |
| Male | 61% | 18% | 21% | 89% | 11% | 0% |
| Female | 72% | 17% | 11% | 75% | 24% | 0% |
| Artisan | 96% | 4% | 0% | 96% | 5% | 0% |
| Male | 93% | 7% | 0% | 100% | | 0% |
| Female | 100% | 0% | 0% | 94% | 6% | 0% |
| Grand Total | 75% | 14% | 11% | 81% | 19% | 0% |

The table depicts that there has been a clear shift in the behavior of management and supervisors none of the workers reported hostile or unfriendly behavior as seen in the baseline. However, workers did mention that cordial behavior does not mean there is any let off in the targets or any lax attitude in terms of work. However, the approach for chiding and criticism has changed and there are less incidents of bad mouthing or verbal abuse, in case of failure to meet targets or a big mistake. Interviews with line supervisors also corroborated the worker’s claim as they mentioned about changing their approach to managing workers. Earlier they used to shout and bad mouth workers to get the job done but now they have mellowed down their approach a lot. They are still very stringent about work quality and target fulfillment but even they realized that an authoritative approach does not always yield good results and there has to be a mix of hardness and softness in the management of workers. The sensitization received through CARE training helped them to amend their approach and it has yielded good results according to them.

Furthermore, supervisors also mentioned that they try to be more approachable to the line workers than before. This has meant that worker’s feel more comfortable to share their grievances, thoughts and their scope of work with their supervisors. As a result supervisors are much better informed about worker’s problems, health issues and so on and are better capacitated to respond to problems of the workers, in order to ensure maximum output from the workers. The figure below shows worker’s perspective about their relationship with the factory management:

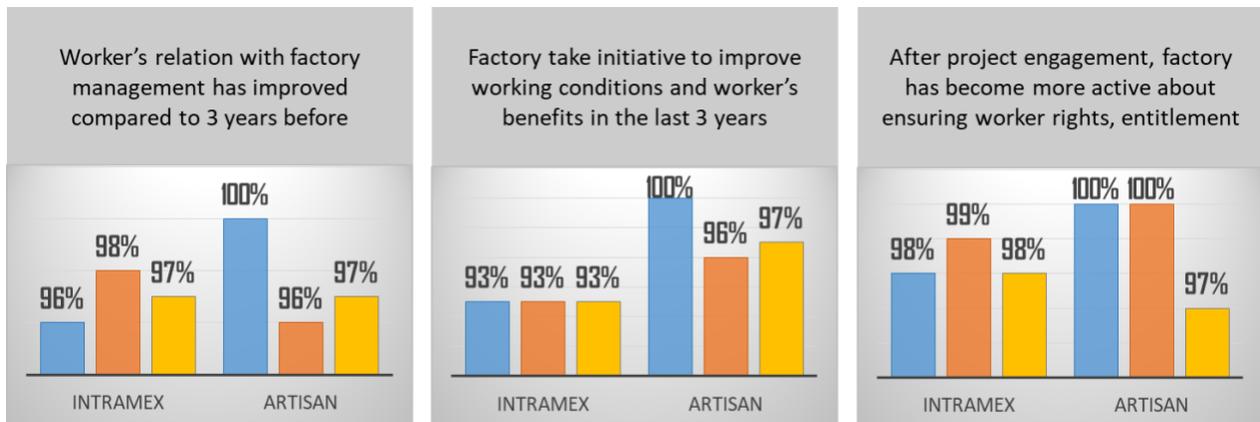


Figure 4: Worker’s perspective of relation with factory management

The figure above shows that most workers agree that their relation with factory management has improved compared to pre-project period, the factories have become more active about ensuring worker's rights and subsequently has taken more initiatives in this regard.

The workers were also queried about the experience of escalating grievances to the management as individuals or in a group, to ensure their rights and entitlements.

Field data shows that male workers are more active in raising grievances compared to female workers, but overall the rate is relatively low. If compared to baseline however, we see that more workers are now raising issues to the management, as compared to before. Qualitative interviews also revealed that workers are reasonably satisfied with the benefits accorded by the factories and thus there is less need to raise grievances about their benefits and entitlements. However, in general, workers are more comfortable than before in raising their grievances to the management. It was also ascertained from survey data that around 5% of the workers did not raise grievances due to fear of backlash or fear of losing job. However, as per discussion with workers, the situation has improved compared to 3-4 years before.

Table 23: Workers perception about getting solution to their grievances

| Particulars | Got solution | No solution | Do not know |
|--------------------|--------------|-------------|-------------|
| Intramex | 70% | 29% | 1% |
| Male | 74% | 26% | - |
| Female | 68% | 31% | 1% |
| Artisan | 85% | 15% | - |
| Male | 100% | | - |
| Female | 71% | 29% | - |
| Grand Total | 71% | 28% | 1% |

Data from above table above also shows that most of the workers got solution to the problems they raised, i.e around 7 or 8 workers out of 10 were given solutions to their problems. Obviously there is room for improvement but in the case of factory based jobs, the percentages are quite good. Data also shows that more than 9 out of 10 workers (irrespective of gender or factory type) felt that there is proper environment in the workplace to raise voice for worker rights or demand better working conditions. This is a very impressive find and it shows that factories have managed to create a favorable working environment for the workers where workers can express their grievances and opinion and in most cases the factories are managing to solve them effectively.

The role of PFs has also been instrumental in fostering an environment of cooperation and understanding among the workers and management. More than 90% of the workers (both male and female) in both factories mentioned that PFs have played an important role in bringing about many of the changes in the factory.

4.3 Discrimination, Sexual Harassment and Violence against Women

Discrimination, Sexual Harassment and violence against women is a serious issue which has always been a hindrance for women workers to fulfill their true potential. Women are subjected to such ills both at factory and community level. This section will essentially look into the knowledge level of workers about gender discrimination and violence against women and also awareness about the action required to be taken in case of injustice or harassment of female workers. This includes knowledge and practice of how to report gender based crimes and where to report in case of such incidents. Furthermore, the situation of gender based violence and harassment of women will also be explored in this section. The project indicators related to this thematic area will be dissected and discussed in greater scope.

The key indicators and the results under this thematic area has been summarized in the table below. Types of issues resolved and actions taken by Anti-Harassment Committee (AHC) are discussed in section 4.3.1 to 4.3.3.

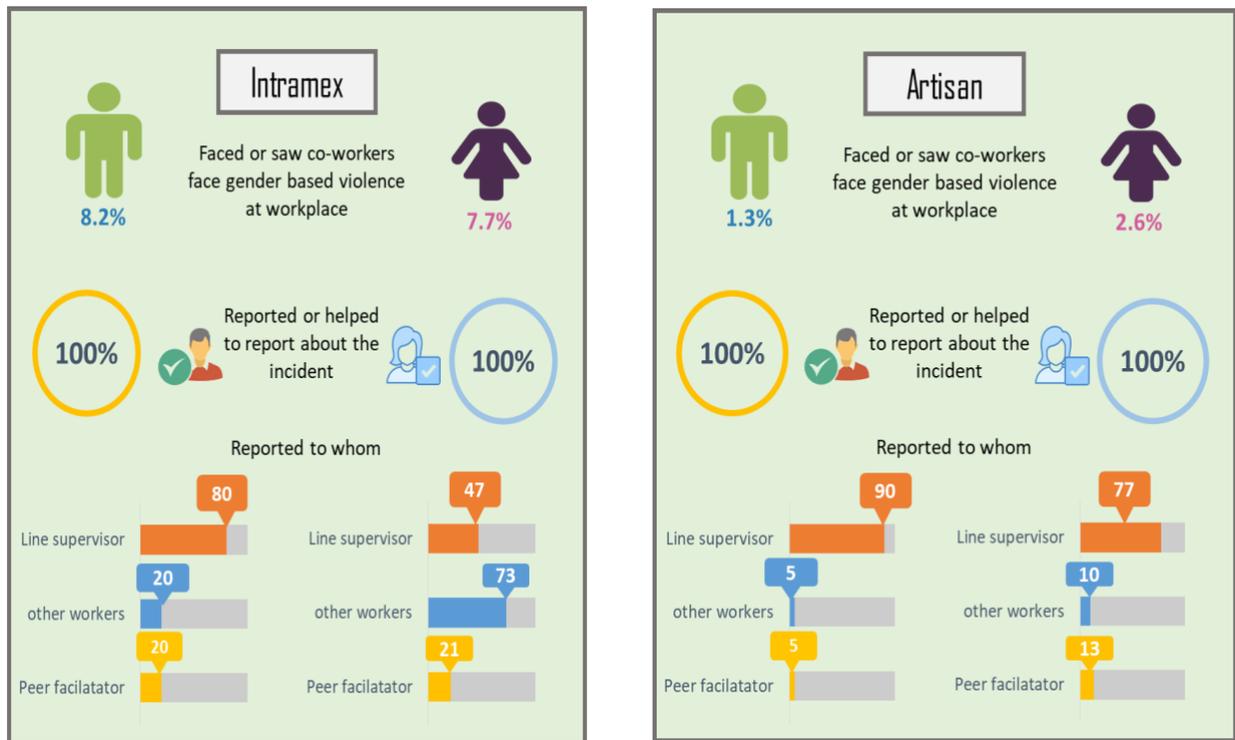
| Indicator | Baseline Results | Final Evaluation Results |
|--|------------------|--------------------------|
| # of issues resolved by Anti-harassment committee | n/a | 6 |
| # Of disciplinary actions taken by using anti-harassment policy. | n/a | 6 |
| % of men and women workers are aware on gender discrimination | 58% | 83% |
| # of Gender based violence at workplace reported | n/a | 4 |

4.3.1 Knowledge and Practice about discrimination and violence against women

The PEEWF project tried to instill knowledge and understanding about harassment and violence against women and it was included in the training module. From survey data and also qualitative interview with workers and other stakeholders, it was revealed that workers are much more aware about the acts that should be considered incidents of sexual harassment in workplace and the system of reporting and seeking justice, in case of such incidents. In fact, from the survey data, it was seen that 83% of the respondents mentioned about increase in awareness and knowledge about these issues in the workplace. This is a notable improvement from the baseline situation where 58% of the workers mentioned about having knowledge about these issues.

4.3.2 Reporting and action taken for Gender based harassment and VAW

Even though women face harassment or gender based violence at industrial jobs, they are often reluctant or shy to express it. The victim is then gradually disenchanted about her workplace, surroundings and that leads to demotivation and poor performance. Often there is no proper channel through which they can raise their grievances. However, the PEEWF project strived to make the women workers more expressive about their grievances and also educated the supervisors and managers to create an enabling environment for workers to speak out, as well as mobilize the factory management to install a robust system of grievance reporting and action. The figures below depicts the state of gender based violence and its reporting:



From the figure above for Intramex, it is seen that around 8% of the male and female workers reported to have faced some sort of gender based violence/harassment or saw their colleagues face the same. Major cases include verbal abusing, teasing, unsolicited physical contact and proposal to engage in physical intimacy. Among the ones who were witness to such incidents, all of them reported or helped to report the incident to various channels. The most favored channel for male respondents was their line workers, whereas females preferred to report to their peer workers. Around 1 in 5 respondents also reported to the Peer supervisor. In case of Artisan, only just over 2% of the respondents stated that they had faced sexual harassment or saw someone face it.

Respondents mentioned that regarding verbal abuse or teasing the guilty party received show-cause notice, were fined or suspended for temporary period. But in case of sexual harassments like unsolicited physical contact and proposal to engage in physical intimacy, perpetrators were dismissed from job.

Interview with managers and supervisors also revealed that the factories have a complain box and in Artisan, there are CCTVs installed in most places in the factory floor. Furthermore, the medical officer and assistants are secretly tasked to look after the welfare of the women workers and report any sexual misconduct or harassment cases to the senior management. Notably, management of both factories have **adopted zero tolerance policy** to such incidents and in Artisan one male employee was also dismissed from job due to sexual misconduct. The supervisors and managers also mentioned that exposure to CARE training helped to understand the destructive effect of sexual discrimination and violence against women. Furthermore, such incidents can disrupt their workflow and demotivate workers. Thus they have bolstered their mechanism to deal with such incidents. Any general worker can now come and meet the GM even if they have a grievance regarding sexual harassment.

Workers were also asked about where they should report any gender based violence or sexual harassment cases. Most of the workers opined that they should report such crimes to the police station and also to the factory management. The table below depicts the results garnered from the worker interviews.

Table 24: Places where workers think they should report gender based violence

| Places where workers think they should report gender based violence | | | | | | |
|---|--------------|--------|----------------|------------------------|-----------------|----------------|
| Particulars | | | Police Station | Factory Management/AHC | Women Based NGO | Family members |
| Intramex | | Male | 73.9% | 44.9% | 10.1% | 8.7% |
| | | Female | 82.1% | 33.9% | 4.4% | 13.9% |
| | Total | | 80.3% | 36.3% | 5.6% | 12.8% |
| Artisan | | Male | 85.7% | 35.7% | 14.3% | 7.1% |
| | | Female | 77.1% | 39.6% | 4.2% | 16.7% |
| | Total | | 79.0% | 38.7% | 6.5% | 14.5% |

From the table above, it is seen that most workers prefer the police station to lodge gender based violence related complains. In-depth interviews with community people and factory workers revealed that the police stations in their vicinity are usually prompt about taking action against the culprit, though the police station in Bagherbazar community (Artisan factory worker’s community) is a bit slow to respond to complaints. It was surprising to see that no worker mentioned about going to community leaders in such incidences. The reason behind this might be the shame and discomfort of the aggrieved party to let the community know of her mishap. A few respondents also mentioned about going to rights based NGOs to lodge a complaint or seek assistance. So far the AHCs have managed to take disciplinary actions against offenders in 5-6 cases, where the offender was either warned, fined or dismissed from job. Such actions instilled confidence in the general workers.

4.3.3 Discrimination in Pay

Factory management mentioned that women are not discriminated in terms of pay for similar positions and similar job description. However, field visit revealed that only 5-10% of the supervisors in the factories are women. Deeper insights revealed that lack of long term career planning and reluctance of women worker to continue their career in the sector for a long period hampers their scope to take up supervisory roles. However, interview with management of the factories revealed that they have plans to promote more and more women in supervisor roles. In depth discussion with women workers also revealed that for similar position and job description, there is no difference between men and women in terms of payment and benefits.

4.3.4 Impact of Project intervention

The impact of CARE engagement in the area of sexual harassment and violence against women has been impressive. Our interviews with the management of both factories revealed that cases of sexual harassment and violence against women have been reduced appreciably compared to before, even if not totally eliminated. Women workers also acknowledged the fact that such incidences have been reduced appreciably and they feel much safer than before in their workplace.

Interview with managers and supervisors also revealed that when young men and women work together in close proximity, there is bound to be some sexual tension which sometimes boils into misconduct or violence against the weaker sex. However, they opined that serious incidences of sexual harassment and violence against women is quite rare these days, although they are not aware of any incidences in the worker's communities or in the streets. However, inside the factory there is now zero tolerance for such incidences and stringent measures will be in place to deter would be offenders.

The CARE training also imparted some valuable tips for the women workers on how to deal with issues of sexual misconduct or unwanted advances by male counterparts. Some workers mentioned that dramatized depiction of eve teasing and measures to tackle them made a good imprint in their minds and gave them courage to speak up through the right channel, if and when required.

As a result of CARE engagement with factories, both the factories have installed Anti-Harassment committee (AHC) consisting of 10-12 members in each committee. The members are internal staff of the factory with the welfare officer or Head of Human resource leading the activities of the AHC. The workers don't always know the Anti-Harassment committee by name but they know who to go to within the AHC to report any gender based incidences.

Thus the notion of a dignified workplace, totally free from sexual harassment is not a farfetched notion and CARE Bangladesh's work in this area is already beginning to reap dividends.

4.4 Gender Dynamics in the Worker's Household

The factory workers do not work in a bubble and they also have to come back to their communities and homes after a hard day's work. The agency of women in their household holds an important bearing to measure their empowerment and actual emancipation from the various social ills that beset them. Survey data showed that most women live with their family members or husbands in their communities. Thus the gender dynamics within the HHs was an important exploration area. Generally, the workers do live in economically marginal condition. They do not have the affordability to get better facilities. The survey revealed that, majority of the respondents are from various places all over the country, they only came here for their living.

This section will look into how women worker go about expressing their problems/grievances in the family, who they consult for their problems and to what extent they have control over their own income and career choices. Both survey data and qualitative data would be presented to arrive at a total picture of improvement in women's agency, structure and relationship within their HH. The key indicators and results garnered under this thematic area has been summarized in the following table:

| Indicator | Baseline Results | Final Evaluation Results |
|--|------------------|--------------------------|
| % of women took part in HH decision making | 72% | 86% |
| % of women workers who controlled over their income and Spending independently | 52% | 67% |

4.4.1 Household Dynamics & Women's Agency

The Household consist of several members of the family with a mixture of age, sex physical and economic disparities. Usually the chief bread earner of the family is the dominant member of a typical family and has considerable clout on the decisions affecting the life and freedom of the women workers. Thus, the power dynamics within an HH is important to see in order find out the root causes of sexual harassment and discrimination.

Field investigation revealed that for most women it was their own personal choice to join this industry, although their husband's opinion also counts considerably.

Furthermore, field data also revealed that around 60% of the female workers need permission or consent from their husband/elder brother/father if they wanted to switch their jobs or leave their jobs entirely. This shows that men still have considerable clout over the women regarding their career choices. However, during in-depth interviews with husbands of workers and women workers it was revealed that women can make their own decision regarding career choices but it usually entails a detailed discussion with the husband or other male members.

Survey data also revealed that more than 85% of the female workers for both Artisan and Intramex group play an active role in family decision making process and that men of the household give importance to

women’s opinions regarding family issues. The decision areas include but not limited to purchase/sale of assets, children’s education, family budget etc. Qualitative discussion with women workers and their husbands revealed that in most cases it is the joint decision of the husband and wife, which is arrived after mutual discussion. Thus women have greater influence in the family decision making process. Furthermore, in most cases the family consist of husband and wife only as they leave their parents and even their children in their village homes due to high cost of living in Gazipur. Thus the usual restrictions and impositions on women in their village homes are not in place when they move out to the cities. Thus women have much better freedom to run their lives as they see fit, though close collaboration with husband is required.

However, in the case of control over income, it was witnessed that often women workers hand over their income to their husbands after they get their salary and it was more prominent in the case of Intramex workers, as 67% of the workers mentioned about having full control over their income. On the other hand, 70% Of Artisan female workers mentioned about having full control over their income. In the baseline, it was seen that 52% of the female workers have financial freedom and can use their money as they wish.

Qualitative information with female workers however mentioned that even though they hand over the money to their husbands, they ensure that it is being used for family welfare or for acquisition of useful assets. They hand over the money to their husbands based on trust and there is no coercion from the husbands in general. Field data also revealed that even though women often hand over their hard earned money to their husbands, women’s contribution to the family income is fully recognized by their husbands and other family members. Sometimes the women workers send money to their biological parents or children living in the villages and their contribution is highly valued. The figure beside captures the crux of the discussion made above,

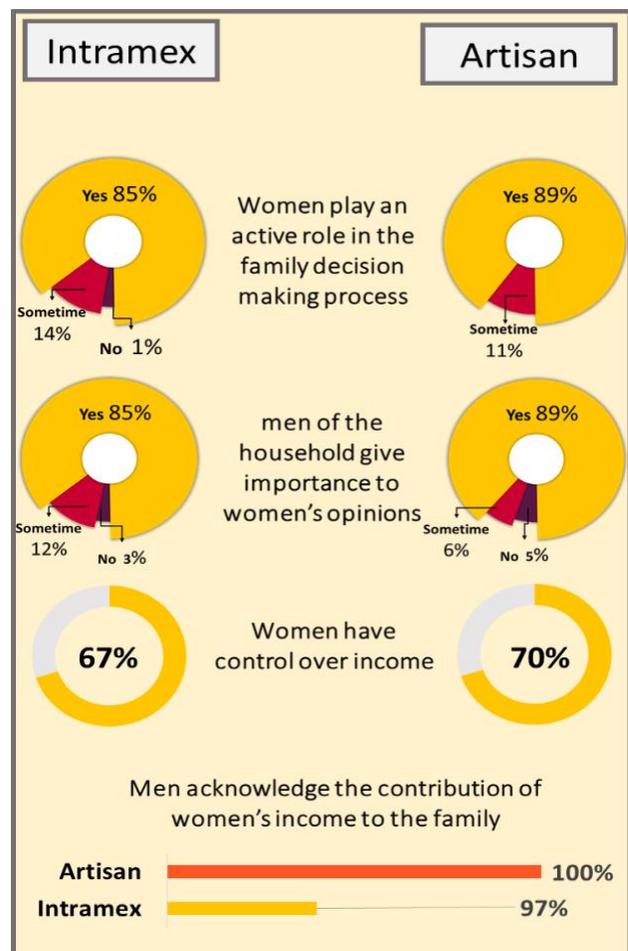


Figure 5: HH dynamics of female factory workers (as % of female workers)

Field observation also revealed that the situation of women in the HH is continuously evolving and women have a much stronger voice in their household sphere. The training received from CARE has made women workers more aware about their place in the community and the HH. None of the women workers interviewed about being subjected to domestic violence by their husbands or other male members. Overall, issues of domestic violence and harassment of women in the communities has lessened to a

greater extent. CARE project activities with the husbands and the community in general has contributed to changing the mindset of the male members of the community and household. Besides CARE project, other projects have also worked in their communities with issues like VAW, women empowerment and so on.

Industry data⁸ shows that women’s role in family decision making has increased by 23% in the last 3-4 years (from 35% in 2014 to 58% in 2017). And around 60% women now have control over their income where the statistic was 40% in 2014⁹. Comparison between industry data and evaluation findings tells us that PEEWF project respondents scored better in both cases (more than 85% targeted women workers have active role in family decision making while around 70% women workers have control over their income). Thus, the workers who were exposed to CARE PEEWF project have fared better compared to present situation of RMG workers over control over income and HH decision making capability.

4.4.2 Participation & Recognition of Non-Professional Work

Another aspect of this study was to look into was the valuation of non-professional work such as household chores, looking after children/elderly, cooking and so on. The figure beside captures the field findings.

The figure shows that women spend on average 3-4 hours a day with household chores, cleaning, cooking or looking after child. This is after a grueling days’ work in the factories. Men are also chipping in with their contribution with regards to household based work. Qualitative interviews also revealed that men are also increasingly participating in household works, as and when required. In some HHs, it was also seen that the couple have divided their cooking responsibilities among different days of a week (e.g., the husband will cook these three days, while the wife will cook in the rest four days of a week). Our qualitative data tell that before project inception male household members were less interested and willing about sharing household chores. Project’s sensitization workshops and initiatives

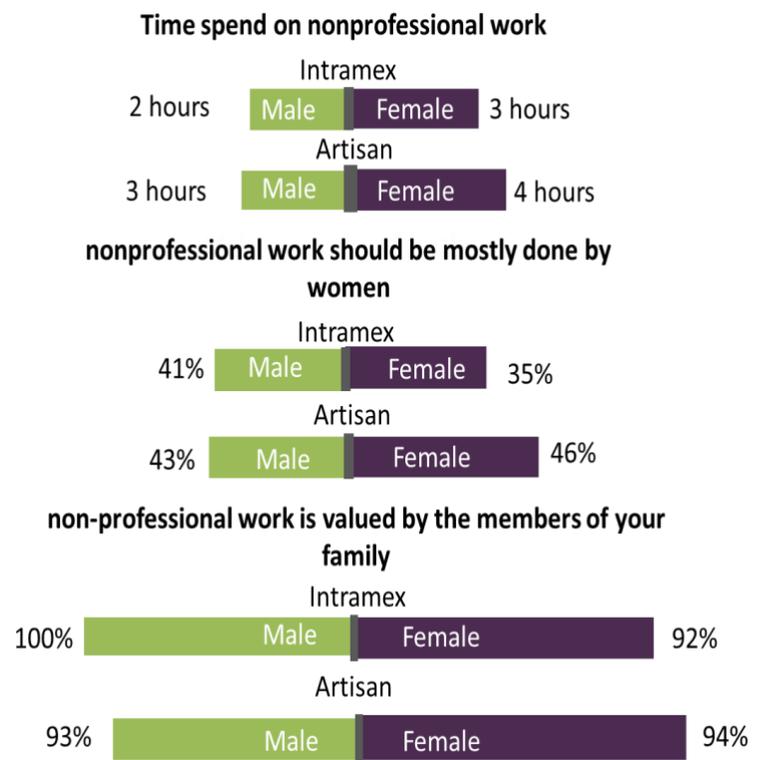


Figure 6: Participation and recognition of non-professional work

⁸ <http://pubs.sciepub.com/seg/2/1/1/>

⁹ Socio-Economic Conditions of the Female Garment Workers in the Capital City of Bangladesh (International Journal of Humanities and Social Science, Vol. 4 No. 3; February 2014)

(like observing relevant important days, video shows, theaters and discussion sessions) with family members and community members were helpful in sensitizing them about these issues.

However, around 1 in 4 male and female respondents was found to still hold the perception that non-professional work should be mostly done by women since they are naturally good at it and men do not always take full interest in doing such work. So there exists development gaps where future interventions can be brought in.

4.4.3 Speaking up for ensuring demand/rights within Household

Field data revealed that most of the workers raised issues about their problems, rights and entitlements within their household and almost all of them got a positive or desirable result as outcome of their demands.

Thus, it can be concluded that there is conducive environment in the HH of the workers to speak up about any problems or their rights within the HH. The figure besides encapsulates the discussion made above. In depth interview with women respondents also revealed that after attending CARE project training, they will more entitled and confident to escalate their problems not only in the factory, but also within their own HH.

Qualitative interviews with husbands and women workers also revealed that there is conducive environment for women to raise their issues within the HH. Furthermore, it was also ascertained from field data that conflicts between family members or husband and wife are usually solved through mutual discussion, with very little involvement of neighbors and 3rd parties. The view expressed by community men and women was that when people live under the same roof, there is bound to be some misunderstanding or conflict. However, it is prudent to solve it through mutual discussion and since there is enabling environment for women to speak up within their HHs, problems can be solved through mutual discussion. The table below depicts the discussion made above:

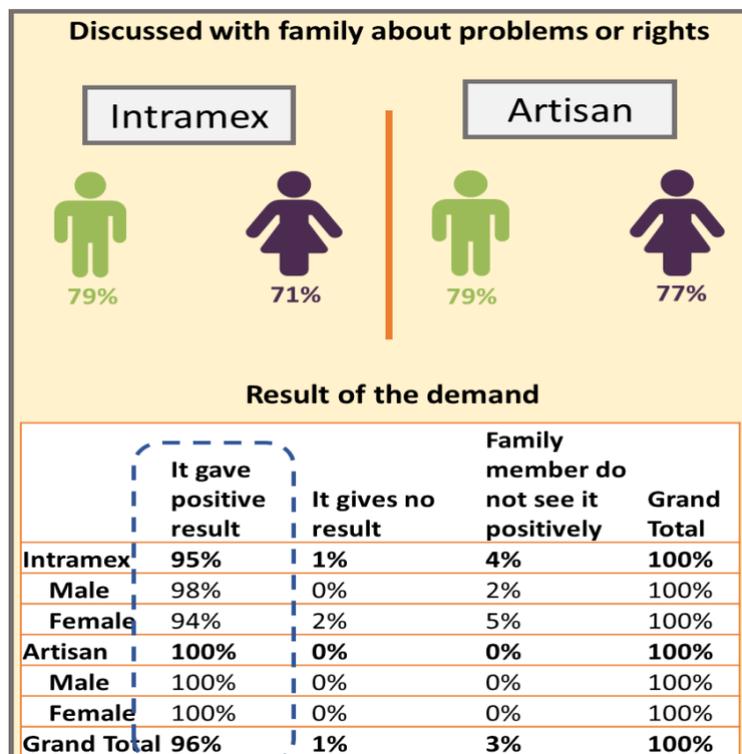


Figure 7: HH environment to talk about problems

Table 25: Conflict resolution mechanism between family members within the HH

| Particulars | Solved through mutual discussion | Neighbor/3 rd party |
|--------------------|----------------------------------|--------------------------------|
| Intramex | 97% | 3% |
| Male | 95% | 5% |
| Female | 97% | 3% |
| Artisan | 99% | 1% |
| Male | 100% | 0% |
| Female | 98% | 2% |
| Grand Total | 97% | 3% |

In retrospect, CARE project's activities in the community and with husbands led to changes in HH dynamics and improvement in women's agency, although there were other factors too which led to these changes. However, around half of the respondents (49%) opined that CARE project's activities with the women workers and the community was very influential in bringing about the changes in the HH level.

Table 26: Impact of CARE project in changing HH dynamics and improving women's agency

| Particulars | High | Moderate | Low |
|--------------------|------------|------------|-----------|
| Intramex | 45% | 54% | 0% |
| Male | 66% | 34% | 0% |
| Female | 40% | 60% | 0% |
| Artisan | 66% | 34% | 0% |
| Male | 79% | 21% | 0% |
| Female | 62% | 38% | 0% |
| Grand Total | 49% | 51% | 0% |

4.5 Improved Work Performance and Career Development

The project engaged with 2 production oriented entities to tap into their worker pool and conduct the training and sensitization initiatives with those workers. Besides influence of their key buyer Galeries Lafayette (also the donor of the PEEWF project), key incentive for both Intramex and Artisan to engage with the project was to improve the motivation and efficiency of their workforce. It was envisaged that association with the project would lead to improvement in productivity and decrease turnover and absenteeism among the workers.

The table below captures the key results from this focus area:

| Indicator | Baseline Results | Final Evaluation Results |
|---|------------------|--------------------------|
| % of turnover/worker migration reduced from factories | n/a | 15-20% reduced |
| Productivity of workers improved | -- | Increased by 23% |
| # of women workers promoted to higher position | n/a | 27 |

4.5.1 Productivity

Interview with the workers revealed that majority of them feel that their productivity has improved compared to pre-project period. The table below depicts the discussion made above:

Table 27: Productivity of workers

| Particulars | Yes | No | Pre-Training Productivity (avg) | Post Training Productivity (avg) | Increase % |
|--------------------|------------|-----------|---------------------------------|----------------------------------|------------|
| Intramex | 97% | 3% | 779 | 952 | 22% |
| Male | 97% | 3% | 994 | 1,232 | 24% |
| Female | 97% | 3% | 669 | 877 | 31% |
| Artisan | 94% | 6% | 1,571 | 1,945 | 24% |
| Male | 86% | 14% | 1772 | 2,281 | 29% |
| Female | 96% | 4% | 1338 | 1,671 | 25% |
| Grand Total | 97% | 3% | 903 | 1,108 | 23% |

Note: Productivity entails pieces produced per 8 hours

From the table above, it is clearly evident that most workers felt that their productivity improved compared to pre-project period. Data also shows that workers in both factories reported productivity increase of about 20-30% compared to pre-project period. However, the entire productivity gain can be attributed to the project since the project did not focus on productivity training and workers were also exposed to production related sessions and training from their factories. Furthermore, experience and improved work process also helped to improve the productivity. Workers did mention though that since the factory work environment improved a lot compared to pre-project period and they feel more valued and dignified at their workplace, this has inadvertently impacted their productivity. Discussion with line supervisors also corroborated the survey findings, as supervisors from both Artisan and Intramex mentioned about improved productivity of the workers. Besides improvement in production techniques

and skill level of workers, supervisors mentioned that improved work environment improved the morale and motivation of the workers, which led to more sincere and productive workers.

4.5.2 Worker Absenteeism

Absenteeism refers to simple absence from work. It includes scheduled, unscheduled, partial- all sorts of reasons. Interviews with factory management and supervisors revealed that absenteeism has decreased notably compared to pre-project period. In Artisan, the decrease was 10-15% whereas in Intramex, it was around 10%. The main reason for the change was improvement of the worker’s awareness about being regular in their job and their sense of belonging with their organization and employer.

4.5.3 Worker Turnover

Worker turnover refers to the number or percentage of workers who leave an organization. Worker turnover is a bane for factory owners since they risk losing experienced and skilled workers to their competitors. Since there is a dearth of skilled workers in the sector, factory management is always worried about worker turnover. Interviews with factory management revealed that worker turnover is still a problem for them, even though it has decreased a bit compared to pre-project period. In Intramex, worker turnover rate reduced by 10-15% whereas in Artisan, it reduced by 20%, compared to pre-project period. Eid holidays are the most risky times for employers and this is the most likely period when workers are less likely to return due to taking job at another factory.

4.5.4 Career Progression

Table 28: Percentage of female workers promoted after receiving training from CARE

| Particulars | Women Promoted |
|-------------------|----------------|
| Intramex (Female) | 8% |
| Artisan (Female) | 11% |
| Grand Total | 9% |

The table beside shows percentage of women promoted after receiving training from the project. AS we can see, 8% of the female workers in Intramex and 11% of the women in Artisan were promoted from their previous positions in the last 3

years. The baseline data showed that total 56% of the respondents were eager to change their position in the current job and among them 25% were female.

The underlying reason for low progression or promotion of women is manifold. Qualitative information revealed that factory management and supervisors think that women are still not fully versed to take up the supervisory role. They mentioned that most women who enter the industry do not see this as a long term career job and thus are content to keep working as helper or operator for their short-term career (on an average five to twelve years). Unless there is solid long term career plan ingrained within the women workers, there is less urge among them to take up additional responsibilities and pressures that comes with the role of the supervisor. Furthermore, taking on the role of supervisors entails additional burden and additional pressure from senior management to meet production targets. And many senior management staff hold this perception that female supervisors might not be able to handle this pressure and meet production targets accordingly.

Among the respondents who got promoted after taking the training, around 8 in 10 respondents attributed the training received from CARE as a major factor in them performing well in their jobs and being considered for promotion. In both the factories, only around 5-10% of the supervisors are female and rest are all male. However, women workers are not facing any problems in communicating with their supervisors and can freely express their problems, thoughts and any other issues with their supervisors. Factory management also stated their desire to promote more women workers to supervisory roles since women workers are sincere and hardworking when they really want to achieve their objectives.

4.5.5 Future Plans

An aspect of the study was to gauge the thoughts of the workers on their future plan and what they feel about their current job in the factory environment. Workers were asked whether they want to change their current profession. Findings are depicted in the table below:

Table 29: Percentage of workers who do not want to change their current professions (as % of workers)

| Particulars | % of workers not willing to change their profession | |
|---------------|---|---------|
| | Baseline | Endline |
| Male | 42% | 60% |
| Female | 56% | 75% |

Our findings clearly show some shift in workers' future plan. As we can see, more male (18% increase) and female (19% increase) workers now want to continue with this profession. In depth interviews with workers revealed that their working conditions, entitlements, benefits and dignity in work has improved and thus there is less reluctance to change professions at this moment.

Respondents were asked to what extent they think there is scope for advancement in their current profession. The baseline and endline results are summarized below:

Table 30: Respondents perception about possibility of advancement and career development at current job

| Particulars | Baseline | Endline |
|--------------------|------------|------------|
| Intramex | 55% | 59% |
| Male | 71% | 70% |
| Female | 45% | 56% |
| Artisan | 60% | 63% |
| Male | 73% | 86% |
| Female | 40% | 57% |
| Grand Total | 56% | 60% |

The data above shows that notable change occurred in the case of female workers, especially in the case of workers of Artisan. Female workers mentioned that improvement in the factory working conditions and general improvement in their confidence to perform well under pressure situation has made them believe that they can advance in their career. The qualitative interviews also revealed that most women workers now aspire to be supervisors one day, although they know the path would be arduous.

4.6 Access to Service Provision & Community Dynamics

While it is important to impart knowledge to the workers, their families and communities, it is also critical to link stakeholders with service providers so that they can access the services needed to sustain behavioral changes. Establishing linkages with different service providers (e.g. health service providers, legal services, municipality services, financial services, etc.) was done by the project to enhance access to valuable services for the workers.

In this connection, CARE Bangladesh has organized several service providers meetings in Intramex and Artisan Ceramics communities and in each meeting 10-15 service providers (health, education, legal and finance) have taken part to share their services for workers and their families. The project ensured presence of workers and Community Support Group members to share their problems and needs with service providers so that they can ensure minimum standard quality of services. Other issues that were discussed in these CSG meetings were - International women's day celebration at the community, collecting recent information on domestic violence and communicating with local primary schools to admit worker's children with 25% percent less admission fees.

The study team visited both the communities of workers in Laxmipura (Intramex) and Bagherbazar (Artisan) of Gazipur District. The findings will be presented separately for both communities. It was seen that around three quarters of workers are now getting access to various service providers such as local government offices, hospitals and financial service providers.

Key data findings from this focus area is given in the following table:

| Indicator | Baseline Results | Final Evaluation Results |
|--|------------------|--------------------------|
| % of workers got access to services from service providers (at least 1/2) | 27% | 68% |
| # of initiatives taken by Community support group (CSG) to create enabling environment for women workers at community level | n/a | 6 |
| Reduced # of incidents on Gender based violence at community level | n/a | Reduced by 70% |

Laxmipura Community Findings (Intramex Group Worker's Community)

General Issues

In this community, around 70% of the inhabitants are RMG sector workers and the rest are involved in various other professions. The main problem in the community is presence of drug cartels and thus the safety and security of the community is often compromised. The community is prone to violence due to this. However, compared to 3-4 years ago the drug problem has lessened a bit. FGD with community support group members and general community members revealed that overall safety and security in the community has improved and women can move around more comfortably than before. The involvement of CARE project to educate community gatekeepers and the community workers has led to change in perception about women's mobility and freedom of movement.

Healthcare

The healthcare provision in the area was worse off 3-4 years ago than it is now. Due to work from CARE and other NGOs, there is a general increase in awareness among the community people to seek for better medical care in case of need and where to satisfy the need. In case of minor issues, the community people take service from local pharmacies or clinics and for complicated issues they seek service from Gazipur Central Hospital (government). There was some skepticism about the state of service rendered from private medical clinics or hospital, thus government hospital was the most preferred source. Although the government hospital is around 5 km away from their community, it is a trusted and cost efficient place to receive treatment.

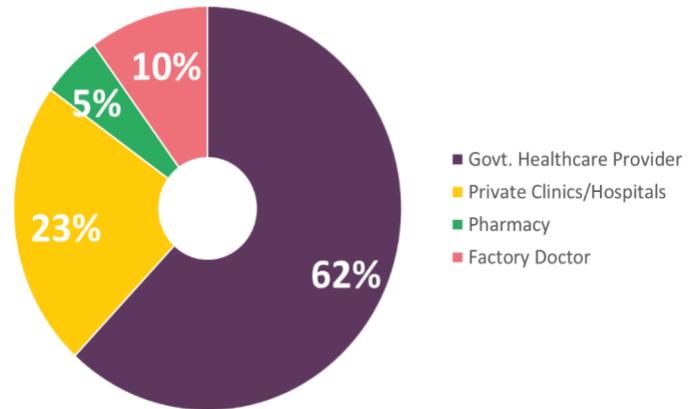


Figure 8: Source of Healthcare for community people

Education

There are enough kindergarten schools in the community for small children. Around 65% of the community children enroll in these private schools and 35% go to government run schools. The FGD revealed that community workers are quite concerned about the education of their children since they want to ensure a better future for their children and don't want their children to follow them in the same profession. Furthermore, development projects run by CARE and others have made the community people more aware about the importance of education for proper progression in life.

Communication and Transport

There is good availability of local and inter-district transport near the community. The road network is satisfactory, however during the monsoon season, the internal roads of the community become dilapidated and it becomes difficult to traverse those road.

Access to Legal Service

The nearest police station is in Joydevpur. Community people are comfortable visiting the Police station if and when required. 75% of the workers of Intramex group, who visited police station for any need mentioned about getting efficient services from the police station when they visited them. The CSG also provides assistance to women and vulnerable group people to seek legal help from law enforcement agencies, if required. Community people also throng to Gazipur City Corporation office for collecting legal documents such as Birth Certificates, Death Certificates, Character Certificate etc. and face no major impediments to collect them. Project activities with Gazipur City Corporation Officials has ensured that they are aware of the CARE project and its objectives. Furthermore, the service quality has improved compared to 3-4 years ago as waiting time has been reduced to avail services.

Sexual Harassment and Violence against women

The CSG consists of 20% women members and according to the CSG representatives, it has been actively working to reduce drug proliferation, address social ills such as sexual harassment, violence against women, mugging, etc. According to the FGD participants, incidents of sexual harassment and violence against women is still prevalent, however it has noticeably reduced (by 70%) compared to 3-4 years ago. Women themselves are now more aware about their rights and about measures to take in case of harassment, eve teasing. Incidents of sexual harassment are dealt with promptly. Around 8 months ago, a community women was physically assaulted for not paying protection money. Later on the CSG rescued her, ensured medical treatment for her and then resolved to ensure justice for her by helping to hand over the guilty person to law enforcement agencies. In depth interviews with women workers also validated the claims made by the FGD participants and in general the safety and security of a women RMG worker is much better than what it used to be. Women are also more aware about their basic rights and entitlements and their place in the family as contributing members. Furthermore, CARE Bangladesh organized campaigns against VAW in the community which included discussion sessions, video shows and promotional materials, leaflets were handed out to the participants. Such events created more awareness in the community to tackle ill treatment of women.

The project also celebrated International Women’s Day and a sixteen day campaign on VAW (violence against women) in both factory and community level including theater shows at the community level on women empowerment issues to improve awareness. One forum theatre was organized in the community adjacent to Intramex factories and one in the community adjacent to Artisan Ceramic group.

Women’s participation in Community Activities and Agency

The project envisaged that the workers would not only become more expressive and participative in their workplaces, but also in the communities that they live in. However, due to busy work schedule it is difficult for RMG workers to get properly involved in community activities or community decision making process. Even though around 7 in 10 male respondents mentioned that they do get involved in community decision making process, the proportion is noticeable lower. Women workers have additional job burdens besides their regular factory job and thus can afford scant time to get involved in community activities. Another interesting finding that came out from the in depth interviews was that there is a feeling that where they live is not necessarily their community since they live here with a short term goal, i.e. earning enough money to save enough and then eventually returning to their village homes. Thus there is less interest to get heavily involved with activities of the community. However, women do participate in cultural or sporting events when they are held. During baseline, it was seen that around 35% of the women were involved in community decision making. As per figure above, female participation has slightly increased compared to baseline.

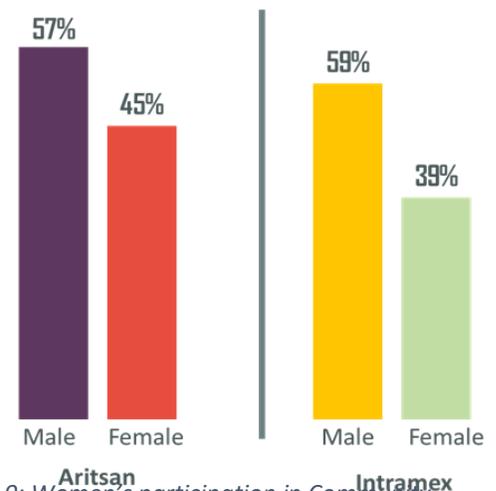


Figure 9: Women’s participation in Community decision making (as % of women workers)

The figure below shows the service provider mapping for the community of Intramex Group workers.



Figure 10: Service provider mapping for Laxmipura community people

Bagherbazar Community Findings (Artisan Ceramic Worker's Community)

General Issues

In this community, around 80% of the inhabitants are factory workers and the rest 20% are involved in other professions and small trade. There no serious problems of drugs in the area but there are users of drugs in the community, some of which are factory workers themselves. Incidents of mugging and mobile snatching does happen from time to time though it is now very much in control. There is a CSG in the community which was setup by the project and consists of 14 members, out of which 4 are women.

Sexual Harassment and Violence against women

According to FGD respondents from the community, women generally feel safe and secured living in this community and can freely move around without fear of being harassed or raped. However, after 22:00 hours, it is not always safe to roam around alone. Discussion with women workers and community people revealed that cases of sexual harassment and violence against women has come down appreciably, i.e. by 60-70% compared to pre-project period. However, there have been some cases of wife beating but those are usually solved through family consultation and are usually private matters. Furthermore, women are

much more aware about violations of their rights and would not shy away to speak up within the community.

The project also celebrated International Women’s Day in both factory and community level including theater shows at the community level on women empowerment issues to improve awareness. One forum theatre was organized in the community adjacent Artisan Ceramic group, which was well received by the community people.

Healthcare

Access to good quality healthcare is a problem for the community in general. Factory workers get basic medicine and counselling from their factory doctors but for more complex cases, they have to visit private clinics or pharmacists. However, the service quality of these private clinics is not always up to the mark. The only government hospital is in Gazipur City, which is around 30 kilometers from the community. There is also an Upazila Health Complex in Sreepur, though they respondents were not satisfied with the service quality of healthcare there. The figure below shows where the community people usually go to avail healthcare facilities.

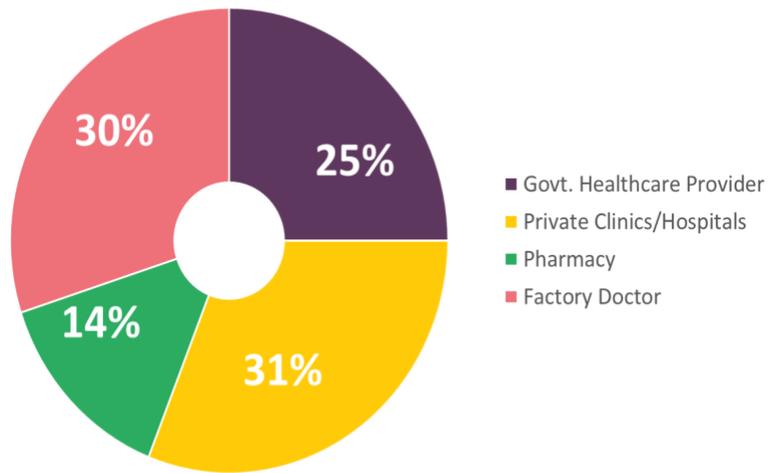


Figure 11: Community people's preference to health care facilities (as % of workers)

Education

The state of educational institutions not up to the mark in the community. There are no government primary schools in close vicinity, although private schools and pre-schools have sprung up in the community. These schools are a bit costly and sometimes factory workers can't afford to send their children to these schools with their limited income. This is also evident when it is seen that many workers leave their children at home to their parents. Besides, lack of proper schooling, factory working families (both husband and wife) don't feel safe to leave their grown up children or teenager child at home unless there is a senior family member living with them.

Transport and communication

The roads in the community are in moderate state but gets really worse during monsoon season. Periodic maintenance of road networks are not done. Workers also clamored for a public transport to take them to their workplaces from their respective factories. However, no such initiative has been taken by any factories.

Access to legal service

The nearest police station at Hotapara is about 5 km away but the community people are not very satisfied with the service there. The major problem is requirement to bribe police officials to get some work done, even for filing a general diary. The quality of service is a major impediment which deters the general public to go to the police station unless really required. In case of other legal requirement such as collecting birth and certificates, they have to go to Gazipur City Corporation. However the distance is a hassle for the general community member. The CSG was envisaged to help the vulnerable and poor people to get access to legal services. However, although 75% of the workers of Artisan know about the presence of CSG, only 10% of the respondents availed any type of service from the CSG. Interviews with community people also revealed that visibility and activity of the CSG is limited and the general community members do not associate themselves with CSG in their area.

Women’s participation in Community Activities and Agency

The project envisaged that the workers would not only become more expressive and participative in their workplaces, but also in the communities that they live in. However, due to busy work schedule it is difficult for RMG workers to get properly involved in community activities or community decision making process. Even though around 6 in 10 male respondents mentioned that they do get involved in community decision making process, the proportion is noticeable lower. Women workers have additional job burdens besides their regular factory job and thus can afford scant time to get involved in community activities. Community level FGD revealed that women have the scope to engage more with community activities and community decision making activities. However, only a handful of women can participate meaningfully within the community decision making process. Some women workers mentioned that they cannot even proper time to give time to their children and thus getting involved in community related activities is sometimes a luxury for them.

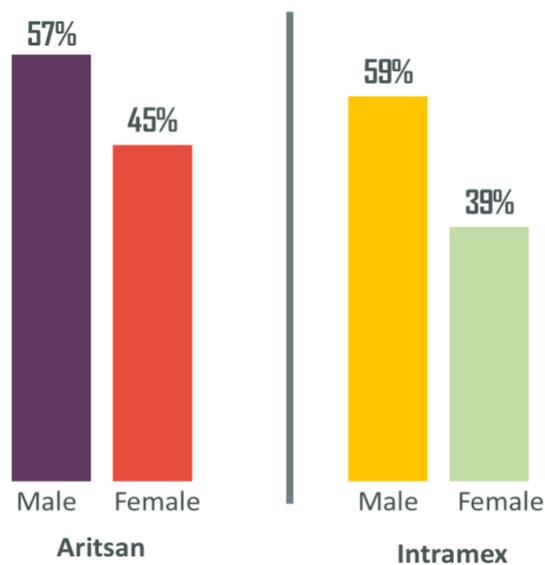


Figure 12: Involvement in Community Decision Making (as %of workers)

FGD revealed that women have the scope to engage more with community activities and community decision making activities. However, only a handful of women can participate meaningfully within the community decision making process. Some women workers mentioned that they cannot even proper time to give time to their children and thus getting involved in community related activities is sometimes a luxury for them.

However, women are now contributing a lot to family welfare and income, in fact sometimes more than the men as well. The contribution of the women does not get unrecognized, however from filed observation it was seen that women do not tend to have complete control over their income and husbands would take control of the women’s income.

Discussion with community members also revealed that recognition of women’s work and contribution to the family is now well accepted. The notion that women are just homemakers has slowly eroded and women working in factories work as much hard as any men.

Service Mapping

The figure below shows the service provider mapping of the community in Bagherbazar (Artisan factory worker’s community).

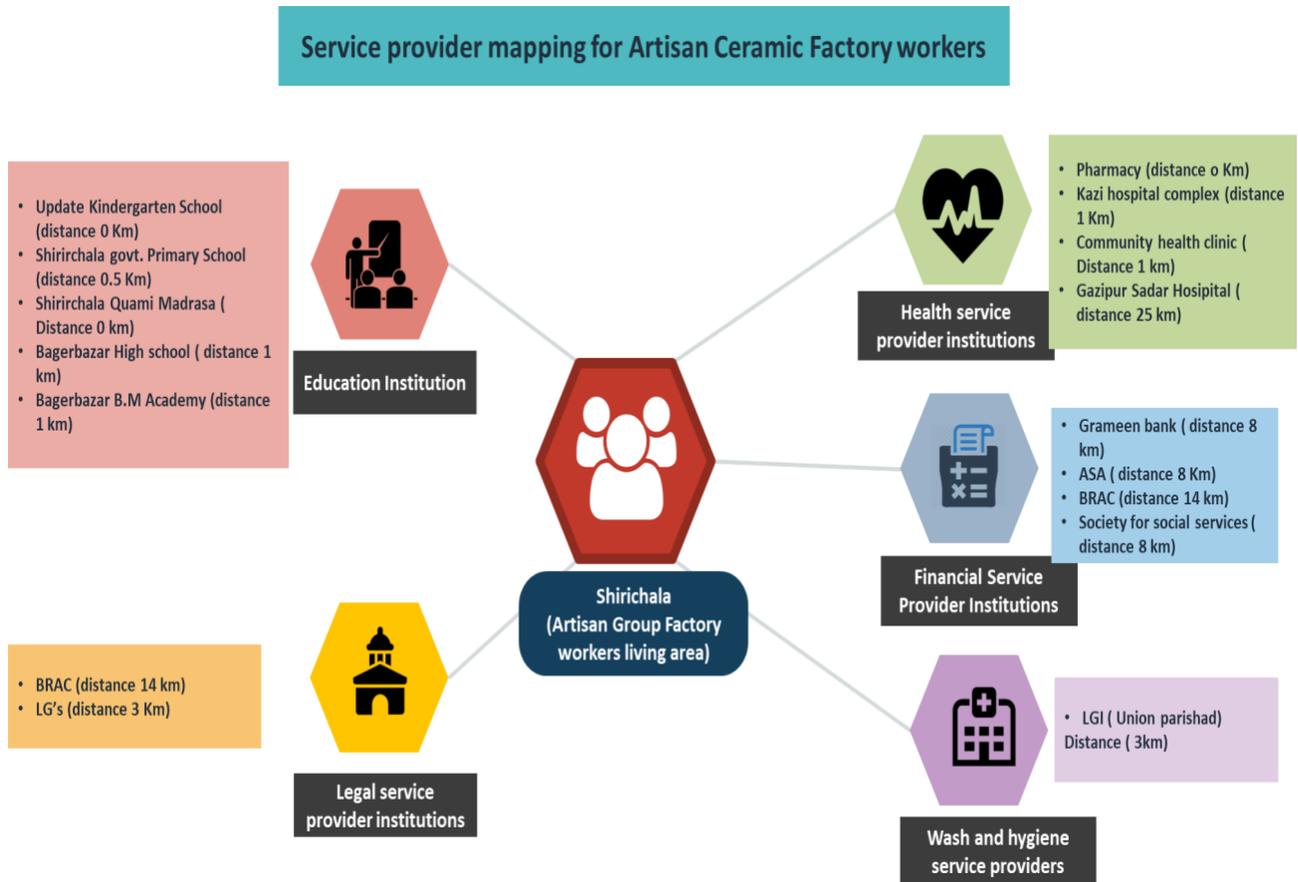


Figure 13: Service Mapping of Artisan Ceramic Factory Workers

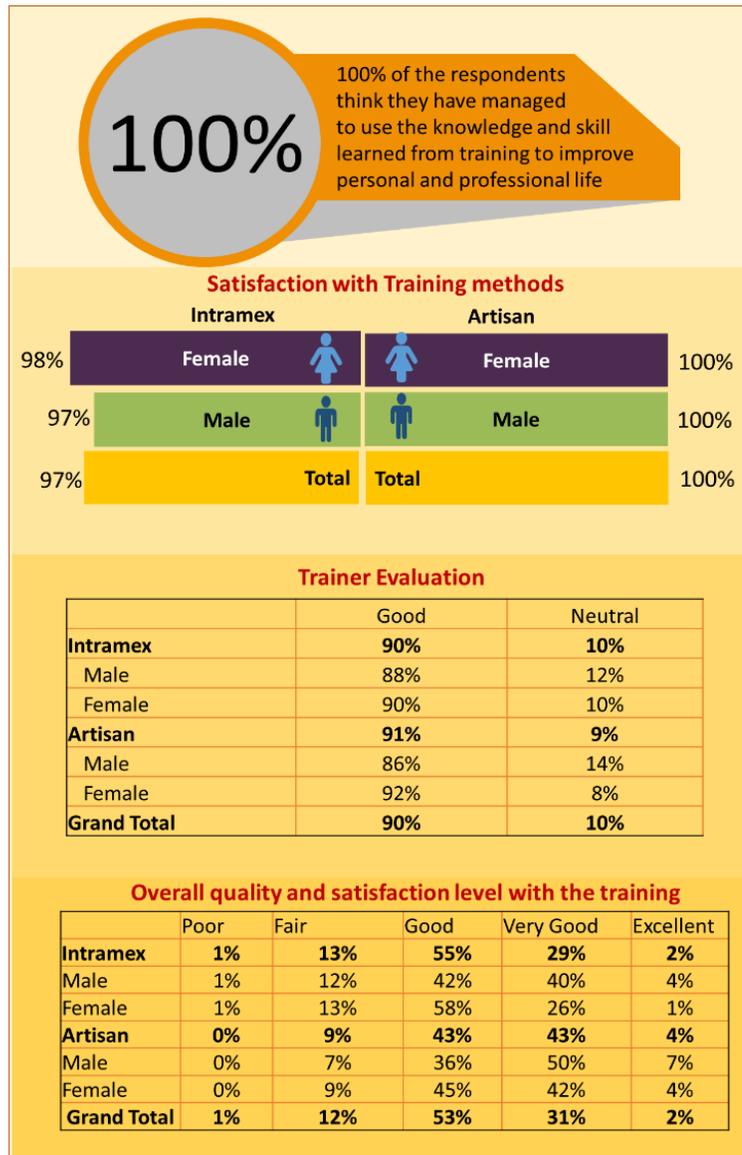
4.7 Evaluation of Worker and Management Training

The survey respondents were asked to evaluate the training method, training content and evaluate its relevance to their day to day life. Survey data revealed that all the respondents mentioned that the training was useful for the personal and professional life. Almost all the respondents also expressed satisfaction about the training methods used. The workers and PFs mentioned that story based lectures, dramatization of relevant events (such as eve teasing, sexual harassment of women), group work, etc. made it easy for the workers to internalize the concepts and apply them in their work and home. 9 in 10 workers also mentioned that the trainer was knowledgeable and well versed in the topics covered and could disseminate the training content properly. From the figure besides that most of the respondents are satisfied with quality and relevance of the training.

In case of line supervisors, they also appreciated the training given to them by CARE and mentioned that it helped them better understand the problems of workers and be more sensitive to their

problems. They stated that now they better realize the importance of handling worker issues related to their rights and entitlements and how these also can have an impact on factory performance and long-term sustainability. They were satisfied with the training content and training method and its relevance to their work.

In regards to management training, it helped them to understand the needs and modality of the workers. Management staff stated that after the training they adopted zero tolerance policy towards violence and harassment related incidents and tried to preserve a favorable environment for the workers, so that they work in a stress free environment and focus more on their work. Besides, they tried to bridge the communications gap between workers and them.



CHAPTER 5: SUSTAINABILITY OF PROJECT INTERVENTIONS

As seen from previous chapters that the interventions of the project were effective in increasing the knowledge of workers and management about gender based discriminations, harassment and violence against women. CARE's work in the community also contributed to change in perception about gender roles and women's contribution to the family. This section will analyze the sustainability of the behavioral and mindset level changes precipitated by the project since the sustainability component is a vital consideration in gauging the success of a development intervention. The sustainability component will be discussed in light of thematic areas discussed before to understand the effectiveness of the project.

5.1 Women Leadership and Decision-making

The changes that occurred in improving the leadership, communication and problem solving skills of the women workers is likely to continue even after the phasing out of the CARE project. The changes precipitated by the project activities were effective both at the individual level and the organization level. While the individual level changes are likely to sustain; organizational level changes are contingent upon organizational policy and also the personnel in the key decision making positions. However, our interaction with the managers and supervisors made it clear that they encourage an environment where workers can freely express their opinions and solve their own problems through collective action as it ultimately improves worker performance and their output; as long as they don't go too far to disrupt the operations of the factory.

The agency of the women have increased as now they can voice for themselves in the organizational and community level. As it was found, more than 85% targeted women workers have active role in family decision making while around 70% women workers have control over their income. Besides, creation of Natural Leaders/PFs has been a visionary move from the project to ensure long term sustainability of the project. It is supposed to aid will aid in advanced training delivery, understanding participant priorities, and serving as liaisons between implementing partners, factory management, and participants. However, leadership positions in PFs were not held by women as expected. In order to make such platform more popular and effective, future projects should identify incentive structure and mechanisms for attracting women in such leadership positions.

Furthermore, the structure (i.e., factory, community) that influence women choice are now more understanding towards the need and aspirations of the women as we the data have shown. Thus the enabling environment created in the factories for workers to hone their leadership and communication skills is likely to continue in the foreseeable future.

5.2 Worker Entitlement, Rights and Relation with Management

From previous sections it was seen that there has been noticeable improvement in the rights and entitlements accorded to the workers. However, from project's perspective it is important that the changes in the mindset of the management and the overall changes in the factory environment is

sustained. Survey data from workers revealed that more than 90% of the workers in both factories now realize that they are entitled to receive the basic rights from their employers. Compared to baseline data, both male and female workers are equally enjoying more benefits now from their employers in areas including timely payment of wages, overtime payment, festival bonus, medical allowances day care facility, weekly holiday, paid sick leave and breastfeeding facility. Female workers agreed that their relation with factory management and the environment in their workplace has improved where they can raise their voice for rights and better working conditions. And more than 70% of the female workers stated that they believe that they will get solution from management if they complain on any grievance.

Care's training sessions with workers and managers can be contributed as the real change-maker behind this outcome. Since improvements in worker morale and benefits leads productivity improvement, management has enough incentive to maintain the status quo. Thus it may be safely concluded that the trend of changes to ensure better entitlements and facilities for the workers is likely to continue.

5.3 Discrimination, Sexual Harassment and Violence against Women

Findings show that sexual harassment or violence against women in workplace has not been a major impediment for women in Intramex and Artisan recently. Factors that contributed to positive changes in the factories include training mid and senior level management to sensitize them on these issues and establishing Anti-Harassment Committee (AHC).

Both the factories have installed AHC and they have managed to take disciplinary actions against offenders where the offender was either warned, fined or dismissed from job. AHCs have adopted zero tolerance policy towards such untoward incidents to preserve a favorable environment for the workers, so that they can work in a stress free environment and focus more on their work performance. Such actions instilled confidence in the general workers. Women workers were also sensitized about how to tackle injustice against them with the help of AHC and factory management and making complaints in local police station. Exposure to CARE project thus has made them adopt a more hardline approach in dealing with such incidents.

Moreover, such incidents distract the workers from their real work and turns into a topic of gossip among workers. Thus it is in the interest of the factory management to keep such incidences at a check to ensure a dignified workplace for their workers. Thus, it may be concluded that the positive changes will continue in the near future as factories have internalized the need to ensure a safe and proper environment for their workers, of which majority are women.

5.4 Gender Dynamics in the Worker's Household

Study findings revealed that women's agency status within the HH is much stronger than before. Women workers, who make considerable contribution to the family, have a big say in the family decision making process. Furthermore, the husbands/brothers of women workers, most of whom are also factory workers, have become more tolerant of their wives' penchant to express themselves freely and have greater

control over their income. Furthermore, most women workers are not afraid or shy to speak about their problems and thoughts to other family members and their actions have brought dividends for the women workers. Although many women workers still do not have full control over their income, the change of HH dynamics has been a work in progress for quite some time. The behavioral changes at the household level is likely to evolve more and more for the betterment of the women workers, as they continue to contribute equally (if not more) to family budget and welfare.

5.5 Improved work performance and career development

Study findings show that there has been noticeable reduction in absenteeism, turnover and improvement in workers' productivity. Although it would be unwise to attribute all these changes entirely to CARE project's engagement with workers and factory management; it did have notable contribution. Most of the changes stems down to the creation of a favorable and dignified work environment for the workers, which led to these changes. CARE's engagement with factory management contributed a lot to the creation of a dignified work place. However, the sustainability of good changes in this thematic area will depend largely on the prevalent work environment in the factories and the appetite of the management to consider worker's benefits and welfare seriously. Field data revealed that 100% of the workers from both factories were of the opinion that they can sustain their productivity gains and also improvement in the case of absenteeism. Furthermore, factory management also mentioned that as long they can sustain a dignified workplace for their employees they are likely to reduce worker turnover considerably in the next few years.

5.6 Community Dynamics

Interviews with women workers, husbands of workers and community people revealed that women in both communities are facing significantly less problems related to sexual harassment or gender based violence. Due to exposure to development project's activities and media influence, the community members are fully sensitized about the need to ensure women's safety and security in the community and the good changes are likely to continue in the foreseeable future.

The Community Support Group in both the communities claimed to be active, though interview with community workers and other residents showed that their visibility and activities could be more pronounced than it is now.

The sustainability of the CSG would hinge on the willingness of the CSG members to continue rendering the service without project support and guidance. As community bondage between community people is understandably less strong due majority of inhabitants being migrant workers from villages, the incentive to hold this CSG setup is obviously challenging. Furthermore, as the project winds down, there will be no scope for formal monitoring of the CSG activities. However, project's work to create awareness and facilitate access to proper healthcare, education, legal services and so on is likely to be leveraged by the beneficiaries for their own sake. It remains interesting to see whether the CSG can independently continue functioning as a functional entity and it will depend on the appetite of the CSG committee to continue rendering their services to the community.

CHAPTER 6: KEY LESSONS LEARNT

The evaluation team found PEEWF project as a highly relevant and effective project in the context of women empowerment, especially for women working in industrial jobs and factory environment. Key lessons that should be documented and used in future initiatives are presented below:

- The project ensured that an enabling environment is created for the women both at workplace and home where women can maximize their access and agency to the fullest. The project showed that in order to promote enabling environment for working women, alike enhancing factory environment it is equally important to improve their environment at the households and communities.
- PEEWF spent a lot of time for cultivating awareness and motivation for the partners and stakeholders of this of this. This sensitizing initiatives was really necessary and proven effective as it created the platform for the project to smoothly implement its knowledge and capacity enhancement activities later on.
- The involvement of supervisors and managers in the training and discussion sessions proved pivotal in bringing about many of the positive changes within the factory. It is evident that in order to enhance enabling environment of a system and bring changes to target beneficiaries, you need to work with all the decisive components or stakeholders of the system, not only with the target beneficiaries (worker).
- Developing leadership from within the workers through Peer Facilitators and through the PCs was a good participatory approach to solve worker's problems. Because PCs were comprised of people chosen from them, workers feel comfortable to raise their grievances and problems through this medium.
- Leadership positions in PFs were not held by women as expected. In order to make such platform more popular and effective, future projects should identify incentive structure and mechanisms for attracting women in such leadership positions.
- We also saw that one-time training is not always enough to build awareness, knowledge and capacity of stakeholders. Beneficiaries, especially with relatively low educational attainments need periodic refresher training to retain the important information imparted to them.
- Formation of Anti-Harassment Committee (AHC) was found as an effective and praiseworthy initiative. The project showed that in order to fight a certain a problem, you need a specific forum or platform like AHC that would deal with any relevant issues or problems.
- Creation of Community Support Group (CSG) was also a visionary move from the project. it provided the workers a platform to discuss about their problems, place their grievances and also a knowledge hub to know more about the various service provisions required for a better life.
- Use of audio-visual materials like video shows and forum theaters have proven to be really effective tools in raising communities' awareness on women's rights, violence and harassment issues. Community and household members could connect to those materials and messages more easily than conventional meetings and discussion sessions.

CHAPTER 7: RECOMMENDATIONS & CONCLUSION

7.1 Recommendations

Strategic Level Recommendations

- Future project designs of this sort, which focuses on advocacy and awareness building, should be of higher duration for the project impact to be materialized fully and perceivable.
- Development partners should associate with reputed Brands for funding to replicate similar project in their affiliated factories. Learning shows that factories are accommodating to work with development projects if the impetus comes from the Brands they subscribe with.
- The project learnings and achievements should be documented, published and distributed among Brands, regulatory actors and factory owners/ management of relevant sectors.
- Greater involvement of regulators such as BGMEA and BKMEA, especially regarding training and sensitization should be ensured.
- Future projects can help to facilitate factories to avail low cost fund from Bangladesh Bank, which would enable them to construct worker's dormitories. Future project interventions may facilitate such partnership with factories and the central bank. It is a good initiative for the factory workers as housing is a big problem for them and they have to spend a lion's share of their wages on house rent. The initiative will give the workers a better living solution as it will incorporate sanitation and other living facilities.

Operational Level Recommendations

- Workers need regular refresher sessions to remind them of key learnings from previous sessions and retain them effectively (on self-esteem, legal rights and awareness, decision influence in HHs, group activism, etc.). Future project designs may include cost and time consideration to ensure refresher sessions for workers.
- Future projects should give greater emphasis to facilitate linkage between service providers and factories especially in the area of access to healthcare and finance. Workers are still facing obstacles to avail quality healthcare at affordable prices. Lack of finance to avail proper health, education and other livelihood services has been another area workers require further facilitation support. Thus, agreements between factories and service providers would enhance accessibility and entail workers to receive those services at less than market rate.
- Some of the training sessions for workers need to be conducted out of factory premise and if required, they should be conducted on weekends. During this time, workers would be relaxed and more focused

about the training. Discussion with factory management would be required beforehand to keep provision for this.

- More training sessions for Supervisors and Managers would ensure greater internalization of the worker rights and entitlement related concepts among them. However, their busy work schedules do not afford much time for them to attend intensive training sessions. Again, discussion with factory senior management would be needed beforehand to ensure this.
- Peer facilitators and workers identified and trained from this project should also be provided intensive training to improve their technical acumen, communication and leadership capacity as well, so that can in the near future take up supervisory positions in the line. Selected workers may be taken to a residential training camp where focused and intensive training can be imparted.
- Proper incentive structure should be offered for Peer facilitators and they need to be brought into the forefront to engage and conduct sessions with workers.
- Exposure visits for PFs and line supervisors to other very compliant factories would help them to get a broader perspective on the ideal work environment in the factories.
- Management can enforce a quota to ensure equal participation of men and women in Participation Committees. Currently women representation is low in the PCs, though they are serving mostly women workers.
- Watch Committees may be installed in factories, composed of representation of workers and management level staff. Watch Committees should proactively look to identify and diagnose problems of workers and report to the appropriate authority.
- Career counselling sessions dedicated for women workers should be a focus in any further interventions. This study revealed that women often lack the long term career vision, which inhibits them to make advancements in their career (especially in management positions).
- Visibility, organizational capacity and functions of Community Support Groups (CSG) should be enhanced by providing basic organizational management and facilitation training to CSG members. PFs can also be inducted in the Community Support Group (CSG) committee since these workers have proven leadership and communication abilities.

7.2 Conclusion

The PEEWF project garnered commendable results within a short project lifetime and limited budget. Although the scope of the project encompassed only 2 entities, the model of project management is replicable and recommended for any future project endeavors dealing with empowerment of factory women workers. The project adopted Care's WE framework and has been successful in bringing changes in women's Agency (their aspirations and capabilities), Structure (factory environment and communities that surround and condition their choices) and Relations (their power relations with factory management, household members and communities through which they negotiate their path).

The project has successfully instilled confidence among women workers to communicate more freely with their peers and supervisors regarding their rights, entitlements and aspirations. Workers have also become well versed in analyzing and solving their own problems. On the other hand, factory management has also become more accommodative to cater to the needs of the workers with a view to boost worker morale and enjoy productivity gains. The often frosty relationship with workers and their supervisors and factory management has been normalized a lot. Furthermore, factory management of both factories have taken active steps to improve the benefits and facilities of the workers, which has endeared the workers to the factory. The strengthening of the Participation Committee within the factories has enabled a solid platform for workers to raise their grievances and channel their needs and desires to the factory management.

Discrimination against women was not evident, although there is still noticeable absence of women workers in leadership positions such as supervisors. However management seemed hopeful and accommodating to the idea of bringing more women workers in leadership roles. Sexual harassment and violence against women in workplace is still prevalent but very much checked compared to 3-4 years ago. Management has made concerted efforts to curb incidences of sexual harassment against women workers in their factory premises and worker generally feel safe and secure in their workplace. As a result of improvement in working conditions, worker absenteeism and turnover has decreased and worker productivity has also improved. Though not fully attributable to CARE project activities it had a notable influence in precipitating these changes.

Within their homes, female workers have also raised their voice to attain their rights and entitlement and are more expressive than before. They have greater control over their own income and are increasingly playing an important role in HH decision making. In the community level, access to service provision such as health and education has improved, though there is room for improvement. Access to affordable and reliable healthcare is still a challenge for some workers living in the worker's communities. The project supported Community Support Group (CSG) have supported the workers to gain access to service providers or conduct awareness raising activities in the community. However, there is room for strengthening the activities of the CSG in the coming days.

In retrospect, it might be concluded that the PEEWF project has achieved much within its limited scope of work and continuation of the project activities would add much more momentum and impetus to the achievements of the project.

ANNEXURE

Respondent List for Qualitative Interviews

Senior Management

| Name | Position | Section | Phone Number | Factory Name |
|-------------------------------|-----------------|---------------------------|--------------|------------------|
| Major Md. Aminul Islam (retd) | General Manager | Operations | 01716-475066 | Intramex Group |
| Nasimul Islam | Department Head | Operations, HR, and Admin | | Artisan Ceramics |

Manager

| Name | Position | Section | Phone Number | Factory Name |
|---------------------|--------------------|------------|---------------|------------------|
| MD Mohiuddin Khan | Manager | | 01985553324 | Artisan Ceramics |
| Sheikh Abdullah | Manager | | 01985553330 | Artisan Ceramics |
| MD Shahinoor Ashraf | Manager | | 01985558340 | Artisan Ceramics |
| Shahinur Begum | Production Officer | Laboratory | | Artisan Ceramics |
| Md. Rezaul Karim | Deputy Manager | Store | | Artisan Ceramics |
| Syed Golam Hossain | Manager | Admin | 01716- 652754 | Intramex Group |
| Md. Alimuzzaman Mia | Manager | Admin | 01709675210 | Intramex Group |
| Md. Kamrul Azam | Asst Manager | | 01709675236 | Intramex Group |
| Rofsan Jani Rony | Asst. Manager | Finishing | 01709675204 | Intramex Group |

Supervisor

| Name | Position | Section | Phone Number | Factory Name |
|---------------------|----------------------|------------|--------------|------------------|
| Uzzal Mahmood | Assistant Supervisor | Design | 01914-341351 | Artisan Ceramics |
| MD Mominooor Rahman | Senior Supervisor | Production | 01911-788486 | Artisan Ceramics |
| Taslim Akhter | Senior Supervisor | Selection | 01635-136397 | Artisan Ceramics |
| Badrul Alam | Supervisor | | 01916 50331 | Artisan Ceramics |
| Ali Asgar | Senior Supervisor | | 01946 33058 | Artisan Ceramics |
| Md. Mozammel Hoque | Supervisor | Cutting | | Intramex |
| Ershad Ali | Supervisor | Knit | 01934834904 | Intramex |

Women Workers for IDI

| Name | Mobile No | Working Ex | Garments | Department | Job |
|----------------|-------------|------------|----------|---------------|-------------------|
| Beauty Begum | | 8.5 years | Intramex | Quality Check | Checker |
| Zerin Begum | 01953984396 | 10 years | Intramex | | Helper |
| Shantona Begum | 01745866723 | 4 years | Intramex | | Helper |
| Shikha Akter | 01885553343 | 4 years | Artisan | | Medical Assistant |
| Shikha Sarkar | 01980227812 | 3 years | Artisan | | Helper |
| Hasna Hena | | 5 Years | Artisan | | Helper |

Peer Facilitator

| Name | Position | Section | Phone Number | Factory Name |
|--------------------|----------|-----------|---------------|------------------|
| Tania Akter | Q.I | | 01716- 652754 | Intramex Group |
| Sultana Begum | | Knitting | | Intramex Group |
| Monira khatun Moni | Worker | Selection | 01740 601547 | Artisan Ceramics |
| Bithi Akter | Checker | Selection | 01744551525 | Artisan Ceramics |

TOOLS AND CHECKLISTS

ID NO.

**“End of the Project Assessment for Promoting Enabling Environment for Women
in Factories (PEEFW) Project**

Worker Survey Questionnaire

| | |
|----------------|----------|
| RMG | 1 |
| Ceramic | 2 |

Conducted for:

CARE Bangladesh

Developed by:



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December 2017

তথ্যদাতার সম্মতিপত্র

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ZvwiL

1. Respondent Information

| | | |
|---|---|---|
| 1.1 Name of Respondent | | |
| 1.2 Gender | Male | 1 |
| | Female | 2 |
| 1.3 Age | | |
| 1.4 Location | Name of Slum: Community Laxmipura (Intramex group).....1 Bagerbazar (Artisan Ceramics).....2 | |
| 1.5 Name of Company/ | Ocean trouser Ltd | 1 |
| | Intramex Sweater Ltd | 2 |
| | Intramex Apparels Ltd | 3 |
| | Intramex Knitwear Ltd | 4 |
| | Intramex Clothing Ltd | 5 |
| | Artisan Ceramics Ltd | 6 |
| 1.6 Pls add designation | | |
| 1.7 Division of factory working in | Sewing | 1 |
| | Cutting | 2 |
| | Packing | 3 |
| | Finishing | 4 |
| | Ironing | 5 |
| | Others(mention) | 6 |
| 1.8 Service in this factory | | |
| 1.9 Years in Service in this profession | | |
| 1.10 Did you receive any technical training before joining this profession? | Yes | 1 |
| | No | 2 |
| | If yes then mention the name of training | |
| 1.11 In how many factories have you worked so far? | | |
| 1.12 Why did you leave your last job | Less salary & Benefits | 1 |
| | Due to problem with supervisor/management | 2 |
| | Lack of vacation/leave | 3 |
| | Intense work pressure | 4 |
| | Commuting problem | 5 |
| | Faced gender violence and discrimination | 6 |
| | Others (maternity benefit, lunch facilities etc) | 7 |

| | | |
|--|--|---|
| 1.13 Marital Status | Single | 1 |
| | Married | 2 |
| | Divorced | 3 |
| | Live Separately from spouse | 4 |
| | Widow | 6 |
| | Widower | 7 |
| | Others (please mention) | 8 |
| 1.14 Educational Status | Illiterate | 1 |
| | Till class 5 | 2 |
| | Class 6- 8 | 3 |
| | Class 9- SSC | 4 |
| | HSC | 5 |
| | Above HSC | 6 |
| | Vocational Training | 7 |
| 1.15 Family Size | | |
| 1.16 Physical Housing Condition | Kacca House | 1 |
| | Tin shed House | 2 |
| | Pacca House | 3 |
| | Others (mention) | 4 |
| 1.17 Living situation | Live Alone | 1 |
| | Live with other workers | 2 |
| | Live with Family | 3 |
| | Mess | 4 |
| | Sublet | 5 |
| 1.18 Monthly Income | Personal Monthly Income(including overtime and other income) | |
| | Total Family monthly income | |
| 1.19 Monthly Expenditure | House Rent | |
| | Electric Bill | |
| | Food | |
| | Medical Bill | |
| | Water | |
| | Gas | |
| | Education related expense | |
| | Clothing & others | |
| | Transportation | |
| | Others(mobile and Entertainment) | |
| | Total | |
| 1.20 What is your monthly savings (Income-Expenditure) | | |
| 1.21 Where do you keep your savings? | Govt Bank (only bank) | 1 |
| | Private Bank | 2 |
| | Provident Fund | 3 |
| | NGO/MFI | 4 |
| | Cooperative | 5 |

| | | |
|--|--------------------|---|
| | Others (relatives) | 6 |
|--|--------------------|---|

2. Training Related

| | | |
|---|----------------------------------|---|
| 2.1 What type of training did you receive from the project? | Basic (15 hours) | 1 |
| | Advanced (80hours) | 2 |
| | Peer Facilitator (ToT- 2 days) | |
| | Post training reflection session | |
| 2.2 What were the major 3 topics that you remember from the training? | a. b. c. d. e. | |

3. Knowledge and Practice-Leadership

| | | |
|---|--|---|
| 3.1 Have you ever received any training on leadership | Yes | 1 |
| | No | 2 |
| | If yes then mention | |
| | Who gave it | |
| | When | |
| 3.2 What do think leadership is? (Please read the question. (please read out the questions) | a. Inspire /motivate everyone to achieve targets | 1 |
| | b. To keep everyone in pressure to achieve targets | 2 |
| | c. Work together to achieve target | 3 |
| | d. a and c both correct | 4 |
| | e. Others | 5 |
| 3.3 How do you prefer to work? | In a group/team | 1 |
| | Solely | 2 |
| | Both | 3 |
| | Why so? | |
| 3.4 Did you face any problem in the last 3-6 months while trying to work together? | Yes | 1 |
| | No | 2 |
| | Sometimes | 3 |
| | Always | 4 |
| If Answer is no then skip to question3.9 | | |

| | | | |
|--|--|----------|----------|
| 3.5 What type of problem did you face? | Argument/Fight happened | 1 | |
| | Efficiency reduced | 2 | |
| | Could not meet targets | 3 | |
| | Misunderstanding | 4 | |
| | Others | 5 | |
| 3.6 How did you solve the problem? | Through one to one discussion | 1 | |
| | In a group | 2 | |
| | Did not solve at all | 3 | |
| | Did not try to solve | 4 | |
| 3.7 Which problems you could not solve? | | | |
| 3.8 What are the reasons for not managing to solve them | | | |
| 3.9 Do you agree with the following (please read out the statements) | Particulars | Y | N |
| | Men are physically and mentally superior than women and it is usual for women to be under the influence of men | 1 | 2 |
| | Women should not talk in front of family members, workplace or in community | 1 | 2 |
| | Women's mobility should be controlled by man | 1 | 2 |
| | Women's dress up is to blame for rape and sexual harassment | 1 | 2 |
| | Women's weak social condition is to blame for violence against women and sexual harassment | 1 | 2 |
| | Women should dress modestly to protect their dignity | 1 | 2 |
| | Verbal abuse or comments targeted at women is not a crime | 1 | 2 |
| 3.10 How are conflicts resolved in your factory between worker and worker ? | Workers mutually solve it through discussion | 1 | |
| | Peer colleague solved it | | |
| | Management gets involved | 2 | |
| | PC solves it | 3 | |
| | Others (mention) | 4 | |
| 3.11 How are conflicts resolved in your factory between worker and management ? | Solved through discussion | 1 | |
| | 3 rd party gets involved | 2 | |
| | WPC solves it | 3 | |
| | Others(mention) | 4 | |

| | | |
|--|--------------------------------|---|
| 3.12 Do you play an active role than before (before training) in solving the conflicts mentioned above in workplace and home? | Yes | 1 |
| | No | 2 |
| | Not interested to get involved | 3 |
| 3.13 Are you involved in any decision making process in your factory? | Yes | 1 |
| | No | 2 |
| | Some time | |
| 3.14 Do you seek support from your coworkers regarding work, personal and family issues, health and wellbeing so on so forth? | Yes | 1 |
| | No | 2 |
| 3.15 How helpful were they in solving your problems? | Very helpful | 1 |
| | Somewhat helpful | 2 |
| | Uncooperative | 3 |
| | Caused more problems | |
| 3.16 When other workers come to you for help do you help them from your knowledge? | Yes | 1 |
| | No | 2 |
| | Sometimes | 3 |
| 3.17 Do you think your leadership skills and knowledge has enhanced due to the training? | Yes | 1 |
| | No | 2 |
| 3.18 To what extent project activities (training) led to change in confidence in you to express your views? | High | 1 |
| | Moderate | 2 |
| | Low | 3 |
| 3.19 Do you think the Peer Facilitator or PC in your factory is effective in resolving disputes? | Yes | 1 |
| | No | 2 |
| 3.20 Do you think such changes will continue in the future? | Yes | 1 |
| | No | 2 |
| If No, then mention why | | |

4. Worker Entitlement, Rights & Worker Management

| | | | |
|---|-------------------------------------|----------|----------|
| 4.1 What do you think are the rights required for a woman? (please read out the answers) | Particulars | Y | N |
| | Freely express their opinion | 1 | 2 |
| | Freedom of mobility | 1 | 2 |
| | Right to inheritance and property | 1 | 2 |
| | Right to take decision | 1 | 2 |
| | Right of access to various services | 1 | 2 |
| | Right to employment | 1 | 2 |

| | | | |
|--|---|------------|-----------|
| | Right to availing leave | 1 | 2 |
| | Right to lodge complaints and get fair judgment | 1 | 2 |
| | Others..... | 1 | 2 |
| 4.2 What type of rights should a factory worker enjoy? (read out to them) | Particulars | Y | N |
| | Right to fair pay and other facilities | 1 | 2 |
| | Right to availing leave | 1 | 2 |
| | Right to lodge complaints and get fair judgment | 1 | 2 |
| | Right to take decision | 1 | 2 |
| | Right to express opinion | 1 | 2 |
| | Right to get maternity benefit | | |
| | Others ... | 1 | 2 |
| 4.3 Which of the rights have been ensured for you? (read out and tick all that apply) | Particulars | Y | N |
| | Right to fair pay and other facilities | 1 | 2 |
| | Right to availing leave | 1 | 2 |
| | Right to lodge complaints and get fair judgment | 1 | 2 |
| | Right to take decision | 1 | 2 |
| | Right to express opinion | 1 | 2 |
| | Right to get maternity benefit | | |
| | Others ... | 1 | 2 |
| 4.4 What benefits do you receive from your current job? (Tick all that apply) | Particulars | Yes | No |
| | Timely payment of wages | 1 | 2 |
| | Overtime facility with payment | 1 | 2 |
| | Award for regular attendance | 1 | 2 |
| | Festival Bonus | 1 | 2 |
| | Medical Allowance | 1 | 2 |
| | Day Care facility | 1 | 2 |
| | Provident Fund | 1 | 2 |
| | Weekly Holiday | 1 | 2 |
| | Holidays during festivals | 1 | 2 |
| | Discount shop | 1 | 2 |
| | Insurance | 1 | 2 |
| | Iftar during Ramadan | 1 | 2 |
| | Lunch and Snacks Facility | 1 | 2 |
| | Paid Sick Leave | 1 | 2 |
| | Paid Maternity Leave | 1 | 2 |
| | Paid Paternity Leave | 1 | 2 |
| | Facility to breastfeed children | 1 | 2 |
| | Damage/support due to workplace injury/accident | 1 | 2 |
| 4.5 Are you satisfied with the benefits received from the factory? | Yes | 1 | |
| | No | 2 | |

| | | | |
|--|--|---|--|
| 4.6 What Additional benefits would you want to enjoy from the factory? | 1. 2. 3. | | |
| 4.7 Do you have a WPC in your factory? | Yes | 1 | |
| | No | 2 | |
| | Do not Know | 3 | |
| 4.8 Are you actively involved with the activities of the PC? (membership and attending meetings) | Yes | 1 | |
| | No | 2 | |
| 4.9 Are you aware of the selection process for members of the PC committee? | Yes | 1 | |
| | No | 2 | |
| | Not interested to know | 3 | |
| 4.10 What do you know about the activities of PC in your factory? What is their function? | 1. 2. 3. | | |
| 4.11 What is the behavior of factory management with the workers? | Friendly | 1 | |
| | Somewhat friendly | 2 | |
| | Hostile/Bad | 3 | |
| 4.12 Have you or as a group demanded better pay or better facilities from the management? | Yes | 1 | |
| | No | 2 | |
| | Did not have courage to do so due to job loss fear | 3 | |
| | If answer is no or did not have courage, then skip next question | | |
| 4.13 What was the result of your demands? | We got solution | 1 | |
| | There was no solution | 2 | |
| | I don't know | 3 | |
| | Other..... | 4 | |
| | If there was no solution then ask next question or else skip next question | | |
| 4.14 What measure did you take to reach a solution (if any) | Demanded again | 1 | |
| | Discussed among ourselves | 2 | |
| | Discussed with management | | |
| | Threatened management | 3 | |
| | Did nothing | 4 | |
| | Others | 5 | |
| 4.15 Do you think factory workers such as you are more aware of their rights and entitlements than before? | Yes | 1 | |
| | No | 2 | |

| | | | |
|--|-----|---|--|
| 4.16 Do you think there is proper environment in your workplace to raise your voice for worker rights or demand better working condition? | Yes | 1 | |
| | No | 2 | |
| If no then please mention why | | | |
| 4.17 Are you aware of international Labor Day/ IWD ? | Yes | 1 | |
| | No | 2 | |
| 4.18 Does your factory take initiatives to celebrate international women day (such as giving leave/arranging cultural program, arranging discussion session) | Yes | 1 | |
| | No | 2 | |
| 4.19 Do you think worker's relation with factory management has improved compared to 2 years before? | Yes | 1 | |
| | No | 2 | |
| 4.20 Has the factory take initiative to improve working conditions and worker's benefits in the last 2 years? | Yes | 1 | |
| | No | 2 | |
| 4.21 Do you think your factory has become more active than before about ensuring worker rights, entitlement after project engagement? | Yes | 1 | |
| | No | 2 | |
| 4.22 Is your factory's Peer facilitators and PC's playing an active role in ensuring worker's rights and entitlements? | Yes | 1 | |
| | No | 2 | |
| 4.23 Do you think the good changes in case of worker rights and entitlement will continue in the future? | Yes | 1 | |
| | No | 2 | |
| If No, then mention why | | | |

5. Discrimination, Sexual Harassment and Violence against Women

| | | |
|--|--------------------------|---|
| 5.1 Do you know of any laws regarding discrimination, sexual harassment or violence against women? | Yes | 1 |
| | No | 2 |
| | Know a little | 3 |
| | Heard but don't remember | 4 |
| If yes, then mention which law | | |

| | | |
|---|--|----|
| 5.2 What are the usual acts of discrimination, harassment against women in factories (multiple choices possible) | Lesser pay than men | 1 |
| | Sexual harassment | 2 |
| | Physical torture | 3 |
| | Rape | 4 |
| | Teasing & bullying | 5 |
| | Ill treatment | 6 |
| | Lack of specific facilities for women | 7 |
| | Lack of day care facilities | 8 |
| | Lesser payment of maternity benefit | 9 |
| | Others..... | 10 |
| 5.3 What are the usual acts of discrimination, harassment against women in Household/family (multiple choices possible) | Lack of right to property, inheritance | 1 |
| | Physical torture/beatings | 2 |
| | Bullying | 3 |
| | Rape | 4 |
| | Lack of access to resource | 5 |
| | Lack of access to own income | 6 |
| | Others | 7 |
| 5.4 What are the usual acts of sexual harassment against women in public places (multiple choices possible) | Teasing and bullying | 1 |
| | Unwanted touching | 2 |
| | Rape | 3 |
| | Acid throwing | 4 |
| | Others..... | 5 |
| | | |
| 5.5 Where do you think you should report gender based violence? | Police Station | 1 |
| | Factory Management | 2 |
| | Women Based NGO | 3 |
| | Family members | 4 |
| | Community Leaders | 5 |
| | Others(mention) | 6 |
| 5.6 Have you or your co-worker been subjected to gender based violence or sexual harassment (physical beating, sexual harassment, eve teasing etc.)- At workplace? | Yes | 1 |
| | No | 2 |
| If no, then skip next 2 questions | | |
| 5.7 Did you report or help to report the incident to anyone? | Yes | 1 |
| | No | 2 |
| If no then why not? | | |
| 5.8 Who did you report to? | Line Supervisor | 1 |
| | Other workers | 2 |
| | Peer Facilitator | 3 |
| | Factory senior management | 4 |
| | Family members | 5 |
| | Others (mention) | 6 |

| | | |
|--|-----------------------|---|
| 5.9 Have you ever seen anyone in your factory complain about gender based violence? | Yes | 1 |
| | No | 2 |
| 5.10 If received complaint, what steps if any was taken by factory against the guilty party? | Dismissed from job | 1 |
| | Warned and fined | 2 |
| | Handed over to police | 3 |
| | Nothing was done | 4 |
| | I don't know | 5 |
| | Other..... | 6 |
| 5.11 Are you aware of International Women's Day? | Yes | 1 |
| | No | 2 |
| 5.12 Do you think workers are now more aware of rules and regulation regarding gender Violence against women? | Yes | 1 |
| | No | 2 |
| 5.13 Do you think Gender discrimination and violence against women decreased compared to pre-project/training period? | Yes | 1 |
| | No | 2 |
| If yes then please mention why | | |
| 5.14 Do you think the positive changes in knowledge and practice regarding gender violence will continue in the near future? | Yes | 1 |
| | No | 2 |
| If No, then mention why | | |

6. Access to Service Provision

| | | | |
|---|--------------------|------------|-----------|
| 6.1 Have you availed any of these services in the last 2 years? | Particulars | Yes | No |
| | Health | 1 | 2 |
| | Legal | 1 | 2 |
| | Education | 1 | 2 |
| | Financial | 1 | 2 |
| 6.2 Where do you go to avail these services | Health | | |
| | Legal | | |
| | Education | | |
| | Financial | | |

| | | | |
|--|--------------------|------------|-----------|
| 6.3 Are you satisfied with the service provision? | Particulars | Yes | No |
| | Health | 1 | 2 |
| | Legal | 1 | 2 |
| | Education | 1 | 2 |
| | Financial | 1 | 2 |
| 6.4 What are the major problems in accessing these services? | Health | | |
| | Legal | | |
| | Education | | |
| | Financial | | |
| 6.5 Are you aware of the community support Group in your community? | Yes | 1 | |
| | No | 2 | |
| If ans. Is no then skip next question | | | |
| 6.6 Have you referred to this community support group for any help/assistance to avail these services? | Yes | 1 | |
| | No | 2 | |

7. Family and communal Life

| | | |
|--|--|-----|
| 7.1 If you face a problem in your home (legal, financial, health) who do you consult first? (multiple response possible) | Family members | 1 |
| | Neighbors | 2 |
| | Colleague | 3 |
| | Community Support Groups | 4 |
| | Local Community Leader | 5 |
| | Local government representative | 6 |
| | Others (mention) | 8 |
| | 7.2 Do you share your knowledge learnt from training and from life with your family members? | Yes |
| No | | 2 |
| Sometimes | | 3 |
| 7.3 Do you participate in any community based activities such as cultural or sports related? | Yes | 1 |
| | No | 2 |

| | | |
|---|-----|---|
| 7.4 Do you think you are more confident than before in participating in community activities? | Yes | 1 |
| | No | 2 |

| | | |
|---|---|---|
| 7.5 Would you need anyone's permission now if you wanted to switch your job? | Yes | 1 |
| | No | 2 |
| 7.6 Do you play an active role in the family decision making process compared to pre-training period? | Yes | 1 |
| | No | 2 |
| | Sometimes | 3 |
| If Yes then skip next question | | |
| 7.7 Does the men of your household give importance to your opinions? | Yes | 1 |
| | No | 2 |
| | Sometimes | 3 |
| 7.8 Do you have control over your income? | Total control | 1 |
| | Partial Control | 2 |
| | No Control | 3 |
| | In case of no control please mention why | |
| 7.9 Do men in your household acknowledge the contribution of your income to the family? | Yes | |
| | No | |
| 7.10 How many hours a day do you spend on nonprofessional work (Child caring, cooking, and looking after old people, household chores)? | | |
| 7.11 Do you think nonprofessional work mentioned above should be mostly done by women? | Yes | 1 |
| | No | 2 |
| 7.12 Do you think non-professional work mentioned above is valued by the members of your family? | Yes | 1 |
| | No | 2 |
| 7.13 Have you ever spoken up within your family to ensure your fair demands/rights? | Yes | 1 |
| | No | 2 |
| | If no then skip next question | |

| | | |
|---|---|---|
| 7.14 What was the result of your demand? | It gave positive result | 1 |
| | It gives no result | 2 |
| | Family members do not see it positively | 3 |
| 7.15 How are conflicts between family members (husband-wife, Parents-children) resolved? | Solved through discussion | 1 |
| | Neighbor/3 rd party | 2 |
| | Others(mention) | 4 |
| 7.16 To what extent project activities (training, engagement with community) led to change of perception about gender roles in family and home? | High | 1 |
| | Moderate | 2 |
| | Low | 3 |
| 7.17 Do you think such change in perception will continue in the future? | Yes | 1 |
| | No | 2 |
| | If No, then mention why | |

8. Productivity and relation with Management

| | | |
|---|---------------------------|---|
| 8.1 Do you think your productivity has increased compared to pre-training period? | Yes | 1 |
| | No | 2 |
| 8.2 Productivity Details (piece production per 8 hours) | Pre-training Productivity | |
| | Current productivity | |
| 8.3 Absenteeism Decreased compared to pre training period | Yes | 1 |
| | No | 2 |
| 8.4 Have you been promoted after you received the training (from helper to operator or operator to supervisor) | Yes | 1 |
| | No | 2 |
| If answer is no then skip to next questions | | |
| 8.5 Do you think the training received from project helped you in getting this promotion and increment | Yes | 1 |
| | No | 2 |
| 8.6 Do you think the training helped to decrease absenteeism and increase your productivity? | Yes | 1 |
| | No | 2 |
| 8.7 Can you communicate with your supervisor easily regarding your targets, scope of work? | Yes | 1 |
| | No | 2 |
| 8.8 Do you think you can maintain your improved productivity and performance without further training from project? | Yes | 1 |
| | No | 2 |
| If No, then mention why | | |

9. Future plans

| | | |
|---|--|---|
| 9.1 Do you have any plans to change your profession? | Yes | 1 |
| | No | 2 |
| | If I get chance then I will | 3 |
| | I cannot do anything but this work | 4 |
| | Not sure | 5 |
| | IF Yes then mention why you want to change | |
| 9.2 To which age do you want to continue to work? | Leave before 30 | 1 |
| | Till 30 | 2 |
| | 30-40 | 3 |
| | 40-50 | 4 |
| | 50-60 | 5 |
| | As long as I am alive | 6 |
| 9.3 Do you think there is enough opportunity for you to grow more in this profession from your current position | Yes | 1 |
| | No | 2 |
| 9.4 Do you want to see your children in this profession? | Yes | 1 |
| | No | 2 |

10. CARE Training Evaluation

| | | |
|---|----------|---|
| 10.1 Do you think you have managed to use the knowledge and skill learned from training to improve your personal and professional life? | Agree | 1 |
| | Disagree | 3 |
| 10.2 The training methods used (e.g. lecture, group discussion, exercise, role play, etc.) were appropriate for me? | Agree | 1 |
| | Neutral | 2 |
| | Disagree | 3 |

| | | |
|---|-----------|---|
| 10.3 The trainer was knowledgeable, approachable and provided clear answers | Agree | 1 |
| | Neutral | 2 |
| | Disagree | 3 |
| 10.4 Overall quality and satisfaction level with the training | Poor | 1 |
| | Fair | 2 |
| | Good | 3 |
| | Very Good | 4 |
| | Excellent | 5 |

ID NO.

***“End of the Project Assessment for Promoting Enabling Environment for Women
in Factories (PEEWF) Project***

FGD Checklist- Community

Conducted for:

CARE Bangladesh

Developed by:



Consiglieri Private Limited
House no. 360, first floor, Lane 5, Baridhara DOHS
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December 2017

1. What percentage of the people living here work in RMG or other factories? What are the other professions of the people in your community
2. What are the **basic problems in your community** with regards to:
 - General Safety/Security (mugging, drug peddling)
 - Safety & Security of women
 - Healthcare
 - Education
 - Sanitation
 - Basic Utilities such as electricity, water
 - Communication/public transport
3. How do you solve these problems? Any particular problem **women in your community face** (specially with regards to problems in serial 2)
4. Has there been any incidence of gender related crime/violence in your area recently? If so what was done against it? Was the issue resolved?
5. Has violence against women decreased in your community compared to 2 years before? If so why do you think so?
6. Where is the nearest police station? Do you feel afraid to go there for any legal help/complain?
7. Do you need to go to Gazipur City Corporation for any purpose? Please mention why you go there? Do you face any problems in getting required services there?
8. Do you know about the CARE project? What activities has the project done in your area?
9. Is there a community support Group in your area? What percentage of CSG committee members are women? What is the function of the Community Support Group? Is it functioning well? What more can be improved?
10. Are women in your community active in community decision making process? What changes do you see compared to 2-3 years back? Do women in your community actively participate in community activities?
11. Do you think that women in your community are contributing significantly to family welfare through their income?
12. What is the general perception about women going out of homes and working in factories where there are male colleagues? Are they better off in their home doing household duties?
13. Have you heard about the following, was there any event regarding this in your community?
 - a. International Labor Day
 - b. International Women day
 - c. Campaign against violence against women

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***“End of the Project Assessment for Promoting Enabling Environment for Women
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IDI Checklist-Women Worker

Conducted for:

CARE Bangladesh

Developed by:



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14. How long have you been working in the factory? How long in this profession? What is your rank/designation now? Why did you leave your previous job?
15. Name top 3 things you remember from CARE training?

Leadership

16. What do you understand by leadership
17. How are conflicts resolved within your factory? Is the WPC heavily involved? Is the WPC effective?
18. Do you share your problems with coworkers? Do they help you?
19. Do you try to solve problems of other workers?
20. Are you more confident than before in solving your problems within the factory and also in HH?
21. Are you more confident than before in expressing your views?

Rights entitlement

22. Are you satisfied with benefits received from you factory? Why or why not? (hint: probe about maternity leave, day care facility, timely payment of wage, toilette facilities for women etc)
23. What additional benefits would you want?
24. Do you know what a WPC does? Are there free and fair election in WPC? Are you involved in the WPC activities?
25. Is your factory management responsive to worker needs and demands compared to before? Why or why not?

Discrimination, Sexual Harassment and Violence against Women

26. Do you know of any laws regarding discrimination, sexual harassment or violence against women?
27. What are the usual acts of discrimination, harassment against women in Household/family (multiple choices possible)
28. What are the usual acts of sexual harassment against women in **public places** (multiple choices possible)
29. Do you know where to report to in case of gender based violence? Have you reported this ever for you or for other women? Was it helpful?
30. Do you think workers are now more aware of rules and regulation regarding gender Violence against women?
31. Do you think Gender discrimination and violence against women decreased compared to pre-project/training period?
32. Do you think the positive changes in knowledge and practice regarding gender violence will continue in the near future?

Access to Service Provision

33. Do you have any problems in accessing these service?
- Health
 - Education
 - Legal
 - Financial
34. Are you aware of the community support Group in your community?
35. Have you referred to this community support group for any help/assistance to avail these services?

Family & Communal Life

36. If you face a problem in your home (legal, financial, health) who do you consult first?
37. Do you share your knowledge learnt from training and from life with your family members?
38. Do you participate in any community based activities such as cultural or sports related?
39. Do you think you are more confident than before in participating in community activities?
40. Do you need anyone's permission to switch job?
41. Do you play an active role in the family decision making process compared to pre-training period?
42. Does the men of your household give importance to your opinions?
43. Do you have control over your income?
44. Do men in your household acknowledge the contribution of your income to the family?
45. How many hours a day do you spend on nonprofessional work (Child caring, cooking, and looking after old people, household chores)?
46. Have you ever spoken up within your family to ensure your fair demands/rights? Was it successful?
47. Do you think CARE activities in your community helped to change perception of men and community people in your community?

Future plans

48. Do you have any plans to change your profession? How long do you want to work?
49. Is there good career progression possible in your factory? Do you think there is enough opportunity for you to grow more in this profession from your current position
50. Do you see yourself as a supervisor or even manager one day?
51. Do you want to see your children in this profession?

Training Evaluation

52. Do you think you have managed to use the knowledge and skill learned from training to improve your personal and professional life?
53. Was the trainer and training content useful? What more could be added?

ID NO.

***“End of the Project Assessment for Promoting Enabling Environment for Women
in Factories (PEEWF) Project***

KII/FGD Checklist-Husband or Workers

Conducted for:

CARE Bangladesh

Developed by:



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54. What is your profession?
55. When you married your wife was she working in factory or did she start working after you got married?
56. Due to her long hour involvement in factory, what problems are being caused in your HH
- No one to look after child
 - No one to cook
 - Not spending quality time with wife, etc.
57. Do you think it is the women's duty to cook food, look after children and do household chores? Do you help out your wife to conduct these duties?
58. Where does your wife spend her earnings? Does she contribute all her income to the family? **Do you think that your wife is contributing significantly to family welfare through their income?**
- 59.
60. What are the **basic problems in your community** with regards to:
- General Safety/Security (mugging, drug peddling)
 - Safety & Security of women
 - Healthcare
 - Education
 - Sanitation
 - Basic Utilities such as electricity, water
 - Communication/public transport
61. Do you help your wife to access basic services such as health, education facilities or legal help?
62. Were there instances when you had argument with your wife? How was it solved (*please probe whether there was severe altercation or cases of beating, but very delicately*)
63. Do you eat together in the house? Does men and women in your home eat the same portion of food?
64. Do you want your wife to continue working? Why or why not?
65. Do you want to see your wife continuing in this factory based job? Why or why not?
66. Have you heard about CARE project? Did it work in your community? What visible changes were caused by this project?
67. Do you think your wife has become more expressive than before in expressing her views within the HH? Why do you think it happened?

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***“End of the Project Assessment for Promoting Enabling Environment for Women
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Checklist-Factory Manager/Supervisor

Conducted for:

CARE Bangladesh

Developed by:



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December 2017

Basic Information

| | |
|----------------------------------|--|
| Name | |
| Factory | |
| Year of Establishment | |
| Designation | |
| Years In service | |
| Years of service in this factory | |

WPC related

1. Is there a WPC in your factory? If so, when was it established?
2. What is the role of WPC? What is the makeup of the WPC in your factory?
3. Do you encourage workers to participate in the WPC?
4. Do you think organizing workers through WPC or trade unions can be detrimental for your factory?
5. What is the mechanism of conflict resolution in your factory? Have you run into a conflict with WPC regarding any issue?
6. How many issues has the issues has the WPC resolved so far?
7. Do you think there is proper environment in your factory where workers can freely express their demands without fear of job loss or other punishment?
8. Do you think management-worker relation has improved compared to last 2 years?

Worker Benefits, Entitlement, Grievance procedure

9. Do you provide the following benefits to the workers?

| Particulars | Yes | No | If YES, Added after Project intervention? (tick) |
|--------------------------------|-----|----|--|
| Timely payment of wages | 1 | 2 | |
| Overtime facility with payment | 1 | 2 | |
| Award for regular attendance | 1 | 2 | |
| Festival Bonus | 1 | 2 | |
| Medical Allowance | 1 | 2 | |
| Day Care facility | 1 | 2 | |
| Provident Fund | 1 | 2 | |
| Weekly Holiday | 1 | 2 | |
| Holidays during festivals | 1 | 2 | |
| Discount shop | 1 | 2 | |
| Insurance | 1 | 2 | |
| Iftar during Ramadan | 1 | 2 | |
| Lunch and Snacks Facility | 1 | 2 | |
| Paid Sick Leave | 1 | 2 | |
| Paid Maternity Leave | 1 | 2 | |
| Paid Paternity Leave | 1 | 2 | |

| Particulars | Yes | No | If YES, Added after Project intervention? (tick) |
|---|-----|----|--|
| Facility to breastfeed children | 1 | 2 | |
| Damage/support due to workplace injury/accident | 1 | 2 | |

10. Are there separate and enough toilets for women workers in your factories?
11. Some added benefits in the last 2 years were self-initiated or was it raised by the workers or WPC?
12. How do workers usually lodge a request or complain regarding their benefits? What is the usual process?
- 13. How many issues regarding rights and entitlement did you solve in the last 2 years raised by women workers?**
14. In the last 2 years has there been any instance where you could not pay the wages and overtime payment of employees in due time? If yes, then what was the reaction of the workers?
15. What is the process to deal with worker grievances?
16. Do you think women workers in your factory have become more expressive and confident than before? Why do you think so?
17. Do you celebrate international women's day, international Labor Day in your factory? Are factories closed on May 1st?
18. Do you think management has become more responsive than before regarding worker's rights and entitlements?

Discrimination, Sexual Harassment and Violence against Women

19. Are men and women paid the same wage for the same level of job?
20. What are the barriers faced by women workers for career development? (hint: child bearing and rearing, taking care of elderly, sick, physical problems, discrimination etc)
21. Has there been incidences of sexual harassment of women or gender based violence in your factory?
- 22. How do you deal with it? Is there an Anti-Harassment committee in your factory? Any disciplinary action take through that committee yet? How many issues were solved through this committee?**
23. Were there any incidences were you had to fire a male employee for sexual misconduct or wrongdoing with a women worker?
24. What other initiatives you have taken to tackled harassment and violence against women? Is there a complain box within your factory?
25. Do you think management has become more responsive than before regarding harassment and violence against women workers?

Worker productivity/reduction in turnover

26. Do you think there is visible change in productivity of your workers? (**Pieces per 8 hours**)

| | |
|-----------------------|--|
| Previous productivity | |
| Current productivity | |

27. Do you think there is visible reduction in absenteeism among workers? Why so? Any contribution of the CARE project training?
28. Is there visible reduction in worker turnover compared to 2 years before (what is the percentage)? Why so? (hint: good working environment than before, workers feel safe and secure, workers happy with benefits, etc)
29. Do you think workers feel dignified with their jobs working in this factory?

Conclusion

30. To what extent do you think **your positive initiatives** helped to increase your company's image to the buyers? Has that led to more orders? What is the number of order retained do you think due to your initiatives.
31. How do you evaluate the training provider by CARE to the workers?
32. How do you evaluation the training provided by CARE to the managers and supervisors? What changes do you see in them? Do you think they have better knowledge and capacity to deal with worker rights, gender based violence and other worker related issues?
33. What are the improvement areas of the CARE project? Suggestions for future engagement?

ID NO.

***“End of the Project Assessment for Promoting Enabling Environment for Women
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Checklist- Factory Director/Senior Mangement

Conducted for:

CARE Bangladesh

Developed by:



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December 2017

Basic Information

| | |
|----------------------------------|--|
| Name | |
| Factory | |
| Designation | |
| Year of Establishment | |
| Years In service | |
| Years of service in this factory | |

Factory related information

34. How many employees are in your factory?

| | |
|--------|--|
| Male | |
| Female | |
| Total | |

35. How many hours is the open for? Is there provision for overtime (with pay) in your factory?

36. Who are the major buyers for your company?

Project Association

37. How did you get involved with the CARE project? What motivated you to get involved?

38. What are the activities that the CARE project conducted in your factory?

39. Has it contributed positively towards your organizational growth?

WPC related

40. Is there a WPC in your factory? If so, when was it established?

41. What is the role of WPC? What is the makeup of the WPC in your factory?

42. Do you encourage workers to participate in the WPC?

43. Do you think organizing workers through WPC or trade unions can be detrimental for your factory?

44. What is the mechanism of conflict resolution in your factory? Have you run into a conflict with WPC regarding any issue?

45. How many issues has the issues has the WPC resolved so far?

46. Do you think there is proper environment in your factory where workers can freely express their demands without fear of job loss or other punishment?

47. Do you think management-worker relation has improved compared to last 2 years?

Worker Benefits, Entitlement, Grievance procedure

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| Particulars | Yes | No | If YES, Added after Project intervention? (tick) |
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| Award for regular attendance | 1 | 2 | |
| Festival Bonus | 1 | 2 | |
| Medical Allowance | 1 | 2 | |
| Day Care facility | 1 | 2 | |
| Provident Fund | 1 | 2 | |
| Weekly Holiday | 1 | 2 | |
| Holidays during festivals | 1 | 2 | |
| Discount shop | 1 | 2 | |
| Insurance | 1 | 2 | |
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55. Do you think women workers in your factory have become more expressive and confident than before? Why do you think so?

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57. Do you think management has become more responsive than before regarding worker's rights and entitlements?

Discrimination, Sexual Harassment and Violence against Women

58. Are men and women paid the same wage for the same level of job?

59. What percentage of your supervisors and managerial level position are taken by women? If low percentage, then why such low representation of women in the upper level jobs?
60. What are the barriers faced by women workers for career development?
61. Has there been incidences of sexual harassment of women or gender based violence in your factory?
62. How do you deal with it? Is there an Anti-Harassment committee in your factory? Any disciplinary action take through that committee yet? How many issues were solved through this committee?
63. Were there any incidences were you had to fire a male employee for sexual misconduct or wrongdoing with a women worker?
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| | |
|-----------------------|--|
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73. What are the improvement areas of the CARE project? Suggestions for future engagement?