



Empowering women workers, embedding gender equality in business practice, and catalyzing systems change in global supply chains.



# RISE Digital in Guatemala

## Final Impact Report

March 2024

Participating Brands:

RALPH LAUREN



NORDSTROM

Participating Suppliers:




ShinWon



DAONTEX, S.A.



A close-up portrait of a young woman with dark hair, smiling broadly and showing her teeth. She is wearing a red top. The background is a plain, light-colored wall.

“Through using a tablet, it was easy to learn finance related topics digitally. I learned how to use online banking, was able to withdraw my salary, and now I can make my payments through online banking app. I also shared the training topics with my line colleagues in the factory.”

- **Soraida Abigail**, 22 years,  
Worker, Guatemala.





Reimagining Industry to Support Equality

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A photograph of a call center training room. Several people are seated around a large white table, each wearing a headset and working on a laptop. A woman stands at the head of the table, possibly a trainer. A presentation screen at the front displays a slide with a brain icon and Spanish text. The room has light blue walls and a whiteboard.

# Project Overview

# Background and objectives

This report presents the main **program activities and impacts** of the piloting of the Digital Program, and a participatory needs assessment conducted for the program adaptation in three garment factories in Guatemala between September 2022 and December 2023.

**RISE Digital Program** is a 6-month app-based learning program for workers and managers, designed to increase workers' digital and tech literacy. The program provides information on health, financial resilience, and tools for building harmonious relationships and handling stress for workers and managers.

## Background

RISE, through a collaborative effort that included three brand members (**Ralph Lauren, Nordstrom and Target**), three garment factories (**ShinWon, Plaza Trading and Startex**) and a partnership with CARE, piloted the Digital Program in Guatemala.

## Program Objectives

- Understanding the **special needs and challenges** of workers, especially women in all their diversities.
- Adapting and contextualizing RISE modules and educational material.
- Piloting a collaborative approach to RISE Digital program in the country to collect learnings and assess future expansion.

## Digital Program Factories in Guatemala

Suppliers	Number of Total Workers	% of Women Workers
ShinWon GT SA	1521	62%
Plaza Trading SA	445	45%
Startex SA	520	56%

# Program objectives and outputs

The three program objectives included needs assessment, program adaptation, and implementation. Other relevant activities were data collection, contextual understanding, materials adaptation and development, and monitoring and evaluation. Through the partnership with CARE, the project benefited from their experience in the region for the program contextualization, adaptation, and implementation.

Objectives	Outputs
<p>Understanding the special <b>needs and challenges of workers, especially women</b> in all their diversities, in Guatemala.</p>	<ul style="list-style-type: none"> <li>• Context assessment through field visit in February 2023.</li> <li>• Participatory Needs Assessment, using World Cafes methodology.                             <ul style="list-style-type: none"> <li>○ 72 focus groups with workers (men and women)</li> <li>○ 9 in depth-interviews with managers, wellbeing committee and workers’ representatives</li> <li>○ 3 in-depth interviews with women workers.</li> </ul> </li> </ul>
<p><b>Adapting and contextualizing RISE modules and educational material.</b></p>	<ul style="list-style-type: none"> <li>• 8 modules adapted and translated to Spanish.</li> <li>• 4 spots/jingles developed.</li> </ul>
<p><b>Piloting a collaborative approach to RISE Digital program in Guatemala</b> to collect learnings and assess future expansion.</p>	<ul style="list-style-type: none"> <li>• Trainer of Trainer sessions delivered</li> <li>• Training implemented in factories</li> <li>• Case studies collected through videos &amp; narrative</li> <li>• Base &amp; endline surveys</li> <li>• Sustainability plans designed together with factories</li> </ul>





# RISE Digital training structure

8 app-based training modules for workers.



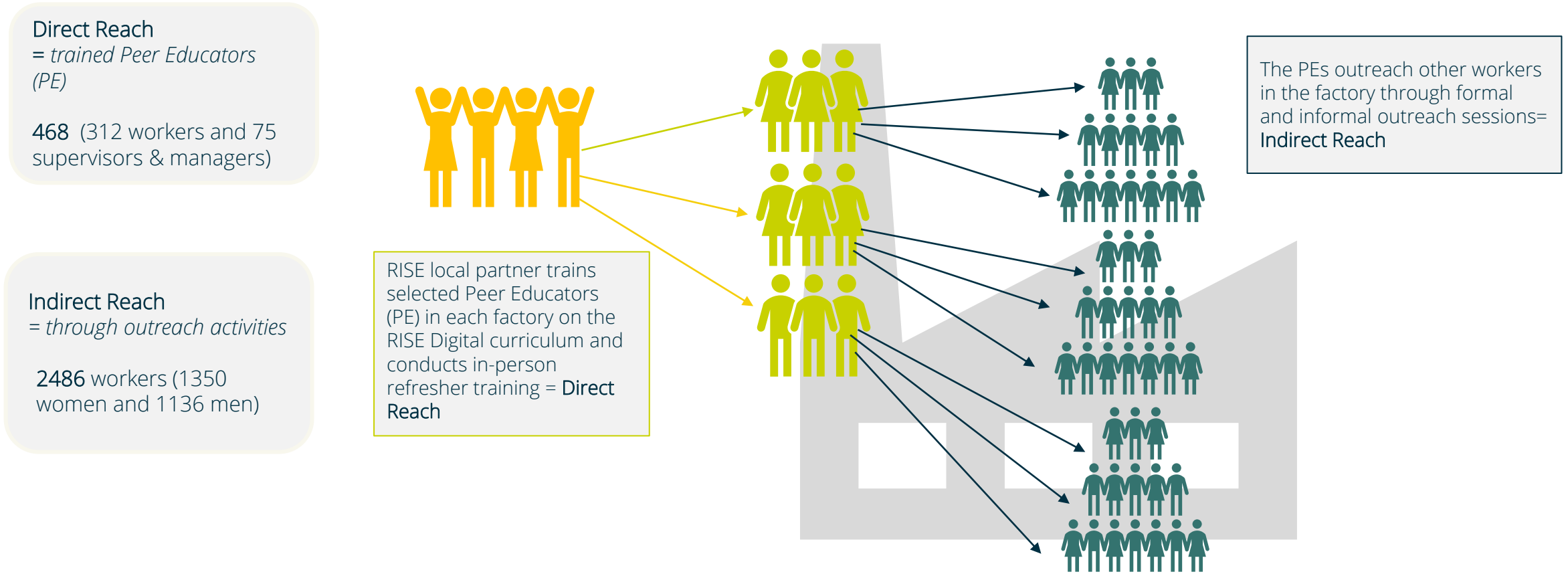
Management toolkit (2 modules for managers)

Week	Activity
1	Module: How to use a tablet and Sharing information with others
2	Dissemination
3	In person refresher training
4	Dissemination
5	Module: Hygiene & General and Family Health
6	Dissemination
7	In person refresher
8	Dissemination
9	Module: Digital Financial Services & Managing your Money
10	Dissemination
11	In person refresher
12	Dissemination
13	Module: Stress Management & Building Harmonious Relationships
14	Dissemination
15	In person refresher
16	Dissemination

The module trainings are delivered by the factory project committee, while the in person refresher sessions are lead by RISE local partner

# Program outreach and peer education model

The RISE Digital program uses Peer Education (PE) model to outreach to the factory workers. RISE and its local partner in Guatemala (CARE) supported each factory to select 100 workers ( including 70% women) as PEs. These PEs received direct training from CARE on RISE Digital training modules. These PEs then supported the training for the remaining workers using diverse tools for dissemination and outreach, including tablets.



**Direct Reach**  
 = trained Peer Educators (PE)  
 468 (312 workers and 75 supervisors & managers)

**Indirect Reach**  
 = through outreach activities  
 2486 workers (1350 women and 1136 men)

RISE local partner trains selected Peer Educators (PE) in each factory on the RISE Digital curriculum and conducts in-person refresher training = **Direct Reach**

The PEs outreach other workers in the factory through formal and informal outreach sessions= **Indirect Reach**





# Project Impact

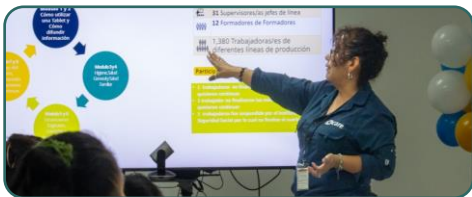
# Monitoring and evaluation methodology

RISE conducted baseline and endline surveys to measure the impact of the Digital program, including the changes in attitudes and behaviors from workers after the program. Since, this is a six-month training program, with few in-person sessions delivered by the local partner (CARE), it is expected to see slight changes in behaviors. Nonetheless, changes in awareness and attitudes can be expected.



## Baseline survey

- The program started with a baseline survey to identify initial knowledge of workers on digital literacy, gender roles, financial education, awareness of health, decision making, and harmonious workplace relationships and other RISE Digital training topics.
- 156 workers including peer educators (70% women and 30% men) from 3 factories participated in the baseline survey.



## Monitoring visits

- RISE local partner CARE carried out monitoring visits to the program factories, to discuss with workers and managers about program implementation, progress and potential challenges.



## Endline survey

- At the end of the training, the local partner CARE conducted an endline survey in each factory to assess the impact of the RISE Digital trainings.
- 151 workers including peer educators (64% women and 36% men most of them responded to the baseline survey, too) from 3 factories participated in the endline survey.



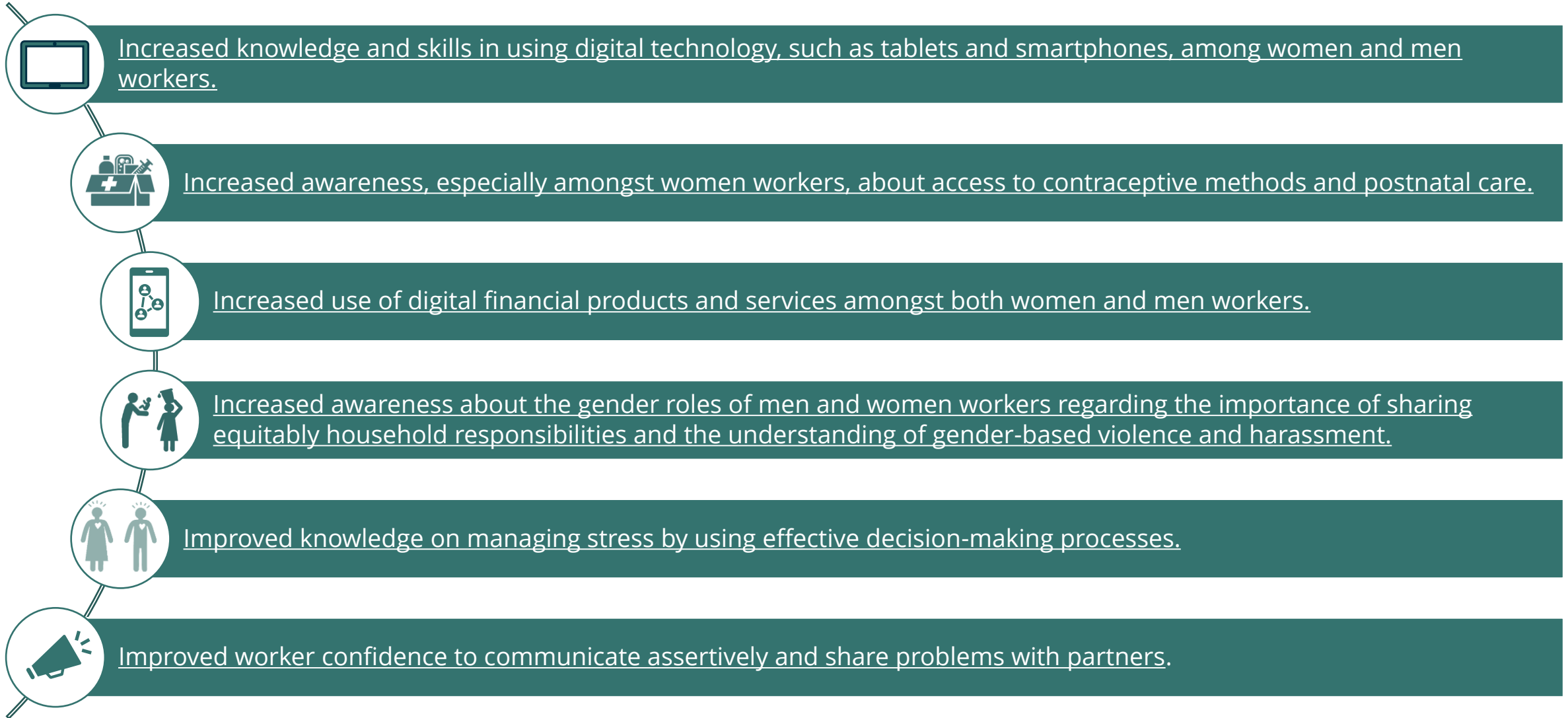
## Case studies

- In addition to surveys, RISE collected case studies of workers to capture the qualitative aspect of how the program helps the workers and managers to change their mindsets and practices over time.

"Through a tablet, it was easy to learn about the topic of finance online. I was able to withdraw my salary, learn to use the online bank and now I do my payments there. I also shared the training topics with my line colleagues in the factory."

Sanyida Abigail

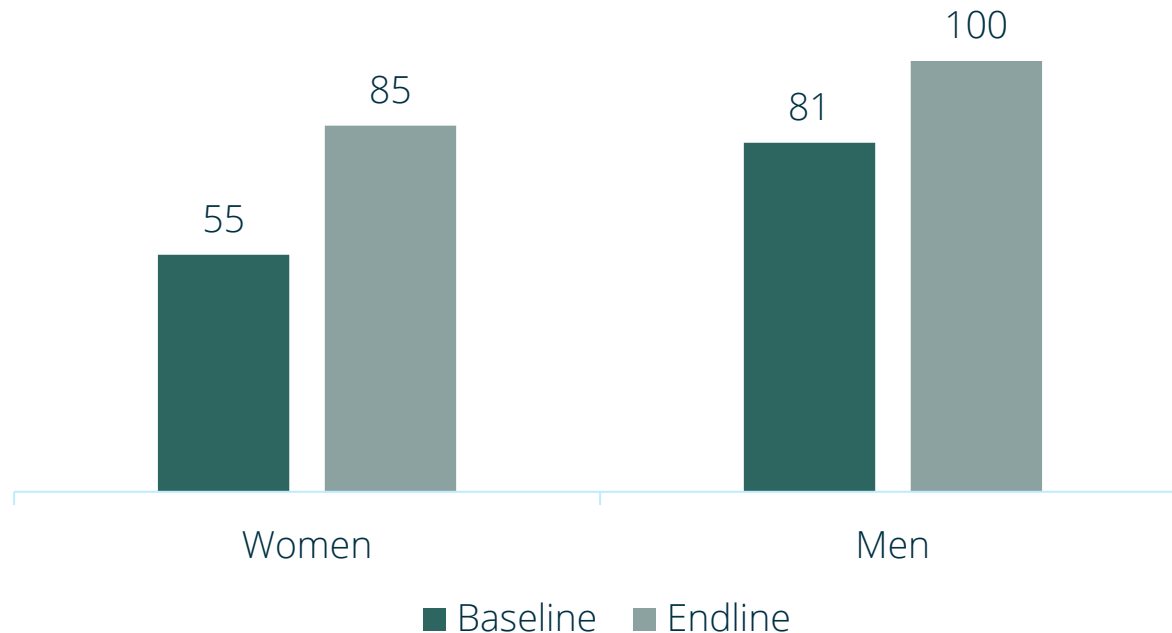
# Key program impacts



# Workers are more comfortable using new technology

The RISE Digital program intervention aims to empower workers through digital literacy, the data suggest that the program has been able to successfully equip workers with knowledge and skills to use technology.

**Percentage of workers reporting feeling comfortable to use tablets and smartphones**



There was 30%-point increase in women and 19%-point increase in men reporting they are more comfortable to use new technology such as tablets and smartphones, after completion of the program.

*“Most of the workers are happy with the activity and show interest in learning. They have expressed that although they were afraid to touch the tablets initially, with the learning of how to use it, the workers feel more secure and comfortable using them.*

*It was a good experience because the learning method was different, and it was easy to use the tablet due to the excellent explanation of the topic in the training module.”*

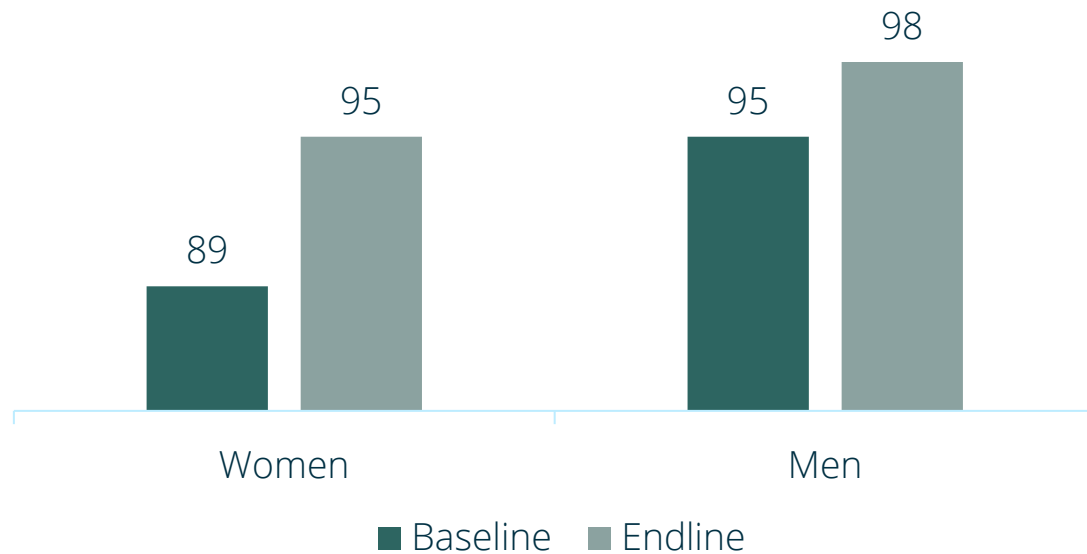
*Factory Manager*



# Women workers increased their awareness about modern family planning methods and postnatal care

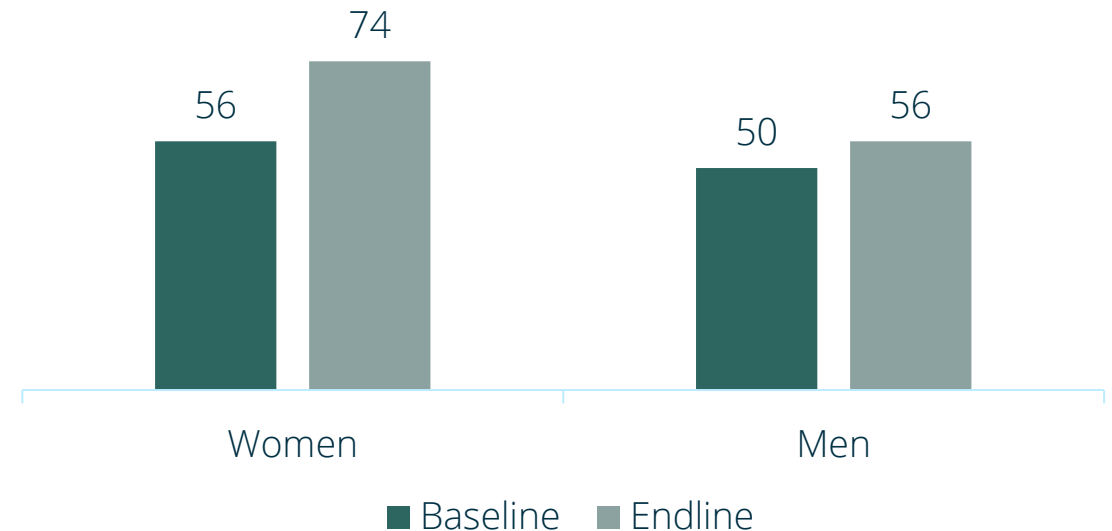
The RISE Digital program aims to raise awareness about family health topics, in this case there was an increase, especially amongst women reporting availability of and access to family planning methods and reporting the correct duration of exclusive breastfeeding.

**Percentage of workers reporting availability of and access to modern family planning methods**



There was 6%-point increase in women and 3%-point increase in men's awareness on access and availability of modern family planning product and services, after completion of the program.

**Percentage of workers who report 6 months as minimum recommended length of exclusive breastfeeding**



There was 18%-point increase in women and 6%-point increase in men reporting the correct duration (6 months) of exclusive breastfeeding to a new-born, after completion of the program.

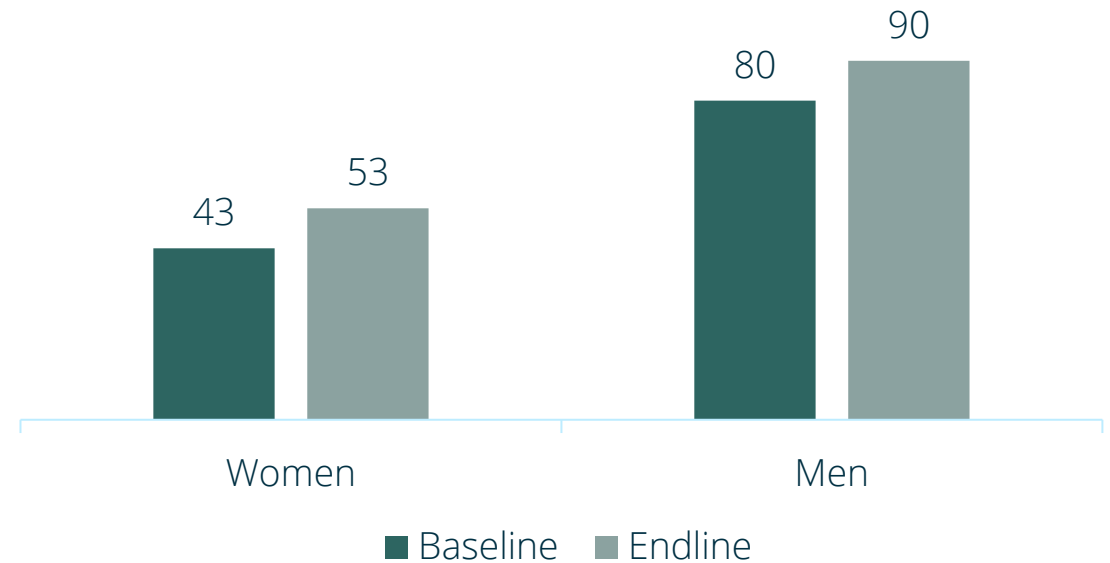
# 1/3 Workers increased their use of digital financial services (DFS)

The RISE Digital program supports capacity building of workers to use and get benefitted from DFS. After the training, majority of the participants reported that they found using online banking app is easier and safer than cash.

What DFS workers use the most?

	DFS	Baseline	Endline
WOMEN	Utility payments	21%	49%
	Airtime Transfer	20%	20%
	Payment for school fees	5%	18%
MEN	Utility payments	33%	56%
	Airtime Transfer	21%	33%
	Payment for school fees	4%	18%

Percentage of workers reporting they are using digital financial services and mobile financial app



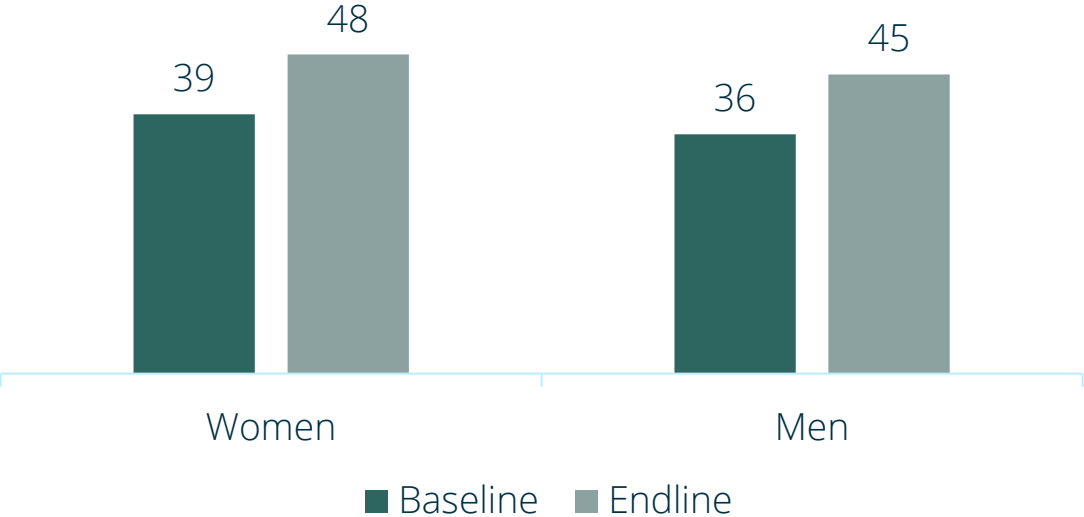
There was 10%-point increase in both women and men reporting during endline that they are using DFS. However, women users of DFS are still half of the men users, portraying the existing gender gap in accessibility of DFS.

# 2/3 Workers improved their monthly savings behaviors



The RISE Digital program helps building saving habits of the workers, some workers reported saving more after the program. However, a large percentage of workers reported that they can't afford to save due to increase in personal and family expenses as well as inadequate earnings.

**Percentage of workers reporting they save each month or most of the months**



There was 9%-point increase in both women and men reporting they are saving each month or most of the months, after trainings.

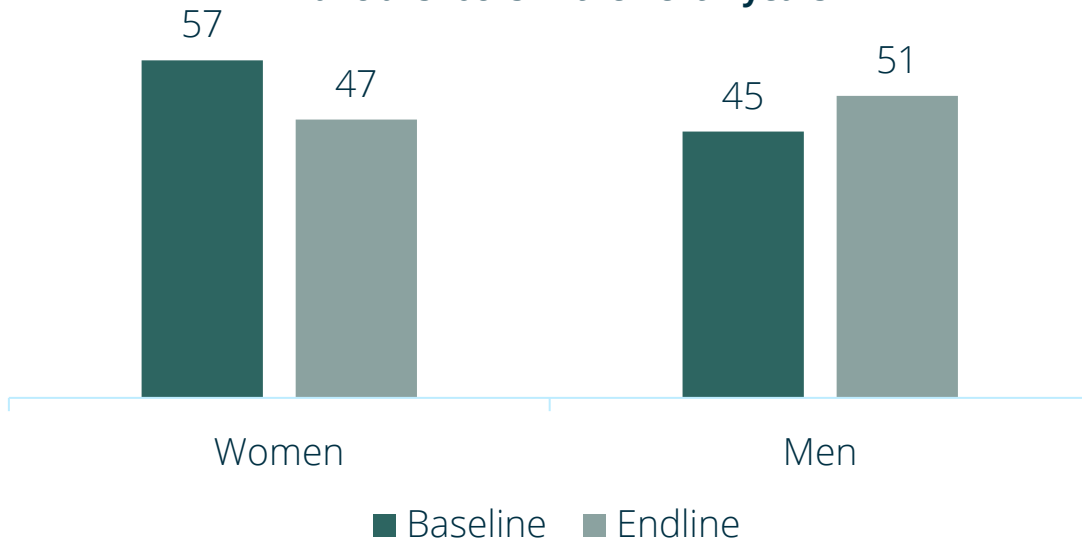
**Why workers are unable to save?**

	Reason	Baseline	Endline
WOMEN	Personal Expenses	15%	19%
	Family Expenses	21%	33%
	Salary not sufficient	22%	20%
MEN	Personal Expenses	17%	38%
	Family Expenses	38%	40%
	Salary not sufficient	15%	20%

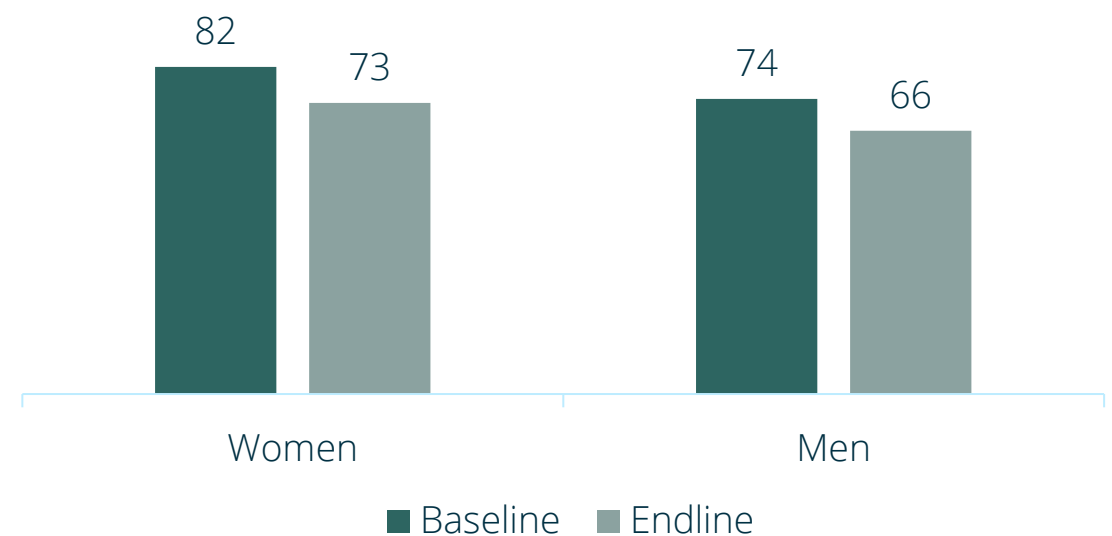
# 3/3 Financial health of the workers: other indicators

The endline results did not convey a shift in women workers' confidence to manage future financial shocks, due to insufficient monthly income as per the survey. Additionally, the endline results didn't convey a shift in respondent attitudes on gender roles in financial decision-making; usually for these changes to happen a more in-depth and longer intervention is required. These findings indicate that there is still scope for further capacity building for women and men workers on gender equality and financial management.

**Percentage of workers responded that they are either somewhat confident or very confident to overcome financial shocks in the next 2 years**



**Percentage of workers who report women and men should jointly make decisions about money**



There was 10%-point decrease in women and 6%-point increase in men's reporting during the endline about their confidence to overcome financial shocks in the next 2 years.

There was 9%-point decrease in women and 8%-point decrease in men reporting during the endline regarding women and men's joint financial decision making.



# Melvin's story

"RISE digital program helped me increase my learning on new topics and using new technology, like tablet. The training method was very efficient and practical.

During the training, I learned how to manage my money better and how easily I can use digital banking app and transfer money within 5 to 10 minutes. Now I don't need to go to bank (which is a bit far) for money transfer and payment, which saves my time.

I shared my learnings with my wife as well, and now she makes online payments too. I pledge to help my coworkers and family members and train them on how to use digital banking app on mobile phone and to make the best use of it."

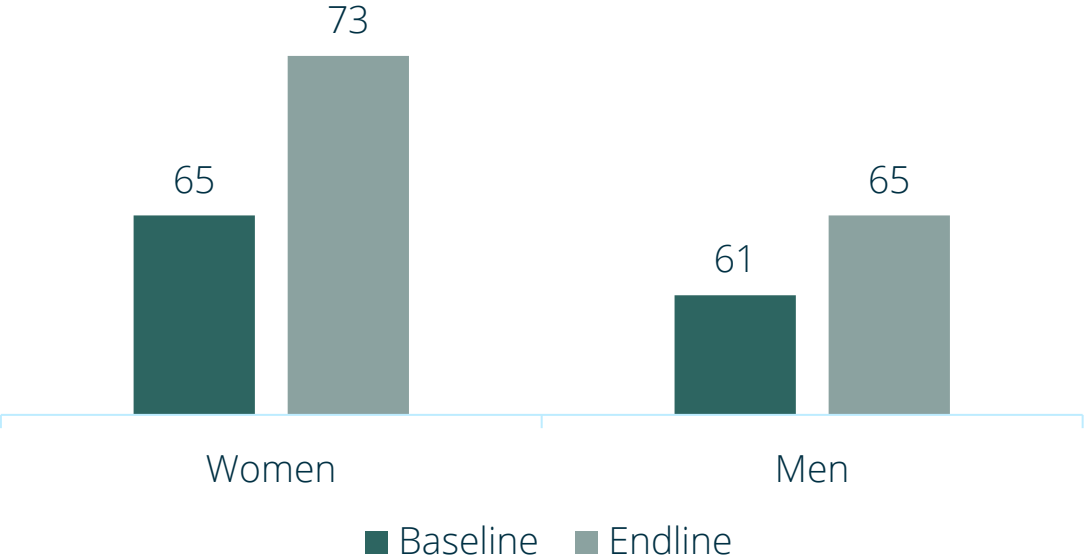
- *Melvin Sandoval Dávila, Line Supervisor.*



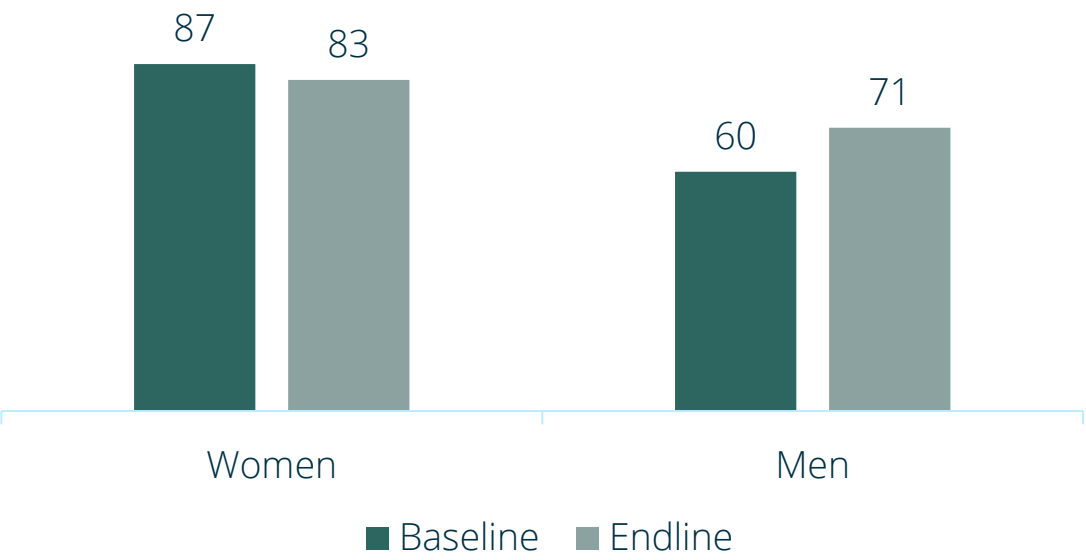
# 1/2 Workers are more aware on equal distribution of household responsibilities

The RISE Digital program raised awareness regarding the gendered roles of women and men, especially when it comes to spending time in household activities and making decisions.

**% of workers who answered "disagree" that women should spend more time on household chores than men**



**% of workers who answered "disagree" that most household decisions should be made by men**

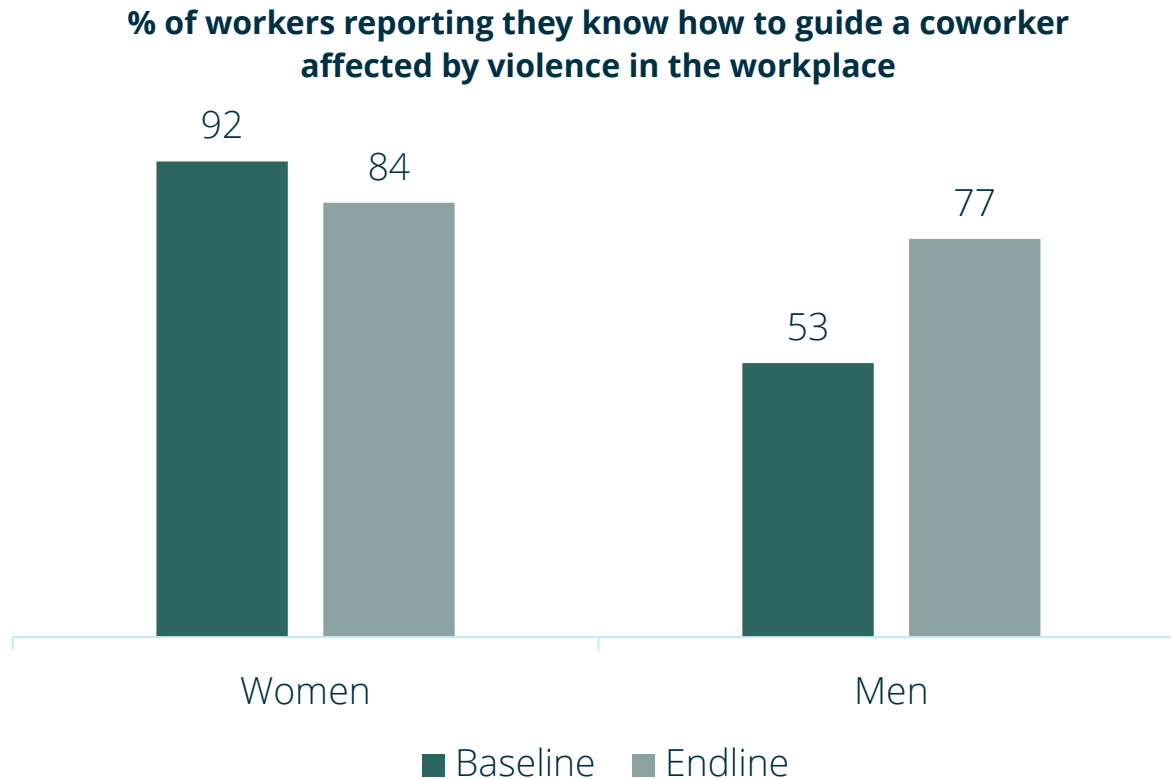


There was 8%-point increase in women and 4%-point increase in men reporting disagreement on the notion that women should spend more time on household chores than men. Nonetheless, there is still a significant percentage of both men and women agreeing with traditional gender roles.

There was 11%-point increase in men reporting disagreement on the notion that most decisions at the household should be made by the men. The starting point for women disagreeing with this statement was high before the program.

# 2/2 Men workers increased their knowledge about handling violence and harassment situations

The RISE Digital program intervention enhanced the capability of workers, especially men workers to guide their coworkers affected by violence in the workplace.



There was a 24%-point increase amongst men workers reporting they know how to guide a coworker who has been subject of workplace violence. Awareness amongst women was high before the start of the program.

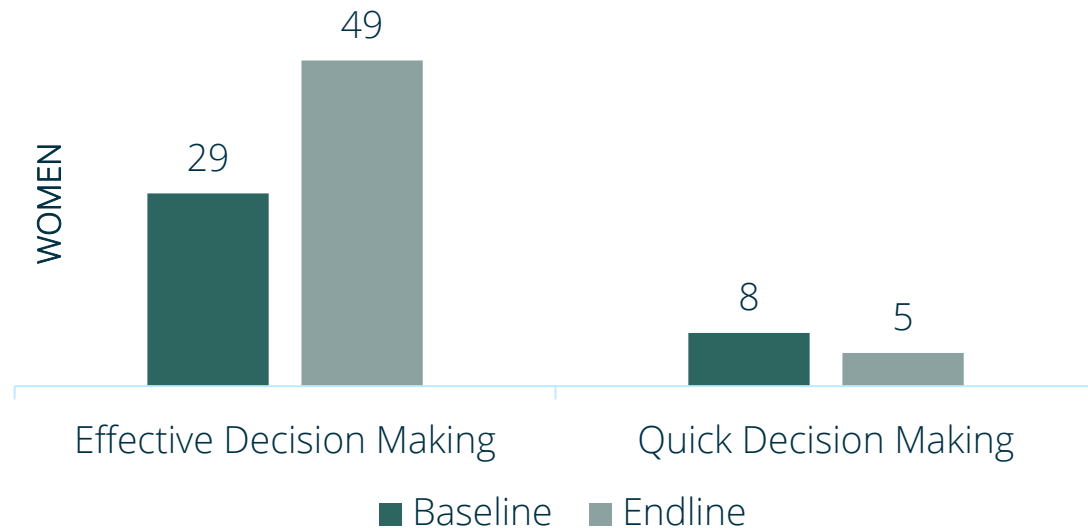
*“Workers commented that more frequent trainings should be conducted on policies prohibiting workplace harassment and abuse so that all workers are aware of the reporting routes and procedures to follow.”*

*Peer Educator and Worker*

# Worker stress management techniques and relevant decision-making process improved

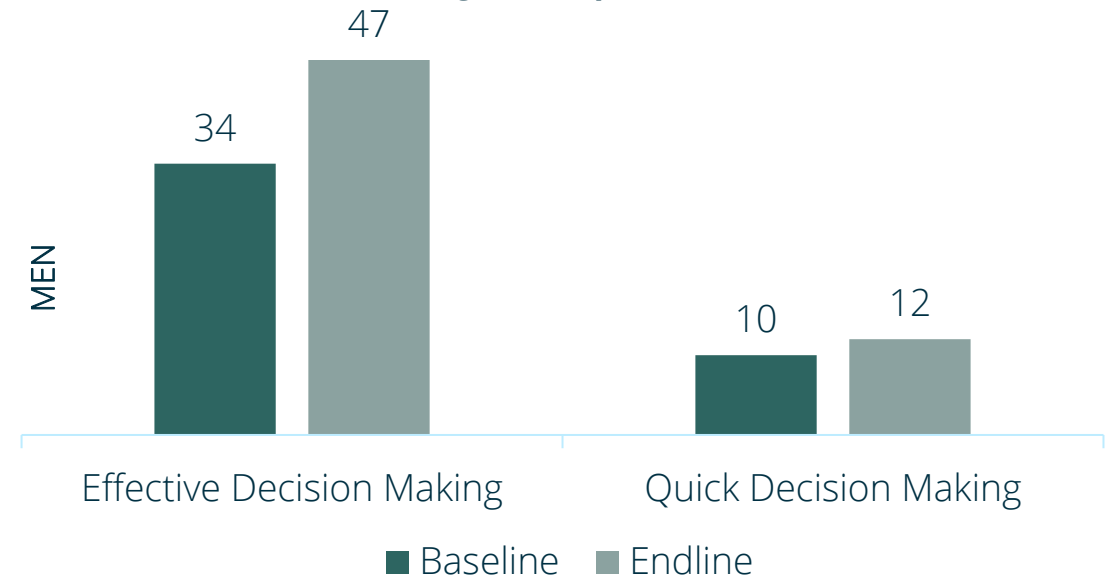
The RISE Digital program intervention equipped workers with the ability to understand the use of different stress management techniques and relevant decision-making processes to mitigate the impact of stress on their health.

**% of women workers who reported using different decision making techniques to tackle stress**



At endline, there was 20%-point increase in women workers reporting that they apply effective decision-making techniques (take a moment to think and make decision independently or in consultation with others). Additionally, there was no significant change in when it comes to reduction of quick decision making,

**% of men workers who reported using different decision making techniques to tackle stress**



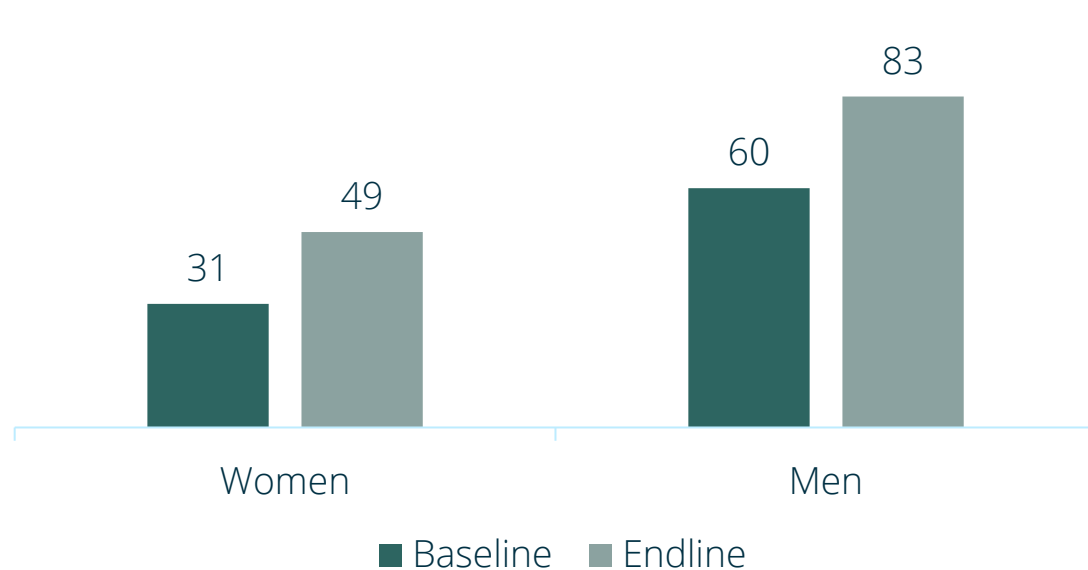
There was 13%-point increase in men workers reporting during the endline that they apply effective decision-making techniques (take a moment to think and make decision independently or in consultation with others). However, there was no significant change reported in men's behavior regarding reacting on their first emotions and making quick decisions.



# Workers feel more confident to communicate their needs assertively and share problems with partners

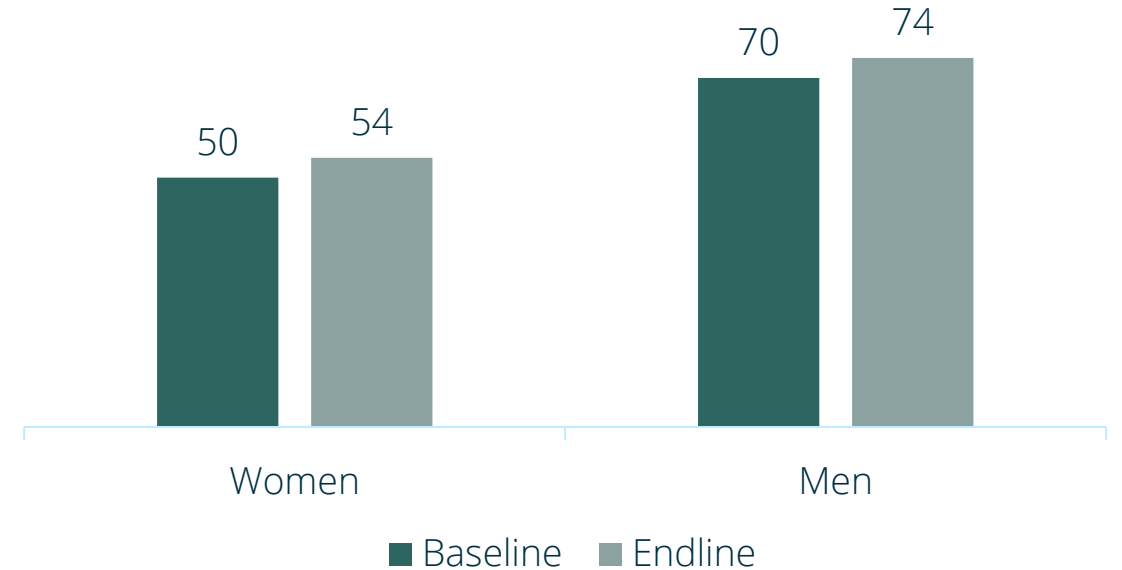
- The RISE Digital program boost women and men workers' confidence to communicate their needs assertively and sharing of household problems with partners.
- Conversely, when it comes to speaking to a manager about an issue at work, there is no change in the confidence of women and men workers between the start and at the end of the program.

**% of workers who report they feel like they are assertive to communicate their needs to others**



There was 18%-point increase in women and 23%-point increase in men who reported they feel they are assertive to communicate their needs to others, at the end of the program.

**% of workers who report confidence to bring up issues at home with their partner**



There was no significant change in both women and men reporting their confidence to bring up issues at home with their partner, after completion of the program.

# Olimpia's Story

"The factory nurse introduce me to RISE training. During the training I learned how to use a tablet because I didn't know how to use it earlier. I also learned how to save and share information with my family. From the trainings that I received what caught my attention was saving, health, and how to use the online bank. I didn't know how to manage my money, I used to take out all the money with my card but now after the training, I don't do it anymore, I only withdraw the amount I need, and I do transactions through my phone.

In the module on Harmonious Relationships and Stress Management, I learned about violence prevention and that women should not be humiliated, they shouldn't bow their heads. Women can also advance, and we can defend ourselves. Also, I have seen other changes in between co-workers because they were stressed and now, they are calmer, there's better communication, and before it was nothing like that."

*Olimpia Magdalena Sipac de León, Worker and Peer Educator.*



# Priscila's Story

"This is the first time I participated in this type of digital training. During the process, I felt supported because the staff that gave the training helped us with the learning on tablets. They made it easy, explained well the modules, and indicated how to handle the app.

From the modules, the most interesting one for me, was the hygiene one, the importance of washing your hands and washing your food. On the Family Health module, I learned more about contraceptive methods, I would like to learn about natural family planning methods, to know how they work, and which one works the best.

Another module caught my attention, which is how to manage your finances and motivates me to think about saving for the future. After receiving the training, I shared what I've learned with my family, the financial topic was something my mother used to teach me, saving is good, and you must do it she said.

Finally, from the module of Stress Management and Building Harmonious Relations, I learned about work-life balance and share household decisions and responsibilities with my partner."

- *Priscila, Worker.*





# Freddy's Story

"I learned about the RISE training program because the company chose me to undergo it through Human Resources. During the training, I learned many things, including how to interact with my colleagues and how to use a tablet. I shared this knowledge with my siblings and coworkers.

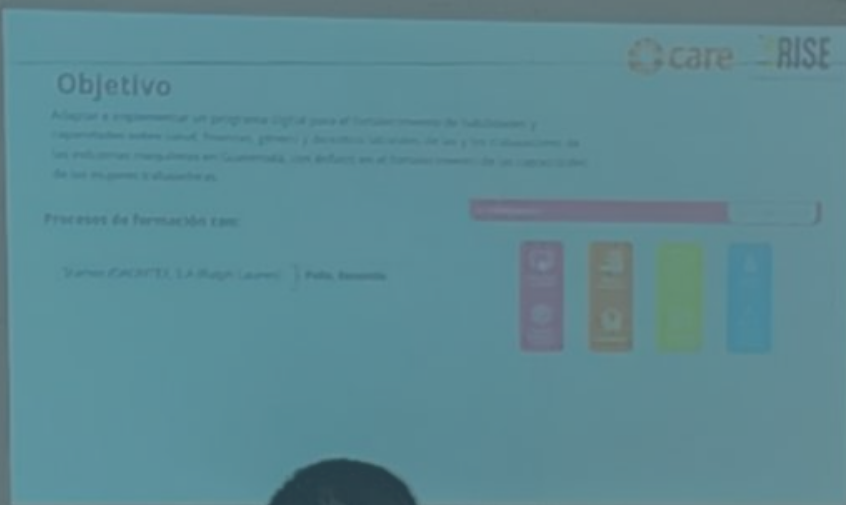
From all the modules, the one on family health caught my attention. They discussed contraceptive methods, and it interested me the most because I learned many things I didn't know. One of the changes for me, was in how I treat my wife. Now I know how to communicate with her, express myself, and address issues when there's a problem.

In the gender and violence prevention training, I learned how to resolve conflicts. Also, what I learned in the module about household responsibilities, I now apply at home and share responsibilities with my wife.

I've noticed significant changes with my partner and also within the factory. There have been changes among fellow male and female workers—more respect. Now they know how to communicate with women, not in a disrespectful way. After the training, supervisors now know how to request things in a better way."

- *Freddy Josué Cifuentes, Worker and Peer Educator.*





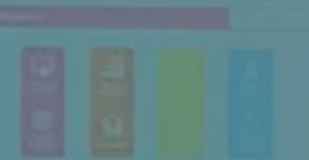
care RISE

### Objetivo

Adaptar e implementar un programa digital para el fortalecimiento de habilidades y capacidades sobre salud, bienestar, género y derechos laborales de las y los trabajadoras de las industrias manufactureras en Guatemala, con énfasis en el fortalecimiento de las capacidades de las mujeres trabajadoras.

Procesos de formación EMI

Valores CARETEX, S.A. (Ruggi-Laurent) | Pello, Bascoche



# Lessons learned & recommendations



# 1/2 Recommendations

After conducting the Needs Assessment, a set of recommendations were designed for the deployment of the Digital Program. Here is a recap of those recommendations and the progress of each at the end of the implementation as well.

Recommendations	Description	Progress & Future recommendations
<b>1</b> Based on the identified needs and gaps, complement digital training with robust in-person training sessions for the workers.	<ul style="list-style-type: none"> <li>▪ Implement RISE refresher trainings &amp; dissemination methodology (Peer Education) with a strong focus on               <ul style="list-style-type: none"> <li>• Developing healthier nutrition habits</li> <li>• Developing digital &amp; financial knowledge</li> <li>• Tackle gender norms &amp; roles.</li> <li>• Practical techniques to release stress.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ The trainers implemented the refresher sessions focusing on these recommended topics.</li> <li>▪ The training team had more in-person touch points with managers and peer educators than what is normally expected in the Digital Program, since factories weren't familiar with skills development strategies and programs.</li> <li>▪ In the future, the team might want to contemplate more in-person touch points, at least in those factories with little experience on training and capacity building of workers.</li> </ul>
<b>2</b> Promote gender equality inside and outside the factory and contribute to a more equitable work environment.	<ul style="list-style-type: none"> <li>▪ Consider positive masculinity exercises as part of the RISE modules.</li> <li>▪ Focus on gender equality awareness as part of the managers modules.</li> <li>▪ Discuss gender norms &amp; roles with workers.</li> <li>▪ Raise awareness on the importance of :               <ul style="list-style-type: none"> <li>• Joint decision making in the household.</li> <li>• Shared responsibilities and care responsibilities.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Male colleagues were involved in the training sessions, and topics around gender norms and roles were part of the refresher sessions. It was noted that further training and capacity building on positive masculinity could be beneficial for workers and managers.</li> </ul>
<b>3</b> Provide workers with a stronger knowledge on health & sexual reproductive rights related topics.	<ul style="list-style-type: none"> <li>▪ Provide workers with practical information on sexual health reproductive topics.</li> <li>▪ Leverage CARE tools to build healthier nutrition habits (recipe book, etc.).</li> </ul>	<ul style="list-style-type: none"> <li>▪ Through the tablet and in-person sessions workers received information about sexual and reproductive health, and the increase in awareness is evident from the impact data.</li> <li>▪ Some infrastructure issues as breastfeeding rooms and gender inclusive infirmaries need to be further strengthened.</li> </ul>

# 2/2 Recommendations

Recommendations	Description	Progress & Future recommendations
<b>4</b> Enhance workers' knowledge on both digital and financial levels.	<ul style="list-style-type: none"> <li>Provide workers on information on saving, budgeting, credit, money management.</li> <li>Provide trainings on digital literacy to increase workers' confidence using products and services.</li> </ul>	<ul style="list-style-type: none"> <li>Workers and managers fully engaged and enjoyed the Financial Health modules. Significant progress was seen in the use of financial digital products and overall, in digital literacy.</li> <li>Financial behaviors didn't improve significantly, since these type of social changes require more time and in-depth training.</li> <li>Behaviors regarding illegal loans are especially concerning and need intervention.</li> <li>The recommendation is to consider an in-depth training in Financial Health for these factories.</li> </ul>
<b>5</b> Provide workers with strong tools to handle and manage stress.	<ul style="list-style-type: none"> <li>Teach workers to develop recreational habits and relaxation technics to manage their stress daily.</li> </ul>	<ul style="list-style-type: none"> <li>The app base training provided workers with relevant techniques to manage stress.</li> <li>The intervention open dialogue between workers and factory managers to straightened stress releasing activities during the work shift and entertainment spaces, like sports fields.</li> </ul>
<b>6</b> Make sure workers are provided with enough support to feel safe and comfortable in the workplace.	<ul style="list-style-type: none"> <li>Encourage workers &amp; managers to develop positive and healthy relationships at work, create bonding and a better working environment.</li> <li>Discuss with workers about grievance mechanisms and available channels to escalate any concern.</li> <li>Leverage CARE materials on workers rights and obligations (posters, booklets, videos, etc.).</li> </ul>	<ul style="list-style-type: none"> <li>The project team included a special session with managers to discuss violence &amp; harassment at work, protocols and grievance mechanisms.</li> <li>Nonetheless, due to the limited in-person touch points of this program format, and the number of topics, it is recommended to deep-dive in a gender training, more specifically on how to prevent and address violence &amp; harassment at work.</li> </ul>

# In a nutshell...

1

In person touch points as part of any program intervention is key in the country since:

- Factories in Guatemala have had limited exposure thus far to social impact programs
- Training/upskilling culture is lacking
- Significant time and resource was spent on trust and relationship building to ensure smooth program implementation
- Engagement of Korean headquarters will help with factory buy-in.

2

The needs assessment and further data collection during the program implementation shed light on the importance of **1) Financial Health topics, especially focus on saving, borrowing, lending and gender roles, 2) Addressing and Preventing Gender-based violence and harassment at work.** Violence is an underlying issue in the region, any program intervention needs to consider this phenomena.

The intersection with **race and ethnicity are key identities** to consider for any future implementation and program adaptation.

3

**Implementing positive masculinity tools** as part of the training in factories is key, since in many factories most of the workforce are men and there is a prevailing “macho” culture amongst the workforce. Workplace training is an excellent platform to promoting a change in perceptions and stereotypes related to gender roles, rooted social norms, and the prevention of gender-based violence and harassment.

4

Promoting and ensuring **breastfeeding-friendly spaces for women and health facilities** that integrates women’s needs are critical.

Offering **mental health** services will be also a game changer for both women and men workers well-being.

5

**Partnering with financial institutions** to understand and discuss financial services and loans that benefit workers, might be one of they key strategies to tackle the concerning situation of workers lending from illegal violent money lenders.

 RISE

ANNEX

# Guatemala industry and gender context

The situation of female workers in Guatemala – Gender and Intersectionality Context\*

## Background

- The textile and garment sector represents 9% of country's GDP and is the main exporter industry. Main markets: US, Mexico & Canada.
- South Korean investment since 1980s contributed to the expansion of the industry. In 2009, 169 factories operated in the country, in 2023, 1,000 factories operate.

## Labor Regulatory Framework & Women's Legislation

- Law for the Promotion and Development of the Export and Garment Activities
- National Policy for the Promotion and Development of Women and Equal Opportunity
- Law for the Dignity and Promotion of Women
- Law Against Femicide and Other Forms of Violence Against Women

## Female Workers in Guatemala

- Lower salaries in the textile sector compared to other industries due to foreign investment benefits.
- Female participation in factories has decreased significantly over the last decade, dropping from 80% to 35%. This decrease is partly attributed to a significant rise in male unemployment. During times of high male unemployment, companies and governments often prioritize male hiring over female hiring.
- Violence in the workplace is a day-to-day reality. 72% of study respondents reported experiencing or having experienced violent situations in their workplaces\*\*. Women were more likely than men to report experiencing or having experienced workplace violence, with 76% of female respondents reporting such experiences compared to 53% of male respondents. \*\*
- Women belonging to Indigenous communities face higher levels of unemployment, lower salaries & discrimination.

\*Insights and testimonies from a lecture given by Professor Ana Silvia Monzón, a renowned sociologist, feminist academic and teacher from Guatemala.

\*\*STICCO, Georgina 2022. Labor Violence in Guatemala in the Framework of ILO Convention 190.





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