



Final Report On

End Line Study of Promoting Gender Equality and Empowerment of Women and Girls in Clothing Industry Project

Endline study of Promoting Gender Equality and Empowerment of Women and Girls in Clothing Industry Project

Prepared for

CARE Bangladesh



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Acronyms

GM	General Manager
HR	Human Resource
HSC	Higher Secondary Certificate
IDI	In-depth Interview
KII	Key Informant Interview
QI	Quality Inspector
RMG	Ready Made Garments
SRH	Self-Rated Health
SSC	Secondary School Certificate
UN	United Nations

Executive Summary

Background and Objective: Employing more than 2.5 million women (60%), the RMG sector in Bangladesh is one of the largest sources of employment for women. CARE Bangladesh and UN Women partnered to undertake the Promoting Women Worker's Empowerment Project as a 5 months pilot to help workers, particularly women, develop their skills and experience and access leadership opportunities which may lead to career advancement, improved work environment for the workers. The study was undertaken with several objectives- (i) To identify the progress on knowledge, skill and aspiration of women RMG workers in the working factories from the baseline (ii) To identify the initiatives that Management of the working factories are planning for career Advancement for women RMG workers (iii) To examine the appropriateness of the career pathways that was identified in baseline and identify the further recommendations for career Advancement for women RMG workers (iv) Evaluating the project indicators to measure the progress of the project (v) Developing a learning brief on the Project from baseline and end line .

Methodology: The study was undertaken in two pilot factories of Bangladesh. In order to measure the progress of the RMG workers with regards to their career Advancement, the study conducted both quantitative and qualitative survey with control (workers who didn't receive training) and treatment group (workers who have received training). The two groups informed us on the impact of the project interventions on the trainees compared to the workers who did not receive training. Following a purposive sampling technique, the qualitative survey involved KIs with both male and female workers and supervisors from different sections/departments in the factories. The qualitative findings presented in this report reflect the insights from 49 interviews (KI and IDI). The quantitative survey was conducted with the female workers from treatment and control group. The sample was distributed among the two factories in proportion to the number of workers in each factory for the quantitative data collection. The sample size for the quantitative survey for the control group was 94 and 66 for the treatment group from the two factories from a population size of 7,082.

Women Empowerment Project for career advancement: With an aim of empowering women through creating career Advancement opportunities, 'Women Empowerment Project' was undertaken by both of the factories based on the demand and requirement from the buyers (donor of the project). As a part of the project initiative two sessions of training programs (Basic and Advance Training) were arranged for the workers from both of the factories. A total of 300 workers were selected for the Basic training program based on the worker's educational qualification, aspiration to excel in their career, work experience and family support. After attending 8 days long Basic training, 100 female workers from both of the factories were selected for the Advance training program to develop their leadership skill and career Advancement. Communication, Goal Setting, Career Aspiration, Leadership skills, Work Excellency, Financial Literacy were some of the training contents being taught in the training sessions to develop the female workers soft skills.

Profile of the Treatment and Control Group: Among the 66 female workers from the treatment group, 21 of them received the advance training program and 45 of them received the basic one. Among the female workers from the treatment group, higher percentage (74%) of the female participants of the training programs belonged to the age group of 18-25. While querying about the marital status of the female workers from the treatment group, it was observed that, majority of the workers were married. However, higher percentage of basic trainees had low education background (between grade 5 to 8) if compared to the advance trainees.

The findings show that higher percentage (69%) of the female workers from the control group was young. Average age of the respondents from the control group was 24. Majority (36%) of the female workers who didn't receive the training program had low educational background (between grades 5 to

8). If compared to the respondents from the control group (46%), higher percentage of female workers from the treatment group (51%) had 2-5 years of working experience in their respective factories. According to the findings from the quantitative survey, the average salary of the respondents from both of the groups was in the range of TK 8001-10,000.

Assessment on the progress on knowledge, skill and aspiration of the female workers from the baseline: The study team assessed the knowledge, skill and aspiration by focusing on some specific indicators.

- **Level of knowledge on workplace rights and entitlements:** This study has explored that there is a difference in the knowledge level between the control and treatment group respondents. From the findings of our end line study we came to know that higher percentage (88%) of the female workers reported that their level of knowledge on workplace rights and entitlements has increased after receiving the training program. Our baseline findings show that, 90% of the female workers were conscious of their entitlements to health services which have increased to 100% after receiving the training programs.
- **Level of understanding about workplace roles and responsibilities:** 55% of the respondents from the treatment group reported that their level of understanding about workplace roles and responsibilities had improved a lot after receiving the training program. However, in case of the control group only 22% of them had very good understanding about their roles and responsibilities.
- **Degree of confidence in undertaking the role of a Supervisor:** Our findings from the baseline show that, male operators (50%) were more confident in undertaking their roles if compared to female operators (37%). However, end-line findings show that, the female workers who had received the training program were very confident in undertaking the role of a supervisor than before (21%) and 33% are confident enough to undertake the role of a Supervisor. In case of the female workers who didn't receive the training program 55% of them reported to have poor level of confidence to undertake the role of a supervisor and only 1% of them were confident to undertake the role of a supervisor.
- **Career aspiration:** 79% of the female workers reported that they aspired to become Supervisors after receiving the training, while 33% of the female workers from the control group aspired to become a Supervisor or hold a managerial role.
- **Requests for promotion:** Data shows that female workers (90%) who didn't receive the training program usually do not discuss the issue of promotion with their supervisors. Majority (88%) of the female workers never discussed about promotion with their line managers/supervisors (Baseline report, 2020). However, our end-line findings from the KIIs with some of the female workers who have received the training reveal that, some of them (50%) have already discussed about their promotion with their supervisors during the training sessions.
- **Degree of confidence to acknowledge gender discrimination at workplace and in family:** Higher percentage (86%) of female workers reported that the training program increased their level of confidence to acknowledge gender discrimination at workplace and in their household. Conversely, only 39% of the female workers from the control group reported to have the confidence to acknowledge gender discrimination at workplace and in family.
- **Ease with internal communication:** Before receiving the training program only 23% of the workers reported to share their feedback, suggestions and concerns with their management. However, this increased to 85% after receiving the training program.
- **Level of comfort while having discussion with the management:** Our baseline findings reveal that, the more male (83%) workers were comfortable to discuss their issues with the management if compared to the female (55%) workers. However, after receiving the training programs the female workers are now more comfortable (very comfortable- 31%, comfortable-60%) while having discussion with the management. Moreover, KIIs with the

management staffs revealed that, female workers have become more comfortable to discuss any issue with the management after this project intervention.

- **Negotiation skills and its relation to empowerment:** Higher percentage of the advance trainees (76%) strongly agreed that after receiving the training program their negotiation skills had improved a lot if compared to the basic trainees (24%). On the contrary, only 40% of the female workers who didn't receive the training are engaged in negotiating their benefits with management.
- **Change in decision making practice within the family:** Female participants of the training program revealed that, their decision-making practice within the household had improved a lot after receiving the training program.

Factory policies and initiatives which have been strengthened due to project interventions for career advancement of women RMG workers: The following factory policies and initiatives were strengthened due to the project interventions for career advancement of women RMG workers.

- **Recruitment process within the factory:** The qualitative findings of the study suggest that the workers hiring process changes according to buyer's requirements and demand. From the KIs with the factory HR personnel we came to know that, the recruitment process of the workers has become more gender-sensitive in both of the factories after the project interventions. They claimed they provide equal opportunity for the male and female workers to participate. Before the project interventions, women got promoted /recruited as a result of direct factory intervention for promoting female, which means the promotion was done under special circumstances. But after the training program, a large number of women have become capable of undertaking the role of Supervisor.
- **Training policy within the factory:** Induction training on workplace rights, safety and security is provided to the newly joined workers of both of the factories. After the project interventions, the factory management has become more interested in providing training on soft skills and hard skills development of the workers.
- **Supporting strategies for securing a safe working environment for female workers:** Both of the factories reported to have Anti-harassment committee, grievance redress committees and 24/7 active hotline numbers and complaint box system to ensure safe and secure working environment for female workers. However, these committees and departments have become more strengthened due to the project interventions.
- **Scope of future promotion of the trainees:** The factory management of both of the factories shared their plan to start Career Development Training for the female workers who had received the training program. Those who are potential workers, the management have a plan to train them on technical skill development.

Change in perception of male supervisors and workers on promotion ability of the female workers:

- **Change in perception of male operators and male supervisors on female operator's capability to become supervisor with or without training:** Male workers and Supervisors reported that, they had noticed a positive change among the female workers who had received the training. They think with training facilities female workers can occupy the role of a Supervisor. However, most of the male workers reported that without training it will be difficult for the female workers to advance in their career.
- **Change in perception of the male supervisors regarding the importance of training for female operators to get promotion:** From the findings of our baseline study we came to know that there was a variation in perception of the male supervisors regarding the importance of training for female workers to get promotion. However, the findings from the end-line reveal that, the male Supervisors are now very much confident about the female worker's capability

to become a Supervisor with training facilities. They believe training can expedite the process of becoming a Supervisor for the female workers.

- **Change in perception of the male workers in the factory:** The findings from the baseline study showed that, the male workers from both of the factories perceived a negative attitude towards female workers capability to become a supervisor with or without training. However, findings from our end-line study reveal that, this negative attitude of the male workers has changed to some extent after receiving the Basic training program.
- **Change in perception about role and responsibilities of a Supervisor:** Our baseline analysis shows that both male and female operators had an unjust perception about workload of a supervisor as well as the timing and salary benefits. These perceptions indicate towards a structural barrier at the factory level where the female operators were systematically left out from the discussion and prospect of career advancement. However, findings from the respondents of the control group also reveal the same. After receiving the training program, majority of the female workers reported that their understanding about the roles and responsibilities of a Supervisor had improved.

Appropriateness of the Project Interventions and Suggesting Future Recommendations

Contributing factors

- Appropriate screening and selection of potential participants for both basic and advance training
- Thorough discussion of the training contents among the participants
- Righteous mechanisms to ensure participation and engagement of the participants in the training sessions
- Support and commitment from the factory management for building the capacity and meeting the career advancement needs of the RMG workers
- Encouragement and support from some of the supervisors, line chiefs and colleagues towards the training participants
- Emphasis on soft skills development of the female workers through the training sessions encourages them to express their need to develop/improve hard skills for career advancement.
- Intensive trainings/workshops for building the capacity of the factory management and workers

Areas of improvement: While analyzing the impact of the training program on the career Advancement of the female RMG workers, a number of issues/concerns have been shared by the female participants of the training programs which need further modifications/improvements to ensure successful implementation of the project interventions.

- Improving engagement of all the line managers/supervisors in encouraging the participation of the female workers in the training sessions
- Ensuring that all the workers are aware of the selection process of the participants for the training program
- Arranging male sensitizing sessions
- Internal communication strategies within the factories should be strengthened to make the workers and management as a whole aware of the project interventions
- Duration of the basic training programs should be extended
- Create provision for counselling of the household members organized by the factory management to improve their motivation to support the aspiring candidate and tackling gendered norms at home and community level

Future Recommendations: We recommend the following primarily to ensure scale and sustainability of the interventions that enables systems and environment for career advancement and leadership of women in RMG sector.

- **Complimentary policy for career advancement:** By engaging the factory management a systemic HR policy should be introduced defining a target for engagement of women in different managerial roles, capacity building and promotion process for prospective candidates. Different human resource organizations of Bangladesh can be engaged in this regard to define a systemic HR policy. A well-defined monitoring plan should also be developed to track the results in performance as a result of promoting female operators in higher positions. Moreover, Workers' organization can be engaged to accelerate the implementation process of complimentary policies in the workplace for career advancement of the workers.
- **Establish a career progression map:** In consideration of future skills requirement and floor operations plan, a career progression map should be established. Factory training department should organize induction training programme for the candidates.
- **Incentivize HR managers and factory personnel to implement activities for promoting female operator and to strengthen the internal communication channels within the factories to make the workers and management as a whole aware of the on-going and future project interventions:** Adopting institutional policies and providing budgetary allocation that incentivizes HR managers to implement activities for promoting female operators in supervisory roles. Therefore, short term training programmes and orientation programmes should be organized for factory personnel and HR managers through consulting with the factory management to identify incentives and bottlenecks in promoting female workers.
- **Standardized recruitment process should be introduced based on competencies of the workers in place of referral based promotion system:** Career advancement training program on soft skills development of the female workers helps them to reach out their full potential. The factory management should follow a standardized recruitment procedure based on competencies of the workers.
- **Improving engagement of all the line managers/supervisors in encouraging the participation of the female workers in the training sessions**
- **Arranging male sensitizing sessions:** It is important to arrange number of sensitizing or awareness building sessions for the male workers to make them sensitize about the importance of female worker's career advancement which will in turn help to ensure a more gender sensitive working environment.
- **Conducting a proper need assessment of the workers before selecting them for the training program:** It is important to conduct a proper need assessment of each and every worker. Whether the worker need training session, what type of training is needed by him/her and their career plan and actual career advancement needs should be well known by the factory management before undertaking any steps for their career advancement.
- **Duration of the basic training programs should be extended:** The duration of the basic training program should be extended to ensure a long term impact of the training programs.
- **Support services for women to excel in their career:** It is important to explore other facilities and flexibilities that the female workers feel the need to have for their career advancement.
- **Create provision for counselling of the household members to improve their motivation:** For aspiring candidates, who are challenged by their household members, create provision for counselling of the household members to improve their motivation to support the aspiring candidate.
- **Stimulating and sustaining aspiration of the female operators for promotion:** A promotional campaign showing cases on successful women in higher managerial positions should be organized by the factories. This will help trigger the motivation and generate interest amongst the new entrants to take their own measures to have a career in the RMG sector.

- **Other stakeholder's engagement:** Finally, the project should consider engaging BGMEA and BKMEA to foster industry wide response to adopt the interventions promoted by the programme for promotion and recruitment of female operators in higher managerial roles.

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Chapter 1: Introduction

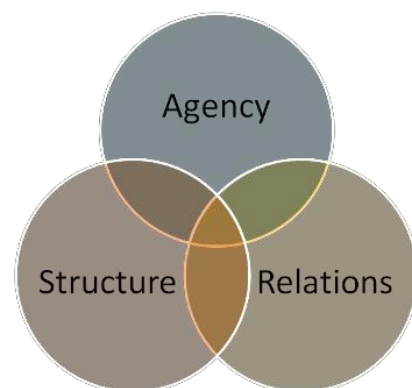
1.1 Background

The RMG industry accounts for over 45% of the country's industrial workforce. This sector could have played an important role in empowering women by transcending the benefits of economic empowerment into social and political outcomes as a collective force. But unfortunately, that positive change has not happened at the same scale the RMG industry growth. Recently there is also a shift from manual to technical skills and increase in wages causing many workers to face multiple challenges within and outside the workforce that are keeping them from reaching their full potential. Those challenges are happening to the female workers due to having no experience, have limited communication, planning and organization skills and no awareness of their rights both as citizens and as workers.

CARE Bangladesh and UN Women partnered to undertake the Promoting Women Worker's Empowerment Project as a 5 months' pilot to help workers, particularly women, develop their skills and experience and access leadership opportunities which may lead to career Advancement, improved work environment for the workers. It is expected that career Advancement along with improved working conditions will lead to improved lives for the workers at work and at home, in line with the Women Worker's Empowerment Framework.

CARE defines women's empowerment as the sum total of changes needed for a woman to realize her full human rights – the interplay of changes in:

- **Agency:** her own aspirations and capabilities,
- **Structure:** the environment that surrounds and conditions her choices,
- **Relations:** the power relations through which she negotiates her path.
- **Agency:** women's own aspirations and capabilities such as decision-making, knowledge and skills. Empowerment involves a journey through which poor and marginalized women increasingly use their agency to expand their options and challenge inequities.
- **Structures:** the environment that influences or conditions women's choices and chances. These are the institutions (norms) that establish agreed-upon meanings, accepted forms of domination and power in society.



- **Relations:** the relationships through which women negotiate their rights and needs with other social actors including men. Both agency and structures are mediated through relationships between different actors.

The project is set on the background that the engagement of women workers, who constitute roughly 60% of the RMG work force in Bangladesh¹, is almost entirely concentrated in the position of operators and helpers and only a limited number of female are engaged in staff positions and managerial roles which include the position of the supervisor. The five-month pilot is expected to contribute to the following outputs:

- Effective approach for empowering women RMG workers assessed and identified
- Women RMG workers' management and leadership skills and competencies enhanced for higher- level positions in factories

The project commissioned this end line study to create a sector wide systemic change which will be characterized by:

- women being increasingly inspired to take managerial roles and following the suit of the men; in building self-capacity for promotion and developing necessary hard and soft skills for securing a promotion.
- RMG factories will be adopting policies for recruitment and promotion of female workers in managerial positions and investing in building confidence of female workers and instilling aspiration in them for being promoted.

1.2 Objectives of the study

The project has already completed the baseline study to understand the career Advancement needs for RMG workers. Need here means both technical and soft needs. The project has identified the existing knowledge and skills of women RMG workers in the working factories for their career Advancement. Also, this study explored promotion system for supervisors, scope and effect of training programs and aspiration of women workers for promotion. On the other hand, the baseline study also identified the bottlenecks for promotion for women where it was focused the both structural barriers and socio-cultural barriers. In this regard, end line study identified the progress on the knowledge and skills of women RMG workers in the working factories on their career Advancement after the project interventions. Also, this study highlighted the major initiatives that was taken and planned by the senior management for developing the aspiration and career Advancement of women workers in the working factories.

The study was undertaken to address the following objectives:

- Identify the progress on knowledge, skill and aspiration of women RMG workers in the working factories from the baseline
- To identify the initiatives that Management of the working factories are planning for career Advancement for women RMG workers
- Examine the appropriateness of the career pathways that was identified in baseline and identify the further recommendations for career Advancement for women RMG workers
- Evaluate the project indicators to measure the progress of the project
- Develop a learning brief on the Project from baseline and end line

¹ CPD (2018) Ongoing Upgradation in RMG Enterprise: Preliminary Results from a Survey

In addition to the above the study is also expected to provide insights on (i) the challenges of women's leadership and career Advancement that require possible strategies to address for career Advancement of the workers. The challenges can be institutional (For example, factory policy) or social (for example, aspiration or gendered norms inside the factory and in the community).

1.3 Scope

The two factories that CARE has engaged are different in terms of their capacities, years in operations and their approach to operations management and Human Resource Management. Metro Knitting has been in operations for 10-12 years. Green Textiles has been in operations for 2-2.5 years. Green Textiles is a green factory and it is expected that they have more structure than Metro Knitting. The study considered the differences in their management approach and its implication in career Advancement of the workers. The programme has already completed the training of all the batches in the factories. The samples of this end line study included both of the workers who were selected for the training and who were excluded for the training.

In this study, the term 'career Advancement' refers to promotion of a female operator to a supervisor position within their existing factory of employment. We have focused only on the supervisors and have not delved further into promotion to the position of line chief, floor chief etc.



Chapter 2: Methodology

We followed a mixed methods approach for the study. We used quantitative and qualitative survey methods to collect the data from the field. The impact of the project interventions on the RMG workers' career Advancement aspirations and appropriateness of their career pathways were measured through both the quantitative survey and qualitative assessment. The data were collected from two pilot factories- Metro Knitting in Ashuliya and Green Textiles in Valuka.

2.1 Quantitative Survey

In order to measure the progress of the RMG workers with regards to their career Advancement, the study conducted the quantitative survey with control and treatment group. The two groups informed us on the impact of the project interventions on the trainees compared to the workers who did not receive training.

Control and treatment group as defined in the project context is given below:

- **Control group:** Control group, the standard to which comparisons are made in an experiment.² Control group, in the context of this study are the RMG workers who did not receive any training or interventions with regards to career Advancement aspect.
- **Treatment group:** An experimental group (sometimes called a treatment group) is a group that receives a treatment in an experiment.³ Treatment group, in the context of the study, are the workers who were part of the project interventions and received trainings.
- **Sample size and sample distribution:** The sample size was calculated based on the total RMG female workers received training from the project. For the treatment group of the study, total of 206 female workers received training among which 100 received an advanced training. With a 95% confidence level and 10% confidence interval, the sample size was derived to be 66. In case of the control group, the survey was conducted with another 94 female workers. The workers were selected purposively and those who did not receive any training were included. Both for the control and the treatment group the sample was distributed among the two factories in proportion to the number of workers in each factory. Table 1 shows the distribution of samples for the treatment group in the two factories.

² <https://www.britannica.com/science/control-group>

³ <https://www.statisticshowto.datasciencecentral.com/experimental-group/>

Table 1: Target distribution of sampled respondents for the quantitative survey for Treatment Group

	Metro Knitting, Ashuliya		Green Textiles, Valuka	
Target Sample	Basic	Advance	Basic	Advance
G: 3 - 7 (Female Operator) (covering all sections)	22	10	23	11
Total Sample	32		34	
Total from Factory	66			

We have successfully achieved the targeted samples for the treatment group from both of the factories. The achieved sample is shown in Table 2.

Table 2 : Achieved distribution of sampled respondents for the quantitative survey for Treatment Group

	Metro Knitting, Ashuliya		Green Textiles, Valuka	
Achieved Sample	Basic	Advance	Basic	Advance
G: 3 - 7 (Female Operator) (covering all sections)	22	10	23	11
Total Sample	32		34	
Total from Factory	66			

The targeted and achieved sample for the control group from both of the factories is detailed in Table 3. Due to the COVID-19 pandemic both of the factories have been closed down at the time of the survey, as a result it was quite difficult for us to reach the targeted samples at the first stage of data collection. However, when both of the factories have been resumed again, we were able to manage the contact details of the respondents from the factory management.

Table 3: Targeted and achieved distribution of sampled respondents for the quantitative survey for Control Group

Factory Name	Targeted Sample	Achieved Sample
Metro Knitting, Ashuliya	32	32
Green Textiles, Valuka	62	62
Total Sample	94	94

2.2 Qualitative Survey

In order to understand the extent of impact of the training on the workers with regards to career Advancement aspirations, several KIIs and IDIs were conducted. The qualitative assessment was undertaken on operators (both male and female) from both treatment and control group, supervisors (both male and female), husbands of the workers, HR and welfare personnel. The study team conducted a total of 49 interviews (KIIs and IDI). Table 4 shows the distribution of respondents in the qualitative survey.

Table 4: Distribution of respondents in the qualitative survey

Respondent Group	Metro Knitting	Green Textiles
	KII	KII
Female Operators (Treatment Group)	6	6
Female Operator (Control Group)	2	2
Male Operators (Treatment Group)	4	6
Male Operator (Control Group)	4	4
Female Supervisors	1	1
Male Supervisors	1	1

Respondent Group	Metro Knitting	Green Textiles
	KII	KII
Husbands of Female Workers	4	4
HR & Welfare Personnel	2	1
Total	24	25
Grand Total	49	

Besides these interviews, the study team conducted KII with one of the representatives from the buyer (UNIQLO Co. Ltd) of the factories to understand the aim of the project interventions and future scopes for career Advancement of women RMG workers.

2.3 Data analysis

Detail interview notes were produced after each interview. Several discussion sessions were held among the study team to draw on key messages at the beginning of data analysis. All data was then analysed systematically by themes. The study findings were then plotted against key indicators set in the analytical framework for further analysis.

2.4 Limitation of the study

Due to the worldwide COVID-19 epidemic, we faced a lot of challenges while collecting the data for the study. Both of the factories were closed due to the pandemic and we had to conduct phone call interviews with the respondents. It was difficult to reach some of the respondents over phone. However, we have successfully achieved the samples from both of the groups after conducting two stages of data collection (1st stage of data collection between 22nd April-24th April and 2nd stage of data collection on 1st May). Moreover, it was difficult for both the respondents and for the factory management to provide their feedback on the project interventions during this uncertain situation due to COVID-19 pandemic.

Given that the study is undertaken on two factories, the challenges and opportunities for career Advancement that are highlighted may not be representative of the overall industry. We have lower sample size in the qualitative survey on community members. The socio-cultural conditions and its effect on career Advancement are thus defined based on the accounts shared by the workers and the factory managers.



Chapter 3: Overview of the 'Women Empowerment Project' For Career Advancement

With an aim of empowering women through creating career Advancement opportunities, 'Women Empowerment Project' was undertaken by both of the factories in December, 2019. A drive from the buyers of the respective factories and a pressure from the workers level encourage the factory management to think over undertaking this initiative for the career Advancement of the women RMG workers. As a part of the project initiative two sessions of training programs (Basic and Advance Training) were arranged for the workers of both of the factories.

Basic Training Program: By ensuring 70% participation of the female workers from both of the factories, a total of 300 workers were selected for the Basic training program to develop the self-management skills and career Advancement of the workers. The Basic Training Program was started in December, 2019 and continued for 8 days in both of the factories.

Factory Name	Male	Female	Total
Green Textiles Ltd	44	106	150
Metro Knitting and Dying Ltd	50	100	150
Total	94	206	300

Training contents of the Basic Training Program include:



Gender and Socialization



Communication



Leadership



Personal Health and
Reproductive health



Occupational Health and
Safety



Worker's right and
entitlements










Selection process of the candidates for the Basic Training Program: There was a uniform process of selecting the candidates for the basic training program within the two factories. CARE Bangladesh team shared the list of eligibility criteria for the participants to get selected for the training program with the factory management of both of the factories. By assessing the criteria of each of the workers, the factory management prepared the list of potential and prospective candidates for the training program. Dedicated personnel from both the factories were responsible for managing and coordinating the training programs under this Women Empowerment Project.

Eligibility criteria for getting selected in the Basic Training Program:

- The candidates must have a minimum level of educational background (up to class 8)
- Female workers were given much priority while selecting the participants.
- Workers who have minimum 6 months of working experience in the factory.
- Workers who want to excel their career in this garment industry and desire to work for a longer period.
- Workers who have leadership skills and ability to influence and encourage others.
- Workers who have their family support to Advance in their career.

Advance Training Program: The 45 days long Advance training program was conducted with 100 female workers (50 female workers from each of the two factories) selected from the Basic Training program for promoting their leadership skill and career Advancement. The Advance training program started on 15th January, 2020 and ended on 23rd March, 2020 in both of the factories.

Training contents of the Advance Training Program include:

		
Gender and Socialization	Communication	Leadership & Teamwork
		
SRH, Nutrition and General Health	Work Excellency	Worker's right and entitlements
		
Financial Literacy	Career Aspirations	Goal Setting and Planning

Selection process of the candidates for the Advance Training Program: After completion of the basic Training Program, the female workers who had the aspiration, dedication and leadership qualities got the opportunity to get selected for the advance training program. Based on this, 100 potential female workers have been selected for the advance training program. Moreover, from the respondents of our survey, HR managers said that, they selected those female participants for the Advance training who were most participative, attentive and have the ability and prospect to advance in their career.

Differences between the Basic and Advance Training Program: While conducting KIs with the female participants of the Advance training program, it was revealed that the Advance training program was more detail oriented than the Basic one. It covered a lot of topics/additional concepts which were just briefly discussed in the Basic training sessions. Most of the workers said that, the basic training program was for ice breaking (introductory session/knowning each other) and they were taught about the subject matters briefly. One of the major differences was the duration of the training programs (Basic training program was continued for 8 days whereas Advance training was continued for 45 days).



Project explained in the words of UNIQLO, the donor of the Project

We all know that, garment factories of Bangladesh work with different renowned brands and manufacture apparel items for Western buyers. It is showed that, sometimes the garment factories are mandated to implement some projects based on buyers or brands requirements and demand. One major bottleneck is that, similar types of projects are being undertaken by the same factories based on the demand from different brands/buyers. That means there is a chance of replication of similar type of projects in the same factory. Moreover, it reduces the chances for other small factories where this type of evolving project has never been undertaken. Keeping this fact in mind, the 'Women Empowerment Project' was set on the background that, we will initiate this piloting project in a small scale with two new factories. Then after evaluating the success of the project, we have a plan to replicate this to other evolving garment factories of Bangladesh.

The project was initiated with an aim of empowering women with all her potentials that will help her to advance in her career. We started planning of the project in July 2019. In October, 2019 we assembled for the first meeting with UN Women. CARE Bangladesh was given the responsibility for designing the training modules and conducting the training programs and workshops in the respective factories. Based on the area wise awareness level and needs of the garment workers, CARE Bangladesh customized the training modules to develop the soft skills of the female workers. Both male and female workers were selected for the training program. Before finalizing the number of participants for the training program, a short study was conducted by UN Women with the factory workers from both of the factories. Besides this, we wanted to ensure an equal participation of both male and female workers for ensuring the success of the project. We cannot repudiate the fact that, for ensuring women empowerment, her surrounding environment needs to be supportive and gender-sensitive. Though we couldn't deep dive into the community level, we tried to ensure a supportive environment for women at her workplace by engaging men into the training sessions so that male workers can support the female workers to Advance in their career. Vocal, attentive, participative and confident female workers were selected for the Advance training programs after completing an 8 days long session of Basic training program. For ensuring workers participation in the training sessions, we, the representatives from the buyer's side were present in the training sessions.

Several workshops were arranged with the factory management staffs and supervisors to make them aware of the aim and importance of the project. One of our shortcomings was that, we could not engage all the supervisors from the two factories. As a result, a large number of workers who didn't receive the training program do not have any knowledge about the agenda and advantage of the training program. But in future we will keep this fact in mind and will try to ensure as much participation of all the important staffs of the factory.

Due to the present COVID-19 uncertainty, we couldn't sit further for evaluating the impact of the project. However, we had a plan to organize technical training sessions for the Advance training participants from both of the factory. We will engage our internal technical experts and will seek support from the factory management to conduct the technical skill development training for the workers. We didn't think over what should be the next step for the Basic trainees but we will try to extend the duration of the Basic training programs so that it will somewhat be beneficial for them. Moreover, there should be ownership from the factory management to provide necessary support to implement this type of evolving projects for the female workers' career Advancement. Because this training program is not only for the progression of the workers but also it creates ample opportunities for the garment factory for development.

**Tanusree Paul, Sustainability Supply Chain Labor Management
UNIQLO, CO. LTD.**



Chapter 4: Profile of the Treatment and Control Group

To evaluate the impact of the project interventions we have conducted both qualitative and quantitative survey with treatment (those who received the training program) and control (those who didn't receive the training) group. This chapter will discuss the demographic profile of the respondents of both treatment and control group of this study.

4.1 Profile of the Respondents from the Treatment Group

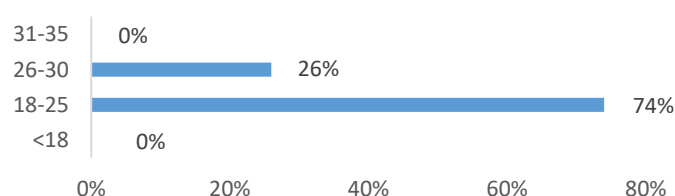
To assess the impact of the project interventions on the beneficiaries, we have conducted a quantitative assessment with 66 female workers from both of the factories who have received the training programs. Among the 66 female workers 21 respondents have received the Advance training program and 45 of them have attended the Basic program. We distributed the sample among the two factories in proportion to the number of workers in the factory. Therefore, there is a slight variation in the number of samples between the two factories because Green Textiles had higher number of workers if compared to Metro Knitting Ltd.

Table 5: Percentage of training participants between the two factories:

Factory	Advance Training	Basic Training	Total
Green Textiles Ltd	52%	51%	52%
Metro Knitting and Dying Ltd	48%	49%	48%
Total (Base)	21	45	66

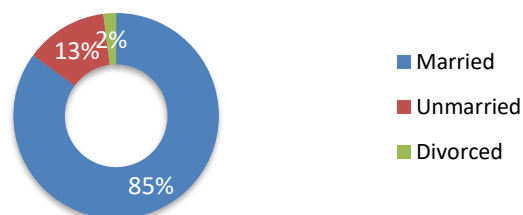
Participants of the training programs are mostly young: The findings show that higher percentage (74%) of the female participants of the training programs belongs to the age group of 18-25. While only 26% of them belongs to the age group of 26-30. Average age of the female participants of the training program is 23.

Figure 1: Age of the Training Participants



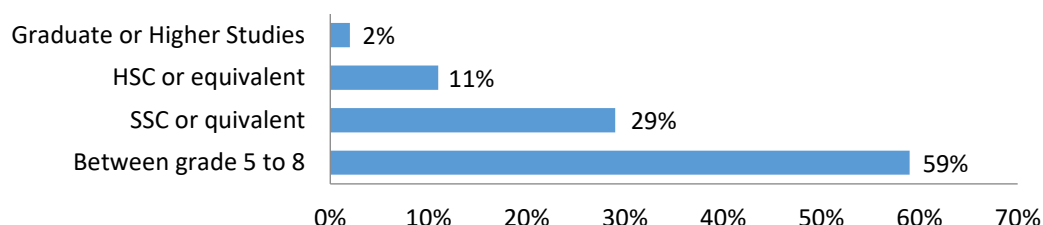
Majority of the female participants are married: While querying about the marital status of the female workers, it was observed that, majority of the workers are married. Findings show that, 85% of female workers are married.

Figure 2: Marital status of the training participants



Majority (59%) of the female workers who receive the training program have low educational background being below grade 8. 29% of them have completed SSC and only 2% of them have Graduate or higher certification. Lower educational background is a hindrance to the promotion. As the females are less educated, it contributes to the lack of promotion for the female operators.

Figure 3: Level of education of the respondents from Treatment Group



17% of training participants from the Advance training group have high educational background. Whereas higher percentage of Basic trainees (62% from age group of 18-25; 73% from the age group of 26-30 years) have low education background (between grade 5 to 8) if compared to the Advance trainees (53% from age group of 18-25; 33% from age group of 26-30). However, the percentage of female trainees who have completed SSC and HSC is somewhat close for both of the training programs.

Table 6: Comparison between age and education of the female workers from the treatment group

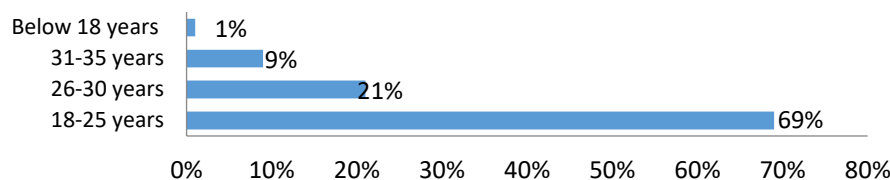
Level of education	Advance Trainees				Basic Trainees			
	18-25 years	26-30 years	31-35 years	36-40 years	18-25 years	26-30 years	31-35 years	36-40 years
Between grade 5 to 8	53%	33%	0%	0%	62%	73%	0%	0%
Graduate or higher	0%	17%	0%	0%	0%	0%	0%	0%
HSC or equivalent	13%	17%	0%	0%	12%	0%	0%	0%
SSC or equivalent	33%	33%	0%	0%	26%	27%	0%	0%
Total	15	6	0	0	34	11	0	0

4.2 Profile of the Respondents from the Control Group

We conducted a quantitative survey with 94 female workers (32 from Metro Knitting and 62 from Green Textiles) who didn't receive the training program from both of the factories to compare the impact of the project interventions.

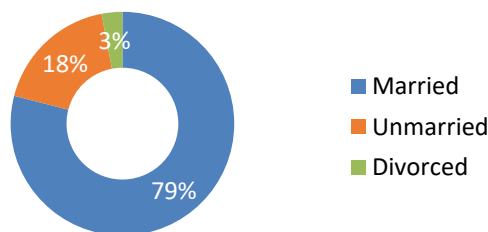
Respondents are mostly young: The findings show that higher percentage (69%) of the female workers from the control group belongs to the age group of 18-25. While only 21% of them belongs to the age group of 26-30. Average age of the respondents from the control group is 24.

Figure 4: Age of the respondents from the Control Group



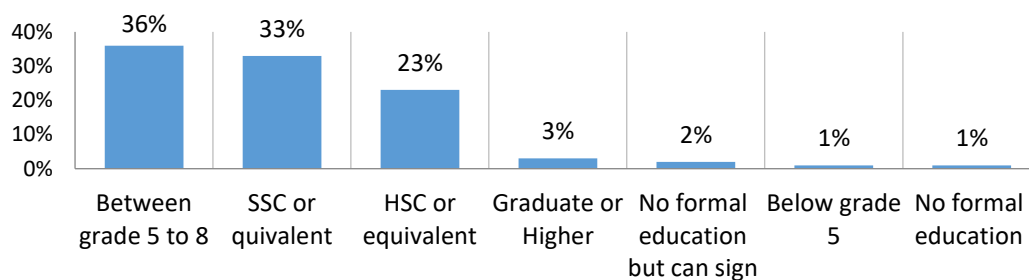
Majority of the female workers are married: While querying about the marital status of the female workers from the control group, it was observed that, majority of the workers are married. Findings show that, 79% of female workers are married.

Figure 5: Marital Status of the respondents from Control Group



Majority (36%) of the female workers who didn't receive the training program have low educational background being below grade 8. 23% of them have completed HSC and only 3% of them have Graduate or higher certification. Interestingly, the educational background of the female workers from the control group is much better than the participants of the training program. Though the female workers who didn't receive the training have high educational background than the treatment group respondents, probably other criteria such as work experience, confidence level etc. acted as the retraining factors for their disqualification from the training programs.

Figure 6: Education background of the respondents from the Control Group



4.3 Work experience and monthly income of the respondents from Control and Treatment Group

If compared to the respondents from the control group (46%), higher percentage of female workers from the treatment group (51%) have 2-5 years of working experience in their respective factories. 11% of the female workers from the treatment group have 6-10 years of working experience. However, majority (40%) of the female workers from the control group have less than 2 years of work experience in their respective factories. This demonstrates that more years of working experience in the factory is one of the contributing factors for the respondents of the treatment group for getting selected for the training program.

Table 7: Work experience of the respondents from Treatment and Control Group

Years of experience	Treatment Group	Control Group
Less than 2 years	36%	40%
2-5 years	51%	46%
6-10 years	11%	12%
More than 10 years	2%	2%
Total	66	94

Findings show that, there is a slight difference between the income of the treatment and control group. According to the findings from the quantitative survey, the average salary of the respondents from both of the groups is in the range of TK 8001-10000. If compared to the control group higher percentage (92%) of respondents from the treatment group are earning in the range of BDT 8001-10000. However, all the respondents' salary has increased from their joining salary.

Table 8: Average monthly salary of the respondents from Treatment and Control Group

Range (BDT)	Control Group		Treatment Group	
	Joining salary	Current salary	Joining salary	Current salary
Up to 5000	5%	0%	12%	0%
5001-8000	65%	4%	71%	2%
8001-10000	30%	86%	15%	92%
10001-15000	0%	10%	2%	6%
Base (N)	94	94	66	66



Chapter 5: Assessment of the Progress on Knowledge, Skill and Aspiration of the Female Workers from the Baseline

This chapter summarizes the status of knowledge, skill and aspiration of the female workers after receiving the training program. We will try to evaluate the progress on knowledge, skill and aspiration of the female workers from their baseline status to their end-line status. Moreover, we will try to compare the results with the female workers who didn't receive the training program (control group).

It is important to note that, we have tried to evaluate the impact of some of the indicators against the baseline status. However, some of the indicators which were not evaluated in the baseline, for those indicators we have attempted to assess the outcomes through comparing the worker's improvement before and after receiving the training program.

Table 9: List of indicators to be assessed

Comparison between baseline and end-line	Comparison between before and after scenario of receiving the training program
Level of knowledge on workplace rights and entitlements	Level of understanding about workplace roles and responsibilities
Level of comfort to raise issues in family and workplace	Career aspiration
Degree of confidence of the female workers in undertaking the role of a supervisor	Degree of confidence to acknowledge gender discrimination in workplace and family
Requests for Promotion	Ease with internal communication
Level of comfort while having discussion with the management	Negotiation skills and its relation to empowerment
	Change in decision making practice of the female workers within the family

5.1 Level of knowledge on workplace rights and entitlements

Claiming or voicing for rights is the important first step for entitlement of rights. Knowledge is one of the main enabling factors for this. Knowledge empowers workers as well as acts as a stimulus to voice for

rights entitlement. From the findings of our end line study we came to know that higher percentage (88%) of the female workers reported that their level of knowledge on workplace rights and entitlements has increased after receiving the training program. The following table demonstrates the comparison between the baseline and end-line status of knowledge of the female workers on workplace rights and entitlements. Moreover, it also shows the difference in knowledge level between the control and treatment group respondents.

Table 10: Workers who say they are aware of their rights and entitlements

Benefit	Treatment Group		Control Group
	Baseline	End-line	
Wage	84%	100%	98%
Cash incentives	36%	100%	55%
Health services	90%	100%	46%
Transportation	34%	98%	45%
Meal (lunch or evening snacks)	21%	97%	54%
Leave	88%	100%	60%
Others	9%	0%	0%
Base (N)	58	66	94

Our baseline findings show that, 90% of the female workers were conscious of their entitlements to health services. Whereas more male workers had reported that they were aware of their entitlements to cash incentives. (Baseline report, 2020) However, our end-line findings show that, the level of knowledge of the female workers on cash incentives, health services and legally entitled leave facilities have significantly improved if compared to the level of knowledge they had before receiving the training program. Findings from our qualitative assessment with the male and female workers also suggest the same. Most of the workers reported that, they were more or less known to their entitled rights at workplace. However, the training programs made them more aware of it. Facilitation for overtime, Safety precaution in case of earthquake, right to get salary on time, child care facilities for workers children are some of the notable information mentioned by the workers that they came to know from the training programs. Conversely, the level of knowledge of the female workers who didn't receive the training program is very poor if compared to the treatment group.



Case of Salma: Now Salma can go on her maternity leave without tension

Salma (22) works as an Operator in the sewing section of Green Textiles. She has been working here since the last two years. Right now, Salma is on her maternity leave now for 112 days. Before applying for her maternity leave she was very worried about whether the factory management will allow her to resume her job after her delivery. She also shared her concern regarding how to apply for the leave, how many days of leave she is legally entitled to, when and with whom to discuss about it. However, after receiving the Basic training program she came to about her legally entitled leave facilities. She also came to know that she will be on paid leave during that time. This knowledge that she gained from the training program relieved her from the uncertainty that what will happen if she loses the job.

5.2 Level of understanding about workplace roles and responsibilities

While the respondents were asked about their level of understanding about their roles and responsibilities at workplace, 55% of them reported that it has improved a lot after receiving the training program. Conversely, 68% of them reported to have a poor understanding about their roles and responsibilities before attending the training program. Findings from the qualitative assessment also reveal that, female workers now have become more attentive to their works and perform their duties more efficiently than before. They now believe that if they perform well then both they and their company will be benefited. However, in case of the control group only 22% of them have very good understanding about their roles and responsibilities.

Table 11: Worker's level of understanding about workplace roles and responsibilities

Responses	Treatment Group		Control Group
	Level of understanding of workplace responsibilities before receiving the training	Level of understanding of workplace responsibilities after receiving the training	
Excellent	5%	17%	2%
Good	8%	29%	46%
Poor	68%	0%	28%
Very good	6%	55%	22%
Very poor	14%	0%	2%
Base	66	66	94

5.3 Degree of confidence of the female workers in undertaking the role of a supervisor

Our findings from the baseline show that, male operators (50%) were more confident in undertaking their roles if compared to female operators (37%) (Baseline report, 2020) However, end-line findings show that, the female workers who have received the training program are more confident now in undertaking the role of a supervisor than before. However, higher percentages (43%) of Advance trainees are more confident if compared to the Basic trainees (11%). In case of the female workers who didn't receive the training program 55% of them reported to have poor level of confidence to undertake the role of a supervisor and only 1% of them are confident to undertake the role of a supervisor.

Table 12: Degree of confidence in undertaking the role of a supervisor

Responses	Treatment Group				Control Group
	Baseline	Degree of confidence of the Advance trainees	Degree of confidence of the Basic trainees	End-line (Total)	
Excellent	2%	43%	11%	21%	1%
Very good	37%	52%	24%	33%	13%
Good	61%	5%	64%	45%	26%
Poor	0%	0%	0%	0%	55%
Very poor	0%	0%	0%	0%	5%
Total	51	21	45	66	94

While conversing with the female workers, we came to know that, the training programs helped them to better prepare for undertaking the role of a supervisor. However, findings are somewhat different in case of the basic program trainees. The female workers who have only received the basic training program reported that they are still very confused whether they could be able to work as a supervisor. This indicates that only basic training is not enough for changing their perception on their capability to become a supervisor. On the contrary, higher percentage of the female participants (95%) who have received the advance training program reported to be fully prepared to undertake the role of a supervisor now. If we compare between the treatment and control group, we can see higher percentage of female workers (58%) who received the training program are fully prepared to undertake the role of a supervisor if compared to the female workers (12%) who didn't receive the training. A large number of respondents (22%) from the control group are still undecided about it and 28% reported that they are not prepared at all to undertake the role of a Supervisor.

Table 13: Level of preparedness in undertaking the role of a supervisor

Responses	Treatment Group			Control Group
	Level of preparedness of the Advance training participants	Level of preparedness of the Basic training participants	Total	
Fully prepared	95%	40%	58%	12%
Not really	0%	11%	8%	16%
To some extent	5%	40%	29%	22%
Undecided	0%	9%	6%	22%
Not at all	0%	0%	0%	28%
Total	21	45	66	94



Case of Lovely: The training programs gave Lovely the courage to believe in her dreams

In 2018, Lovely (21) joined Green Textiles as an Operator in the sewing section. Though Lovely had always been dreamt of becoming a supervisor, she used to hold the fear of believing in her dreams of getting promoted to a supervisory role or holding a managerial position in the factory. She used to feel that the workers will not listen to her and no one values a female supervisor. This dread always constrained Lovely to express her willingness of becoming a supervisor. Fortunately, she got selected for the training sessions on career Advancement of women workers. Lovely believes her dedication towards her work was the main reason for her selection for the training program. After receiving the training program Lovely is confident enough about her skills. She emphasized her increase in confidence while answering to the questions asked by her managers and co-workers. She can now raise her voice against any injustice to her and even towards her co-workers. Her co-workers sometimes ask for help from her to communicate with the supervisors. She shared her experiences that, the managers/supervisors are now more impressed by her confidence. Before receiving the training program, her male supervisor used to scold her often because of her incapability to meet the production targets. Sometimes, he used slang words against her when she was lazy at her work. But now, she becomes more efficient at her work. She took the production target as a challenge. Before receiving the training program, Lovely wanted to work for the next 1 year and then left the job for giving more time to her family. But now she wants to work here for the next 5/6 years and wants to see herself as a Supervisor.

5.4 Career Aspiration

After receiving the training program, the female workers are more ambitious compared to those who didn't receive the training. 79% of the female workers aspire to become Supervisors after receiving the training, while only 33% of the female workers from the control group aspire to become a Supervisor or hold a managerial role.

Table 14: Level of aspiration to become a Supervisor

Responses	Treatment Group		Control Group
	Level of aspiration to become a Supervisor before receiving the training	Level of aspiration to become a Supervisor after receiving the training	
Yes	17%	79%	33%
No	83%	3%	67%
To some extent	0%	18%	0%
Base (N)	66	66	94

KIIs conducted with the female workers from the treatment group referred that, low educational background, lack of confidence, work experience and undue perception about the workload of a Supervisor always restricts them to aspire for becoming a Supervisors.

"I have never dreamt of becoming a Supervisor. I used to think I have a long way to go to imagine myself in a Supervisory role. I always used to think that a long year of experience is needed to be a Supervisor, which I don't have. I have seen a female worker in this factory struggling a lot to become a Supervisor. Her name was Khadiza, she has worked for a long time in this factory. In spite of having previous work experience and 4-5 years of working experience in the similar position (Senior Operator) in this factory, she didn't get promotion. She has also supervised the line staffs for some time on a trial session. But the management and her General Manager didn't promote her to the Supervisory position despite of her request. This has forced Khadiza to left her job from the factory. I used to feel, I am less capable than Khadiza. Therefore, how is it possible for her to aspire to become a Supervisor, if Khadiza being so capable didn't get the opportunity to become a Supervisor?"

–Salma (22) Operator (Sewing section), Green textiles Ltd.

"I used to think a Supervisor needs to work for long hour which is not convenient for me as the factory do not provide any transport facilities for female workers. Moreover, I have observed negative attitude towards the Supervisor by their line managers and General Manager. I had often noticed that, the Production managers scold/use slang words for the Supervisors if they can't meet the production target. That's why I didn't even dare to aspire to become a Supervisor. Moreover, I used to have a doubt whether the management will allow a female to hold a Supervisory role. However, after receiving the training my negotiation skills has improved a lot. Now, I think I have the courage and confidence to raise my voice against any injustice"

– Mst. Morjina (30), Operator (Sewing Section), Green Textiles Ltd.

The lower percentage amongst women who didn't receive the training can be attributed to many factors, including the lack of willingness of female workers due to additional responsibility, lack of soft and hard skills, lack of other support services such as transport, childcare, lack of support from the husband and family to advance in career etc.

Our findings also show that, female workers after receiving the training program aspire to work in their respective factories for many more years if compared to those who didn't receive the training. However, higher percentage (86%) of Advance trainees wishes to continue their job in their respective factories for more than 5 years if compared to the basic trainees (44%).

Table 15: Willingness of working in the factory

	Treatment Group			Control Group
	Advance Trainees	Basic Trainees	Total	
Below 2 years	0%	2%	2%	69%
Between 2 to 5 years	14%	53%	41%	26%
More than 5 years	86%	44%	58%	5%
Base (N)	21	45	66	94

5.5 Requests for Promotion

Data shows that female workers (90%) who didn't receive the training program usually do not discuss the issue of promotion with their supervisors. However, in case of the workers who have received the training most of them didn't get the scope to discuss about their promotion due to the COVID-19 lock down just after the closure of the training program. Our findings from the KIIs with some of the female workers who have received the training reveal that, some of them have already discussed about their promotion with their supervisors during the training sessions.

Table 16: % of workers who discuss with their supervisors about promotion

Responses	Treatment Group		Control Group
	Baseline	End-line	
No	88%	50%	90%
Yes	12%	50%	10%
Base (N)	58	66	94

"I have already talked to the management for my promotion. Currently I am learning the tasks of a supervisor in more details. I am hoping I will get promoted once I learn all the tasks and responsibilities."

–Shampa Khatun (25), Senior Quality Inspector, Metro Knitting Ltd.

"I got an offer to be a supervisor 3-4 months ago. I refused the offer because I didn't have that confidence back then. But now, after the training, I reached out to the management and expressed my will to be a supervisor. The factory management assured her that she will be called upon when required."

–Kumari Bishaka (24), Senior Operator, Metro Knitting Ltd.

5.6 Degree of confidence to acknowledge gender discrimination in workplace and family

According to the baseline data, higher percentage of female workers (16%) reported of no gender discrimination at workplace and in their family, if compared to male workers (12%). (Baseline report, 2020) However, after receiving the training program, higher percentage (86%) of female workers has reported that the training program has increased their level of confidence to acknowledge gender discrimination at workplace and in their household. Conversely, only 39% of the female workers from the control group reported to have the confidence to acknowledge gender discrimination at workplace and in family.

Table 17: Degree of confidence to acknowledge gender discrimination in workplace and in family

Responses	Treatment Group			Control Group
	Advance Trainees	Basic Trainees	Total	
No	0%	0%	0%	22%
Yes	100%	80%	86%	39%
To some extent	0%	20%	14%	24%
Undecided	0%	0%	0%	14%
Base (N)	21	45	66	94

Findings from our qualitative study also reveal that before receiving the training program the female workers used to hide their problems/concerns from other even if they faced any harassment or discrimination; they felt shy to complaint about it. However, after receiving the training program most of them reported that they are now familiar with different committees working against harassment of women in the factory (Anti-harassment committee, Safety Committee, PC committee etc.) They now believe mental inertia should be addressed and taken care of in case of every female worker.

5.7 Level of comfort to raise issues in family and workplace

Higher percentage (79%) of the female workers has reported that they share their problems about their workplace to their supervisors regularly after receiving the training program. Incidence of not contacting the HR managers is high among the Basic trainees (56%) if compared to Advance trainees (10%). Moreover, the female workers of the control group also do not usually contact with the HR managers. Interestingly, higher percentage of workers (82%) has reported to share their problems with their co-workers/colleagues if compared to sharing with supervisor or senior colleagues at workplace. Most of the female workers are comfortable in sharing their problems with their spouse.

Our baseline data shows that, if compared to male workers (26%), higher percentage of female workers (48%) had reported that they shared their problems about their workplace to their supervisors regularly. Incidence of not contacting the HR managers was high among the female workers (66%) if compared to male workers (0%). Male workers on the contrary were not comfortable in sharing their problems with their spouse if compared to female workers. (Baseline report, 2020)

Table 18: Incidence of sharing problems with senior colleagues and with household members

		Treatment Group				Control Group
		Baseline	Advance trainees	Basic trainees	End-line (Total)	
Supervisor	Never	14%	0%	0%	0%	0%
	Often	12%	5%	27%	20%	34%
	Regularly	48%	95%	71%	79%	63%

	Sometimes	26%	0%	2%	2%	3%
Factory HR Manager	Never	66%	10%	56%	41%	55%
	Often	7%	24%	4%	11%	1%
	Regularly	3%	5%	2%	3%	1%
	Sometimes	24%	62%	38%	45%	43%
Colleagues	Never	13%	0%	0%	0%	0%
	Often	24%	0%	27%	18%	28%
	Regularly	40%	100%	73%	82%	70%
	Sometimes	22%	0%	0%	0%	2%
Husband	Never	46%	0%	4%	3%	15%
	Often	17%	0%	31%	21%	13%
	Regularly	31%	100%	49%	65%	65%
	Sometimes	5%	0%	16%	11%	7%
Other family members	Never	52%	0%	27%	18%	15%
	Often	14%	10%	27%	21%	26%
	Regularly	17%	38%	24%	29%	39%
	Sometimes	17%	52%	22%	32%	20%
Base (N)		58	21	45	66	94

5.8 Ease with internal communication

Findings from the quantitative survey reveal that, the communication skills of the workers after receiving the training program has significantly improved. Before receiving the training program only 23% of the workers reported to share their feedback, suggestions and concerns with their management. However, this increases to 85% after receiving the training program. In case of the female workers who didn't receive the training only 52% reported to maintain communication with the management.

Table 19: Degree of communication with the management

Responses	Treatment Group		Control Group
	Communication skills before receiving the training	Communication skills after receiving the training	
No	62%	0%	13%
To some extent	15%	15%	35%
Yes	23%	85%	52%
Base (N)	66	66	94

5.9 Level of comfort while having discussion with the management

Level of comfort is very important because the more comfortable the workers are, the more chances they will discuss their problems, insights and concerns with the management. Baseline findings reveal that, the more male (83%) workers were comfortable to discuss their issues with the management if compared to the female (55%) workers. (Baseline report, 2020)

However, after receiving the training programs the female workers are now more comfortable while having discussion with the management. The advance (95%) trainees are very much comfortable to discuss their issues with the management if compared to the basic (31%) trainees. The level of comfort can also be associated with the fear of the management. This increasing level of comfort with the management encourage the workers to speak up more on their rights and desire to get promoted.

Table 20: Level of comfort of the workers in sharing their issues with the management

	Baseline	Level of comfort of the Advance trainees	Level of comfort of the Basic trainees	End-line (Total)
Comfortable	55%	5%	60%	58%
Neutral	24%	0%	9%	26%
Uncomfortable	17%	0%	0%	12%
Very Comfortable	0%	95%	31%	3%
Very Uncomfortable	3%	0%	0%	1%
Base	29	21	45	66

5.10 Negotiation skills and its relation to empowerment

Our baseline findings show that, higher percentages of male workers (67%) were engaged in negotiating their benefits with management if compared to female workers (45%). This was because most of the male workers were confident and comfortable in sharing their issues/concerns with the management. (Baseline report, 2020)

However, after receiving the training program, higher percentage of the advance trainees (76%) strongly agreed that their negotiation skills has improved a lot if compared to the basic trainees (24%). Our findings from the qualitative assessment also suggest the same. Workers reported that, before receiving the training program, they used to lack the courage to share their suggestion/ideas with their managers. They used to do whatever their supervisors/managers asked them to do without any argument or negotiation. But now after receiving the training, they can confidently negotiate and place their reason for their activity. Most of the workers emphasized their increase in confidence while answering to the questions. They said that they can now raise their voice against any injustice to them and even towards their co-workers. Some of them shared that, their managers/supervisors are now more impressed by their confidence.

Table 21: % of workers who said negotiation skills has increased after the training

	Advance Trainees	Basic Trainees	Total
Agree	14%	71%	53%
Strongly agree	76%	24%	41%
Strongly disagree	10%	4%	6%
Base	21	45	66

On the contrary, only 40% of the female workers who didn't receive the training are engaged in negotiating their benefits with management. This is because most of them are still not confident and comfortable in sharing their issues/concerns with the management.

Table 22: % of workers who have negotiated their benefits with management

	Control Group
No	60%
Yes	40%
Base (N)	94

5.11 Change in decision making practice of the female workers within the family

Female participants of the training program reveal that, their decision-making practice within the household has improved a lot after receiving the training program. The percentage is higher (100%) among the participants of the advance training program if compared to the participants of the basic training program (80%).

Table 23: Decision making practice within the household

	Improved decision-making practice among the Advance trainees	Improved decision-making practice among the Basic trainees	Total
Yes	100%	80%	86%
To some extent	0%	20%	14%
No	0%	0%	0%
Base	21	45	66

Incidence of joint decision making is high for both treatment and control group in relation to availing financial services. However, incidence of self-decision is high for female workers who have received the training in case of switching jobs (23%) and spending income (21%) if compared to the control group respondents.

Table 24: Incidence of decision making within the household

		Treatment Group	Control Group
Whether you want to take a job somewhere	Self	23%	17%
	Joint Decision	53%	57%
	Spouse	21%	22%
	Others (consult with family members)	3%	3%
How the money you earn will be used	Self	21%	12%
	Joint Decision	55%	61%
	Spouse	21%	21%
	Others (consult with family members)	3%	6%
Getting any kind of financial services (bank, loan)	Self	12%	11%
	Joint Decision	62%	57%
	Spouse	20%	24%
	Others (consult with family members)	6%	7%
Base		66	94

As per our KIIs with the female workers the decision-making pattern within their household has improved a lot after receiving the training program. Most of the decisions are now taken upon discussion with their husband or other family members (father, brother, mother, in-laws etc.). All of the respondents reported that, they along with their husband contribute to the family income. After receiving the training program, they can now confidently share their thoughts and opinions in their household decisions.



Case of Hashi Begum: Hashi's participation in the training program helps her to raise her voice in household decisions

Hashi Begum (25) is now working as acting Supervisor (sewing) in Metro Knitting Ltd. Before joining the training program, Hashi worked as a Senior Operator in the sewing section of the factory. Within 1 week after completing the Advance training program, she has given the responsibility to work as a Supervisor in her line. Hashi's husband Russel Sarker is a factory worker in Otobi Furniture. Hashi and her husband live with their five (05) family members in Dhaka. Hashi and her husband is the primary earning member of their family. Previously household decisions were primarily taken by Hashi's husband and father-in-law. However, things have now changed after Hashi's receiving the training. Now all the decisions in her family are being taken collaboratively. Hashi's family members now value her opinion than ever before when she shared her learning from the training with them. Both of Hashi's and her husband's salary is being spent upon mutual agreement now. Hashi's husband believes that the change took place after the training that Hashi received. Moreover, he thinks Hashi's job is more prestigious than his as he only manages the works of 8/9 workers in his factory, whereas Hashi is leading way more workers at her workplace.



Chapter 6: Factory policies and initiatives which have been strengthened due to project interventions for career advancement of women RMG workers

Recruitment process within the factory: The qualitative findings of the study suggest that the workers hiring process changes according to buyer's requirements and demand. In some factories, recruitment occurs through reference or acquaintances of the previous or other supervisors, line chiefs and floor managers while some factories promote from their existing pool of workers. From the KIIs with the factory HR personnel we came to know that, the recruitment process of the workers is very gender-sensitive in both of the factories. They claimed they provide equal opportunity for the male and female workers to participate. Till now, they do not have any plan to make any changes in it. While asking about the recruitment process, both of the factories more or less follow the same rules. In the first week of every month usually many workers come in front of the factory gate in search for work. The factory management usually select them on the basis of some criteria such as- age, minimum level of education and specialization of work. However, during the peak season (when they have huge workloads and production targets) they publish job circulars for recruiting workers. The process of screening the documents and papers of all the workers is same. After that, the workers have to go through a medical test. If the worker is medically fit then they have to participate in a skill test basically to judge their efficiency level and specialization of work (what type of work they know, which machines they can operate etc.). The test is conducted by the Industrial Engineering department of the respective factories. This process entails an Oral Interview and a Practical Test. The latter is essentially to measure the efficiency of their work, so that they can contribute to higher productivity. This test also determines the grade the operator will be recruited in, for example junior or senior operator.

However, there is no uniform process for recruiting supervisors. The process differs from factory to factory and has variations within one factory. All candidates (external or internal) go through recruitment test. Candidates are asked to prepare a Sample Sheet and do other calculations for the line balancing etc. Afterwards, line chiefs and Human Resource (HR) division undertakes interviews to assess attitude and confidence of the candidate in doing the work. High level management reference at times gets priority over competence.

"We mostly depend on external sources to recruit workers in the supervisory role. I can hardly recognize any female worker applied for the supervisory role through external sources after my joining in this factory. Till now all the female supervisors who are currently working in our factory are mostly internally recruited."

– *Md. Shahjahan, Manager (Admin, HR and Compliance), Metro Knitting Ltd.*

From the KIIs with the factory HR personnel we came to know that, the recruitment process of the workers has become more gender-sensitive in both of the factories after the project interventions. They claimed they provide equal opportunity for the male and female workers to participate. Before the project interventions, women got promoted /recruited as a result of direct factory intervention for promoting female, which means the promotion was done under special circumstances. But after the training program, a large number of women have become capable of undertaking the role of Supervisor.

Training policy within the factory: Both of the factory management said that, they organize training sessions for the newly recruited workers in the factory. When any new worker is recruited, they attend an orientation session where they came to know about the policies and facilities available for them in the workplace. It is mandatory to arrange these training sessions for the new workers according to the labour law of Bangladesh and it is also mandated by the buyers of both of the factories. The training sessions are basically organized to train the workers on code of conduct, workplace safety and security, health and hygiene of the workers, fire safety issues etc. Factory management personnel from Metro Knitting said that, the new workers keep in touch with the management for the next three (03) weeks since they join the factory. Though, they do not have any specific training policies for women, they organize professional training programs for the workers. This training is provided to unskilled operators and helpers and later helps to promote them in the position of operators. The workers also get a certification for attending that training. After that, the workers who got promoted to the Operators position get an on-the-job training.

However, training arrangement for the supervisors is not present (apart from a few progressive factories) as they are recruited from a pool of skilled candidates. From the KIIs with the factory HR personnel from Green Textile reveal that, they have a separate training centre (Epic University) inside their factory. Dedicated male and female staffs are there to manage and coordinate the training facilities for the workers.



Case Study- Supervisor Trainee Program

Very recently Green Textile has started a supervisor trainee program for women. The core agenda of this training program is to provide both soft skill and technical skills to women who have a minimum or no experience in working in supervisory roles. The first batch of the training program started in September, 2019 with 25 workers and the second batch started in December, 2019. The participants were chosen based on nominations from different floor supervisors and observations of the HR Team. A few participants were recruited from outside, some of whom had no background working in a factory, but with high educational qualification. Under this program, the participants are trained for 02 months and then transferred to factory floors as 'Trainee Supervisors' where they work for 4 months before transferring to a permanent role. At present, 13 workers are getting on-the-job training after attending the program. The trainees are given trainings on every relevant machineries and processes that a supervisor is required to understand and be able to run. Simultaneously, soft skill trainings are also provided to these trainees. In their first batch of these trainees, approximately 50% drop out rate was considered a success as a pilot. The outside recruits under this program had higher level of education (diploma degree) compared to a regular supervisor. The factory managed to offer these workers a lucrative salary to keep these educated workers. From this program, it can be concluded that for a supervisory role, the management team value the soft skills, education more than just the hard skill knowledge that comes with years of experiences only. However, a drawback of this program could be the outside recruits under this program, who had no background working in a factory but with high educational qualification and training facilities, promoted to the supervisory roles. Such trainee programs also have the potentials to decrease the confidence level of the operators who are currently working in the factory for years to get an opportunity for promotion.

Supporting strategies for securing a safe working environment for female workers: Both of the factory management reported to be very conscious about workplace safety and security for female workers. The factories reported to have an Anti-harassment committee. Dedicated staffs are appointed for the committee who deals with the complaints filed by any worker of the factory. The committee sits for a meeting every month to discuss on the complaints filed by the workers. There is an investigation committee comprised of HR, Admin and Social Compliance members who investigate the complaint and justify whether the complaint is logical or not. Then take necessary immediate actions. Recently both of the factories launched grievance/complain box within their factory premises. Grievance/complaint boxes have placed in workers toilet where the workers can drop their complaints or concerns by hiding their name and address. The complaint boxes are scheduled to be open in every 15 days. In addition to this, five/six active hotline numbers have been kept open for the workers through which the workers can place their complaints. However, both of the factory management reported that, most of the workers shared their complaints verbally. They directly inform their line managers or the HR/Welfare team about any harassment/problem they face in the factory. However, these committees and departments have become more strengthened due to the project interventions.

Special training program for male workers in the factory: Findings from the KIIs with the factory management reveal that, they provide training to the newly recruited workers on how to behave and deal with female workers in the factory. However, none of the factory management reported to organize any special training session for male workers and supervisors in their factory. But they reported that, through the grievance redress committee, the female workers can share their complaints or issues related to any male worker in their factory.

Counselling session with female workers household members: While conversing with the factory management staffs we came to know that, for aspiring candidates, who are challenged by their household members, the factory management tries to communicate with their family members to support the aspiring candidate and tackling gendered norms at home and community level. Though both of the factories do not organize any particular counselling sessions, they try to resolve this issue informally. When any female workers of their factory faced a challenge from her family members to Advance in her career, the factory management call up their family members (husband/brother/father) if they work in the same factory to make them understand. However, the factory management also raised the issue of continuous monitoring and investment for organizing this type of counselling sessions.

Scope for future promotion for the trainees: Both of the factory management shared their willingness to conduct this type of career Advancement training program for their workers in future. They want to create more opportunities in future for the female workers. But till now after the training program ends, they didn't get the opportunity to formally start or take any initiatives due to the COVID-19 shut down.

The findings from the KIIs with the factory management reveal that, after receiving the training program, the female workers of their factories have become more ambitious in their career. The training programs helped to develop their soft skills a lot which helps the workers to aspire in their career and to gain the confidence in them. However, the training program should have included technical skill development modules which could have further help the female workers to Advance in their career ladder.

"I can't see the shyness and gloominess in their faces like before. They are more confident now. They can communicate with us more confidently and logically. Even, their get up, dress up all has been changed after receiving the training program. As I have seen among the 50 candidates of the Advance training program, 40-45 of them are interested to become a supervisor and 11 of them are already being engaged in supervisory roles."

- Subrata Das Gupta, Sr. Manager (Admin, HR & Compliance), Metro Knitting and Dying Ltd.

However, development of technical skills of the female workers was identified as one of the major necessity by the factory management staffs for helping the female workers to advance in their career. They consider technical skills of the female workers need to be improved. Since the female workers are now more confident about their roles and responsibilities than before but without technical skills it is difficult for them to advance in their career. Another limitation is that; the training session was not practical. It means it did not have any practical sessions on how the workers are implementing the knowledge they have learnt from the training programs.

The factory management of Metro Knitting shared that; they had a plan to start Career Development Training after Ramadan for the female workers who have received the training program. Those who are potential workers, the management have a plan to train them on technical skill development. The factory management of Green textile also shared their plan of conducting technical skill development program for those female workers who have received the trainings. They said after the lock down, they will conduct a need assessment with the 50 female participants of the Advance training program. Then after assessing their needs they will give them the responsibility of a supervisor on a trial basis and within 2-3 months they will make them permanent to that position. In doing so, they suggest that, the factory management should collaborate with different organizations who can arrange these training programs for women. Professional trainers should be appointed from different mechanical department to train the candidates on technical skills.



Chapter 7: Change in perception of male supervisors and workers on promotion ability of the female workers

In this chapter we will try to measure the change in perception of the male supervisors and male workers regarding the female workers capability to promote in a supervisory role with or without training. Moreover, we will also try to assess the change in attitude of the male supervisors and workers towards female workers capability to become a supervisor with or without training.

7.1 Change in perception of the male supervisors

From the findings of our baseline study we came to know that there was a variation in perception of the male supervisors regarding the importance of training for female workers to get promotion. However, in our end-line study we conducted in-depth interviews with the male supervisors to understand whether there is any change in their perception regarding the importance of training for the female workers. While conversing with the male supervisors under whose supervision female workers received the training, we came to know that they are now very much confident about the female worker's capability to become a supervisor with training facilities. They said that they can notice a lot of difference in the behaviors and attitude of the female workers who have received the training program. Before receiving the training programs, the female workers used to be unorganized in their works, it required more time to make the workers explain any work, the female workers used to be very shy and clumsy while communicating with the line managers and supervisors. However, the male supervisors are now impressed by the female workers way of communication and amazed by seeing their confidence level. They also said that, workers of their lines are now more organized and disciplined. Those who received the training programs shared their learning with the other female and male workers which inspires the other workers to aspire for getting promotion. None of the male supervisors said that it is impossible for the female workers to get promoted without training, but they believe training can expedite the process of becoming a supervisor for the female workers.

7.2 Change in perception of the male workers in the factory

The findings from the baseline study showed that, the male workers from both of the factories perceived a negative attitude towards female workers capability to become a supervisor with or without training. However, findings from our end-line study reveal that, this negative attitude of the male workers has changed to some extent after receiving the Basic training program. From the interviews with the male

workers who received the Basic training program, we came to know that they now believe that the female workers are confident enough to undertake the role of a supervisor after receiving the training programs. Before receiving the training programs, female workers were very reluctant to perform their duties and responsibilities. They used to struggle with confidence level to aspire for getting promotion. However, after receiving the training they have noticed a massive change in the confidence level of the female workers.

However, the perception of the male operators regarding the capability of the female workers to get promotion without training has not changed from the baseline. While asking about male workers perception regarding female workers capability of becoming a supervisor without training facilities, we came to know that male workers think without training female workers cannot be promoted to higher positions. Their perception about the technical skills of the female workers generally appears to be low. Moreover, there is lack of role models to motivate and inspire the female workers to Advance in their career. Therefore, without training it is not possible to inspire them as they don't see female workers in a supervisor role often. Conversely, training on soft and technical skills development for the female workers will help them to climb up in their career ladder.

Our findings from the KIIs with the male operators who didn't receive the training program reveals that, they also noticed a positive change in the behaviours and attitudes of the female workers after attending the training sessions. Male workers now give importance to the opinions of the female workers who have received the training program. They said now they ask for suggestions from the female workers while they face any problem in their work.

"Previously, the female workers used to remain busy with their own work only but now they help others in their works. They help us to explain how we can achieve the production target more efficiently. Now, they talk more confidently with the line supervisors and production managers. We, the male workers are also impressed by their behaviours and sometimes we seek help from them as they know many new things than us. Other female workers of our line feel jealous of them who after receiving the training got the opportunity of undertaking the role of a supervisor."

– Shariful, an Operator from Metro Knitting Ltd.

However, some male workers still perceived a traditional mind-set regarding gendered divisions of labour. Physical incapability and long hours of working were identified by the male workers as some of the major hurdles for female workers to Advance in their career. The longer hours demanded from the supervisory roles often puts off female workers to pursue this career path. As they often travel in groups, commuting alone in odd hours becomes an issue for most.

"Male operators are better suited for cutting section because there is a lot of weight of bundle of clothes that needs to be carried from time to time. The weight goes up to 30 to 35 kg which is difficult for a female worker to carry."

–Bipul (25), a cutter from Metro Knitting

"Even with same qualifications and experiences, female operators are not able to earn the same as their male counterparts for similar work. Men work for longer hours and have more income generating responsibilities as they are the primary income earners of households. They are required to work at night due to

shipments coming in at late hours. This is something not feasible for the female workers.

– Kamrul Hassan (30), Sr. QJ from Green Textiles Ltd.

7.3 Male workers attitude towards female workers in the workplace

Findings reveal that, after receiving the training program, male workers behavior towards the female workers have improved a lot. Male workers now give more importance to the female workers opinions and suggestions at workplace. If compared the basic trainees (53%), higher percentage (90%) of the advance trainees reported positive change in behavior of the male workers towards them. Findings from the qualitative assessment with the female and male workers also suggest the same.

Table 25: Change in attitude of the male workers

	Advance Trainees	Basic Trainees	Total
No	0%	0%	0%
Yes	90%	53%	65%
To some extent	10%	47%	35%
Base (N)	21	45	66

7.4 Change in perception about role and responsibilities of a Supervisor

Our baseline analysis shows that both male and female operators had an unjust perception about workload of a supervisor as well as the timing and salary benefits. These perceptions indicate towards a structural barrier at the factory level where the female operators were systematically left out from the discussion and prospect of career advancement. However, findings from the respondents of the control group also reveal the same. Majority (48%) of them conceived a poor understanding about the roles and responsibilities of a Supervisor. Findings also suggest the same for the treatment group respondents before receiving the training program.

Table 26: Perception about workloads of a Supervisor

Responses	Treatment Group (Before receiving the training)	Control Group
Excellent	0%	1%
Good	11%	44%
Poor	62%	48%
Very good	8%	5%
Very poor	20%	2%
Base (N)	66	94

However, after receiving the training program, majority of the female workers reported that their understanding about the roles and responsibilities of a Supervisor has improved. KIs with the female workers also reveal the same. The workers have gained a clear picture of the Supervisor's roles and responsibilities. Some of the respondents have reported that, they now try to spend some time with their Supervisor to learn from them how they do their work, how they conduct at the workplace etc. Most of the female workers said the training program sparked an aspiration to learn from the existing Supervisors of the factories.

Table 27: Change in perception about role and responsibility of a Supervisor

	Advance Trainees	Basic Trainees	Total
No	%	0%	0%
Yes	100%	84%	89%
To some extent	0%	16%	11%
Base (N)	21	45	66

In general, trainings do contribute to promotion: Our findings from the KIIs with the male and female supervisors from both of the factories show that, they have received some sort of training, before or after becoming supervisors. Most of them reported that, they have received on-the-job training. The trainings were mainly provided by factory management. However, all of the interviewed supervisors said that, it would have beneficial for them if they would have received this type of training before on soft skills development. As per KII with the HR managers of the factories, they informed that soft skill training is essential for the career Advancement of the female workers, especially on topics such as – people management, communication, leadership, problem solving etc. Overall, it can be concluded that training, especially soft skill, is crucial for the career Advancement of the female workers.



Chapter 8: Appropriateness of the Project Interventions and Future Recommendations

A number of contributing factors have been identified in the successful implementation of the project interventions while analysing the impact of the training program on the career advancement of the female RMG workers. Moreover, some areas of improvement/modification were also acknowledged during the survey that needs to be addressed. This chapter discusses the contributing factors/appropriateness of the project interventions and suggesting future recommendations to ensure career advancement of the female RMG workers.

Contributing factors to the successful implementation of the project interventions for career advancement of female RMG workers:

- Appropriate screening and selection of potential participants for both basic and advance training
- Thorough discussion of the training contents among the participants
- Righteous mechanisms to ensure participation and engagement of the participants in the training sessions
- Support and commitment from the factory management for building the capacity and meeting the career advancement needs of the RMG workers
- Encouragement and support from some of the supervisors, line chiefs and colleagues towards the training participants
- Emphasis on soft skills development of the female workers through the training sessions encourages them to express their need to develop/improve hard skills for career advancement.
- Intensive trainings/workshops for building the capacity of the factory management and workers

Areas of improvement: While analyzing the impact of the training program on the career advancement of the female RMG workers, a number of issues/concerns have been acknowledged which needs further modifications/improvements to ensure successful implementation of the project interventions.

- Improving engagement of all the line managers/supervisors in encouraging the participation of the female workers in the training sessions
- Ensuring that all the workers are aware of the selection process of the participants for the training program
- Arranging male sensitizing sessions
- Internal communication strategies within the factories should be strengthened to make the workers and management as a whole aware of the project interventions
- Duration of the basic training programs should be extended
- Create provision for counselling of the household members organized by the factory management to improve their motivation to support the aspiring candidate and tackling gendered norms at home and community level

Recommendation: In light of the given areas of improvement, we suggest the following strategic interventions in designing the future programs:

Complimentary policy for career advancement: The programme should first work with participating factories to develop a HR policy that (i) defines the career pathway for male and female helpers and operators in the factory (ii) defines a target for engagement of women in different managerial roles (iii) defines the selection, capacity building and promotion process for prospective candidates. By engaging the factory management in defining the policy, the programme will be able to tackle the barrier or lack of responsiveness, buy-in and commitment from factory management. They are more likely to follow-up on their own strategy than that they consider as externally induced. Moreover, Workers' organization can be engaged to accelerate the implementation process of complimentary policies in the workplace for career advancement of the workers. The programme could also help the factory in developing a monitoring plan so that they can track the results in performance as a result of promoting female operators in higher positions. Besides, the monitoring plan, a systemic HR policy should be introduced. In this regard, the programme can work with different Human Resource Organizations of Bangladesh as these organizations may help to define a systemic HR policy. The programme can also work with the participating factories to build their capacities for selection, training and engagement of female operators in supervisory roles. This may entail hiring and engaging dedicated personnel for the in the role.

Incentivize HR managers and factory personnel to implement activities for promoting female operators and to strengthen the internal communication channels within the factories to make the workers and management as a whole aware of the on-going and future project interventions: The factory personnel and HR managers engaged in promotion and recruitment of the operators are key to sustaining and scaling the efforts. Therefore, it is recommended that short term training programmes and orientation programmes should be organized for factory personnel and HR managers through consulting with the factory board of directors and management so that they are able to define the incentives and bottlenecks in promoting female operators in managerial positions and the strategies that should be adopted to tackle the challenges. Institutional policies should be adopted, and budgetary allocation should be provided that incentivizes HR managers to implement activities for promoting female operators in supervisory roles. Moreover, internal communication strategies within the factories should be strengthened and HR managers or personnel of the participating factories can plan an important role to make the workers and management as a whole aware of the agenda and advantages of the project interventions so that no one who is well deserved gets deprived of the chance of getting selected for the training program.

Establish a career progression map: In consideration of future skills requirement and floor operations plan, a career progression map should be established. Induction training of the operators can be organized by the training department of the factory and a topic on Career planning should be included in the training programme.

Stimulating and sustaining aspiration of the female workers for promotion: While the engagement of more women in managerial roles will help influence the aspiration of women, we recommend complementing the activities for promotion of female operators with a promotional campaign by the factories that show cases on successful women in higher managerial positions. The faces will help trigger the motivation and generate interest amongst the new entrants to take their own measures to have a career in the RMG sector. The point of entry in this context should be operator's orientation program, where the operators can be shown the prospect for career advancement and the supports that the factories intend to provide in this regard. This can in the longer run benefit the factories by reducing turnover.

Standardized recruitment process should be introduced based on competencies of the workers in place of referral based promotion system: Findings from the baseline reveal that, the current process to recruit supervisors is largely based on acquaintances of the previous or other supervisors, line chiefs or floor managers. Moreover, the HR managers see the activities related to promoting female workers to higher positions as an external agenda rather than an internal agenda. They have low buy-in and self-motivation to explore innovative approaches. Moreover, women got promoted as a result of direct factory intervention for promoting female, which means the promotion was done under special circumstances. This can demotivate the other female workers of the factory to advance in their career. If the female workers get the opportunity to develop their technical and soft skills then there will be more chance for women to be promoted in the supervisory roles. For instance, the career advancement training program on soft skills development of the female workers helps them to reach out their full potential. The screening process of the participants based on the worker's confidence level, educational background and work experience ensured appropriate selection of candidates for the training program. As a result, after the training program a pool of potential candidates came out with full of excitement and confidence to advance in their career. Besides this, the factory management should follow a standardized recruitment procedure based on competencies of the workers.

Improving engagement of all the line managers/supervisors in encouraging the participation of the female workers in the training sessions: Our findings from the interviews with the male and female supervisors from both of the factories revealed that, they have been very supportive to the female workers who participated in the training sessions. Moreover, the female workers reported that, they got full support and encouragement from their supervisors and co-workers to participate in the training sessions.

However, some of the female workers who attended the training program said that, they have to struggle with excessive workloads during the training sessions. When sometimes there was excessive workload to meet the daily production target and there was no replacement of the worker in the line, their Production Managers/Supervisors faced challenges to allow them to go to the training classes. They struggled to meet their daily targets. After returning from the training classes the workers had to work for extra hours to meet their production target for that particular day. Therefore, attending the training sessions was considered to be an additional burden for some of them. In light of this issue, more engagement and encouragement from the line chiefs/supervisors in supporting the workers to participate in the training sessions should be ensured.

Conducting a proper need assessment of the workers before selecting them for the training program: The training program was arranged for the career advancement of the female workers. However, the degree of career aspiration and career goals are not same for all the female workers. The factory management had chosen those female workers for the training program who have that ability, prospect and potential to advance in their career. However, it creates a demarcation among the workers who have received the training and who have not. Our analysis identified one major consequence of this situation which is envious/jealous attitude of the female workers who didn't receive the training towards those who received the training program. Some female workers possessed a negative attitude towards those female workers who have recently got promoted after receiving the training program.

One of the possible reasons for this kind of negative attitude can be lack of confidence and leadership skills of those female workers despite of having long years of working experience in the factory. Therefore, when the female workers with less working experience but have higher confidence and aspiration got selected for the training program, made them feel jealous.

One possible solution to mitigate this challenge can be conducting proper need assessment of each and every worker. Whether the worker need training session, what type of training is needed by him/her and their career plan and actual career advancement needs should be well known by the factory management before undertaking any steps for their career advancement.

Duration of the basic training programs should be extended: The duration of the training program was fixed based on the training content and facilitations. The basic training programs were conducted for 8 days and the contents of the basic training programs were not broadly discussed as the advance training sessions. As a result, while conversing with them; some of the participants of the basic training programs couldn't recall the contents of the basic training sessions. In light of the issue, duration of the basic training program should be extended to ensure a long term impact of the training programs.

Arranging male sensitizing sessions: Though the primary goal of the training session was to promote career advancement opportunities for female RMG workers, but it is important to ensure a gender sensitive working environment for the female workers to prosper in their career. Our suggestion in this regard is arrange number of sensitizing or awareness building sessions for the male workers to make them sensitize about the importance of female worker's career advancement which will in turn help to ensure a more gender sensitive working environment.

Create provision for counseling of the household members to improve their motivation: Lack of support from the household members is identified as one of the major socio-cultural barriers in promoting female workers to higher positions. Factories do not see their role in changing these social norms. Moreover, lack of aspiration to grow on the job is rooted in the social construction that instills different hopes and aspirations between men and women while both come from the same socio-economic background. In this regard, it is important to create provision for counselling of the household members organized by the factory personnel and HR managers engaged in promotion to improve their motivation to support the aspiring candidate and tackling gendered norms at home and community level.

Support services for women to excel in their career: It is important to explore other facilities and flexibilities that the female workers feel the need to have for their career advancement. Safety aspects such as transport services to home at late hours of female workers should be ensured. Childcare facility should be ensured for the female workers who have stressed on the need for childcare facilities at work. The factory management should consider the support services needed by the female workers to excel in their career and take necessary measures to address the challenges faced by the female workers.

Other stakeholder's engagement: Finally, the project should consider engaging BGMEA and BKMEA from the very onset and get their commitment in disseminating the results of the projects and launching award campaigns as an incentive for factories in ensuring more equitable workplace and career pathway for the women. This can help foster industry wide response to adopt the interventions promoted by the programme for promotion and recruitment of female operators in higher managerial roles.



ANNEXURE 1: COMPARISON BETWEEN BASELINE AND END-LINE DATA

Level of knowledge on workplace rights and entitlements

Table 28: Workers who say they are aware of their rights and entitlements

Benefit	Treatment Group		Control Group
	Baseline	End-line	
Wage	84%	100%	98%
Cash incentives	36%	100%	55%
Health services	90%	100%	46%
Transportation	34%	98%	45%
Meal (lunch or evening snacks)	21%	97%	54%
Leave	88%	100%	60%
Others	9%	0%	0%
Base (N)	58	66	94

Level of understanding about workplace roles and responsibilities

Table 29: Worker's level of understanding about workplace roles and responsibilities

Responses	Treatment Group		Control Group
	Level of understanding of workplace responsibilities before receiving the training	Level of understanding of workplace responsibilities after receiving the training	
Excellent	5%	17%	2%
Good	8%	29%	46%
Poor	68%	0%	28%
Very good	6%	55%	22%
Very poor	14%	0%	2%
Base	66	66	94

Degree of confidence of the female workers in undertaking the role of a supervisor

Table 30: Degree of confidence in undertaking the role of a supervisor

Responses	Treatment Group				Control Group
	Baseline	Degree of confidence of the Advance trainees	Degree of confidence of the Basic trainees	End-line (Total)	
Excellent	2%	43%	11%	21%	1%
Very good	37%	52%	24%	33%	13%
Good	61%	5%	64%	45%	26%
Poor	0%	0%	0%	0%	55%
Very poor	0%	0%	0%	0%	5%
Total	51	21	45	66	94

Table 31: Level of preparedness in undertaking the role of a supervisor

Responses	Treatment Group			Control Group
	Level of preparedness of the Advance training participants	Level of preparedness of the Basic training participants	Total	
Fully prepared	95%	40%	58%	12%
Not really	0%	11%	8%	16%
To some extent	5%	40%	29%	22%
Undecided	0%	9%	6%	22%
Not at all	0%	0%	0%	28%
Total	21	45	66	94

Career Aspiration

Table 32: Level of aspiration to become a Supervisor

Responses	Treatment Group		Control Group
	Level of aspiration to become a Supervisor before receiving the training	Level of aspiration to become a Supervisor after receiving the training	
Yes	17%	79%	33%
No	83%	3%	67%
To some extent	0%	18%	0%
Base (N)	66	66	94

Table 33: Willingness of working in the factory

	Treatment Group			Control Group
	Advance Trainees	Basic Trainees	Total	
Below 2 years	0%	2%	2%	69%
Between 2 to 5 years	14%	53%	41%	26%
More than 5 years	86%	44%	58%	5%
Base (N)	21	45	66	94

Requests for Promotion

Table 34: % of workers who discuss with their supervisors about promotion

Responses	Treatment Group		Control Group
	Baseline	End-line	
No	88%	50%	90%
Yes	12%	50%	10%
Base (N)	58	66	94

Degree of confidence to acknowledge gender discrimination in workplace and family

Table 35: Degree of confidence to acknowledge gender discrimination in workplace and in family

Responses	Treatment Group			Control Group
	Advance Trainees	Basic Trainees	Total	
No	0%	0%	0%	22%
Yes	100%	80%	86%	39%
To some extent	0%	20%	14%	24%
Undecided	0%	0%	0%	14%
Base (N)	21	45	66	94

Level of comfort to raise issues in family and workplace

Table 36: Incidence of sharing problems with senior colleagues and with household members

		Treatment Group				Control Group
		Baseline	Advance trainees	Basic trainees	End-line (Total)	
Supervisor	Never	14%	0%	0%	0%	0%
	Often	12%	5%	27%	20%	34%
	Regularly	48%	95%	71%	79%	63%
	Sometimes	26%	0%	2%	2%	3%
Factory HR Manager	Never	66%	10%	56%	41%	55%
	Often	7%	24%	4%	11%	1%
	Regularly	3%	5%	2%	3%	1%
	Sometimes	24%	62%	38%	45%	43%
Colleagues	Never	13%	0%	0%	0%	0%
	Often	24%	0%	27%	18%	28%
	Regularly	40%	100%	73%	82%	70%
	Sometimes	22%	0%	0%	0%	2%
Husband	Never	46%	0%	4%	3%	15%
	Often	17%	0%	31%	21%	13%
	Regularly	31%	100%	49%	65%	65%
	Sometimes	5%	0%	16%	11%	7%
Other family members	Never	52%	0%	27%	18%	15%
	Often	14%	10%	27%	21%	26%
	Regularly	17%	38%	24%	29%	39%
	Sometimes	17%	52%	22%	32%	20%
Base (N)		58	21	45	66	94

Ease with internal communication

Table 37: Degree of communication with the management

Responses	Treatment Group		Control Group
	Communication skills before receiving the training	Communication skills after receiving the training	
No	62%	0%	13%
To some extent	15%	15%	35%
Yes	23%	85%	52%
Base (N)	66	66	94

Level of comfort while having discussion with the management

Table 38: Level of comfort of the workers in sharing their issues with the management

	Baseline	Level of comfort of the Advance trainees	Level of comfort of the Basic trainees	End-line (Total)
Comfortable	55%	5%	60%	58%
Neutral	24%	0%	9%	26%
Uncomfortable	17%	0%	0%	12%
Very Comfortable	0%	95%	31%	3%
Very Uncomfortable	3%	0%	0%	1%
Base	29	21	45	66

Negotiation skills and its relation to empowerment

Table 39: % of workers who said negotiation skills has increased after the training

	Advance Trainees	Basic Trainees	Total
Agree	14%	71%	53%
Strongly agree	76%	24%	41%
Strongly disagree	10%	4%	6%
Base	21	45	66

Table 40: % of workers who have negotiated their benefits with management

	Control Group
No	60%
Yes	40%
Base (N)	94

Change in decision making practice of the female workers within the family

Table 41: Decision making practice within the household

	Improved decision-making practice among the Advance trainees	Improved decision-making practice among the Basic trainees	Total
Yes	100%	80%	86%
To some extent	0%	20%	14%
No	0%	0%	0%
Base	21	45	66

Table 42: Incidence of decision making within the household

		Treatment Group	Control Group
Whether you want to take a job somewhere	Self	23%	17%
	Joint Decision	53%	57%
	Spouse	21%	22%
	Others (consult with family members)	3%	3%
How the money you earn will be used	Self	21%	12%
	Joint Decision	55%	61%
	Spouse	21%	21%
	Others (consult with family members)	3%	6%
Getting any kind of financial services (bank, loan)	Self	12%	11%
	Joint Decision	62%	57%
	Spouse	20%	24%
	Others (consult with family members)	6%	7%
Base		66	94

ANNEXURE 2: FACTORY WISE DATA ON CONTROL GROUP

Table 43: How confident are you with your knowledge of your current role?

	Green Textiles Ltd.	Metro Knitting Ltd.	Total
Excellent	2%	3%	2%
Good	33%	54%	40%
Poor	42%	12%	32%
Very Good	23%	31%	26%
Total	62	32	94

Table 44: How clear is your understanding of your responsibilities at your workplace e.g. how to do your task, how to conduct yourself at workplace etc.?

	Green Textiles Ltd.	Metro Knitting Ltd.	Total
Excellent	2%	3%	2%
Good	36%	66%	46%
Poor	35%	12%	28%
Very Good	24%	19%	22%
Very Poor	3%	0%	2%
Total	62	32	94

Table 45: Do you think you are enough confident to undertake the role of a supervisor?

	Green Textiles Ltd.	Metro Knitting Ltd.	Total
No	81%	53%	71%
Yes	19%	47%	29%
Total	62	32	94

Table 46: How confident are you now in undertaking the role of a supervisor?

	Green Textiles Ltd.	Metro Knitting Ltd.	Total
Excellent	0%	3%	1%
Good	20%	34%	26%
Poor	65%	38%	55%
Very Good	10%	19%	13%
Very Poor	5%	6%	5%
Total	62	32	94

Table 47: How much prepare are you for undertaking the role of a supervisor?

	Green Textiles Ltd.	Metro Knitting Ltd.	Total
Fully prepared	3%	28%	12%
Not at all	35%	12%	28%
Not really	19%	9%	16%
To some extent	22%	26%	22%
Undecided	21%	25%	22%
Total	62	32	94

Table 48: Do you know about the benefits that you are entitled to in your workplace?

		Green Textiles Ltd.	Metro Knitting Ltd.	Total
Wage	No	2%	3%	2%
	Yes	98%	97%	98%
Incentives	No	40%	53%	45%
	Yes	60%	47%	55%
Health Services	No	52%	59%	54%
	Yes	48%	41%	46%
Transportation	No	50%	66%	55%
	Yes	50%	34%	45%
Meal	No	39%	59%	46%
	Yes	61%	41%	54%
Leave	No	31%	59%	40%
	Yes	69%	41%	60%

Total	62	32	94
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Table 49: Do you aspire to become a supervisor or hold a managerial position in a garments factory?

	Green Textiles Ltd.	Metro Knitting Ltd.	Total
No	76%	50%	67%
Yes	24%	50%	33%
Total	62	32	94

Table 50: Do you communicate or share feedback, suggestions or concerns with your management?

	Green Textiles Ltd.	Metro Knitting Ltd.	Total
No	11%	16%	13%
To some extent	32%	40%	35%
Yes	57%	44%	52%
Total	62	32	94

Table 51: How comfortable are you now during that discussion?

	Green Textiles Ltd.	Metro Knitting Ltd.	Total
Comfortable	53%	69%	58%
Neutral	27%	22%	26%
Uncomfortable	15%	6%	12%
Very Comfortable	5%	0%	3%
Very Uncomfortable	0%	3%	1%
Total	62	32	94

Table 52: Have you taken any actions about getting a promotion?

	Green Textiles Ltd.	Metro Knitting Ltd.	Total
No	94%	84%	90%
Yes	6%	16%	10%
Total	62	32	94

Table 53: How comfortable are you sharing feedback, suggestions or raising issues/concerns with your colleagues?

	Green Textiles Ltd.	Metro Knitting Ltd.	Total
Comfortable	63%	78%	68%
Neutral	13%	3%	10%
Uncomfortable	8%	0%	5%
Very Comfortable	16%	19%	17%
Total	62	32	94

Table 54: Have you ever negotiated/discussed with your supervisor/management about your benefits?

	Green Textiles Ltd.	Metro Knitting Ltd.	Total
No	63%	53%	60%
Yes	37%	47%	40%
Total	62	32	94

Table 55: How comfortable are you during that negotiation?

	Green Textiles Ltd.	Metro Knitting Ltd.	Total
Comfortable	78%	60%	71%
Neutral	13%	27%	18%
Uncomfortable	9%	13%	11%
Total	23	15	38

Table 56: How clear is your understanding about the responsibilities of a supervisor? e.g. how to do the task, how to conduct as a supervisor at workplace etc.?

	Green Textiles Ltd.	Metro Knitting Ltd.	Total
Excellent	0%	3%	1%
Good	37%	69%	44%
Poor	55%	22%	48%
Very Good	6%	3%	5%
Very Poor	2%	3%	2%
Total	62	32	94

Table 57: How often do you share your problems with these people?

		Green Textiles Ltd.	Metro Knitting Ltd.	Total
Supervisor	Often	44%	16%	34%
	Regularly	52%	84%	63%
	Never	0%	0%	0%
	Sometimes	5%	0%	3%
Factory HR Manager	Never	52%	63%	55%
	Often	2%	0%	1%
	Regularly	2%	0%	1%
	Sometimes	45%	38%	43%
Colleagues	Often	34%	16%	28%
	Regularly	63%	84%	70%
	Never	0%	0%	0%
	Sometimes	3%	0%	2%
Husband	Never	15%	16%	15%
	Often	11%	16%	13%
	Regularly	65%	66%	65%
	Sometimes	10%	3%	7%
Other family members	Never	19%	6%	15%
	Often	31%	16%	26%
	Regularly	42%	34%	39%
	Sometimes	8%	44%	20%
Total		62	32	94

Table 58: Do you feel you have enough confidence to acknowledge gender discrimination at workplace and in family?

	Green Textiles Ltd.	Metro Knitting Ltd.	Total
Dont know	19%	3%	14%
No	27%	13%	22%
To some extent	15%	44%	24%
Yes	39%	41%	39%

Total	62	32	94
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Table 59: Whether or not you can undertake paid work

	Green Textiles Ltd.	Metro Knitting Ltd.	Total
Joint Decision	50%	72%	57%
Others	2%	6%	3%
Self	15%	22%	17%
Spouse	34%	0%	22%
Total	62	32	94

Table 60: How the money you earn will be used

	Green Textiles Ltd.	Metro Knitting Ltd.	Total
Joint Decision	55%	72%	61%
Others	5%	9%	6%
Self	8%	19%	12%
Spouse	32%	0%	21%
Total	62	32	94

Table 61: Accessing financial service (bank account, loan)

	Green Textiles Ltd.	Metro Knitting Ltd.	Total
Joint Decision	50%	72%	57%
Others	6%	9%	7%
Self	6%	19%	11%
Spouse	37%	0%	24%
Total	62	32	94

ANNEXURE 3: FACTORY WISE DATA ON TREATMENT GROUP

Table 62: Are you satisfied with the overall training program?

	Green Textiles Ltd.			Metro Knittings Ltd.			Overall		
	Advance Training	Basic Training	Total	Advance Training	Basic Training	Total	Advance Training	Basic Training	Total
Highly dissatisfied	0%	9%	6%	0%	0%	0%	0%	4%	3%
Highly satisfied	100%	39%	59%	70%	18%	34%	86%	29%	47%
Satisfied	0%	52%	35%	30%	82%	66%	14%	67%	50%
Total	11	23	34	10	22	32	21	45	66

Table 63: Do you think this training program increased your level of knowledge on workplace rights and entitlements?

	Green Textiles Ltd.			Metro Knittings Ltd.			Overall		
	Advance Training	Basic Training	Total	Advance Training	Basic Training	Total	Advance Training	Basic Training	Total
To some extent	0%	0%	0%	0%	36%	25%	0%	18%	12%
Yes	100%	100%	100%	100%	64%	75%	100%	82%	88%
Total	11	23	34	10	22	32	21	45	66

Table 64: If yes, what knowledge did you gather about the benefits that you are entitled to after receiving the training?

		Green Textiles Ltd.			Metro Knittings Ltd.			Overall		
		Advance Training	Basic Training	Total	Advance Training	Basic Training	Total	Advance Training	Basic Training	Total
Wage	No	91%	0%	29%	0%	0%	0%	48%	0%	0%
	Yes	9%	100%	71%	100%	100%	100%	52%	100%	100%

Incentives	No	0%	0%	0%	0%	0%	0%	0%	0%	0%
	Yes	100%	100%	100%	100%	100%	100%	100%	100%	100%
Health Services	No	0%	0%	0%	0%	0%	0%	0%	0%	0%
	Yes	100%	100%	100%	100%	100%	100%	100%	100%	100%
Transportation	No	0%	4%	3%	0%	0%	0%	0%	2%	2%
	Yes	100%	96%	97%	100%	100%	100%	100%	98%	98%
Meal	No	0%	4%	3%	0%	5%	3%	0%	4%	3%
	Yes	100%	96%	97%	100%	95%	97%	100%	96%	97%
Leave	No	0%	0%	0%	0%	0%	0%	0%	0%	0%
	Yes	100%	100%	100%	100%	100%	100%	100%	100%	100%
Base - All Respondent		11	23	34	10	22	32	21	45	66

Table 65: Do you think this training program has inspired you to aspire to become a supervisor or hold a managerial position in a garments factory?

	Green Textiles Ltd.			Metro Knittings Ltd.			Overall		
	Advance Training	Basic Training	Total	Advance Training	Basic Training	Total	Advance Training	Basic Training	Total
No	0%	0%	0%	0%	9%	6%	0%	4%	3%
To some extent	0%	13%	9%	0%	41%	28%	0%	27%	18%
Yes	100%	87%	91%	100%	50%	66%	100%	69%	79%
Total	11	23	34	10	22	32	21	45	66

Table 66: Given opportunity, would you accept a supervisory position in your factory after receiving the training program?

	Green Textiles Ltd.			Metro Knittings Ltd.			Overall		
	Advance Training	Basic Training	Total	Advance Training	Basic Training	Total	Advance Training	Basic Training	Total
Don't know	0%	13%	9%	0%	9%	6%	0%	11%	8%
No	0%	9%	6%	0%	14%	9%	0%	11%	8%
Yes	100%	78%	85%	100%	77%	84%	100%	78%	85%

Total	11	23	34	10	22	32	21	45	66
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Table 67: How comfortable are you now during that discussion after receiving this training?

	Green Textiles Ltd.			Metro Knittings Ltd.			Overall		
	Advance Training	Basic Training	Total	Advance Training	Basic Training	Total	Advance Training	Basic Training	Total
Comfortable	0%	70%	47%	10%	50%	38%	5%	60%	42%
Neutral	0%	0%	0%	0%	18%	13%	0%	9%	6%
Very Comfortable	100%	30%	53%	90%	32%	50%	95%	31%	52%
Total	11	23	34	10	22	32	21	45	66

Table 68: Do you discuss with your supervisor about your chances of getting promotion after receiving the training programs?

	Green Textiles Ltd.			Metro Knittings Ltd.			Overall		
	Advance Training	Basic Training	Total	Advance Training	Basic Training	Total	Advance Training	Basic Training	Total
No	82%	43%	56%	10%	59%	44%	48%	51%	50%
Yes	18%	57%	44%	90%	41%	56%	52%	49%	50%
Total	11	23	34	10	22	32	21	45	66

Table 69: Do you think your relationship or communication with the management have not been changed after receiving the training programme?

	Green Textiles Ltd.			Metro Knittings Ltd.			Overall		
	Advance Training	Basic Training	Total	Advance Training	Basic Training	Total	Advance Training	Basic Training	Total
Yes it has changed	100%	100%	100%	100%	100%	100%	100%	100%	100%
Total	11	23	34	10	22	32	21	45	66

Table 70: How comfortable are you sharing feedback, suggestions or raising issues/concerns with your colleagues after receiving the training program?

	Green Textiles Ltd.			Metro Knittings Ltd.			Overall		
	Advance Training	Basic Training	Total	Advance Training	Basic Training	Total	Advance Training	Basic Training	Total
Comfortable	9%	61%	44%	0%	68%	47%	5%	64%	45%
Neutral	0%	0%	0%	0%	14%	9%	0%	7%	5%
Very Comfortable	91%	39%	56%	100%	18%	44%	95%	29%	50%
Total	11	23	34	10	22	32	21	45	66

Table 71: Do you think this training program increase your negotiation skills?

	Green Textiles Ltd.			Metro Knittings Ltd.			Overall		
	Advance Training	Basic Training	Total	Advance Training	Basic Training	Total	Advance Training	Basic Training	Total
Agree	0%	61%	41%	30%	82%	66%	14%	71%	53%
Strongly agree	82%	30%	47%	70%	18%	34%	76%	24%	41%
Strongly disagree	18%	9%	12%	0%	0%	0%	10%	4%	6%
Total	11	23	34	10	22	32	21	45	66

Table 72: Do you think this training helped to get a better understanding of the responsibilities and benefits of a supervisor?

	Green Textiles Ltd.			Metro Knittings Ltd.			Overall		
	Advance Training	Basic Training	Total	Advance Training	Basic Training	Total	Advance Training	Basic Training	Total
To some extent	0%	4%	3%	0%	27%	19%	0%	16%	11%
Yes	100%	96%	97%	100%	73%	81%	100%	84%	89%
Total	11	23	34	10	22	32	21	45	66

Table 73: How clear is your understanding about promotion after receiving the training program?

	Green Textiles Ltd.			Metro Knittings Ltd.			Overall		
	Advance Training	Basic Training	Total	Advance Training	Basic Training	Total	Advance Training	Basic Training	Total
Excellent	9%	22%	18%	100%	9%	38%	52%	16%	27%
Good	0%	17%	12%	0%	64%	44%	0%	40%	27%
Very Good	91%	61%	71%	0%	27%	19%	48%	44%	45%
Total	11	23	34	10	22	32	21	45	66

Table 74: After receiving the training program, how often do you share your problems with these people?

		Green Textiles Ltd.			Metro Knittings Ltd.			Overall		
		Advance Training	Basic Training	Total	Advance Training	Basic Training	Total	Advance Training	Basic Training	Total
Supervisor	Never	0%	0%	0%	0%	0%	0%	0%	0%	0%
	Often	0%	43%	29%	10%	9%	9%	5%	27%	20%
	Regularly	100%	52%	68%	90%	91%	91%	95%	71%	79%
	Sometimes	0%	4%	3%	0%	0%	0%	0%	2%	2%
Factory HR Manager	Never	0%	57%	38%	20%	55%	44%	10%	56%	41%
	Often	0%	4%	3%	50%	5%	19%	24%	4%	11%
	Regularly	0%	4%	3%	10%	0%	3%	5%	2%	3%
	Sometimes	100%	35%	56%	20%	41%	34%	62%	38%	45%
Colleagues	Never	0%	0%	0%	0%	0%	0%	0%	0%	0%
	Often	0%	26%	18%	0%	27%	19%	0%	27%	18%
	Regularly	100%	74%	82%	100%	73%	81%	100%	73%	82%
	Sometimes	0%	0%	0%	0%	0%	0%	0%	0%	0%
Husband	Never	0%	9%	6%	0%	0%	0%	0%	4%	3%
	Often	0%	22%	15%	0%	41%	28%	0%	31%	21%
	Regularly	100%	43%	62%	100%	55%	69%	100%	49%	65%

	Sometimes	0%	26%	18%	0%	5%	3%	0%	16%	11%
Other family members	Never	0%	43%	29%	0%	9%	6%	0%	27%	18%
	Often	0%	4%	3%	20%	50%	41%	10%	27%	21%
	Regularly	0%	30%	21%	80%	18%	38%	38%	24%	29%
	Sometimes	100%	22%	47%	0%	23%	16%	52%	22%	32%
Total		11	23	34	10	22	32	21	45	66

Table 75: Do you feel this training program has increased your level of confidence to acknowledge gender discrimination at workplace and in family?

	Green Textiles Ltd.			Metro Knittings Ltd.			Overall		
	Advance Training	Basic Training	Total	Advance Training	Basic Training	Total	Advance Training	Basic Training	Total
To some extent	0%	0%	0%	0%	41%	28%	0%	20%	14%
Yes	100%	100%	100%	100%	59%	72%	100%	80%	86%
Total	11	23	34	10	22	32	21	45	66

Table 76: After receiving the training program, who in the household normally makes the decision on the following? (Self/Spouse/Joint)

		Green Textiles Ltd.			Metro Knittings Ltd.			Overall		
		Advance Training	Basic Training	Total	Advance Training	Basic Training	Total	Advance Training	Basic Training	Total
4.22.1 Whether or not you can undertake paid work	Joint Decision	91%	61%	71%	30%	36%	34%	62%	49%	53%
	Others	9%	0%	3%	0%	5%	3%	5%	2%	3%
	Self	0%	30%	21%	0%	36%	25%	0%	33%	23%
	Spouse	0%	9%	6%	70%	23%	38%	33%	16%	21%
4.22.2 How the money you earn will be used	Joint Decision	91%	65%	74%	10%	45%	34%	52%	56%	55%
	Others	9%	4%	6%	0%	0%	0%	5%	2%	3%

	Self	0%	30%	21%	0%	32%	22%	0%	31%	21%
	Spouse	0%	0%	0%	90%	23%	44%	43%	11%	21%
4.22.3 Accessing financial service (bank account, loan)	Joint Decision	91%	78%	82%	20%	50%	41%	57%	64%	62%
	Others	9%	9%	9%	0%	5%	3%	5%	7%	6%
	Self	0%	13%	9%	0%	23%	16%	0%	18%	12%
	Spouse	0%	0%	0%	80%	23%	41%	38%	11%	20%
Total		11	23	34	10	22	32	21	45	66

Table 77: Do you think the training program has increased your decision making power within the household?

	Green Textiles Ltd.			Metro Knittings Ltd.			Overall		
	Advance Training	Basic Training	Total	Advance Training	Basic Training	Total	Advance Training	Basic Training	Total
To some extent	0%	4%	3%	0%	36%	25%	0%	20%	14%
Yes	100%	96%	97%	100%	64%	75%	100%	80%	86%
Total	11	23	34	10	22	32	21	45	66

Table 78: How confident are you with your knowledge of your current role after receiving the training

		Green Textiles Ltd.			Metro Knittings Ltd.			Overall		
		Advance Training	Basic Training	Total	Advance Training	Basic Training	Total	Advance Training	Basic Training	Total
4.15.1 How confident are you with your knowledge of your current role after receiving the training?	Excellent	9%	26%	21%	90%	14%	38%	48%	20%	29%
	Good	0%	0%	0%	0%	45%	31%	0%	22%	15%
	Poor	0%	0%	0%	0%	0%	0%	0%	0%	0%
	Very Good	91%	74%	79%	10%	41%	31%	52%	58%	56%

	Very Poor	0%	0%	0%	0%	0%	0%	0%	0%	0%
4.15.2 How clear was your understanding of your responsibilities at your workplace before receiving the training program e.g. how to do your task, how to conduct yourself at workplace etc.?	Excellent	9%	9%	9%	0%	0%	0%	5%	4%	5%
	Good	0%	4%	3%	10%	14%	13%	5%	9%	8%
	Poor	91%	57%	68%	60%	73%	69%	76%	64%	68%
	Very Good	0%	9%	6%	0%	9%	6%	0%	9%	6%
4.15.3 How clear is your understanding of your responsibilities at your workplace after receiving the training program e.g. how to do your task, how to conduct yourself at workplace etc.?	Very Poor	0%	22%	15%	30%	5%	13%	14%	13%	14%
	Excellent	0%	9%	6%	80%	5%	28%	38%	7%	17%
	Good	0%	9%	6%	0%	77%	53%	0%	42%	29%
	Poor	0%	0%	0%	0%	0%	0%	0%	0%	0%
	Very Good	100%	83%	88%	20%	18%	19%	62%	51%	55%
4.15.4 How confident are you now in undertaking the role of a supervisor after receiving the training program?										
	Very Poor	0%	0%	0%	0%	0%	0%	0%	0%	0%
	Excellent	0%	22%	15%	90%	0%	28%	43%	11%	21%
	Good	0%	43%	29%	10%	86%	63%	5%	64%	45%
	Poor	0%	0%	0%	0%	0%	0%	0%	0%	0%
4.15.5 How much prepare are you now for undertaking the role of a supervisor after receiving the training program?	Very Good	100%	35%	56%	0%	14%	9%	52%	24%	33%
	Very Poor	0%	0%	0%	0%	0%	0%	0%	0%	0%
	Fully prepared	100%	48%	65%	90%	32%	50%	95%	40%	58%
	Not really	0%	4%	3%	0%	18%	13%	0%	11%	8%
	To some extent	0%	35%	24%	10%	45%	34%	5%	40%	29%
4.15.6 Do you think without this training you could have efficiently prepare yourself for undertaking any managerial role?	Undecided	0%	13%	9%	0%	5%	3%	0%	9%	6%
	No	100%	78%	85%	90%	68%	75%	95%	73%	80%
	To some extent	0%	17%	12%	10%	27%	22%	5%	22%	17%
	Yes	0%	4%	3%	0%	5%	3%	0%	4%	3%
4.15.7 Do you think this training program helped you to understand the importance of training for	No	0%	0%	0%	0%	5%	3%	0%	2%	2%
	To some extent	0%	9%	6%	0%	32%	22%	0%	20%	14%
	Yes	100%	91%	94%	100%	64%	75%	100%	78%	85%

female operators to get promotion?										
Base - All Respondent	11	23	34	10	22	32	21	45	66	