

Draft Findings

# **Gender Analysis**

of

**Implementation of Social Standards Support Program (ISSSP)**

**In the Textile and Garment Industry of the Punjab**

Submitted to:

**Implementation of Social Standards Support Program**

**(ISSSP)**

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**January 2016**

## Contents

<b>Part 1 – Background</b> .....	<b>04</b>
<b>Part II - Proposed Methodology for Gender Analysis</b> .....	<b>05</b>
1 Desk Review.....	05
2 In-depth Interview.....	05
3 Focus Group Discussion.....	05
<b>Part III - Findings from the Gender Analysis</b> .....	<b>06</b>
A. Desk Review .....	06
4 International Level.....	06
4.1 International Labor Organization (ILO) .....	06
5 National Level.....	07
5.1 Workers Representation in Constitution of Pakistan .....	07
5.2 Women in the Labor Sector .....	08
5.2.1 Situational analysis of working women and labour in Pakistan .....	08
5.2.2 Key Gender Issues in Labour Legislation.....	09
5.3 Gender Inequalities and Discriminations at Workplace .....	09
5.3.1 Work-Related Gender Inequities.....	09
5.4 Women Empowerment and Government of Punjab.....	10
5.5 Punjab Labour Policy.....	10
5.6 Special Initiatives of the Punjab Government for Social and	
5.7 Economic Empowerment of Women .....	10
6 GIZ Gender Strategy and ISSSP Goal for Gender Equality .....	11
B. PRACTICE (Project Implementation).....	14
1 Why Does Gender Matter to Laws?.....	14
2 Scope of the GIZ – ISSS Project .....	16
3 Gender Findings of GIZ - ISSSP .....	16
3.1 Gender Dimension in Project Identification and Design .....	16
3.2 Project Implementation.....	17
3.2.1 Project Team.....	17
3.2.2 Project Activities.....	17
a. Participation and Visibility.....	17
b. Environment: .....	18
c. Workplace Safety .....	18
3.2.3 Training and Capacity Building: .....	19
a. Project Staff Level .....	19

b. Beneficiaries (Factories) Level.....	20
3.2.4 Promotional Material .....	20
3.2.5 Monitoring & Evaluation.....	20
3.2.6 Data Management .....	20
3.2.7 Documentation .....	20
<b>Part IV – Recommendations.....</b>	
1 Participation & Visibility .....	22
a. Project Level.....	22
b. Beneficiary Level.....	22
2 Access to Resources.....	22
3 Capacity Building .....	22
4 Conducive Environment .....	23
5 Exposure Visit Sri Lanka visit .....	23
6 Data Collection and M&E.....	23

<b>Appendices</b>
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- Appendix 1 – List of Documents Reviewed for Gender Analysis
- Appendix 2 - Methodology for the Gender Analysis
- Appendix 2 - List of Key Informants Interviewed
- Appendix 3 - International Labor Organization
- Appendix 4 - List of 36 ILO Conventions Ratified by Pakistan
- Appendix 5 - Details of the Chief Minister’s Program
- Appendix 6 - Review of National Labour Laws
- Appendix 7 - GIZ-ISSSP List of activities according to Work Package

## **Part 1 – Background**

### **1. Introduction**

#### **1.1 The GIZ Gender Strategy**

Gender equality is one of the guiding principles throughout GIZ, up to the top management level. Gender-specific approaches and consistent advocacy for the realization of equal opportunities for men and women are basic elements of the value orientation and the work of GIZ. Due to a number of international and national commitments there is a definite consensus concerning gender equality as a main factor in enhancing the sustainability and intensification of the impacts of developments interventions.

The GIZ gender strategy 2012 identifies five complementary elements for the successful support of men and women. They are the backbone of the gender strategy and are mandatory both for headquarters and the field structure of GIZ: (1) Political will and accountability, including the way managers communicate and demonstrate their support for gender equality; (2) Gender competence, knowledge of staff members about imbalances in gender relations and about approaches to overcome them; (3) Corporate culture, which should lay out the patterns of behaviour and codes of conduct that help ensure gender equality; (4) Processes, gender-sensitive approach to contracts and cooperation management; (5) Gender equality, synonymous with a balanced workforce within GIZ.

The field structure plays a major part in ensuring women and men to participate in and benefit from development processes to an equal extent. It is now integral part of GIZ's standard procedures to conduct a gender analysis even before a program finding mission takes place or ahead of a project progress review. This is to identify and agree upon the individual gender markers of a specific program in the discussion process with the German Ministry of Economic Cooperation and Development, BMZ.

This gender analysis of the ISSS program in Pakistan follows GIZ's Gender working guidelines of May 2011.

#### **1.2 Concept of this Gender Analysis**

Gender analyses are processed in order to examine the gender ratio on different levels. An analysis contains the examination of (i) sector-specific, (ii) country-/region-specific, (iii) organization-specific and/or (iv) target-group specific gender aspects.

Gender analyses form the basis for the reasonable and coherent integration of gender into all steps of the project cycle so that the equal participation of both women and men is being taken care of in a tangible way and is applied coherently.

When conducting a gender analysis, gender-relevant answers are searched for; firstly to understand the actual current situation, secondly, to identify the carriers and adjusting screws for change, and, thirdly, for concrete gender measures within the programme. The recommendations of the gender analysis should be considered in the annual planning of the programme and in the work plans of the staff members.

#### **1.3 Methodological Approach**

In order to produce the necessary data and recommendations on achieving the above mentioned targets, a desk review<sup>1</sup> was carried out for this gender analysis, as well as visits and interviews with representatives from the partners' side. The GIZ-ISSSP is currently supporting the Implementation of Social Standards Support Program (ISSSP) in Punjab province, Pakistan.

<sup>1</sup> The list of documents reviewed for this gender analysis is attached as Appendix 01

This analysis can and should be understood as an instrument to get the process of gender mainstreaming started, including the debate about targets, products, and activities within the program. In this respect this analysis produces important insights about the state of the project activities. A presentation of the results to 10-15 people shall take place after the analysis, including the partners, in order to discuss and approve the recommendations, create ownership and plan the next steps to develop activities to implement the recommendations.

## 2. Economic and Working Conditions of Men and Women in Pakistan: 2.1 Basic Data<sup>2</sup>

High rates of poverty, low levels of formal education, and a lack of labour-law implementation hinder Pakistani men and women in their working lives. Women also face gender-based constraints, some of which are identified below.

The WHO reports that life expectancy at birth for males/females is 66/68 years. The total literacy rate in Pakistan is 54%. Among adults (aged 15+) the literacy rate for men is 67% and for women 40%. In the 2013 Global Gender Gap Report Pakistan ranked 64<sup>th</sup> of 136 countries in women's political empowerment. Pakistan ranks 69<sup>th</sup> in the proportion of seats held by women in the National Assembly.

Civil Society Organizations have played a vital role in improving service delivery, capacity building and awareness raising on issues of labour and other rights for men and women.

Rates of violence against women are high, with violence taking many forms. Pakistani women are largely unaware of their rights and the laws that protect their rights. However, an expanding private-sector media has brought many issues, including violence against women, workplace safety and unfair employment practices, to public attention.

Internal migration for seeking employment is primarily done by men, which leads to women following men into urban centres. Male unemployment and under-employment rates are very high, for both skilled and unskilled workers. According to the 2013 Labour Force Survey the main reason for female migration is marriage (59.4%). Almost no women are classified as 'economic migrants'.

Although working life is difficult for poor and uneducated men as well, working women's rights and safety are continuously curtailed by repressive laws and social customs. High rates of poverty and lack of employment opportunities lead many men and women to endure difficult working conditions. According to Global Gender Gap report 2013, Pakistan ranks 131<sup>st</sup> in labour force participation, with a male adult unemployment rate officially at 4% of the total male employment. The official female adult unemployment rate is 9% of the female labour force. Both figures are almost certainly higher than reported. A survey on Adolescents and Youth asked young women who were not working whether they would like to work in the near future if work opportunities were to become available: 77% of women aged 15-19 and 70% of females aged 20-24 reported that they would work if such opportunities arose<sup>3</sup>.

According to the Labour Force Survey 2010-2011, Pakistan's refined labour participation rate<sup>4</sup> of 21.5 per cent for females is alarmingly low, especially compared with the 68.8 per cent rate for males. In urban Pakistan, female labor force participation, at 10.3 per cent, is extremely low compared with the male rate of 66.4 per cent. However, much of the employment data for women and men in the informal economy remains invisible.

<sup>2</sup> Abstracts from **Generic Gender Analysis, of Pakistan, by Ms Shabana Aman (Consultant-GIZ), March 2014**

<sup>3</sup> Pakistan Country Gender Assessment Bridging the Gender Gap: Opportunities and Challenges

<sup>4</sup> The refined labour force participation rate is the percentage of the labour force in the total population aged 10 and above.

Women in Pakistan tend to be less “visible” with respect to their work outside the home and their contributions to household income, as well as in their participation in social and political life. Restricted female ‘mobility’ and harassment on public transport, limits women’s ability to travel to work.

The 2011 Pakistan Employment Trends Report compiled by the Pakistan Bureau of Statistics, says that the *percentage of working women in Pakistan has increased from 16.3% in 2000 to 24.4% in 2011*. This means that an additional 7 million female workers have joined the workforce in the last 11 years.

In March 2010, the Government of Pakistan passed two laws against sexual harassment in the workplace. The Criminal Law (Amendment) Act amended the penal code and the code of criminal procedure, making workplace harassment against women punishable with imprisonment of up to three years or a fine of 500,000 rupees (about US\$5,880) or both. The second, more comprehensive law, the Protection Against Harassment at the Workplace Act of 2010, proposes a code of conduct as a guideline for workplace behavior.<sup>5</sup> Implementation has been one of the weakest links when it comes to law enforcement.

Despite Pakistan’s textile and garment industry being the most important branch of the manufacturing sector, working conditions for men and women in the industry are defined by poor workplace safety, low wages, lack of dialogue between employers and the workforce, and a lack of co-determination. Women face additional social constraints in earning a living. The problem is compounded by a government inspection system that is ineffective and inefficient.

## International and National Gender Policies in Pakistan

In order to conduct a gender analysis, ISSSP needs to be contextualised in the legal framework. Thus a range of legal documents, addressing gender policies at the national and regional levels, as well as international treaties signed and ratified by the Pakistan Government, have been taken into account.

### 3.1 International Documents

Pakistan has ratified **36** ILO Conventions that are relevant to the Project.

- Pakistan became a signatory to The Convention to Eliminate All Forms of Discrimination Against Women (CEDAW) in 1996. Article 01, 02, 08, 11 and 13 are relevant for the ISSSP activities, addressing work-related issues and women’s right to obtain equal access to economic opportunities through employment or self-employment;
- The Beijing Plan of Action (BPA, 1995): Among the twelve critical areas of the BPA, ensuring women’s equal access to and full participation in power structures and decision making, the necessity to strengthen women’s role in the agricultural and economic sector to reduce their vulnerability for poverty, plus the enhancement of women’s capacity to participate in decision making and leadership are named as strategic objectives to realize gender equality.<sup>6</sup>
- The ratification and implementation of core Conventions on human rights, labour laws and sustainable development are key pre-requisites for countries to be granted preferential status under GSP+. Although Pakistan has ratified the eight core Conventions of the International Labour Organization (ILO) that are required for EU GSP+ status, the enforcement of these Conventions is

<sup>5</sup>Situation Analysis of Children and Women in Pakistan. UNICEF 2012.

<sup>6</sup> Cf.: Beijing Declaration and Platform for Action, 1995, United Nations, <<http://www.un.org/esa/gopher-data/conf/fwcw/off/a--20.en>>, Rev. 29.01.2013.

criticised by virtually all national and international actors. Given that the country must produce regular reports if it is to maintain enhanced market access under GSP+, there is considerable pressure on the Government of Pakistan to implement the 27 Conventions including the 08 core conventions of ILO.

### 3.2 National Gender Policies in Pakistan

The Constitution of the Islamic Republic of Pakistan, 1973, contains a range of provisions with regard to labour rights. All domestic laws must be in conformity with the Constitutional rights provided. The rights enunciated are reproduced below:

**Article 11** prohibits all forms of slavery, forced labour and child labour; **Article 17** provides for a fundamental right to exercise the freedom of association and the right to form unions; **Article 18** prescribes the right of its citizens to enter upon any lawful profession or occupation and to conduct any lawful trade or business; **Article 25** states the right to equality before the law and prohibition of discrimination on the grounds of sex alone; **Article 37(e)** makes provision for securing just and humane conditions of work, ensuring that children and women are not employed in vocations unsuited to their age or sex, and for maternity benefits for women in employment and **Article 38** provides that the state shall secure the well-being of the people, irrespective of sex, caste, creed or race, by raising their standard of living, by preventing the concentration of wealth and means of production and distribution in the hands of a few to the detriment of general interest and by ensuring equitable adjustment of rights between employers and employees, and landlords and tenants.

### 3.3 National Plan of Action

In 1998 a National Plan of Action (NPA) was drafted for implementing the commitments of the Beijing Platform of Action in 12 priority areas. Based on the NPA, in 2005, the Gender Reform Action Plan (GRAP) was formulated. The Gender Reform Action Plan aims at the integration of gender into key areas of the public sector, for example budgeting and public expenditure management, health and education. Two other important documents followed by the NPA are the National Policy for Development and Empowerment of Women (2002) and the Implementation Matrix: the latter assesses progress on implementing the national document for the Beijing Platform until 2002. The response to the commitments of the Beijing Platform of action was the establishment of the National Commission on the Status of Women (NCSW) in July 2000. The mandate of the NCSW is to review laws which affect women, to monitor individual grievances and complaint processes, to conduct studies and to have interactions and dialogue with national and international non-governmental organizations.

The NPA and the National Policy for Development and Empowerment of Women elaborate key policy measures for social, economic, political and legal empowerment of women, such as:

- gender sensitive, need-based policy programs and projects;
- developing multi-sectoral and inter-disciplinary approaches for women's development with horizontal and vertical linkages at all levels;
- mainstreaming gender issues through integration into all sectors of national development; and
- protecting women's legal rights and entitlements.

#### **Special Initiatives of the Punjab Government for Social and Economic Empowerment of Women**

The Punjab Government has taken solid steps for the socio-economic empowerment of women<sup>7</sup>. Women should come into the practical field after completing their education to play their role.<sup>8</sup> Special Centers have

<sup>7</sup> Salient Features Of the CM's Women Economic Empowerment Package 2014

<sup>8</sup> The Punjab Chief Minister said this while talking to the Provincial Minister for Women Development, Ms Hameeda Wahidudd, in a speech on International Women's Day.

been established to provide prompt justice to women subjected to violence. Police, prosecution, medical and forensic facilities will be available at these Centers.

“The Labour Department has been given the task of eliminating child labour from brick kilns within six months. Necessary legislation has also been undertaken for the empowerment of women and minorities. Women are being given interest-free soft loans on priority basis for providing them job opportunities while 50,000 vehicles are being given to the youth including women under Self-Employment Scheme”.

The Fair Representation Act for Women (2014) was expedient to amend certain laws of the Punjab for the purposes of fair representation of women in decision-making process and their empowerment.

### 3. The GIZ SSSP Programme

The Foreign Office of the Federal Republic of Germany has commissioned GIZ to plan and implement the ‘Social Standards Support Programme to the textile and garment industry of Punjab Province’. The project has emerged in the course of Pakistan being granted enhanced access to the European market under the European Union’s preferential trade scheme – the Generalised System of Preferences Plus (GSP+). The project will support the Government of Pakistan in maintaining the status it attained in 2014.

The project was started in August 2014 with expected completion in July 2016. The ISSSP aims to improve social and working conditions as well as productivity in selected garment factories in Punjab. As a basis for improvements, ISSSP links the benefits from compliance with those from efficiency, thereby creating a positive relationship between both areas. By increasing workplace satisfaction through improved social conditions, the programme has a positive impact on productivity, product quality as well as innovation. At the same time, producers can use the gains from higher productivity to invest into a better working environment. This results in a win-win situation for workers, management and buyer companies alike.

Efforts to attain gender equality as a means of improving working conditions in Pakistan are heavily challenged by prevailing ideas about women’s roles (*e.g.* the idea that women belong in the home and not in the workplace, and the idea that men are breadwinners). The limited number of jobs available to an ever-increasing number of people seeking paid employment results in persistent poverty even for many employed men and women.

The **objectives** of the Programme are to successfully implement labour standards in ten factories and at the same time to increase their productivity to meet international standards. In order to set key priorities, the ISSSP Programme was established to bring all relevant actors together and to harmonize their efforts in order to identify and address workplace problems.<sup>9</sup>

Relevant business associations, trade unions and political institutions were intended join a tripartite dialogue platform to develop and implement joint activities to improve the implementation of labour standards. Trainings and workshops for various groups of stakeholders are core elements in the implementation of the project activities.

**The components (Work Packages) of the ISSSP are:**

**Work-Package 1.** Establishment of a tripartite dialogue platform on a policy level, conducting eight partner workshops, facilitating sharing of information and problem solving amongst relevant stakeholders in the textile and garment sector in Punjab.

**Work-Package 2.** Joint stakeholder activities conducted by at least two different stakeholder groups concerning improved implementation of social standards, *e.g.* advocacy and awareness building measures.

<sup>9</sup> Project activities are attached as Appendix 07.



**Work-Package 3.** Establishment of the “Dialogue Approach” in up to 15 model factories, i.e. training and coaching of factory management and workers in order to strengthen their problem-solving skills, and tackling issues related to social standards and productivity by collectively engaging in a dialogue.

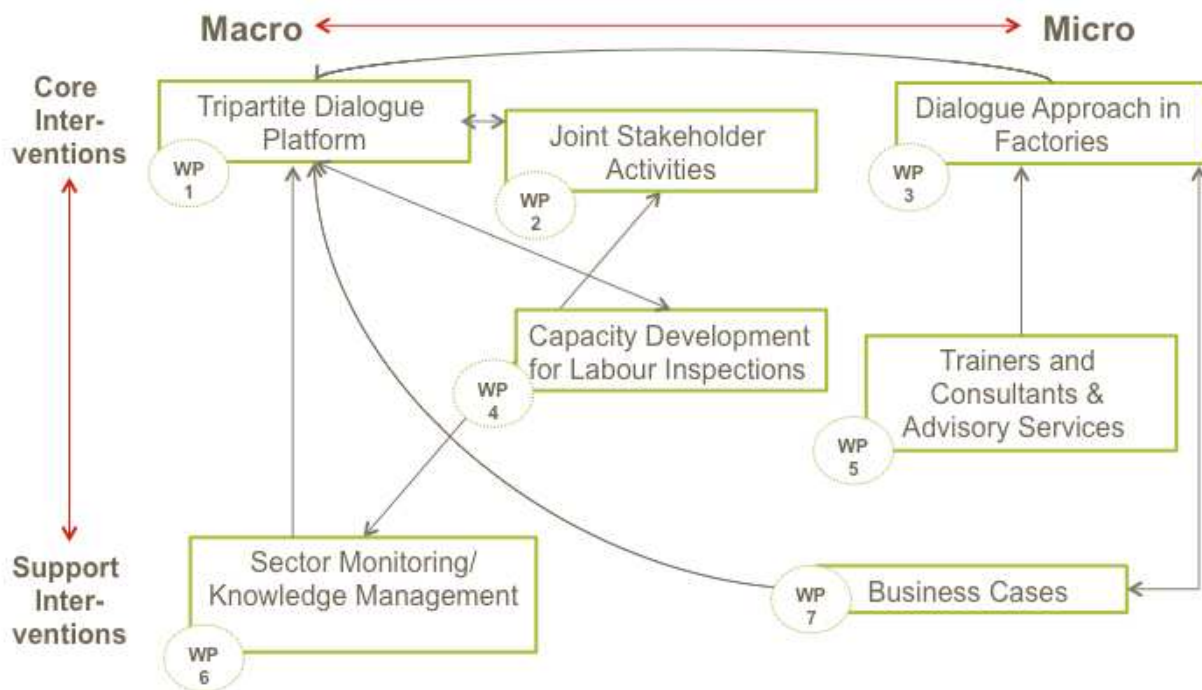
**Work-Package 4.** Capacity development for Labour Inspections

**Work-Package 5.** Training of trainers, consultants and advisory services providers in the “Dialogue Approach” to deliver services, implementing the “Dialogue Approach” in textile and garment factories during and after the project.

**Work-Package 6.** Monitoring of relevant developments in the sector and supporting information and advisory services through support in the facilitation of effective knowledge management

**Work-Package 7.** Creation of business cases on the “Dialogue Approach”

The intended **interactions** between the elements of the Programme are shown below.



**Project Indicators:** The project has four outcome indicators:

- 1: Selection and support to 10 textile and garment factories to improve their compliance with social standards (ILO Core Conventions)
- 2: In the (selected factories) a positive trend in productivity can be verified.
- 3: The Punjab Government Enhances Structure and Capacities required to conduct systematic workplace inspections.
- 4: Relevant Stakeholders hold eight dialogue workshops and conduct three jointly implement pilot measures.

It is important to note that gender mainstreaming is a built-in cross cutting component of the project as per GIZ’s global gender strategy.

## 5. Observations and Findings

### 5.1 ISSSP Desk Review

The ISSS program in Punjab was a replica of the Bangladesh model with a customization by using GIZ's six-step project development approach. A country gender analysis was completed prior to the design of the project. A baseline survey of the potential factories was also conducted as a starting point for the project. The project objectives are not explicitly related to the needs of either men or women but the gender mainstreaming in the project activities was ensured by the senior management of the project.

A 'generic' gender analysis was conducted by the ISSS project but earlier efforts, especially for women-oriented activities in the same sector, were not part of the assessment. Consultations with employers and men and women workers are not visible in the assessment.

The needs and opportunities of women workers is directly linked with Pakistan's general and sectoral development needs, opportunities and labour policies. As per the Punjab Chief Minister's "women fair representation" package, women's role in the decision making through participating in trade unions, and other decision-making forums will be a contribution to provincial labor policies. However, there are some indirect activities, which were instrument to improve the decision making of workers (especially female). For example the female participation in fire committee is a step towards female encouragement in decision making, a well-balanced steering committee to highlight different issues and advise the project for required interventions, etc.

**Gender Equality:** The original blueprint of the project, adopted from the India-Bangladesh project which does not have an intended and specific dimension for achieving gender equality. The project completion report focuses on the successes in production and improvement of performance. A female perspective is also touched on briefly, including: strengthening the role of workers - and women workers in particular - requires a continuous effort. Three of the four case studies were of women workers. The numbers and percentages provided under each output in the Bangladesh project are not sex disaggregated anywhere in the document.

It was revealed during the discussions with team and stakeholders, that the efforts and activities of ISSS project (in Pakistan) more sensitive in terms of gender equality than the original blue print. The manager and advisor of the project herself is a gender specialist and monitor the activities with possible balance of gender at all level. The country gender analysis is another evidence towards achieving general equality during the project. The baseline survey is also conducted at the selection of each factory. Although the survey questionnaire is not scanned thru gender lens but it would could be used to assess the equality impact thru other variables.

### 5.2 ISSSP Interviews and FGDs<sup>10</sup>

The women working in the factories (especially on production) are either illiterate or semi-literate. They are also shy about speaking to visitors. They are unable to express their needs to the management or their supervisors. The lack of a female coordinator or ISSS project staff field level is another limit to probing or investigating the core gender issues in the workplace.

The majority of the workers (especially female) in the sample factories are not permanent employees. They are working on piece rates, which makes them vulnerable to being harassed and the likelihood of being poorly paid. They are not entitled to regular benefits offered by the factory or to public benefits as a worker *e.g.* health benefits or the right to participate in a trade union. Due to the situation and working conditions in Pakistan, female workers remain more vulnerable than men. The current employment status of the females in the factories did not allow them to participate in the assessment at any level. The payment of piece rates is

<sup>10</sup> To understand the practice and perception levels of the project activities and the state of gender equality in a garment factory, four FGDs were held with workers (both male and female workers) employed in one factory in Lahore and one in Faisalabad. Each factory employed between 700 and 1,000 people.

the same for both men and women, but due to extra exposure and training the male workers are better in production than female workers, which help them earn more money than the women workers.

During the assessment visit one of the factories was holding an employees' award ceremony, based on performance. Not a single female worker was nominated. Only the company's director (sister in law of the owner) participated in the ceremony. When the women were asked why they did not participate in the ceremony, they replied "we are the temporarily workers on piece rate, what we will do there"?

Although the factory is supported by four male ISSS project staff members (2 permanent and 2 assignment based consultants), no female project staff member was assigned at the field level (i.e. to the factory).

The ratio of female to male workers in the factory is very low (15-20% of the total workforce, with no female presence at decision-making levels). However, the presence of women in the fire fighting and first aid teams was very encouraging. Although it was very low, at least there was a presence of female workers. Across 15 factories, 15 women and 35 men took part in firefighting teams and first aid teams.

There is little or no recognition from employers of women's rights. For example, with regard to working at night, the Act was changed in 2006, so that employers can require women to work at night. This increases the likelihood of women encountering workplace harassment and has led to a burden being placed on other girls and women in the household, who become responsible for the 'domestic economy' –cooking, childcare and care for the sick or elderly.

When the factory managers were asked, they gave several reasons for limiting the number of women employees including female workers could not continue to work after marriage: they are more of a liability and responsibility for employers, and extra resources are required to hire them *e.g.* transport, extra space for kids, separate canteens, prayer rooms and social gatherings.

The newspaper article shown below is a good summary of the problems faced by most working women in Pakistan.

**Working late:** Under Pakistan's Labour Laws if an employer does not arrange transport; working hours must be between 6am and 7pm. However, in private organizations where 'late sittings' are the norm, women, especially working mothers, are discriminated against because of their inability to conform. Leaving 'early' is misconstrued as a lack of ambition in women.

**Maternity leave:** Under the Maternity Benefits Ordinance (1958), working mothers are entitled to 12 weeks maternity leave with full pay. Employers cannot terminate women's employment during their maternity leave, however, some choose to use this as an excuse to derail career growth: being asked to cut short their leave, having duties reassigned or being passed over for a promotion due to an inability to cope with the immediate workload are common concerns.

**Sexual harassment:** The Protection Against Harassment of Women at the Workplace Act (2010) requires organizations to set up investigative committees in case of a sexual harassment complaint. However, most employees are not aware of this critical information. Out of fear of the lasting stigma, HR departments will deter women from filing a complaint or reassign the case endlessly.

**Equal wage and opportunities:** An informal economy operates out of homes in professions such as shoe-making, embroidery, stitching, artificial jewelry, , garments, pottery, etc. These home-based workers, 65% of whom are women, are not legally recognized as workers and have no social security or minimum wage benefits. Without the ratification of the ILO Convention 177 Act, which recognizes home-based workers as legitimate employees, the exploitation of the labour force continues.

Source: First published in the Careers Section of The DAWN National Weekend

## 5.3 Project Implementation

### a. Tripartite Dialogues with factory owners, trade unions and Government officials

The dialogue component of the project was quite satisfactory, although it is a shortcoming in Pakistan that very few women work in Provincial Government Departments, including the Labour and Human Resources Department. The titles and topics for the dialogues were gender-sensitive. Gender concerns related to inspections were raised, as was gender in the formal and informal economies. The subject of informal economy, domestic and Home Based Workers was also raised and discussed.

The total participation of women in the five tripartite workshops was only 27%. The project tried to 'gender balance' the tripartite workshops and Steering Committee but unfortunately, the only woman representing L&HRD did not attend more than one meeting under ISSSP due to her departure from the department. The representation from the corporate/textile industries sector was similar to that of Government Departments. A very productive female participation was made from the social sector and labor unions.

- Since women factory workers are not encouraged to take on permanent employment, few women do so.
- The women in the emergency team should also have a role to play, e.g. capacity building of the female workers to understand emergency situations, read the posters and arrange emergency drills when required and to report to management on accidents.
- Making the female members responsible for the female workers can improve the workplace safety conditions in the factory.

### b. Working Environment:

It is not the direct responsibility of ISSSP staff to ensure a good working environment but the project does require discussions on compliance with labour laws. Two examples are given below:

- The availability of canteens for both male and female workers with the required number of items. Of the two factories visited, one had no canteen, while the other had a canteen but it had no space designated for women. The General Manager decided following the exposure visit to Sri Lanka that women should have their own space in the canteen in his factory.
- There was a separate washroom for the female workers but it was on the third floor of the factory, where a senior woman is also working. The women workers had to go up two flights of stairs to reach the washroom. This time consuming and expensive for piece-rate workers.
- In one factory a male and a female workers' representative has been appointed and is available to discuss workers' issues with the management.
- There is no formal trade union in any of the visited factory.
- There was no formal committee or forum to address harassment issues.

### c. Workplace Safety

The ISSSP has conducted training on the use of Personal Protective Equipment (PPEs) and displayed the signs and posters at visible places but the use of PPEs was not common in the factory visited. Only one per cent of employees on each floor were wearing dust masks. Nor is any safety equipment available at the stitching units. The PPEs do not include safety equipment and if they are, the supervisor does not enforce their use. The exhaust fans were not functional in either of the factories where the women workers did heavy threading work.

In both factories, when the question of ventilation was raised, the supervisor said that since the Air Conditioner was working, the exhaust was turned off, to keep the floor cool. The floor was full of cotton threads where women were working, which is both a dust hazard and a possible fire hazard.

**Consultant's Observations:**

- It was very encouraging to know that after the exposure visit to Sri Lanka the factory decided to rebuild the canteen while keeping the needs of male and female workers in mind.
- Neither of the visited factories has a trade union. A union with a fair representation of women will both help women to present their problems to the management and would contribute to the enforcement of the Factory Act 1934 and ILO Conventions 87 and 98.
- A harassment committee can be formed which is mandatory at each workplace under the act.

**5.4 Training and Capacity Building:**

**a. Project Staff**

The ISSSP project has a very experienced and energetic team of technical advisors. Although they may have attended technical trainings under the project, unfortunately they had not been trained in gender related implementation or monitoring and evaluation at any stage of the project. The project team is therefore unable to assess the impact assessment on equality basis.

During the visit it was realized that the team need comprehensive gender training from design to impact assessment. The team was found to be conceptually neutral with respect to gender mainstreaming efforts. The project activities were also missing an awareness of gender issues at the workplace.

**b. Beneficiaries (factories)**

The project team was meant to conduct the following activities:

- 4 Main Change management Team (CMT) workshops on:
  - 'Introduction to Dialogue' approach
  - Increasing Productivity
  - Overtime, Absenteeism and Workers' turnover
- 5 Mini CMT workshops on the topic of Occupational Safety and Health
- 5 value-added trainings on the topics of firefighting and first aid
- 5 value added trainings on the topics of Importance of PPE use for workers
- 5 value added trainings on the best housekeeping (5s) practices.

The following is the number of staff attended the project activities:

Activity	Male	Female
Ist CMT workshop	25	1
2nd CMT Workshop	25	5
3rd CMT Workshop	25	5
5 VA training on Fire fighting and first aid	60	15

5 VAT trainings on the use of PPEs for workers	100	30
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Since few women work in the factory, few attended the capacity building events. At the same time it is encouraging and good sign that female participation is increased from 1<sup>st</sup> VAT to 5<sup>th</sup> VAT. More and significant effort can improve this number.

The list of activities and their design did not include any gender-related concepts or activity for the managers or supervisors at their factories. As a result it is not possible to monitor or measure any gender-related issues or changes.

### c. Exposure Visit

It was observed that the best activity designed by the project was an exposure visit for factory owners to Sri Lanka in (November 2015). The visit was intended to encourage the owners and supervisor to improve their working conditions in Pakistan. However, the visit has two main gaps which need to be responded to and used as lessons for the future:

- There was no female worker/operator or manager on the exposure team.
- The team had a list of questions to be asked in the factories in Sri Lanka but unfortunately there was hardly a question about the female workers, their working conditions, their retention, their benefits or equality at the workplace.
- The list of questions<sup>11</sup> could have been vetted by the team's gender specialist (or possibly a Gender Consultant) to collect good gender mainstreaming practices from the factories seen during the exposure visit.

However, the exposure visit has had two very productive results, including:

1. The Alpha Knitting owner has decided to have an exclusive female operators' line. The female group will be trained in operations.
2. The Softwood Factory has decided to re-build the canteen with special provisions for female workers. The canteen is now under construction.

## 5.5 Promotional Material

The majority of the workers affected by the project (both male and female) are semi literate or illiterate. The workers (both male and female) sometime did not understand simple Urdu. The group of (05) women sitting under the 440 volt electricity box were not aware of the danger they were exposed to. A poster for first aid instruction in case of electricity shock was posted on the wall but none of the women could read or understand the poster.

The ISSS project had designed the posters and pamphlet for the workers in both English and Urdu with illustrations. Some of the workers are still unable to understand the posters. The reason could be the low or no orientation and monitors checks to assess the understanding of these posters.

## 5.6 Monitoring & Evaluation

There is no specific M&E framework of the project level and beneficiaries' levels. The baseline and end line survey can serve the purpose but the project should develop an equality-based M&E framework for the

<sup>11</sup> The list of question developed for the Sri Lanka Exposure visit is attached as Annex ??

project activities. The factories should also be trained in assessing the overall performance of their factory with respect to profit, production, performance and staff performance. Forms and checklists can be developed for the project's monitoring and evaluation. The checklist can also be reviewed by the ISSSP gender specialist to have built-in gender mainstreaming efforts in the M&E Process.

### **5.7 Data Management**

The training and activities data for the project is available in sex-disaggregated form but it was not used to conduct an analysis or to plan project activities.

The factories also maintain data for HR and finance purposes. The data and numbers are not used for the project's performance analysis, production management or comparative studies.

### **5.8 Documentation**

The project activities are reported periodically to GIZ for project documentation. However, gender issues are not identified, analysed or discussed separately.



## **6. Recommendations**

### **6.1 Cross Cutting Recommendations**

- a. A number of Pakistani civil society organisations which work on gender issues in the workplace should be especially requested for permanent members of the ISSSP Steering Committee, workshops and other decision making forums. Once their presence is established it can be decided how they should engage in the project activities to the best effect. The NCSW could be requested to identify relevant women's groups.
- b. In the next phase the CMT meeting should be used to develop gender sensitive action planning while considering all gender related options in the action plan. The plans can be reviewed with the same indicators and lessons learned can be incorporated into subsequent action plans.
- c. The Project should make and encourage extra efforts at senior level for the participation of women at all levels.
- d. For the remaining project activities, a rapid assessment should be conducted in consultation with a representative sample of workers. The project partners and stakeholders i.e. the Government of Punjab, industrial sector owners and workers (male and female) were never consulted at any stage of the project identification and design, in the initial phase. Special consideration should be given to gender components by conducting a short assessment prior to designing the remaining activities.
- e. For the next stage of the project, a gender sensitive baseline survey should be conducted, based on the findings of this analysis. The project should support the team in making a list of questions with respect to male and female workers.

### **6.2 Project Implementation**

- a. Female project staff should be inducted into the project team for better communication with management and workers. Although the project team has two female members, Ms. Romina (she herself is a gender advisor) and Marie the project Manager, no local female project staff members were available during the field activities.
- b. Due to cultural sensitivities and levels of education, a female mobilizer or staff members should be included in the project team for field level activities to interact with women in the factories.
- c. It was also mentioned in one of the 'lessons learnt' from the India-Bangladesh program that a gender balance should be considered in CMT meetings. This lesson should be incorporated in all ISSSP project activities in Pakistan, in the future. Even a small number of well-informed women can make a difference.
- d. The factory management personnel can be convinced to send their female staff to CMT meeting to represent women and raise women-specific issues.

### **6.3 Wage Rates and payment practices**

- a. Employment contracting, rather than piece-rate work, should be encouraged in the factories: even for a piece rate worker contracts should be introduced with all required variables.
- b. Female workers (permanent or piece rate workers) should be included in the performance review for the encouragement and visibility of women.

### **6.4 Sharing of Best Practices**

The 'best practices' sessions should be held where the factories' best practices are (or should be) listed and shared with others. For example:

- a. The female participation in Firefighting and First aid can be shared with all factories: this has no cost implications.
- b. The harassment and grievances of the Softwood factory should be shared with others: this only needs realization, not resources.
- c. Initiating of a 'female exclusive' production line of Alpha Knitting should be shared and promoted for the encouragement of women in the world of work.



- d. The good and ideal canteen initiative (after Sri Lanka Visit) of Softwood Factory should be documented (with picture) and shared with other factories as good practices.
- e. The Softwood factory mentioned a harassment case in their factory, which was raised by two women and as a result the harasser was fired. The case is a good example of zero tolerance which can be showcase and shared with other factories.

## 6.5 Access to Resources

The factory resources and facilities should be available to all workers, especially women: For example:

- a. A loan scheme should be introduced and shared with all workers. In case of priorities to permanent staff, the linkage can be developed and introduced to the workers for their benefits.
- b. The social security benefits should be made available to all workers irrespective of their working status and sex.
- c. Women should have exclusive training programs to promote themselves in their respective work. The more pictorial than theory based material should be prepared for better learning and understanding. The material should be pretest with men/women, literate/semi/illiterate, permanent/piece rate workers prior to final placement.
- d. Female instructors and trainers should be arranged for illiterate and conservative women workers. Sessions should be held in languages that the women speak.

## 6.6 Capacity Building

- a. The gender training should be arranged for staff to design their activities, their monitoring sessions and collect sex disaggregated data for analysis, re-designing of the activity and to achieve equality as per policies and goals.
- b. The training curriculum should be vetted by the gender specialist to ensure the acceptability and relevance in terms of gender sensitivity of the content.
- c. Gender training for beneficiaries should be held, including the factory owners, to underline the importance of women's role, their participation and responding to gender disparities in their factories. This will not only help in production improvement but it will also help factories to comply with Pakistan's Labour laws such as the Harassment Act, and the Punjab Chief Minister's Women Empowerment. and Representation Act. and ILO Convention C111.
- d. The training of middle level management: i.e. production managers, floor managers and HR staff should highlight women-related issues and concerns.
- e. If a separate gender training is not possible, a gender component can be added to CMT or value added- training.

## 6.7 Exposure Visit

- a. The exposure visit was the most productive activity, as far as the learning and commitments are concerned. Women should be made part of all (local, national and international) exposure visit and other project activities.
- b. Since women are unlikely to be able to travel abroad, the concept of an exposure visit could be applied to other factories in Punjab. Their husbands could accompany them, to avoid difficulties. The 'best case' factories selected for the ISSS project could be utilised for this. Part of the local exposure visit could be a brief presentation on what was learned in Sri Lanka.
- c. The production supervision or "in charge" should conduct specific session for those illiterate women and help them understand the signs and posters related to workplace safety and their rights as workers, as well as anti-harassment policies and grievance procedures.
- d. A gender sensitization session should be arranged prior to any activity or exposure visit. The questions and checklist for exposure visit should be constructed and reviewed from a gender perspective.

- e. There is a need to make managers aware that they are discriminating against women but also that experienced workers are very valuable and making some changes is less expensive in the long term than training new people.

### **6.8 Conducive Environment for workers and managers**

- a. Language assessment should be done to display pictorial charts for illiterate male and female workers. The posters, forms, and signs should be placed in multiple languages according to the Factories Act. 1934.
- b. There is a need to conduct floor sessions with all the factory workers prior to mounting the Project's posters on walls. Since most of the workers are not literate, the posters should contain well-thought out graphics with minimal text, in the languages spoken by the workers. These should be pre-tested to ensure that their meanings are crystal clear.
- c. The use of PPEs should be ensured and if it is not, either a psychologist can be hired to explore the possibility of the use or some penalty and motivational methods should be applied.

### **6.9 Anti-Harassment Policies and Procedures**

- 1. The factories visited do not have anti-harassment or discrimination policies.
  - d. The factories should be encouraged to adopt harassment policies and committee to respond to workers' (male and female) grievances with appropriate input. A complaints box should be available at a visible place and workers should be oriented about the use of this box. Cases filed should be documented in the annual report, which would be compliant with the implementation of the Workplace Harassment Act. 2010 and ILO Convention 111.
  - e. The Softwood factory mentioned a harassment case in their factory, which was raised by two women and as a result the harasser was fired. The case is a good example of zero tolerance against harassment but it was not documented.
  - f. The female representation should be ensured in Action Planning session. The workers (male and female) at the floor should also be oriented about the Action Form displayed at the floor.
  - g. In the next phase the CMT meeting can be used to develop their gender sensitive action planning while considering all gender related options in the action plan.
  - h. The plans can be reviewed with same indicators and lesson can be incorporated into subsequent action plans.

### **9.10 Monitoring and Evaluation**

- a. The ISSSP must ensure the availability of sex-disaggregated data at the project, activities and beneficiary factories levels.
- b. Just collecting disaggregated data is not enough. The staff and the beneficiary factory owners should be trained in how to analyse the data and how to incorporate the findings into future actions.
- c. The available project reports are not sufficient for the project's monitoring and evaluation system to explicitly measure the project's effects on women. Specific tools should be available for gender equality impact assessment.
- d. The project should have a mechanism to collect data to update the Activity Analysis and the Women's Access and Control Analysis.
- e. The data should be used to analyze progress against targets and the staff should have the analytical capacity to assess the situation e.g. if the women's participation is low in a factory, the matter should be brought to the attention of the CMTs as an action plan to improve the situation of the women workers.

## Methodologies for Gender Analysis

### a. List of Document Reviewed

The materials consulted/utilised for the Gender Analysis were:

1. Gender Analysis - The GIZ Sustainable Land Management Programme
2. GIZ's Gender Strategy
3. Generic Gender Analysis of Pakistan – conducted by Consultant Ms. Shabana Aman
4. Punjab Labor Policy 2015
5. Chief Minister of Punjab's Special Package for Women's Empowerment
6. End of Project Report SSP Bangladesh and India
7. Project brochure of ISSSP - Social Standards in the Textile Industry
8. CMT workshop completion reports
9. ILO Core Conventions
10. Punjab Labor Laws with gender lens

### b. List of Key Informants Interviewed

To collect the qualitative information regarding ISSS Project activities in the office and factories, the following key professionals were consulted:

- 1 Ms. Romina Kochious
- 2 Mr. Noor Khan, Technical Advisor
- 3 Mr. Haider Saghir, Technical Advisor
- 4 Mr. Naveed, Operations Manager, Soft Wood Factory
- 5 Mr. Rizwan Zubair, CEO, Soft Wood Factory
- 6 Mr. Rana Aqeel, CEO, Alfallah Knitting
- 7 Mr. Umar, GM Process Improvement, Alfallah Knitting
- 8 Mr. Muddassar Adil, Consultant, GIZ

## International Labor Organization

Since 1919, the International Labour Organization has developed and maintained a system of international labour standards aimed at promoting opportunities for women and men to obtain decent and productive work, in conditions of freedom'-equity, security and dignity. In today's globalized economy, international labour standards are essential components in the international framework for ensuring that the growth of the global economy provides benefits to all. This is based on the philosophy that: "Normative action is an indispensable tool to make decent work a reality".

International labour standards are backed by a supervisory system that is unique at the international level and that helps to ensure that countries implement the conventions they ratify. The ILO regularly examines the application of standards in member states and points out areas where they could be better applied. If there are any problems in the application of standards, the ILO seeks to assist countries through social dialogue and technical assistance.

Once a country has ratified an ILO Convention, it is obliged to report regularly on measures it has taken to implement it. Every two years governments must submit reports detailing the steps they have taken in law and practice to apply any of the eight fundamental and four priority conventions they may have ratified; for all other conventions, reports must be submitted every five years, except for conventions that have been shelved (no longer supervised on a regular basis). Reports on the application of conventions may be requested at shorter intervals. Governments are required to submit copies of their reports to employers' and workers' organizations. These organizations may comment on the governments' reports; they may also send comments on the application of conventions directly to the ILO.

The Committee of Experts was set up in 1926 to examine the growing number of government reports on ratified conventions. Today it is composed of 20 eminent jurists appointed by the Governing Body for three-year terms. The Experts come from different geographic regions, legal systems and cultures. The Committee's role is to provide an impartial and technical evaluation of the state of application of international labour standards.

When examining the application of international labour standards, the Committee of Experts makes two kinds of comments: observations and direct requests. Observations contain comments on fundamental questions raised by the application of a particular convention by a state. These observations are published in the Committee's annual report. Direct requests relate to more technical questions or requests for further information. They are not published in the report but are communicated directly to the governments concerned.

Briefly speaking, the International Labour Organization (ILO) is a specialized UN agency which seeks the promotion of social justice and internationally recognized human and labour rights. The ILO formulates international labour standards through its unique tripartite structure with workers and employers participating as equal partners with governments.

Pakistan has been an important and active Member State of the ILO since its inception in 1947. Pakistan's Government, Employers, and Workers representatives have been elected Members of the ILO Governing Body repeatedly over the years. Pakistan has ratified 34 ILO Conventions including 8 Core Conventions as enshrined in the ILO Declarations. The ILO and the Ministry of Labour, Manpower, and Overseas Pakistanis work closely towards the effectuation of ratified conventions at the national level. ILO also works in close collaboration with its social partners (workers' and employers' organizations) towards attaining its 'Decent Work' objectives.

## List of 36 ILO Conventions Ratified by Pakistan

***C029 - Forced Labour Convention, 1930 (No. 29)***

***C087 - Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87)***

***C098 - Right to Organise and Collective Bargaining Convention, 1949 (No. 98)***

***C100 - Equal Remuneration Convention, 1951 (No. 100)***

***C105 - Abolition of Forced Labour Convention, 1957 (No. 105)***

***C111 - Discrimination (Employment and Occupation) Convention, 1958 (No. 111)***

***C138 - Minimum Age Convention, 1973 (No. 138) Minimum age specified: 14 years***

***C182 - Worst Forms of Child Labour Convention, 1999 (No. 182)***

C081 - Labour Inspection Convention, 1947 (No. 81)

C144 - Tripartite Consultation (International Labour Standards) Convention, 1976 (No. 144)

C001 - Hours of Work (Industry) Convention, 1919 (No. 1)

C004 - Night Work (Women) Convention, 1919 (No. 4)

C006 - Night Work of Young Persons (Industry) Convention, 1919 (No. 6)

C011 - Right of Association (Agriculture) Convention, 1921 (No. 11)

C014 - Weekly Rest (Industry) Convention, 1921 (No. 14)

C015 - Minimum Age (Trimmers and Stokers) Convention, 1921 (No. 15)

C016 - Medical Examination of Young Persons (Sea) Convention, 1921 (No. 16)

C018 - Workmen's Compensation (Occupational Diseases) Convention, 1925 (No. 18)

C019 - Equality of Treatment (Accident Compensation) Convention, 1925 (No. 19)

C021 - Inspection of Emigrants Convention, 1926 (No. 21)

C022 - Seamen's Articles of Agreement Convention, 1926 (No. 22)

C027 - Marking of Weight (Packages Transported by Vessels) Convention, 1929 (No. 27)

C032 - Protection against Accidents (Dockers) Convention (Revised), 1932 (No. 32)

C041 - Night Work (Women) Convention (Revised), 1934 (No. 41)

C045 - Underground Work (Women) Convention, 1935 (No. 45)

C059 - Minimum Age (Industry) Convention (Revised), 1937 (No. 59)

C080 - Final Articles Revision Convention, 1946 (No. 80)

C089 - Night Work (Women) Convention (Revised), 1948 (No. 89)

C090 - Night Work of Young Persons (Industry) Convention (Revised), 1948 (No. 90)

C096 - Fee-Charging Employment Agencies Convention (Revised), 1949 (No. 96) *Has accepted the provisions of Part II*

C106 - Weekly Rest (Commerce and Offices) Convention, 1957 (No. 106) *The Government has declared that the Convention also applies to persons employed in the establishments specified in Article 3, paragraph 1(c).*

C107 - Indigenous and Tribal Populations Convention, 1957 (No. 107)

C116 - Final Articles Revision Convention, 1961 (No. 116)

C118 - Equality of Treatment (Social Security) Convention, 1962 (No. 118) *Has accepted Branches (c) and (g)*

C159 - Vocational Rehabilitation and Employment (Disabled Persons) Convention, 1983 (No. 159)

C185 - Seafarers' Identity Documents Convention (Revised), 2003 (No. 185)

***\* Core ILO Conventions***

## Details of the Chief Minister's Program

Economic Empowerment		Social Empowerment	
<b>Skills Development</b>	<ul style="list-style-type: none"> <li>• Punjab Skills Development Fund</li> <li>• Training of women domestic workers</li> <li>• Veterinary training of women in Livestock and Poultry at Tehsil Hospitals of Livestock &amp; Dairy Development Department</li> <li>• Technical training of workers' wives for earning livelihood.</li> <li>• Free of cost vocational training to women belonging to minority communities in Punjab</li> </ul>	<b>Status of Women</b>	<ul style="list-style-type: none"> <li>• Establishment of Punjab Commission on the Status of Women</li> </ul>
<b>Women Entrepreneurship</b>	<ul style="list-style-type: none"> <li>• Establishment of Rozgar Bank</li> </ul>	<b>Protection</b>	<ul style="list-style-type: none"> <li>• Help Desk for women and girls in every police station of Punjab</li> <li>• Toll free women's helpline</li> <li>• Domestic Workers Policy and further enactment for protection of Domestic Workers</li> </ul>
<b>Poverty Reduction</b>	<ul style="list-style-type: none"> <li>• Exclusive space in existing Sunday Bazars and Ramadan Bazars for mini women bazaars where women can set up stalls.</li> <li>• Establishment of cottage villages for women in Labour Colonies as a sale point of handmade clothes, jewelry, handicrafts.</li> <li>• Distribution of poultry &amp; cattle among rural women for economic empowerment and increase of production in livestock and meat</li> </ul>	<b>Land Ownership</b>	<ul style="list-style-type: none"> <li>• Land Revenue Laws</li> </ul>
<b>Business Development</b>	<ul style="list-style-type: none"> <li>• Only women contractors to run canteens in Women Educational and Training Institutions to encourage women to participate more actively in economic development</li> </ul>	<b>Women and Family</b>	<ul style="list-style-type: none"> <li>• Waiving of fee on new/late birth registration to encourage registration of girl child, especially in low income households</li> <li>• Family Courts Complex in every district</li> <li>• Family law reforms</li> </ul>
<b>Employment</b>	<ul style="list-style-type: none"> <li>• Delegation of power to divisional level officers for sanction of leave to Health, School and Higher Education employees.</li> <li>• Affordable residential facilities voucher scheme for Working Women</li> <li>• Private sector be encouraged to adopt employment policies to encourage women's participation in the workplace</li> </ul>	<b>Mindset Change</b>	<ul style="list-style-type: none"> <li>• Inclusion of Punjab Women Empowerment Initiatives, gender equality and women issues in school curricula for imparting cultural change.</li> <li>• Inclusion of The Punjab Protection against Harassment of Women at the Workplace Act, 2012 and Punjab Women Empowerment Package 2012 in the training courses conducted at MPDD, Revenue Academy, Police Training Centers and other training institutions to sensitize key stake holders.</li> </ul>

<b>Day Care</b>	<ul style="list-style-type: none"> <li>• Punjab Day Care Fund</li> <li>• Day Care workers' training</li> </ul>	<b>Women and Mobility</b>	<ul style="list-style-type: none"> <li>• Proposed intervention to provide scooters to working women</li> </ul>
<b>Decision Making</b>	<ul style="list-style-type: none"> <li>• Inclusion of women in executive body and as office bearers in trade union in the same proportion in which they are employed in the establishment provided that at least one member in executive body shall be female.</li> </ul>	<b>Education</b>	<ul style="list-style-type: none"> <li>• Investment in Higher Education for women/Girls</li> <li>• Punjab Educational Endowment Fund</li> </ul>
<b>Enabling Environment</b>	<ul style="list-style-type: none"> <li>• Harassment awareness volunteer program</li> </ul>	<b>Health</b>	<ul style="list-style-type: none"> <li>• Health Insurance Policy to cover provision of health care facilities including comprehensive maternity care through issuance of Health Card to persons below poverty the poverty line.</li> </ul>

#### **Salient Features Of the CM's Women Economic Empowerment Package 2014**

- Establishment of the Punjab Commission on the Status of Women
- Toll free women's helpline
- Task force to formulate the Domestic Workers Policy
- Revision of the Nikahnama
- The Child Marriage Constraint Act 1929
- The Dowry and Bridal Gifts (restrictions) act 1976
- The Muslims Marriage Act 1939 to be dissolved
- The Domestic Violence and Protection Bill to be tabled in the PA
- Contract to operate canteens in women's educational and training institutions to be given to women only
- Free vocational training for women belonging to minority communities
- Space for women to set up small women-only bazaars at Sunday and Ramazan baazars
- Training programmes for 4,000 women from rural areas by the Punjab Skill Development Fund
- Establishment of 65 day care centres for children of working women through the Punjab Day Care Fund
- Helpdesks for women at every police station in the Punjab
- Scooters for working women
- Gynaecology Wards and labour rooms to be upgraded
- Regularisation of lady health workers' service
-

## Review of National Labour Laws<sup>12</sup>

This review is done on several levels. First, the relevant law is examined to identify where it fails to provide protection to women laborers as a whole and women specifically; it then identifies how each law specifically fails to provide protection to women, and where it clearly discriminates against women in the workforce, whether in the informal or formal sectors, whether in terms of implementation, violations of existing law or ignoring women-specific issues. Overall, the issues in the Provincial labor legislation concerned about the discrimination against women including lack of clear policy and legal framework on gender balance hiring and equality in capacity building intervene. Men are also given preferential treatment in management positions in membership and professional associations. Other women-specific gaps include wage inequalities including for wages for overtime), women's need for flexible working hours and the absence of paid maternity and paternity leave. Women are usually not represented on Executive Committees or other decision-making forums. In terms of the provision of supporting working environments, women lack separate spaces in canteens, separate toilets, day care, and suitable transportation.

### Appendix 6b: The Relevance of Gender to Labour Laws

Making a real difference through law requires an understanding of context —an appreciation of the people, places or issues on which you are choosing to have an impact — and an ability to view problems from diverse perspectives. The better you understand how a particular group experiences a situation, the greater your ability to design the law, its implication and redressed system for meet the needs of your target population.

Men and women are often impacted differently and disproportionately by social issues such as poverty, health, domestic violence or education. Gender is a fundamental characteristic that shapes not only our identity but also our experiences and perspectives.

When addressing social concerns, donors therefore must consider the impact that gender has on the particular issue. This guide is intended to help you increase the impact of your philanthropic giving by helping you become more aware of the important — and sometimes nuanced — influence that gender has on the success or failure of a particular program and a philanthropic strategy.

**Gender is a powerful predictor of opportunities and outcomes in society:** Gender explains those differences between men and women that are socially created, as opposed to biologically based. Every society has assumptions about and expectations for men and women. These social structures — implicit and explicit — often cause women and men to experience the same situation in different ways, which over the long term may result in very different life experiences.

**Gender equity rejects the universal “one-size-fits-all” approach:** Gender equity does not mean “sameness.” It is not about providing the same programs, treatment and opportunities for women and men. Rather, it is about providing meaningful opportunities that are appropriately targeted to each gender in order to achieve maximum impact. In the case of gender, equity can mean treating people differently to accommodate their differences. For example, a study of youth development programs for urban teenagers found that “universal” organism in which women and men are treated the same often do not succeed. The more effective ones consider gender in program design and operation.<sup>1</sup>

### Defining Discrimination in the Workplace

Workplace discrimination is said to exist when an employer treats one employee less favorably than others. Gender discrimination in the workplace means a female employee being paid less than a male colleague for doing the same job. Women are also limited to some sectors of work ... and refused the training opportunities offered to male employees.

It is against the law in Pakistan to discriminate against any person due to his/her **age** (also referred to as 'ageism'), **gender**, **marital status** (married, single or divorced), **pregnancy**, **disability** (physical or mental), **race** (color, nationality, ethnicity or national origin) or **religion**. These aspects of human diversity are called protected characteristics. Ideally, equality laws protect men and women from discrimination when seeking work/employment, education, as a consumer, member of a professional association, using public services, buying/renting property, with/helping someone of protected characteristics.

*The Time for Equality at Work*, the Global Report for the International Labour Conference 2003<sup>13</sup> discusses workplace gender discrimination in detail. According to the report, workplace discrimination can be direct or indirect, as the following discussion shows:

<sup>12</sup> The information in the section is adapted from a previous survey conducted by the Gender Consultant.



- Regulations, laws and policies explicitly exclude or disadvantage workers on the basis of characteristics such as political opinion, marital status or sex. Indirect discrimination may occur when apparently neutral rules and practices
- have negative effects on a disproportionate number of members of a particular group, irrespective of whether or not they meet the requirements for the job i.e., application for the same condition, treatment or requirement of everyone can, in fact, lead to very unequal results, depending on the life circumstances and personal characteristics of the people concerned.

Indirect discrimination may also occur when differential treatment is accorded to particular categories of workers. Less favorable treatment of part-time workers relative to full-time workers is an example of indirect discrimination against women, who constitute the majority of part-time workers.

### GIZ-ISSSP List of activities according to Work Package

WP	WP Title	Detail	Projected Activities	Progress To date
1	Tripartite Dialogue Platform	Establishment of a platform on a policy level, conducting eight partner workshops, facilitating sharing of information and problem solving amongst relevant stakeholders in the textile and garment sector in Punjab.	Conduct of 08 Thematic Tripartite Workshops: 1. GSP+ 2. Results baseline study 3. Mapping of the textile and garment industry, esp. informal sector 4. Terms and conditions of employment 5. Labour inspections – structural setup 6. OSH implementation 7. Role and mandate of trade unions 8. The Dialogue Approach for Social Compliance – work ethics and motivation, productivity and efficiency 9. Gender and discrimination 10. GSP+ reporting	1. Workshops 01 to 06 completed 2. 02 out of 04 remaining.
2	Joint Stakeholders Activities	Joint stakeholder activities conducted by at least two different stakeholder groups concerning improved implementation of social standards, e.g. advocacy and awareness building measures.	To be defined by the participants in the course of the tripartite dialogue events	1. Campaign on formalization of employment (started) 2. OSH-posters (draft to be presented to stakeholders soon for approval) 3. ROP: first interviewer training in February
3	Dialogue Approach in Factories	Establishment of the “Dialogue Approach” in up to 15 model factories, i.e. training and coaching of factory management and workers in order to strengthen their problem solving skills, tackling issues related to social standards and productivity by collectively engaging in a dialogue.	1. 4 Main Change management Team(CMT) workshop (on the topics of (1) Introduction to Dialogue approach (2) Productivity (3) Overtime, Absenteeism and Workers turnover, (4) continuous improvement) 2. 5 Mini CMT workshop on the topic of Occupational Safety	1. 4th CMT Workshop on the topic of Building of continuous improvement culture in the factories 2. 5 Mini CMT workshop on the topic of Occupational Safety and Health took place 3. 5 Value added trainings on the topics of Firefighting and

			<p>and Health</p> <ol style="list-style-type: none"> <li>3. 5 Value added trainings on the topics of Firefighting and first aid</li> <li>4. 5 value added trainings on the topics of Importance of PPEs use for workers</li> <li>5. 5 value added trainings on the best housekeeping(5s) practices</li> </ol>	<p>first aid took place</p> <ol style="list-style-type: none"> <li>4. 5 value added trainings on the topics of Importance of PPEs use for workers took place</li> <li>5. 5 value added trainings on the best housekeeping(5s) practices took place</li> <li>6. Two more CMT planned on discrimination and salaries</li> </ol>
4	Capacity Development for Labor Inspection	Trainings for labour inspectors, tripartite dialogue in labour inspection systems	<ol style="list-style-type: none"> <li>1. 1 tripartite dialogue event dedicated to labour inspection systems, in cooperation with BG ETEM</li> <li>2. 2 trainings for labour inspectors in Pakistan on sector specific risks and hazards</li> <li>3. If possible, one more training for labour inspectors on sector specific risks and hazards in Germany</li> </ol>	<ol style="list-style-type: none"> <li>1. 1 tripartite dialogue event dedicated to labour inspection systems, in cooperation with BG ETEM in Sept. 2015</li> <li>2. 1 training for labour inspectors in September 2015</li> <li>3. 1 upcoming training in Pakistan in February 2016</li> </ol>
5	Trainers, Consultants and Advisor Services	Training of trainers and consultants in the "Dialogue Approach" to deliver services, implementing the "Dialogue Approach" in textile and garment factories during and after the project.	<p>Setup of Sustainable Production Centre as a joint activity of four GIZ programs. ISSSP contribution:</p> <ol style="list-style-type: none"> <li>1. Shooting of promotional film</li> <li>2. ToT on dialogue approach for consultants (for SPC database)</li> </ol>	<ol style="list-style-type: none"> <li>1. Film shooting planned for January 2016</li> <li>2. ToT on dialogue approach planned for April 2016</li> </ol>
6	Sector Monitoring/ Knowledge Management	Monitoring of relevant developments in the sector and support of information and advisory services through support in facilitation of effective knowledge management	<ol style="list-style-type: none"> <li>1. Development of suitable instruments for knowledge management</li> <li>2. Assessment of suitable formats</li> </ol>	<ol style="list-style-type: none"> <li>1. Tools have been developed</li> <li>2. One high tea/world café event took place in August 2015</li> </ol>
7	Business Cases	Creation of business cases on the "Dialogue Approach"	<ol style="list-style-type: none"> <li>1. Baseline in partner factories</li> <li>2. Evaluation in partner factories</li> <li>3. Calculation of business cases</li> </ol>	<ol style="list-style-type: none"> <li>1. Baseline in partner factories too place in December 2014</li> <li>2. Evaluation in partner factories planned for March 2016</li> </ol>

## List of Questions for GIZ ISSSP Sri Lanka Study Tour

### Overall Objective

Support the CMTs in reflecting on and learning from Sri Lanka's garment factories' systems, practices and culture, identifying opportunities to improve labour standards and productivity in the CMT's companies.

### Learning Targets:

- Participants understand culture, system and practices in Sri Lanka's garment factories which enable Sri Lanka's garment factories to achieve outstanding performances in the areas of productivity and labour standards
- Participants understand the interdependency between labour standards and productivity
- Participants link benefits of a culture of continuous improvement with good business performance
- Participants can compare culture in Pakistan's and Sri Lanka's garment factories
- Participants can identify opportunities and obstacles in deploying identified best practices (productivity, labour standards, culture) in their factories
- An action plan can be developed in the next CMT training as to how to adopt suitable best practices in the model lines

### Guiding Questions: Productivity

1. How is the factory's layout designed? *Focus on the area which covers the stitching lines (from induction of pieces to the packing area).*
2. What is the implementation status of visual management systems at the floor?  
*Look for examples of visual controls, visual displays & visual metrics.*
3. How does the company achieve standardized WIP at the production floor?
  - *What is the number of pieces inducted in the stitching line?*
  - *What is the maximum number of pieces found between the work stations and inside the stitching line?*
  - *How is WIP visualised?*
4. How is standardized work visualised, updated and improved on a regular basis?
5. What methodology is being followed/ in place to foster problem solving at the floor?

### Guiding Questions: Social Standards

1. How would you describe the company's workplace? What can you observe? Does the company have a safe & clean work place?
2. What type of reporting, target setting and management system is in place to ensure good working conditions?
3. How does the company ensure that safety measures and regulations are followed?
4. Which training mechanisms are in place to improve workers' and management's awareness of the status of implementation of labour standards and good working conditions?
5. How does the company continuously improve social and environmental standards?
6. From your observations can you give examples which show the interdependency of labour standards and productivity in the company?

### Guiding Questions: Organization's Culture

1. How does the company align daily improvement activities with its defined vision?
2. How does senior management engage workers in improvement activities on a continuous basis?
3. How does senior management behave to engage workers in improvement activities on a daily basis?
4. What types of recognitions/ incentives are given to motivate and encourage workers to perform better?
5. Is on the job coaching a daily part of the company's culture. If yes, how is it implemented at the floor?
6. How many ideas for improvement are coming from workers on average on a monthly basis? How does management make sure that these ideas are implemented? Can you find evidences of implementation of these ideas at the floor?