



*Integrated Support for Socio-Economic Rehabilitation of the Jobless (or workless)  
Women Soccer Stitchers In Sialkot-Pakistan*



# A STITCH IN TIME SAVES NINE

Alternative Livelihood Assessment for Job/Workless  
Women Soccer Stitchers of Sialkot

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Alternative Livelihood Assessment for Job/Workless Women Soccer Stitchers of Sialkot

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## ABBREVIATIONS

<b>CNICs</b>	Computerized National Identify Card
<b>EOBI</b>	Employee Old age Benefits Incentives
<b>FGDs</b>	Focused Group Discussions
<b>GDP</b>	Gross Development Product
<b>HBWWs</b>	Home-Based Women Workers
<b>IDIs</b>	In-Depth Interviews
<b>IG</b>	Income Generator
<b>ILO</b>	International Labor Organization
<b>LPDI</b>	Leather Products Development Institute
<b>MOUs</b>	Memorandum of Understanding
<b>PECs</b>	Personal Entrepreneurial Competencies
<b>PPAF</b>	Pakistan Poverty Alleviation Fund
<b>PWF</b>	Pakistan Workers Federation
<b>SCCI</b>	Sialkot Chamber of Commerce and Industry
<b>SE</b>	Self Employed
<b>SGMA</b>	Sports Goods Manufacturers Associations
<b>SME</b>	Small & Medium Enterprises
<b>TEVTA</b>	Technical Education & Vocational Training Authority
<b>TNA</b>	Training Need Assessment
<b>VTI</b>	Vocational Training Institute

## SUMMARY

The report in hand entitled, 'Integrated Support for Socio-Economic Rehabilitation of The Jobless (or Workless) Women Soccer-Stitchers in Sialkot-Pakistan' aims at identifying the alternate livelihood options for the home-based women (HBWs) hand-stitchers. Unfortunately, these HBWs are facing a threat of being workless in the hands of introduction of 'stitching machines' in the district Sialkot. The report is patronized by UNWOMEN & Baidarie, Sialkot and presents viable livelihood strategies, with a practical implementation mechanism; all through the conduit of participatory approach engaging thereby all stakeholders, e.g., industrialists, vendors, workers, trade unions, local government and the development sector representatives.

In fact Sialkot embraces a lion's share in catering to the export earnings for the economy of Pakistan in the domain of sports goods, as it is a major player in the international market. According to reliable sources, 85 % of world demand was being taken care of by Sialkot alone a couple of years ago. The manufacture of hand-stitched soccer balls was the flagship product of the industry, as Sialkot has been supplying it for Fifa tournament, this year held in Brazil. Some 46,000 home-based women (HBWs), mostly villagers have been benefiting from the industry though at a very low wage rate, Rs. 20-30 per item and still the average woman has been content since she could comfortably and leisurely pocket one hundred rupees per day. For the employer these wages were peanuts, for HBWs a substantial source of subsistence.

Recently, the Sialkot soccer industry has witnessed a novelty of technology where the electric machines have spawned to replace the low-paced, near-to-accurate art of hand-stitching done by the HBWs. However, this advancement is not without pros and cons, and also entails short and long term economic, social and professional repercussions. What is evident is that the machinery is rapidly outpacing the work avenues for hand-stitchers and potentially could render all the HBWs jobless, in turn giving vent to social and economic evils like low self-esteem and high rate of crimes.

Should this problem be addressed properly, the current project has proposed a multi-pronged approach, where either these HBWs could be: 1- trained on machines, 2- enabled to become self-employed, 3- counseled to find some other job. For the first option, training sessions can be arranged for the HBWs so that they can continue to earn from the same profession as they become expert in operating machines. The machines being expensive and heavier can only be arranged by the industrialists to be placed at factories or training / community centers. During training, the industrialist would compensate HBWs for their engagement; and here Baidarie can intervene to evolve a win-win situation between the industrialist and the HBWs. The other option for the HBWs could be to venture into self-employment, but this on one hand would call for finance, business acumen and effective business or market research and on the other hand cultural liberties and personal attitudes. In the first set, HBWs can be upgraded through microfinance, orientation and training sessions. For the second part, counseling could facilitate, and for both of these objectives Baidarie can come forward and play its role. As regards finding new works, industry linkages can be explored but this option seems least probable since the skill level of the HBWs is limited and specific, further they lack education and the job market can hardly accommodate them anyways.

## BACKGROUND

According to The Asian Journal of Business and Management Sciences: Vol. 1 No. 11 [33-42], “over the last one hundred years Sialkot- Pakistan has enjoyed an enviable tradition of producing soccer balls and exporting them to several trans-regional markets in the world. Top brands of the world like Adidas, Nike, Puma and Reebok as well as major football clubs have been sourcing out Sialkot for the balls of their choice. These buyers have been able to fulfill their requirements from the Sialkot market and sell them to the sports’ lovers across the globe.”

The Express Tribune (With the International Herald Tribune) reported on May 31, 2010 that “.....soccer or football is the most popular sport in the world and for many, this means great economic opportunity. At one time, Pakistan’s export city of Sialkot was catering up to 85 per cent of the total world demand for high-quality hand-stitched inflatable balls.”

The Sialkot football industry has been contributing millions of export earnings to the national kitty of Pakistan. However, in the year 2006 the industry’s share in the international market was significantly affected on account of the entry of new players in the foreign market, notably China, Thailand and India.

The International trade data and different research studies suggest that during the last few years Pakistan has ceased to grab orders for hand stitched promotional, recreational and test balls and its share in the training and match-balls has decreased drastically in the global market. According to the industry resources, the local manufacturers now are not able to obtain more than 30 percent of the orders from the global markets, which is a drastic retreat.

### **a. Reasons for the downward trajectory:**

The findings of a recent study entitled “Labor in Global Production Networks: A Comparative Study of Workers Conditions in Football Manufacturing in China, India and Pakistan: WORKING PAPER NO. 01-2011” by Dr. Peter Lund Thomson of Copenhagen Business School highlight various factors contributing to contracted market share. It suggests that increase in production cost, acute power-shortages, poor trends of research and development, difficulties in meeting the production and shipment deadlines, increased business- driven needs and lesser trends for automation and sophistication as becoming popular in the industry, poor compliance by the manufacturers with respect to the buyers’ codes of conduct / specifications etc. have sizably decreased demand of Pakistani hand-stitched balls in the international markets. Add to this, the entry of new players in the international market as listed above chiefly China, Thailand and India.

The journal “Business Circles” describes the plight in these words. “Technology has been the major factor in tilting the balance against the local industry of Sialkot. The penetration of machine-made balls has severely hit the Sialkot hand - stitched soccer industry. In the present scenario of fast growing globalization, hand-stitched balls will not potentially be able to compete with the machine-made footballs.”

The journal also laments various Pakistani governments which have ignored this industry and failed to plan proactively so as to meet the growing foreign competition coming forth from China, India and other countries.

### **b. Impact of decline in the hand-stitched ball business**

The rapid decline in the hand-stitched soccer ball business in Sialkot industry is feared to negatively impact the subsistence of a massive number of male and female workers engaged in the formal and informal supply chain in the industry. The details of possible effects are as under:

- 1) Increase in joblessness: Possible retrenchments may reach up to 45 thousand in number.
- 2) Very serious economic and social repercussions in the form of
  - *Difficulty in meeting basic necessities of everyday life with respect to the affected families.*
  - *Reduced nutrition and education for children*
  - *Lessened access to health care facilities alike for children and the grown-ups*
  - *Low self-esteem leading to negative psychological tendencies*
  - *Increased child labor, as children are sure to be at an increased risk of being pushed into the workplaces in order to contribute to the family income, this will add to the already defamed high child labor in Sialkot.*
  - *Worsened quality of life for the families of the job-losers.*
- 3) Increase in crime rate in the society: as joblessness will push people to resort to crimes for economic gains
- 4) Increase in incidences of drug addiction and underhand trading of narcotics etc. and other social evils
- 5) Overall industrial sector may lose the services of a large segment of the workforce, this will put a dent in the overall national output (GDP), though at a tiny scale
- 6) Loss in business activity will cause decrease in exports and consequently fall in foreign exchange earnings for the country; with an eventual negative trickle down impact on the living standards of the people.

**c. Affectees of the decline in business:**

The nature of the hand-stitched soccer ball manufacturing process has been highly segmented. Previously, the labor-intensive stitching process used to be outsourced to almost 45,000 workers in more than 3,000 large to small stitching centers and homes in the district Sialkot, where workers used to work on a casual basis (home-based) and were paid on piece rate basis. This helped the society in two ways: one the business firms could get low-cost products from these workers due to lowly paid wages, since the labor did work at home. Two, the workers could earn adequately and quite comfortably, because while staying at home these workers especially women could accomplish other house-hold chores along with doing stitching work on paid basis. Earnings were adequate since, given their input the earning was quite acceptable, and these were comfortable because workers worked at home feeling at home and at leisure as well.



In the second phase of production, the tasks like lamination, cutting panels, screen printing, quality control and packing were used to be completed by the factory workers in almost 226 large to small sized industrial units. Majority of the home based soccer stitching centers were set up and run by women workers who in addition to soccer stitching were having flexibility to fulfill their vital economic, social and cultural obligations.

A research study was conducted for Pakistan Poverty Alleviation Fund (PPAF) Islamabad, during July 2012, "alternative income generation resources for Women Home-based workers in Soccer Industry - Sialkot District, Pakistan." In this study it was stated that alone in Sialkot district; more than 16, 000 female stitchers used to work at their homes for the industry.



As a direct consequence of the fast squeezing volume of the hand stitched ball business; the situation is touching a point where the production orders placed with the manufacturers are not enough even to fill the production capacity of the factories and other similar units. This is making the availability of work for the home based football stitchers in the informal sector just impossible. In this way, the workers at the factories, in the stitching centers and at homes, are getting badly affected. However, given the relevant skill level of the home-based workers, and their substantial dependence on the sector for livelihood, such a downward trajectory of the ball industry in Sialkot is horrible. The home-based women workers who have become all the more vulnerable to the ruthless repercussions of becoming jobless with almost no other earning choices, are left unable to make the both ends meet; even if they compromise at the lowest levels of subsistence.

#### **d. Operational Strategies:**

A current project titled “Integrated Support for Socio-Economic Rehabilitation of the jobless/vulnerable women home based Soccer Stitchers in Sialkot-Pakistan” was funded by UN-Women to provide alternate livelihoods to the affected women home-based workers, is aiming to take up the following strategies for accomplishment of the defined objectives:

- 1) Knowledge building, awareness raising and mobilization of target workers and the relevant stakeholders
- 2) Formation of workers’ groups and arrangement of their capacity building
- 3) Skills enhancement in diversified areas of earning livelihoods
- 4) Establishment of linkages between trained workers and the job providing slots.
- 5) Workers' mobilization for taking initiatives for micro-entrepreneurship and own account employment.
- 6) Provision of technical and financial support and access to necessary linkages to the enterprising workers.
- 7) Fostering partnerships with formal institutions/private sector for workers’ improved access to jobs and social security benefits
- 8) Advocacy in favor of workers’ rights
- 9) Process Documentation

The project will directly benefit Five hundred (500) jobless/vulnerable home based women soccer stitchers living in Union Councils like Roras, Jaurian Kalan, Bhagwal Awan and Kullowal in District Sialkot.



The project has proposed major interventions with a view to empower the women groups and accomplish the desired results including identification and mobilization of target beneficiaries, and conducting of baselines & assessment studies. Further, the proposed project will boost project orientation and hold meetings with right holders, undertake capacity building of beneficiaries on locally marketable income generating skills, and trigger mobilization for establishment of micro-entrepreneurship and own account employment. In addition to that, the project will make arrangements for provision of technical support/guidance for setting up/ strengthening of micro-enterprises, provision of micro-credits to HBWs so that they can set up their own micro enterprises, then the project will push up the process of development of linkages with the trained workers with SME Business Support Fund and others for evolving micro enterprises into small and medium enterprises. The project will also make provision for relief and rehabilitation of the affectees of workplace harassment; enabling women workers to get computerized CNICs. Still, the project will intervene for motivational sessions with the Govt. Departments, social security/EOBI, trade bodies and industrial stakeholders for provision of in-time social security cover to the women workers. Finally, advocacy campaign for the rights of the home based women workers will also be promoted through this project.

### Evolution of No Stitch Soccer Ball



*In the recent past, the Sialkot industry has once again succeeded in winning the contract of manufacturing and supplying soccer balls to FIFA 2014 held in Brazil. This is not only a matter of great excitement Forward Sports and the Sialkot Soccer Ball Industry but also a matter of pride for the entire Pakistani nation. At the same time it's a dilemma because these balls are stitched by machines and it is gradually becoming a threat for the soccer ball stitchers / workers who can only do it manually. Take the example of "Bazuca", it a new type of soccer ball, which is a magnificent blend of modern technology and innovation. It looks like a regular soccer ball which is usually made of around 32 cigar shaped handles. The proposed project has given way to open up six panels which will produce soccer balls of the kind of Bazuca, there will be no hand-stitching. The quality of the ball will be lot better than the old soccer ball. It is also expected that this technology will be adopted by the other industries. This advancement will at one side boost the industry while on the other side it will be unleashing a storm of unemployed poor home-based workers who were totally dependent on hand-stitching of soccer balls. Consequently, there will be no hand-stitching any more.*

The document below is the outcome aiming at to cater to some of the above mentioned interventions, that can be capsule as undertaking a quick assessment for alternative livelihood, development of industrial linkages for employment and work at place (HBWs), capacity building and establishment of micro-entrepreneurship, etc.

## ABOUT THE ASSIGNMENT

As mentioned above that the study “Baseline Assessment-cum-Research Study to find out Alternative Income Generation options and spaces for Soccer Stitchers Home Based Women Workers in Sialkot<sup>1</sup>” has already been conducted under the supervision of Baidaries’ management. The objective was to identify possible livelihood potentials for them within the district Sialkot. The study was commissioned to serve three major purposes including the understanding of:

- 1) The socio-economic conditions of the Home Based Women Workers (HBWWs) with respect to hand stitched football industry in Sialkot,
- 2) The level and awareness of these HBWWs about human and gender-based rights and the incidence of harassment and violence at their indoor and outdoor spheres of life.
- 3) How to identify the alternative sources of income generation for the empowerment of these home-based women workers (HBWW).



The findings of the study were very encouraging and showed a great potential for alternative livelihoods for these HBWWs. According to it, the HBWWs’ primary engagement with this profession is to earn money and especially to provide financial support to their families. The majority of the HBWWs start this work in their teenage and they continue till their forty’s and in some cases after their fifty’s. The only reason that these HBWWs have to stop working is their falling health in the hands of degenerative elements attached with this profession. An average working time period is 10 to 15 years and the works experience physical ailments such as muscular and joint-pain and headache. Most of these HBWWs spend 4-6 hours to stitch 2-3 footballs daily, for which they get 20 to 30 rupees per piece (that means maximum 100 rupees per day per worker). The amount of labor and effort required in making of one football is lot more if compared with the per-piece amount these HBWWs are getting. As one can observe, a clear imbalance exists in their daily wages and the time and effort they are spending on making the product. Therefore most of them are not satisfied with the wages they receive for football hand stitching and are very keen and frustrated to adopt some alternative option if they can grab any.

However, the need that powerfully arises out of this analysis is that these HBWWs require an alternative income source, which may be helpful to them to contribute to the family income. A practical solution to their problem is to develop their capacities socially, financially, and technically/professionally. These Home-Based Women Workers are purely rural women and they should not be treated merely as ‘target’ groups of social welfare programs. Rather, these HBWWs can gain relatively much more by getting themselves organized in the form of community/village organizations, separate work/training units, entities showing delegation of authorities over there and initiating development efforts to finally emerge as a sizeable organized skill development organizational structure.

The next stage of the study was planned where groups were asked to shortlist potential industries to develop linkages so that these HBWWs can be engaged on win-win conditions (industries vis-à-vis HBWWs). In a sense, the document below is the outcome of a quick assessment where industrialists, vendors, and contractors were contacted in order to finalize a memorandum of understanding (MOU).

<sup>1</sup>The study with findings is available with Baidaries office, Sialkot

Through this MOU one point would be clear as to how and on what terms and conditions these women can be engaged in the alternate livelihood activities.

The assessment not only helped in mapping the skills and finding the gaps in the potential groups (the HBWWs) but it also helped in developing a list of options for these women (and their products and services / expertise) required in the surrounding markets. The findings would further help the target workers prepare themselves for the production of these products or polish their skills for the required level of service. This would require skill development on automation instead of hand-stitching, the availability of machines is certainly an issue because the purchase of machines requires a lot of funds which these workers cannot arrange. Further, the women's skill should also be diverted from soccer stitching to other potential products including, gloves stitching, making sportswear and tailoring casual garments, etc.


On the other hand, even if the businessmen invest their capital on these stitching machines, they cannot afford the untrained workers to toy with or use these machines and haphazardly produce unacceptable level, volume and quality of the output. This will also make them less efficient since they are untrained and the loss will accrue to the capitalist. Finally, if businessmen find the trained workers, they would be the different ones and those jobless hand-stitchers will still remain unemployed.

#### Goal of the CURRENT Assignment:

The goal of the assignment was: *"To identify practical measures in order to improve livelihood of HBWs of selected villages of the district Sialkot"*

#### Objectives of the CURRENT Assessment:

The following were the three key assessment objectives:

	<ol style="list-style-type: none"> <li>1. To identify the industries / sectors / subsectors for formal employment of HBWs in the industrial sector of Sialkot</li> <li>2. To identify services / tasks which can be performed by the HBWs at their own place of work i.e. homes</li> <li>3. To identify key businesses which can be established as alternative livelihood for HBWs</li> </ol>
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#### Assessment Framework:

In the light of above objectives the following assessment framework was developed to respond to each of the objectives of the assessment as listed above. Obviously, the assessment was conducted in the district Sialkot in order to identify, assess, and evaluate the possible options so as to engage the jobless football hand-stitchers for alternate livelihoods. These jobless persons were mostly home-based women. One of the key outputs of the assessment was that it became possible to map up the skills and identify gaps / niche in the industry for the potential beneficiaries. Through this gadget, we were able to match the persons with the available options in the market.

The following were the three phases of the assignment:

Objectives	Objective 1	Objective 2	Objective 3
Phases	<b>Industrial Assessment for Employment</b>	<b>Industrial Assessment for Work at Home</b>	<b>Business Identification for Micro Enterprise</b>
1) <b>Assessment</b>	Identification of industries on following criteria: <ul style="list-style-type: none"> <li>• Where HBWs existing skills</li> </ul>	Identification of industries on following criteria: <ul style="list-style-type: none"> <li>• Where HBWs existing skills</li> </ul>	Identification of Potential businesses on following criteria: <ul style="list-style-type: none"> <li>• The business must have</li> </ul>

Objectives	Objective 1	Objective 2	Objective 3
Phases	<b>Industrial Assessment for Employment</b>	<b>Industrial Assessment for Work at Home</b>	<b>Business Identification for Micro Enterprise</b>
	<p>and competencies can be utilized</p> <ul style="list-style-type: none"> <li>Who are willing to hire / employ women as regular employees</li> <li>Which organizations / employers can train the HBWs in required skills</li> <li>Who will compensate women workers during training</li> <li>Which organizations / employers will fix the minimum wages for women workers during training and after training?</li> </ul>	<p>and competencies can be utilized</p> <ul style="list-style-type: none"> <li>Who will allow women to take work to their home for processing and preparation</li> <li>Who will provide the training products and specific training to women workers at their door-step (or community center)</li> <li>Who will provide work (order, raw material, etc.) for processing at home</li> <li>If women have to perform on machines, who will provide these machines may be at community centers?</li> </ul>	<p>potential in the respective village</p> <ul style="list-style-type: none"> <li>The local / cultural norms allow women to establish the specific enterprise</li> <li>The women workers can adopt this micro enterprise</li> <li>The business scale is affordable and manageable at individual level (at least at this stage)</li> <li>The business required no machinery or minimal machinery</li> <li>The business required minimum finances at the start</li> <li>The business has respectable returns in order to pay back interest &amp; part of principal to the lender</li> </ul>



## 2) Matching the Person with Potential

Matching the HBWs with potential linkages i.e. employment, work at home or their own enterprises. Focus Group discussion with potential beneficiaries to develop a SWOT analysis.



## 3) Implementation

- |  |   |   |
|--|---|---|
| <ul style="list-style-type: none"> <li>Finalization of industries based on assessment</li> <li>Meeting with employers for the hiring and placement of women in respective industries</li> <li>Arrangement of training at agreed location</li> <li>Monitoring of women on regular basis to attend the training: Perhaps it will be the monitoring of the training process and its success.</li> <li>Employment agreements with employers</li> </ul> | <ul style="list-style-type: none"> <li>Finalization of contractors and industries based on assessment</li> <li>Meeting with contractors and industries for training and work arrangements</li> <li>Provision of machinery (or help to women to arrange specific machinery) for their work</li> <li>Arrangement of trainings on specific products</li> <li>Contract with contractors/ industrialists for the provision of work</li> <li>Contract negotiations on piece rate</li> </ul> | <ul style="list-style-type: none"> <li>Finalization of women who want to have their own micro enterprise, finalization to be done on the basis of their skill level, experience and viability of business</li> <li>Conduct of enterprise training for finalization of the business idea and learn the business ethics</li> <li>Development of personal business plan</li> <li>Arrangement of resources (HR, Finance, location, etc.) for the establishment of business</li> <li>Mentoring and monitoring during establishment of business</li> <li>Backward and forward linkage building with industry</li> </ul> |
|--|---|---|

Objectives	Objective 1	Objective 2	Objective 3
Phases	Industrial Assessment for Employment	Industrial Assessment for Work at Home	Business Identification for Micro Enterprise



**4) Support from Baidarie**

- Monitoring and Capacity building with respect to workers' rights and responsibilities

- Mentoring in linkage building
- Help in Contract negotiation, Collective Bargaining, etc.

- Mentoring and business management support
- Layout and Display management support
- Credit support for business establishment
- Linkages with vendors and suppliers for discounts and rebates

## ASSESSMENT METHODOLOGIES

### Universe

The assignment has three different segments to assess:

1. Sialkot industry to find out alternate livelihoods for skilled women (both at work or at home)
2. Sialkot wholesale consumer market, to find out backward and forward linkages for those women who wanted to establish their own household enterprises.
3. The target beneficiaries for opportunities' identification for home-based businesses/enterprises.

### Sample

For objective 1, 2, (i.e. Skilled home-based workers) approximately 50 selected industries were consulted where 14 potential industries were visited to explore the potential for HBWs in order to find out such a work, which they can either perform at industry / unit level or at their own homes.

For Objective 3, the Sialkot whole-sale and retailer market for backward and forward linkages for small / home based enterprises. Some 84 Consumers from 14 settlements of project area were interviewed including 10 male, 45 female, 07 boys and 22 girls.

### Assessment Methodologies

The following tools were developed for respective audience:

Tool No.	Method	Respondent
1	In-depth Interviews (IDIs)	Industrial Sector Representatives
2	In-depth Interviews (IDIs)	Consumer for business opportunities in the respective villages
3	Focus Group Discussion Guide	For HBWs to analyze skills and aspirations

## ASSESSMENTS FINDINGS

### 1. Industrial Assessment for Employment (Objective 1)

The industries of Sialkot are always in search of both male and female workers. These workers can be engaged either at factory outlets as formal works or at their own working places i.e. their homes or centers based on the level and type of work.

The industries were shortlisted on the following criteria:

- Where HBWs' existing skills and competencies can be utilized?
- Who are willing to hire women as regular employees?
- Who can train the HBWs on required skills?
- Who will compensate women workers during training?
- Who will respect the minimum wages for women workers after training?
- Who will respect the women and their workers' rights?

Since the target beneficiaries (Right holders) were very low (approx. 200-300 women); a total of 30 industries were visited based on skills and competencies possessed by the HBWs and out of these only 05 industries were finalized. However, more industries can be contacted if the number of women increases in future. The list of Industries willing to have women as formal workers at their outlets is a follows:

#	Category	Industry	Contact Information	Requirement
1	 <b>Sports Wear</b>	RAJCO Industries	<b>Muhammad Faisal</b> 0331-6219738 Wazirabad Road	250-300
2		Shamas& Umar	<b>M. Umar</b> 0333-8731781 Daska Road, Sambrial	05-10
3		Mustafa Brothers	<b>Ghulam Mustafa</b> 0333-8611884 Fazal Pura Sambrial	10-20
4	 <b>Gloves</b>	Kampala Industries	<b>Mr. Gayoor</b> 0345-6680605 Saidpur Road Sialkot	15-30
5	 <b>Leather Products</b>	Nan & F	<b>Khurram Shahzad</b> 052-6523399 Wazirabad Road Sambrial	10-20

Some of the key industries have already employed women workers (e.g. Forward, Leather Field, LPDI, Compala, etc.) at their factory outlets, which were not considered for creating linkages since they already had established linkages. The new industries with confirmed and mature linkages for a group of 200 women are listed above. Additional linkages can also be established if the number of women is increased.



The demand of formal workers is getting higher and higher after the introduction of industrial machines. These machines cannot be placed at home due to various reasons including the cost of machine, the size of machine and the level of security and look-after required for each machine. In such industries, the owners and production staff are only willing to engage the workers (both men and women) either at factory outlets or at their own working place i.e. their owners' homes or centers. The industries which are mainly involved in designing of products prefer to have their work done at their own outlets. The purpose of such a demand is to avoid any leakage / copying of design or ideas by some competitor in the market. The machine owner pays reasonable wages along with offering traveling expenditures, training opportunities, social security nets and other benefits as per the relevant labor laws of Pakistan.

#### **Terms & Conditions:**

Almost all the above mentioned industries have a very simple hiring criterion i.e. the workers despite being skilled; they should be mobilized and motivated towards formal employment. They should be punctual and especially dedicated as the industries have a number of projected products to be made on daily basis.

Traits like sincerity and honesty are other requirements of the industry. Since each industry is in the business of designing new products on day by day basis so that it can meet the market competition for new and charming designs, if its design is leaked out prior to finalization or production, there will be a great loss to the concerned industry. Therefore, honesty and sincerity are the prime requirements of such employers.

The employee guarantee is another important factor highlighted by the industries. They mentioned the experience of loss of productivity and of other resources, therefore if the employee does not have good record or reputation; the losses will continue and will damage the industrialist.

#### **Capacity Building**

Each industry has a specific product and specific machine to produce these products. For this purpose the employees or workers need to be trained on each product under the supervision of a trained and professional trainer. They should also be trained with respect to quality check and balance. This is commonly understood that a 3 to 4 months' training is essential on each product. In the case of these HBWs, since they are already aware of the products and the requisite skills, they may need lesser time in getting training for other products, which is an added point in favor of hiring these workers that is women.

On the other hand, the industrialists are also prepared to pay a minimum remuneration to these trainee workers during their probation or training period. Once the training is completed and satisfaction level is achieved, they can be paid a higher wage starting from Rs. 9000 (the minimum wages as per government of Pakistan) to Rs. 25,000 per month. The payment is of course based on the level of skill, proficiency and number of units produced on daily basis.

#### **Implementing Steps:**

- The key recommendation in this regard would be to mobilize, organize and sensitize the women groups with respect to modern technology, they must be motivated to change their work attitudes, and shift from informal to formal ones. Finding the alternate at this time seems easy but with the passage of time the technology and machinery will make the situation worst for the artisans and the skilled workers, and they will not be able to find their place and work in the industry. The sooner they realize the changing industrial trends the better, they will have to

identify opportunities for their adjustment in the arena of introduction of modern technologies; if they have to survive.

- The organization (Baidarie) would finalize the industries based on assessment of workers, industries and willingness of employers. Afterwards, a meeting would be held with employers for the hiring and placement of women in the respective industries. Similarly, the terms and conditions should also be finalized and agreements regarding trainings and setting the trainings center locations should also be reached.
- Since this will be the first outdoor engagement of the women groups, a close monitoring and encouragement would be required. Baidarie is expected to have such sessions and counseling arrangements on frequent basis until the parties concerned get settled.

## 2. Industrial Assessment for Work at Home (Objective 2)

The segment of the assessment is quite similar to the one above but the only difference is the working conditions. The industrialists from Sialkot were contacted but the areas of concern were changed to ensure the following:

- Where HBWs existing skills and competencies can be utilized?
- Will they allow women to take work to their home for processing and preparation?
- Will they provide product specific training to women workers at their door step (or community center)?
- What type of work will they provide to these workers (order, raw material, etc.) for processing at home?
- What terms and conditions will be applied on such arrangements?

For this research purpose, a total of 30 industries and 'Local Makers' were shortlisted and contacted keeping in view the skills and competencies possessed by the HBWs. The following 09 industries, contactors and local makers showed their interest to engage these women groups at their doorstep or community centers for the processing of their products:

S#	Category	Industry	Contact Information
1	 <b>Motorbike Wear</b>	Cruse Industries	<b>Adil Pervaiz Butt</b> 0321-6167373 Wazirabad Road Reheempura Stop Ugoki
2	 <b>Working Gloves</b>	AMASCO	<b>Shoaib Akmal</b> 0300-4863475 Mandair Syedan, Wazirabad Road
3		Gloves Maker	<b>Anfar Ali</b> 0341-6221084 Chitti Sheikhan, GohadPur, Sialkot
4		Gloves Maker	<b>Javed Iqbal</b> 0333-8107475 Fazal Pura Sambrial

5	 <b>Boxing Gloves</b>	Top Rank	<b>Ch. M. Saeed</b> 0300-8610769 Old Adalat Garha, Ugoki
6	 <b>Under Garments</b>	Contractor	<b>Said Mahmood</b> 0345-6231773 Shahaba Road Sialkot
7		Style Inn Under Garments	<b>Fiaz Ahmed</b> 0333-8441628 Sohdra Sialkot
8		Undergarment Producer	<b>Haji Ashraf</b> 0302-6249087 Sohdra Sialkot
9	 <b>Hosiery</b>	Seerat Hosiery	<b>Shabbir Hussain</b> 0301-6152572 Sukhniwala, Distt. Sialkot

The production targets of each industry, the maker and the contractor is unlimited, a large number of women can be engaged with these options depending on the industry requirements and working conditions.

#### **Terms & Conditions:**

The terms and conditions put forward by these vendors and contractors were also somewhat similar to the ones stated in the previous case. However there was a slight difference that is the worker should be mobilized and motivated towards home based production, plus the group should have the required machinery and setup for the specific production, the equipment and tools should also be available for the production, the workers should be prepared to spare time for the product specific training, the consistency during training and production should be maintained and ensured, the work should be done according to the given time frame (as delays will result into loss of contractors'/makers' clients, profit and credibility), and finally the workers should not exploit the contractor at any time, etc. The last condition implied that if the workers are dishonest or exploitative, the design of the employers may get leaked out in the market and the industrialist may lose the edge he is having through the uniqueness of the design.

Since the workers will take raw material to their homes, the guarantee that the raw material will not be wasted or misused or damaged or stolen is another important factor as highlighted by the contractors and the vendors. As regards the loss or damage of material, this is suggested that this should be adjusted in worker's account with an immediate payback to the contractor or vender. This would help avoid any disturbance in further supply of work to the HBWs.

#### **Capacity Building**

Same as in the case of other industries, the workers should go through a specific training to produce each product. For the purpose the women groups should get trained on these products. A three to four

months' training is required in general for each product. The training duration can be reduced depending upon the previous skill level and aptitude of the worker.

In the case of these HBWs, since they are already aware of the products and the requisite skills, they may need lesser time in getting training for other products, which is an added point of hiring these workers that is women.

On the other hand, the industrialists are also prepared to pay a minimum remuneration to these trainee workers during their probation or training period. Once the training is completed and satisfaction level is achieved, they can be paid a higher wage starting from Rs. 9000 (the minimum wages as per government of Pakistan) to Rs. 25,000 per month. The payment is off course based on the level of skill, proficiency and number of units produced on daily basis, as discussed earlier.

#### **Implementing Steps:**

- The organization (Baidarie) should finalize the contract against the number of women to be engaged in home based industries. A meeting should be held with contractors/makers to establish the norms and develop contracts between workers and the contractors.
- The terms and conditions should be finalized and arrangement for training should also be finalized at agreed locations (at their homes or community centers).
- Since, the women groups will be having their first engagement with contractors as groups, therefore a close monitoring and mentoring would be required from Baidarie to make this a successful model. The Baidarie is expected to have sessions and coordination and provide counseling on frequent basis so that the trainings at home or community centers complete successfully.
- Baidarie should remain alert regarding any unpleasant event during the trainings since the employers will be offering their machines and training expertise therefore they will be much concerned regarding the maintenance of their machines and proper usage of their trainers' time at the training avenue.
- Baidarie should also be vigilant regarding the remuneration paid to the trainees during their training, because there could be some chance of exploitation on the part of the employers in paying wages / remuneration to the trainees during training.
- Finally, there should also be fixed some mechanism in terms of fixation of remuneration after the trainings are completed. Such mechanism is very important because there could emerge some discrepancy over the comparison between the skill level acquired by the trainee and the wages offered by the employer.

#### **Options for Women Cooperatives**

The following three options are suggested for these women workers, keeping the culture and resources in mind, the most suitable options should be adopted and practiced<sup>2</sup>.

<sup>2</sup>A detail framework can be developed based on the selection of any of the above options.

### **Option 1**

- Women get together, form a group and purchase machines on lease or micro credits in a group of 4 to 5
- Arrange the first payment on mutual basis
- Agree upon the arrangements of installment based payments
- Agree upon the joint ownership of the leased machines in the end
- Identify a place in the community to install the machine
- Establish link with contractor for training
- get quality production
- Get piece rate wages

### **Option 2**

- Baidarie should form a community group
- Establish a Working Model Center
- Provide machine
- Monitor the activity
- Establish link between employers and trainees
- Get workers trained
- Collect orders from industry
- Pay the wages on piece basis
- Own the machine as its asset

### **Option 3**

- Contact to Makers or Industries for providing machine and trainers
- Mobilize Makers or industry to provide Machinery at their Center
- Get workers Trained
- Get quality production
- Get the Wages settled for the trainees

## Sample (Quick) Feasibilities

### COMMUNITY CENTER FOR LADIES' UNDER-GARMENTS

#### 1. Number of machines required (along with cost)

S#	Machinery	Quantity	Rate(Rs.) / Unit	Total (Rs.)
1	Joki Machine	5	15,000	75,000
2	ZigZag Machine	1	25,000	25,000
3	2 Needle Machines	1	25,000	25,000
4	Flat Machine	1	40,000	40,000
<b>Total</b>		<b>8</b>		<b>1,65,000</b>

#### 2. Tools and equipment

S#	Tools	Quantity	Rate (Rs.) / Unit	Total(Rs.)
1	Machine Stools	10	700	7,000
2	Cutter	1	3,500	3,500
3	Scissors	7	1,200	8,400
4	Gun for Flowers	1	1,000	1,000
5	Cutting Table	1	10,000	10,000
<b>Total</b>		<b>8</b>		<b>29,900</b>

#### 3. Space required:

Two rooms only (18x12)

#### 4. Number of minimum members required: 10

#### 5. Minimum production in a day:

During the training, these women can produce only 30 to 35 dozen units on daily basis which will be increased after the training 60 to 70 dozen daily that is will be doubled.

## MINI COMMUNITY CENTER FOR GLOVES STITCHING

### 1. Number of machines required (along with cost)

S#	Machinery	Quantity	Rate Rs. / Unit	Total (Rs.)
1	Joki Machine	10	15,000	1,50,000
	Total	10		1,50,000

### 2. Tools and equipment

S#	Tools	Quantity	Rate Rs./ Unit	Total Rs.
1	Machine Stools	10	700	7,000
2	Tab +Soti+ Hammer	10	300	3,000
3	Scissors	10	1,000	10,000
	Total	30		20,000

6. Space required: 01 Room Only (18x12)

7. Number of minimum members required: 10

8. Minimum production in a day: During the training, these women can produce only 20 to 30 dozen units on daily basis which will be increased after the training to 50 to 60 dozen daily.



### 3. Business Identification for Micro Enterprise (Objective 3)

This is entirely different option compared with the above two. In that, the fulfillment of the first two objectives is not possible without the help of industrialists, vendors, makers and the contractors. But for this third objective, the women have to be self-motivated and above all independent of any external support or provision of initiative. However, they can do so by understanding the currently economic trends of Sialkot and collect their energies so as to enter in to the world of entrepreneurship, where sky is the limit.

If this entrepreneurship model is adopted and entrepreneurial behaviors are promoted among the villagers, this will be the best solution to alleviate their poverty. The above two options will help individuals in sustaining their livelihood but the entrepreneurship models are not only helpful for the individuals, and their family but the community can also get benefit from the enterprise. For example, if a small hotel is established in a town or a village, different product value chains are supposed to become active simultaneously, like the property for the hotel, the basic facilities & utilities, the vegetable vendors, the meat vendors, the water and ice vendors, the grocers and the whole sellers, the electricians and the plumbers also get their share on occasional basis, yet heavily.

The assessment for this category was based on the following questions asked during the village and market survey:

- Which business has potential in the respective village?
- Will local and cultural norms allow women to establish the specific enterprise?
- How these women workers can adopt this micro enterprise?
- What would be the affordable business scale which can be managed at individual level (at least at this stage)?
- How complex machinery, equipment and tools would be required to establish these small enterprises?
- How much finances would be required for the establishment of these enterprises?

The following settlement and individuals were consulted to assess the kind and potential of businesses in each village:

UC	Settlement	Male	Female	Total
Roras	Roras	02	08	10
	Mandair Syedan	00	05	05
	Said Pur	00	05	05
	Dhanawali	01	06	07
Jorian	ChakJanta	02	04	06
	Jorian	01	04	05
	Bhagwal Awan	01	04	05
	Sambrial	02	03	05
	Water Works	03	03	06
	Shairabad	02	04	06
	Khairat Pura	00	05	05
	Fazal Pura	03	07	10
	Boher Basti	00	05	05

	Allay Wali	00	04	04
	<b>Total</b>	17	67	84

## POTENTIAL BUSINESS OF THE AREA

Following are the top 5 potential business areas highlighted by the locals:

S #	UC	Settlement	1	2	3	4	5
1	<b>Roras</b>	Roras	Ladies Shop	Dying Shop	Fancy Shoe Shop	Peco Over-lock	Cloth Shop
2		Mandair Syedan	Ladies Shop	Vegetable Shop	Shoe Shop	Chicken Shop	Cloth Shop
3		Said Pur	Ladies Shop	Milk Shop	Shoe Shop	Chicken Shop	Cloth Shop
4		Dhanawali	General Store	Readymade Garments	Bangle Store	Peco Over-lock	Hotel
5		Chakjanta	Ladies Shop	Vegetable Shop	Milk Shop	Clinic	Nan Pakora Shop
6	<b>Jorian</b>	Jorian	Ladies Shop	Vegetable Shop	Milk Shop	Chicken Shop	Hotel
7	<b>Bhagwal Awan</b>	Dhattal	Ladies Shop	Vegetable Shop	Shoe Shop	Easy Load Shop	Milk Shop
8	<b>Sambrial</b>	Hameed Colony	Ladies Shop	Vegetable Shop	Shoe Shop	Tailoring	Cloth Shop
9		Water Works	Ladies Shop	Vegetable Shop	Milk Shop	Tailoring	Cloth Shop
10		Shairabad	Ladies Shop	Vegetable Shop	Milk Shop	Stationery Shop	Karyana Store
11		KhairatPura	Ladies Shop	Vegetable Shop	Milk Shop	Shoe Shop	Cloth Shop
12		FazalPura	Ladies Shop	Cloth Shop	Lace Center	Milk Shop	Gas Shop
13		BoherBasti	Ladies Shop	Cloth Shop	Lace Center	Shoe Shop	Sanitary Store
14		Allay Wali	Ladies Shop	Vegetable Shop	Karyana Store	Shoe Shop	Aata Shop

### Implementing Methodologies:

- The establishment of entrepreneurship would be a very new experience both for the organizations and the community, especially the female enterprises. The personal business may require competencies like business acumen, managerial skill, financial management skills, marketing skills, basic arithmetic, record keeping (accountancy) and consumerism. Others may include, goal orientation, systematic planning, patience, consistency, persistence, perseverance, and the most importantly the risk taking ability. In this regard, calculated risks and educated guesses can play very important roles which can be developed through commonsense and intuition that can be gathered from the business environment if one is vigilant and concerned. However, these characteristics may not be commonly available and therefore there would be a dire need to provide them business orientation trainings / workshops.

- A very comprehensive mobilization, motivation and technical session on business development would be required to get them mentally equipped to start their own businesses. For this purpose, Baidarie can play a vital role since such a free-of-cost service can only be provided by a welfare (social development oriented) organization because business community is more into cost and benefit analysis (especially financial). To further elaborate this training aspect, in a typical Pakistani local culture, an orientation and encouragement at community level will be required. The village's influential persons (both men and women) can be mobilized to inaugurate their business to bring ownership in the community.
- Support in terms of establishing linkages with whole-sellers and distributors would also be required. A collective trade cooperative group should be introduced where all women with similar categories of shopping / trade requirements can join each other and purchase their items on collective basis, which will save them in many areas (cash and quantity discounts, transportation cost saving for example) with an increased trust on whole-seller.
- It is not necessary that the women willing to have their own businesses should have the relevant competencies and potential to do their businesses as well. However, for business activities / ventures such as beautician, ladies shops, general stores, livestock or farming, women would need professional background and expertise. For this purpose, a timeline would be developed to highlight trends with regard to market, pricing, and sources of supply, employment, technology, design, linkages and policies etc.

### Ability & Willingness Criteria

The individuals should be finalized on both ability and willingness combination:

Ability	Willingness
<input type="checkbox"/> Customs, normsetc. (purdah)	<input type="checkbox"/> Inquisitiveness
<input type="checkbox"/> Values	<input type="checkbox"/> Contribution
<input type="checkbox"/> Physical/mental health	<input type="checkbox"/> Time
<input type="checkbox"/> Age	<input type="checkbox"/> Pro-activeness
<input type="checkbox"/> Existing skills	
<input type="checkbox"/> Previous exposure	
<input type="checkbox"/> Literacy	
<input type="checkbox"/> Mobility	

The recommendations should be based on the following framework. The first two categories will be the ideal ones for the entrepreneurship while the third will need consideration but more time and effort will be required to get them into entrepreneurship. The fourth category is not recommended for any intervention for self- entrepreneurship.

	Willing	Not Willing
Able	-1- will be easy to support, and may show the progress towards business development	-3- may be quick to set up a business, but will require considerable handholding and mentoring
Not Able	-2- will require handholding support for both business and skills training	-4- will require massive investment in skills training and eventual monitoring and mentoring

A reward mechanism can also be introduced e.g. a competition amongst the similar capacity centers should be introduced and best center (based on certain criteria) should be awarded with a prize. The prize can be in the form of cash, machinery, exposure visit or anything that can be managed remaining within the project resources.

## PHASE 2 – MATCHING THE PERSON WITH POTENTIAL INDIVIDUAL ASSESSMENT

Although the basic information about the beneficiary groups was already available (through PPAF Assessment, ILO TNA and consultant's interaction during other trainings), still an interactive discussion was also arranged with four sample groups. The purpose of the discussion with the sample group was to brainstorm and think loud so that these groups could understand the emerging change taking place in the economic and employment trends of the Sialkot industry. By the same token, this discussion also aimed at another sub-target, through which these groups could develop a list of employment options and identify potential livelihood avenues. As a by-product, the discussion also helped us in understanding women's personal, professional, and cultural issues. Finally, it became possible that women could assess and evaluate their skills so as to match those with the livelihood potentials, spread out in the market.

Four focus groups were held in four villages of Sialkot on 02 June 2014:



Allay Wali



Sher Abad



Borh Basti



Jorian Khurd

This stage was supposed to assess the level of skills and willingness of the women groups to accommodate themselves in the respective livelihood options, certainly keeping their issues and constraints in mind. The FGDs findings reveal that there is a mix of feeling in the group where the highest response was found in the home-based cooperatives. The self-enterprise was on the second number while the employment in the industry was the last option, which was even lower than the expectations.

There is a good potential of self-enterprises but due the existing trends in the villages, that is women are working on unit rate and they don't have to invest anything in terms of cash or assets. This attitude puts the women on less motivated side to have their own enterprise. This fear can be removed if the enterprise development trainings are arranged. The trainings would force the individuals to think out of

the box, visit the real market, demonstrate the business in real environment and identify their personality gaps which can potentially create hurdles in their business.

The women with entrepreneurial spark can be trained in business management and can be given an exposure to backward linkages for raw materials and forward linkages for vendors, suppliers, customers and consumers for finished products and services. A capacity building plan will also be suggested for further linkages.

#### **Implementing Methodologies:**

- An enterprise trainings session should be arranged for all the willing women, who wanted to have their own micro enterprise. The women with aspiration will have another change through the training will be able to identify more business ideas, conduct the feasibility and develop business plan to see whether they can do this business or not.
- A comprehensive 4-6 days training should be held in the respective communities prior to finalizing women for self-entrepreneurship. Business plan should be prepared, financial support should be provided through micro-credit unit, business establishment support should be provided by the organization, and finally mentoring and monitoring visits should be conducted periodically in order to provide support where required.
- A comparative analysis should be conducted amongst the villagers and a reward system should be introduced e.g. the best entrepreneur (with a certain criteria) will either get reimbursement of the micro-credit amount or will get some other compensation, off-course the award should be announced so as to encourage the new entrepreneurs.



## AGENDA

### (04 Days Enterprise/Business Development Training)

The training course will be designed in Urdu and training will be conducted in local language. The each day will be fully interactive with games, assignments and exposures. The training will be ended with a comprehensive business plan, which will be a lead document to help implementing agency to execute the business establishment by following the steps in business plan.

Days	Session	Days	Session
<b>Day 1</b>	1. Introduction, Expectations, Fears	<b>Day 2</b>	2. Recap & PECs
	3. Visioning		4. Business Identification
	5. Poverty & its Elements		6. Macro& Micro Screening
	7. Basic Business Concepts (Enterprise Development, Business Cycle & Business Categories and IG/SE/Entrepreneur)		8. 6 Steps of Feasibility
	9. Personal Entrepreneurial Competencies		10. 6 Ps of Marketing
	11. Exercise		12. Mini Market (Instructions)
<b>Day 3</b>	13. Recap & PECs	<b>Day 4</b>	14. Recap & PECs
	15. Costing and pricing		16. Business Linkages
	17. Bookkeeping		18. Market Survey & Feedback
	19. Demand & Supply		20. Mini Market & Feed Back
	21. Calendar and Highest Income Months		22. Preparation of Business Planning
	23. Introduction of Business Plan		24. Evaluation & Close