

# GE<sup>4</sup>DE News

Promoting Gender Equality for Decent Employment

Volume 6, February 2015



Canada



Gender Equality for Decent Employment (GE4DE) is an ILO project funded by the Department for Foreign Affairs, Trade and Development (DFATD), Government of Canada. The project aims at providing women greater access to equal employment opportunities and decent working condition in selected economic sectors, and improving stakeholders' understanding of women's issues in the world of work.

## Title cover photograph's credits

"Happiness in my eyes" by Ghulam Rasool, a freelance photographer, one of the winning entries in GE4DE's Photography Competition 2010.

## Editorial Team

Frida Khan, National Project Coordinator, GE4DE  
Hiba Siddiqui, Programme Officer, GE4DE  
Shazia Amjad, Consultant, GE4DE

## Design & Production

Hina Nur, Communications Professional  
Email: [hinanur@gmail.com](mailto:hinanur@gmail.com)

## Feedback

Email: [islamabad@ilo.org](mailto:islamabad@ilo.org)  
[siddiqui@ilo.org](mailto:siddiqui@ilo.org)  
Twitter: @ge4de  
Facebook Page: GE4DE  
Facebook: [www.facebook.com/EngenderWork](http://www.facebook.com/EngenderWork)

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# Note from the Team

As the project moves into its last year, our focus moves towards what might be known as the holy grail of the development world: ensuring sustainability.

Sustainability can take many forms. In terms of benefits, are they recurring? In terms of our partners, has their institutional capacity been developed? In terms of our efforts, have they been institutionalized?

We have tried to gauge our work across these parameters and happily, the results are promising. In skills development for example, a majority of people trained under the project have gone on to find productive work and many amongst them have progressed in their careers or expanded their businesses and reached new markets. Their incomes are helping provide food, medicine, schooling and savings for their families.

Several of the implementing partners we worked with are continuing to use the materials developed under the project and the different mobilization, training and post training approaches they learned to use, such as Pakistan Readymade Garments Technical Training Institute that is using the GE4DE developed garments courses to train thousands of women and men under the Benazir Bhutto Shaheed Youth Development Programme.

Some of the materials developed, such as competency standards, have found permanent ownership in the National Vocational and Technical Training Commission's national reform programme. And we continue to provide inputs based on our learning, especially regarding gender and employment, to other national processes such as reforming apprenticeship training, preventing workplace harassment and providing childcare, which would have wide-reaching benefits for gender equality in the workplace.

In our work with government, several initiatives are being made a formal part of the way things are done. For example, a gender responsive labour inspection toolkit developed by the Gender Units, which also won international recognition and the UN Public Service Award for 2013, is being notified by the government as being a mandatory part of the labour inspection process as well as labour inspectors' training. Similarly, gender mainstreaming checklists to develop and review project proposals, policy documents and such, are also in the process of being notified for regular use.

GE4DE has been instrumental in policy and law development for home-based workers and is now helping provincial governments with policy for domestic workers. The Gender



The GE4DE Team

Units are participating in ongoing labour law review and ensuring that gender is mainstreamed as the provinces review and amend previously federal labour laws. One result of this work is that for the first time ever, agriculture and fishery sector workers in Sindh have been recognized by law as being workers, and the first Agriculture sector trade union is being registered with the Department of Labour Sindh.

And there are countless stories of individuals making a difference, stories of the sum being greater than the parts. Many employers that have been involved with the project have introduced practices that promote gender equality and the safety and security of women in the workplace, such as strategies to prevent

workplace harassment and the provision of transport and separate toilets. A lot of these changes have been lobbied for by women and men from trade unions who have received GE4DE leadership and paralegal training. Several journalists trained by the project are emerging as the best and the most recognized labour reporters in Pakistan, and are bringing a gender perspective to their reporting.

These results show that many GE4DE initiatives have indeed taken root. We now hope they continue to get the attention and nourishment they need to grow and flourish and continue to benefit future generations of women, men, girls and boys.

# About GE4DE

GE4DE is a 6 year programme (2010-2016) funded by the Canadian government and implemented by the ILO Office in Pakistan to improve gender mainstreaming in the world of work. It aims at accomplishing the following outcomes:

- Pakistani women have greater access to equal employment opportunities and decent working conditions in selected economic sectors; and
- Stakeholders have increased understanding of and favourable attitudes towards working women's issues.

## Objective 1: Strengthening national mechanisms to promote equal opportunities for women.

The provincial governments have established Gender Units, with trained staff, in all five provincial Departments of Labour. They are leading work on gender responsive labour inspection, gender responsive budgeting and project development. In some provinces, women have been recruited in the Departments of Labour for the first time, including as labour inspectors. The Gender Unit Punjab recently won the 2013 international UN Public Service Award for gender responsive service delivery. Labour laws are being reviewed to mainstream decent work and gender, and for the first time, the government of Sindh has extended labour laws to agriculture and fishery sector workers.

The Federal Ombudsperson's Office against Workplace Harassment has established an online complaints and SMS based tracking system and have seen an increase in the number of cases registered and improvement in the redressal process. Two provinces, Sindh and Punjab, have drafted policies for home-based workers, due to be approved by their Cabinets, and awareness on the issue has substantially improved.

The project is supporting the Women's Development Department, Punjab, in

implementing quality standards for the government's Punjab Daycare Fund and also in a programme to train and organize domestic workers in line with labour standards.

Workers' organisations are promoting gender equality in their structures and work through training on promoting women's leadership and paralegal skills. Many women are showing excellent progress. One woman from WAPDA Multan who received this training not only managed to get transport for women in her firm but also a 20% 'HQ allowance' that all headquarters' workers were entitled to by law, and then went on to successfully arrange a regular supply of water tankers in her community, a gas connection and a small park. Trainees have been involved in advocacy that resulted in lady health care workers being made permanent government employees in Punjab, and forming unions in sectors where they did not exist before, namely fishing and agriculture, and domestic workers.

Employers' organizations are working with the project to conduct research on gender equality practices in the workplace and replicating good practices. More than 70 advocacy sessions have been held on promoting gender equality measures and feedback shows that more than 80 percent of participating employers are recruiting more women to a wider range of jobs, acting seriously against sexual harassment and providing support facilities. Advocacy is underway to mainstream gender in business schools' curricula.

## Objective 2: Enhancing skills and employability of poor women.

Over 5000 men and women from urban and rural areas have been trained in 5 districts of Pakistan with over 80% getting employment in the fields of hospitality, textiles, sewing, weaving and high-end embroidery. One third of the trainees have been given additional, focused support for entrepreneurship development and all of them are using those skills to establish small businesses in their communities.

Endline studies show that most women have access to and control over their income, and are spending on education for their siblings, children or even themselves, contributing to household expenditures including food and health, and that this has given them a better position in their families and communities. Some remarkable successes have emerged, such as Abida, a hospitality trainee, who is working for one of the best known food chains in Pakistan and is also advising Punjab TEVTA on the development of hospitality curricula, or Salma Rahim, a young divorcee from rural Rahimyar Khan, who won the Shell Tameer social entrepreneurship award and is now running her own community bridal embroidery business, taking orders from well-known designers in Karachi.

All training has been done using ILO's TREE (Training for Rural Economic Empowerment) methodology, which provides competency based, gender mainstreamed, pre-training, training and post-training support. The project has trained local experts to develop several industry specific competency standards, including garment manufacturing and beauty, which are being used in the national TVET reform programme, helping to introduce competency based training and assessment to the national system. Competency standards for cotton growing have provided the basis for a large textiles reform programme, Cleaner Cotton,

whereby master trainers have been trained and have provided extension services to more than 1400 female cotton pickers in South Punjab.

### **Objective 3: Strengthening capacity of media to raise awareness on issues related to working women.**

150 policy level representatives from various media groups in Pakistan, have signed a declaration committing to promote gender responsive reporting. 800 journalists from print and electronic media from over 30 districts in Pakistan, have been trained in Gender Responsive Reporting using a module that some universities are now interested in using in their regular Mass Communications courses.

Advocacy is underway. There has been a marked increase in reporting on women and work, and those written by GE4DE trained journalists show that they are increasingly applying their skills. PTV journalists for example, have managed to secure funding for a series of programmes specifically on women and work. Other journalists are emerging as leading labour reporters and have gone on to win awards for their reporting.

The first Journalism Awards were held in 2013 to mark successes in gender responsive reporting. The second Journalism Awards will be held in early 2015.

Enhancing skills and employability of women



# Contents

February 2015, Volume 6



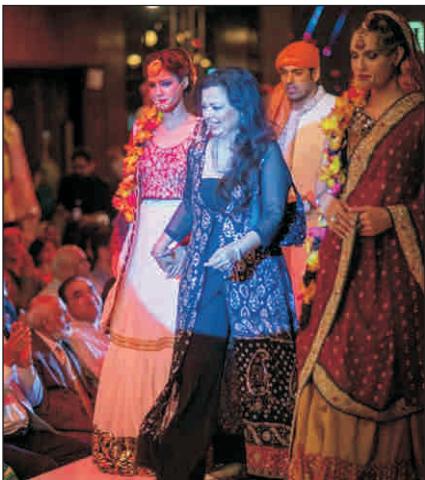
## Cover Story

### 8 GE4DE Celebrates Talent!

Showcasing the hidden talents of featured artisans from eight different areas of Pakistan, this fashion and hospitality extravaganza in Karachi surpassed all expectations.

Dresses, Accessories, Makeovers, Mosaic Tiles and Cuisine, all were presented in a spell-binding show.

Creative expression coming straight from Pakistan's under-privileged... Prepare to be wowed!

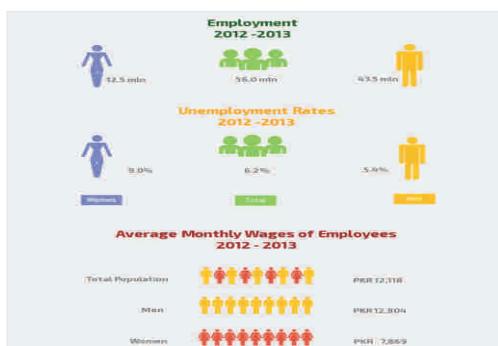




## Achievements

- 14** Journalism Awards
- 18** A Step in the Right Direction
- 21** Sindh Parliamentarians visit Sialkot Home-Based Workers
- 23** Home-based Workers' Associations
- 24** Skills in Action
  - Asma
  - Nadia
  - Salma
  - Sikander
- 36** Start & Improve Your Business
- 39** Students Mean Business
- 40** Decent Work for Domestic Workers

## INFOGRAPHIC 44 Gender @ Work



## Gender Responsive Society

- 46** Journalism
  - Abida at Work
  - Women Weavers
- 51** Education
  - Business Curricula
  - Zero Tolerance for Workplace Harassment
- 54** Policy
  - Punjab Daycare Fund
  - Balancing Work and Home
  - Organising the Unorganised
- 58** Awareness
  - Design for Change

## Mid-Term Evaluation

- 62** Findings



# Cover Story

## GE4DE's Celebration

### If you can imagine it, you can do it!

Promoting Gender Equality for Decent Employment (GE4DE), a project implemented by the ILO with funding from the Canadian government, organised this show where everything featured some element of GE4DE skills development programmes.

So... Office Management trainees were responsible for the invitation cards, keeping track of confirmations and registration; the e-commerce and graphics design trainees helped with the brochure and invitation cards design; the culinary skills trainees prepared and served the food.

Four fashion collections were put together by trainees from garment manufacturing, embroidery and fashion design courses, using accessories and hand-woven material from trainees of the woollen shawl value chain and khaddar weaving projects.

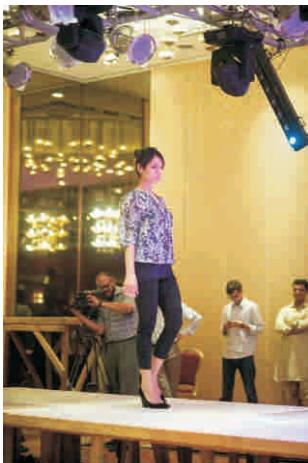
Hair and makeup was done by girls trained by Masarrat Misbah and her team at Depilex for GE4DE and even the stage featured beautiful mosaic tiles made by women trained on marble mosaic products.

Shaiyanne Malik, well-known fashion designer and GE4DE implementing partner, designed and directed the show.

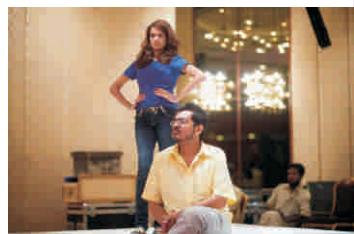
### Preparations



The rehearsal begins



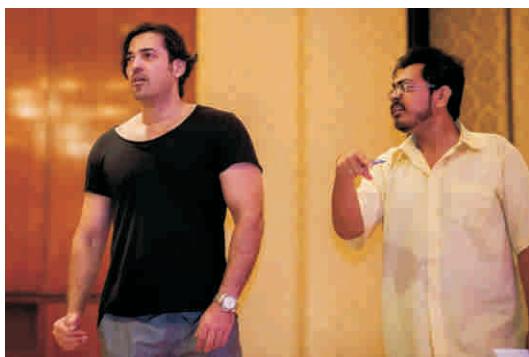
Not much fun



Don't think I'm not watching you



What am I doing here?



You just do as you're told!



Food before fashion



Checking the documentaries with Hussain and his team

# Celebration of Talent!

And the show begins...



Behind the stage



Lights. Camera. Action.



Shaiyanne on Red Carpet



... And welcome to the show

The trainees of Depilex Smile Again Foundation did the makeovers while the appetizers and drinks at the red carpet were served by graduates of the College of Tourism and Hotel Management. The ramp was decorated with beautiful marble mosaic pieces provided by Sohb Educational Welfare Society. The event was a success due to the attention paid to every detail, like the invitations and information packs which were designed by graduates of the Pakistan Institute of Human Rights, walnut souvenirs prepared by women from Naran and Kaghan, and the ushers trained by Sustainable Tourism Foundation Pakistan. Event management and coordination was done by the Vocational Training Institute, Buffer Zone, Karachi.



The partners, women and men from all around Pakistan - Thatta, Karachi, Lasbela, Rahimyar Khan, Lahore, Naran, Charsadda and Skardu

Each ensemble was viewed after a two-minute documentary on its evolution; the purpose was to call the attention of the audience towards the handiwork done by amateurs. The title of each segment was taken from the acronym GE4DE to highlight ILO's commitment to women employment for decent work.

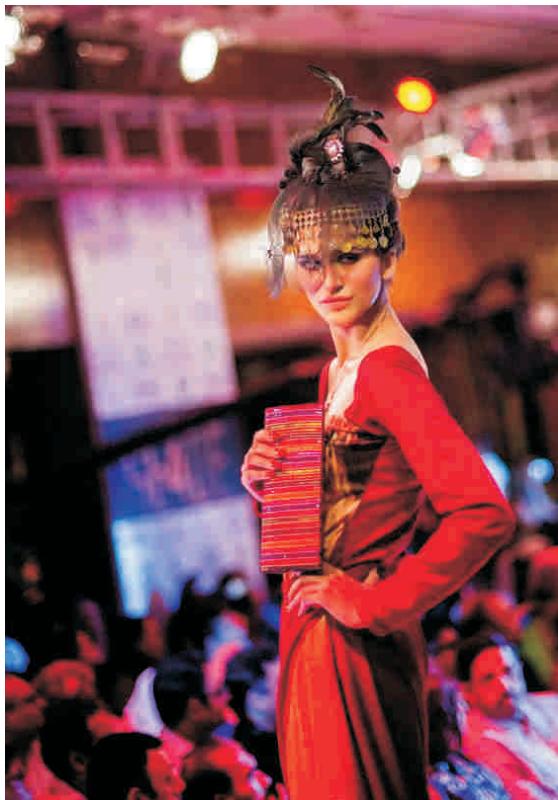
"**Empowerment**", the first collection, included a series of silk, velvet and chiffon gowns designed by the students of Fashion and Apparel Design and Training Institute (FADIN). The collection was a fusion of ethnic and modern designs with a bright and bold colour palette. Inspired by the mineral wealth of Pakistan, the fabric was dyed in jewel tones of ruby, emerald and amethyst. 'Empowerment' used hand-woven khaddar cloth made by students of Sarhad Rural Support Programme, was accessorized by handicraft pieces resembling turban-like headgear of the Kalash, and used embroidery and the cross-stitching unique to Gilgit-Baltistan.



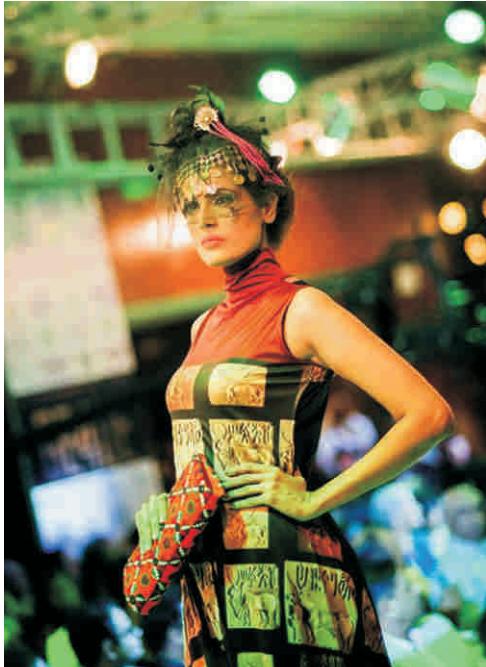
The first collection, 'Empowerment' by FADIN, inspired by female warriors



The “Elements” collection paid homage to Pakistan's different regional cultures by using fabric printed with Urdu text, rickshaw and truck art, and also included prints depicting Pakistan's wildlife such as the Markhor. The collection spanned from saris to men's kurtas, created by Pakistan Knitwear Training Institute. The accessories carried by models included beautifully designed clutches and handbags created by the women at SUGHAR.



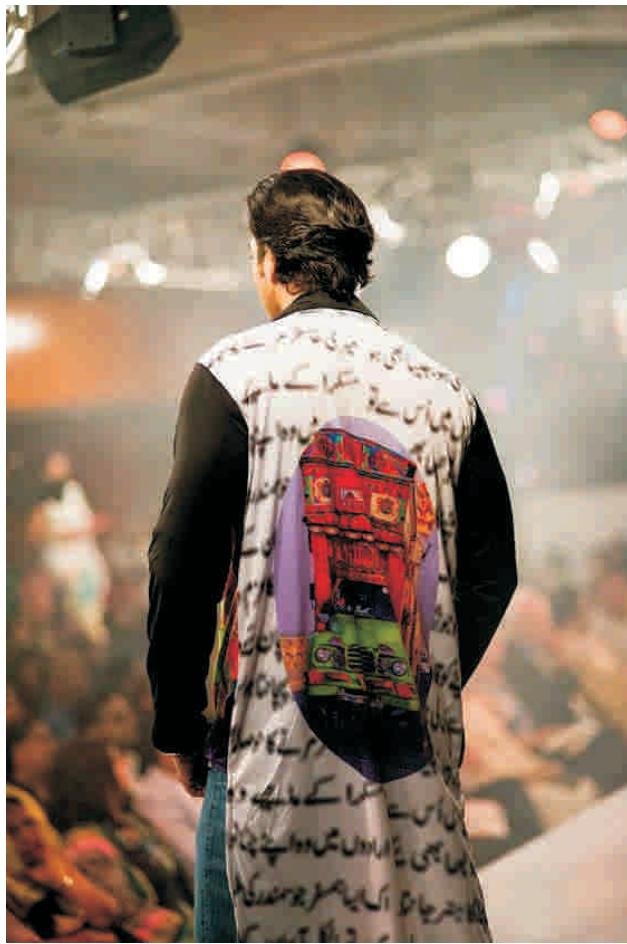
Embroidered accessories by PDI



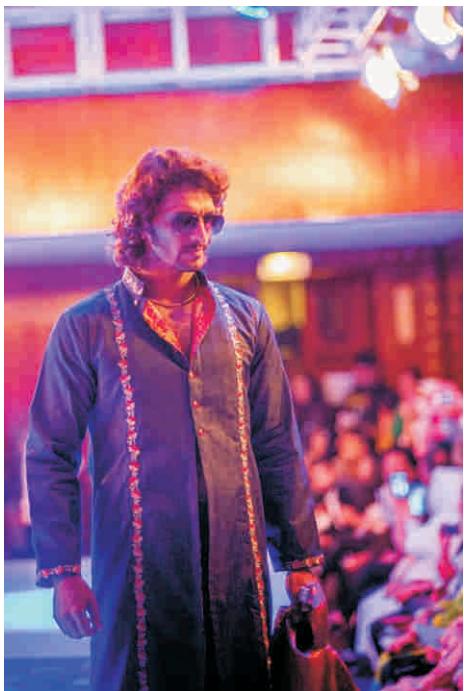
The second collection, 'Elements' by PKTI featuring images from Pakistan, screen printed onto knitted fabric



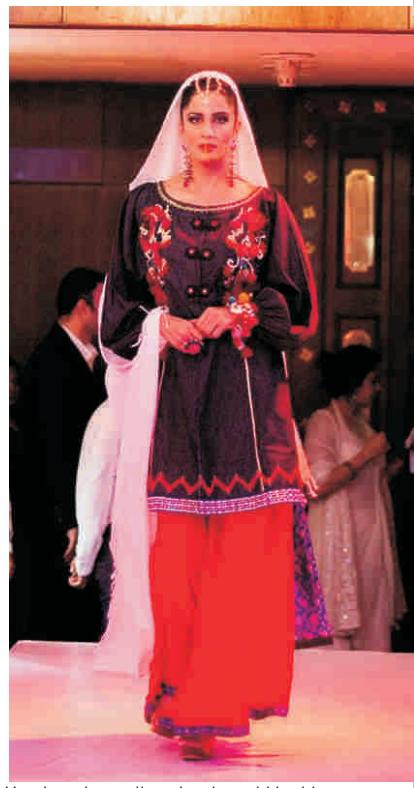
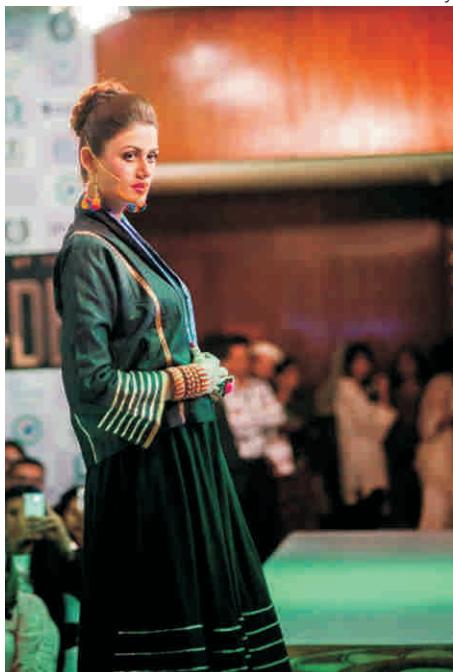
A knitted sari - the first of its kind!



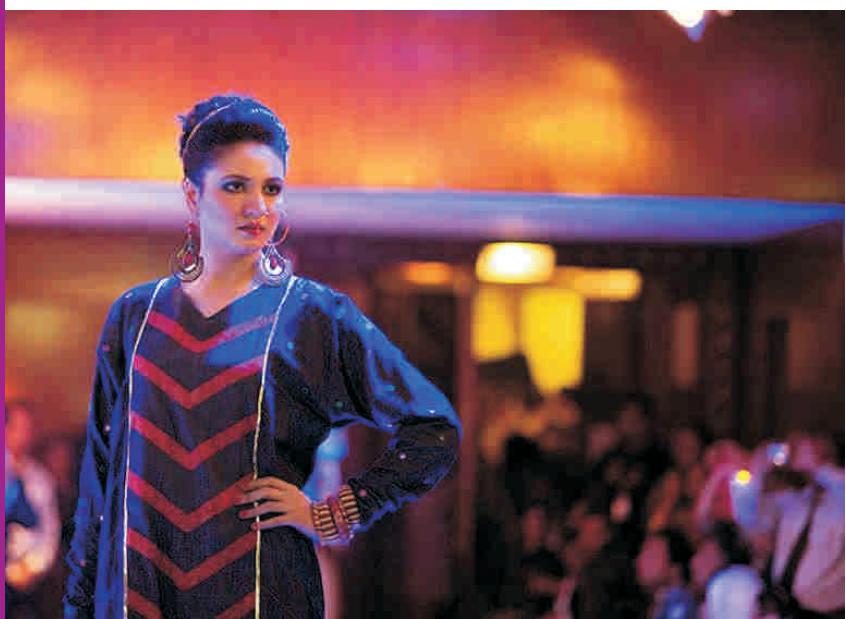
**"Glamour"** was the most unique and striking collection. It displayed a variety of jamawar and denim dresses embellished with gotta, brocade and floral embroidery. The motifs were a heady contemporary blend of East and West, and were designed by graduates of the Pakistan Readymade Garments Technical Training Institute. This collection was accessorised with hand woven shawls from Baltistan Cultural Development Foundation, and marble mosaic necklaces and belts from SOHB.



The third collection, 'elegance' featuring denims fused with traditional embroidery



Hand made woollen shawls and khaddar woven into the denim collection



The final and most impressive was the “**Dreams**” collection which was presented by the artisans of Dera Jattan. Their bridal wear ensembles dazzled the audience. Models graced the ramp with stunning ghararas and cholis embellished with zardozi and sequin-work on chiffon, net and georgette. Menswear comprised of sherwanis and coats; the use of khussas and kohlapuris enhanced the Eastern influence. The remarkable success of the collection showed that ‘Samanzar Empowering Women’ programme which had trained Dera Jattan women in the craft of zardozi embroidery by taking craftsmen from Karachi, had made a huge impact on their lives and livelihoods.



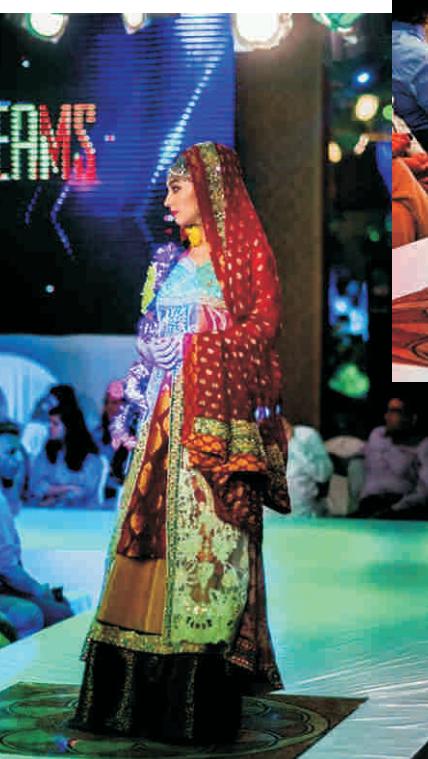
All hair and makeup by entrepreneurs trained by Depilex



The bridal collection 'Dreams' from Dera Jattan, Rahimyar Khan



Marble mosaic tiles set into the ramp and steps, made by Balochi women in Lasbela



Unwinding with Abida who prepared and served the canapes and cocktails. And planning the next show already

*...In the end*

# Achievements

## ILO honours journalists to highlight issues of gender equality

This intervention focuses on Pakistani journalists themselves, using media to reshape public opinion about working women.

"Women in Pakistan in particular are portrayed by the media mainly in two major roles, either as sex objects or housewives," remarked Nida Fatima, the first position holder of the ILO Journalism Awards for Gender Responsive Reporting. As a reporter for Pakistan Television, Nida Fatima Zaidi sees many of the country's most pressing social problems. But for her, one of the most difficult was also one of the most personal – gender equality.

**"The working woman, the labourer, the career girl, the high academic achiever, the productive citizen contributing greatly to the economy through her skills is underrated, underreported and hardly celebrated. This undermines her identity as a labourer, skilled worker and a professional".**

The expansion of the media industry and its inability to report in a gender sensitive way also caught the attention of Frida Khan, the National Project Coordinator of ILO's Promoting Gender Equality for Decent Employment (GE4DE) project, and the fact that so few journalists had received any formal training in reporting, let alone how to report in a gender responsive way.

GE4DE conducted training programmes for Pakistani journalists. The idea was to change the way the rapidly expanding

media sector reported on working women, to help reshape broader public opinion. The training was followed by a competition for the best stories on working women.

GE4DE's work on Gender Responsive Reporting was the largest media development project in terms of outreach to media practitioners in Pakistan's history. In partnership with Civic Action Resources (CAR), almost 800 journalists from 41 districts in Pakistan were trained. The training included not only reporters, but sub-editors and news editors, to ensure that stories about working women were not just commissioned and written, but actually published.

To highlight some of these stories the project held the first Journalism Awards in January 2014. In the print media category, the first prize went to Aoun Sahi, second to Irfan Shaikh and third to Salma Soomro, while in the electronic media category, the first prize was clinched by Nida Fatima Zaidi, second by Quratul Ain Hashmi and the third jointly by Rabia Noor and Rubab Hussain.

Rabia had made a documentary on the life of a 70-year-old brick kiln worker while Rubab had made a two-minute news report on a 10 year old girl child who left her studies to help earn a living for her family. The girl works at Pir Wadai truck adda in Rawalpindi and earns less than Rs.200 by cleaning used engine oil which otherwise goes to waste, and then selling it.

The winner of the second prize, Quratul Ain Hashmi, had recorded a news story about an 80-year-old woman who had been cooking and selling the same meal on a roadside for 40 years.

# of Women's Economic Empowerment

Nida Fatima Zaidi of PTV won the first prize with her 20-minute documentary called 'Baysamar' meaning "unrewarded".

The documentary was aired on Labour Day and focuses on the economic contribution of women, and the fact that it goes unrecognized and unrewarded.

Within the print media category, one winner was from an English national daily while the two others were recognised for

their articles in Sindhi.

Aoun Sahi's article, "Gender Disparities" in The News on Sunday, highlighted the range of issues women face in the workplace and the importance of ensuring accurate representation of women in data collection.

Mohammad Irfan Shaikh of Diyanat Daily, winner of the second prize, wrote of the tribulations of women working in the date

L-R: Frida Khan, Moneeza Hashmi, Iqbal Khattak



AWARD  
2014

Promoting Gender Responsive R  
Decent Employment

# ILO Journalist Promoting Responsive Report January 2014



Sherry Rehman awarding Nida Fatima Zaidi the first prize in electronic media category

markets in Sukkur, where he highlighted that they work more and get paid less than the men.

Salma Soomro, wrote an article in Sindhi titled "**Zindagi dukhann dhariyo jhol**" meaning "**Sadness Defines Life**" which is a story of brick kiln women workers who face gender discrimination and exploitation at work.

The chief guest at the ceremony was Ms. Sherry Rehman, Pakistan's former Ambassador to the US, a political journalist and currently President of The Jinnah Institute. Ms. Moneeza Hashmi, President Commonwealth Broadcast Association and Mr. Iqbal Khattak, Bureau Chief Daily Times Pakistan, spoke about

the winning features at the ceremony.

Moneeza Hashmi introduced the electronic media clips that were recognized for highlighting core issues in women's economic status and empowerment, and mentioned the merits of each of the winning submissions.

Sherry Rehman congratulated all the winners. While appreciating the efforts of the ILO, she said that equality, economic and otherwise, are integral to creating an empowered and progressive Pakistan.

She said, 'In today's world, there is no denying the role of media as a major stakeholder in shaping public opinion. There is also a dire need to teach media ethics to journalists to ensure accurate reporting on working women issues and portraying a positive image.'

**CALL FOR ENTRIES 2014  
NOW OPEN!**

**ILO**  
**2 JOURNALISM AWARDS 2014**  
MOBILITY IN GENDER RESPONSIVE REPORTING

The International Labour Organization (ILO) Pakistan invites submissions for the 2nd ILO Journalism Awards for excellence in gender responsive labour reporting for the year 2014.

**CATEGORIES:**

1. Labour Reporter of the Year
2. Best Female Labour Reporter
3. Award for Photo Journalism

Deadline for submissions is  
**15th February 2015**

**ARE YOU ELIGIBLE?**  
SEND YOUR ENTRIES NOW!

For more info and details visit :  
[www.ilo.org/iamabaaif](http://www.ilo.org/iamabaaif) / [www.civicaction.pk](http://www.civicaction.pk) / <https://www.facebook.com/EngGenderWorkTheAwards>

ILO will be holding a second round of the Journalism Awards for the year 2014. The last date for submission in three categories of Labour Reporter of the year, Photo Journalism and best Female Labour Reporter, is February 15th, 2015.

The winners of the 2nd Journalism Awards will be announced for all three categories in March 2015.



Zaigham Khan, Civic Action Resources



Iqbal Khattak receiving an award of appreciation from Saghir Bukhari, ILO



Aoun Sahi receiving award from Sherry Rehman

Hiba Siddiqui, ILO, at the award ceremony

## A Step In The Right Direction

GE4DE and the Federal Ombudsperson's Secretariat Against Workplace Harassment (FOS) has worked together to orient employers and workers about the law against workplace harassment, and make the process of complaints easier through the establishment of an online complaints mechanism and SMS-based tracking system.

An assessment of results shows that about 80% of the employers and workers the project has worked with, have taken some sort of action to improve their compliance with the Protection against Harassment of Women at Workplace Act 2010.

Aoun Sahi, a journalist trained on gender responsive reporting, and one of the best recognised reporters on labour, has written about the issue of workplace harassment and measures to address it in an article that was carried by the News on Sunday on September 21st, 2014.

Though constrained by lack of resources and outreach, the Federal Ombudsperson Secretariat (FOS) is doing its bit to make working women feel secure.

In July 2011, the Federal Ombudsperson Secretariat (FOS) for protection of women against harassment at the workplace was established at Islamabad. One of the main objectives of the office is to oversee the implementation of Protection against Harassment of Women at Workplace Act 2010 and redress the complaints against harassment at workplace.

The Ombudsperson Office, since its inception, has been trying to address the issue of sexual harassment at workplace and to make sure the implementation of law but lack of resources mars its performance. Senior officials at the Ombudsperson Secretariat tell TNS that government has not provided it with funds for research, advocacy or outreach programmes.

The Act makes it mandatory for the management of the public and private sector organisations to display the code of conduct at conspicuous places in the organisations and form a three-member inquiry committee to deal with complaints of sexual harassment. But there has been least development on these two basic

requirements of the act. "Leave alone private institutions, majority of public sector organisations have not adopted the code of conduct. Six months back we wrote letters to all public sector organisations asking them to set up inquiry committees. So far, only six of them responded to our request," says Shahrukh Abbasi, Deputy Director Communications FOS. "Only two provinces, Punjab and Sindh, have established offices of provincial ombudspersons."

He says that since its establishment in 2011, the court of the Federal Ombudsperson has received 184 cases of harassment and disposed of 181. A low number of cases registered does not mean that harassment and violence against women exists at a minimal level. Lack of awareness, a complicated system, fear of losing jobs, social taboos, unawareness and scarcity of finances are major reasons behind poor implementation of the law.

Abbasi says that although the law was passed in 2010, lack of awareness among the public is one of the major challenges towards its effective implementation.

"There is a need to let people know that they have a legal right to raise their voice against those who make them feel



Mr. Francesco d'Ovidio, Country Director ILO, Pakistan, speaking on the occasion

uncomfortable at their workplace. They also need to know about the court of Federal Ombudsman where they can fight their cases without a lawyer," he says, adding that overwhelming majority of women do not complain about harassment at workplace. "This act is also meant for men as well. So far, we have received several complaints from men against harassment at workplace."

He admits that the system to lodge complaints with FOS till November 2013 was very complicated. "Especially, in the provinces, the complainant had to go to the provincial capital to lodge a complaint which was difficult and an expensive process for the people of far-flung areas," Abbasi says, adding that after a detailed deliberation the FOS decided to launch an online complaint system. "FOS had no resources or expertise in this regard, so we decided to approach donors. International Labour Organisation (ILO) was quick to respond to our request. It provided us with resources and expertise and within three months we launched online complaint system. Now the complainant can lodge the complaint directly on the website of FOS in both Urdu and English languages and is backed by an SMS tracking system."

Frida Khan, the ILO National Project Coordinator for Promoting Gender Equality for Decent Employment (GE4DE) Project under which FOS is supported, says that employers and government need to know how workplace harassment and bad workplace culture leave a negative effect on productivity and workplace relations.

The FOS approached the GE4DE Project for support and after a series of consultations, the GE4DE Project helped them establish their website which also contains the complaint management information system, through which any complainant can lodge a complaint and get legal relief. Similarly, an SMS based tracking system of the complaint has also been established. The project has also been helping FOS to conduct seminars and awareness campaigns.

Before supporting FOS, ILO conducted leadership trainings of trade unions, where all the members were asked to list three core problems at the workplace. "Majority of women workers revealed that they faced sexual harassment and there was a lack of formal redressal system with easy access," she says, adding that it affects women's right and ability to work. "It affects workplace relationships and the right to

*'This is an excellent example of gender responsive public service delivery and developing institutional mechanisms rather than just one-off interventions'*



Mr. Yoshiteru Uramoto, Regional Director ILO Asia Pacific Region, speaking at the launch of the FOS Online Complaints website.

participate with freedom, dignity, security and equality (ILO's pillars). There is a growing demand to have a labour standard specifically for workplace harassment."

Frida Khan says registration of low number of cases might reflect low incidence. "But we know that the issue is actually quite common, so it is probably more due to lack of awareness and hesitation. But still the number of cases reported and prosecuted in favour of the complainant has been rising. We need to raise the profile of those cases, without naming anyone, to show that the law does work and it does protect the vulnerable and exploited people. And the law is not being abused as a revenge tool as some people fear." She says that generally women are hesitant to lodge a complaint of harassment at workplace because they do not know the law and the extent of protection that they can get.

Frida Khan is hopeful that steps like online complaints system will help Pakistan fight against sexual harassment at workplace. "Studies have proven that it affects productivity of women workers. Government, employers, trade unions and

civil society need to play their role in ensuring zero tolerance for harassment at workplace."

Shaheena Kausar, General Secretary of Women Workers Union, terms launch of online complaints system a great success for women workers. "Harassment at workplace is such a big issue. We receive scores of complaints on daily basis." Kausar, though not happy with the performance of FOS, terms its presence a great achievement for women empowerment in the country. "It is true that there is lack of political will on the part of the government to support it but its existence itself is an achievement." She says that it is true that overwhelming majority of workers do not have access to internet to lodge complaints but this does not undermine the importance of the process.

Shahrukh Abbasi tells TNS that complainants have already started using online system for redressal of their grievances. "This is an encouraging sign. FOS, with the help of friendly parliamentarians, submitted a reform act 2014 in the parliament seeking coverage of brick-kiln workers and domestic workers under the act and suo-moto powers for the Federal Ombudsman."

## 4 Easy Steps To Launch A Complaint





The visiting dignitaries

## Sindh Parliamentarians Visit Sialkot Home-Based Women Workers

The ILO and UNWomen have been working with provincial governments and other stakeholders to raise awareness of the issues Home-Based Women Workers (HBWWs) face and how legal protection can be extended to them. As a result of several years' work, Sindh and Punjab have developed policies and draft legislation for home-based workers and are now awaiting approval from their parliaments.

To help politicians and parliamentarians get a better understanding of the on ground issues and how the measures

proposed in the HBWW policy can be realized, GE4DE arranged an exposure visit for parliamentarians from Sindh to visit an ILO supported project in Sialkot. Baidarie, the organization that is implementing ILO's programme, works with female home-based workers (who were involved in football stitching and became unemployed when football manufacturers stopped outsourcing football stitching to homeworkers following incidence of child labour) to help them find alternative avenues of decent employment.

ILO supported Baidarie in setting up three training cum work centres in the villages of Roras, Korowal, and Mehtpur in Sialkot to provide alternative skills to HBWWs. The establishment of these centres had the full support of all stakeholders and the local community provided space for setting up each centre. The centres became fully operational in June 2014 when GE4DE provided fifteen industrial stitching machines and local industrialists provided both raw material and work orders for the home-based workers to stitch gloves. Simultaneously, Baidarie with the support of GE4DE built the capacity of the HBWWs so they could establish linkages with industrial units, take up own account initiatives, set up micro-enterprises and develop their own enterprises such as vegetable and cloth shops .

The Sialkot exposure visit delegation was led by the Advisor for Labour to Chief Minister Sindh, Mr. Asghar Ali Junejo and was accompanied by Members of Parliament (MPAs): Nusrat Bano Seher, Naila Munir, Ghazala Siyal, Khairunisa Mughal, Rana Anser, Saira Shelani and Shamim Mumtaz. The Secretary of Women Development Department Sindh, Mr Mudassir Iqbal, was also present.

The parliamentarians visited the training cum work centres and met with a group of home-based women workers being trained in alternative skills for generating income. The parliamentarians asked HBWWs various questions, and they in turn apprised the legislators of the fact that they had been severely hit by deterioration in the demand for hand stitched footballs. Most women had lost their only source of income, leading to extreme poverty and eventual unemployment. Furthermore, the lack of alternative skills forced them to take up low paid work.

The parliamentarians also met with the President of Sialkot Chamber of Commerce and Industry (SCCI) who explained how industry can play an instrumental role in connecting Home Based Women Workers with better

opportunities. The parliamentarians also visited a local sporting goods factory where women who were previously involved in home-based football stitching had been trained for factory work in decent working conditions. On that occasion, Miss Kaweeta told the parliamentarians that “when she used to stitch footballs she could hardly earn Rs. 3000/ month but on the recommendation of Baidarie she now earns Rs. 9000/ month in the factory not counting overtime”. Kaweeta is a clear example of how, with the right handholding as was done by Baidarie in this instance, a positive change in the lives of women can be brought about to seek not only gainful but also decent work.

The parliamentarians appreciated how through the GE4DE project alternative livelihood and linkages had been developed. In his remarks, Advisor to CM Sindh for Labour, Mr Asghar Ali Junejo appreciated the work of GE4DE project and called for immediate legislative action to give recognition to the home-based workers. He also said that they would replicate the Sialkot Baidarie model in Sindh and reiterated his commitment to raising these issues in the Sindh Assembly so as to bring about policy changes and legislation that recognizes the contribution of HBWWs.

As a result of the visit, the parliamentarians and members of the delegation gained insight into the demographics and socio-economic conditions of the HBWWs. They also became cognizant of their vulnerability, and the vicious cycle of poverty the women workers faced. It became apparent that at present, HBWWs are invisible and their contributions remain largely unrecognized. Another important outcome was the realization that HBWWs not only constitute a significant part of the informal economy, but that this untapped segment has immense potential to make huge contributions to Pakistan's economic transformation.



Listening to presentation

**Home-based Workers' Associations Registered:** Three groups of women trained by GE4DE in Charsadda, Skardu and Rahimyar Khan have become registered entities.

#	Detail	Charsadda	Rahimyar Khan	Skardu
1	Title of association/ union/ business group	Charsadda Khaddar Makers Association	Zardozi Bridal Association	K-2 Woollen Shawls
2	Registered as	Association	Society	Business entity
3	Title of Law	Khyber Pakhtunkhwa Industrial Relations Act, 2010	Societies Registration Act. XXI of 1860	Societies Registration Act. XXI of 1860
4	Documents required for registration	Basic Information, List of members, CNICs of members, Constitution, Meeting Minutes, Official Stamp paper	Basic Information, List of members, CNICs of members, Constitution, Official Stamp paper	Basic Information, List of members, CNICs of members, By-laws, Financial Systems, Official Stamp paper
5	Title of Office – responsible for registration	Directorate of Labour, Government of KPK	Registrar, Joint Staff Company, (Dist. Officer Enterprises and Investment Promotions)	Deputy Commissioner Office, Skardu
6	Procedure for registration	Submission of documents Official verification from directorate team	Submission of documents Official verification from Special branch	Submission of By-laws and documents, Verification from Deputy Commission team
7	Number of members	60 women, 20 men	70 women	130 women
8	Expected benefits of registration	Improved Visibility; Assurance for involving them in various causes by developing organization; legal identity as Non-Governmental Organization; Benefits to members of standardizing their rates and wages; strengthening of the brand of CFU	Improved Visibility; Assurance for involving them in various causes by developing organization; legal identity as Non-Governmental Organization; Benefits to members of standardizing their rates and wages; strengthening of the brand of CFU	Improved Visibility; Assurance for involving them in various causes by developing organization; strengthening of the brand; Government's benefits are applicable to the body

# Skills in Action

Often viewed as a second-class education, technical and vocational education and training has been subject to image debates for decades. Across the globe, TVET development has suffered from poor investment, quality and relevance. However, in a world where countries are facing high levels of youth unemployment, rapidly changing labour markets, technological advancements, and persistent social inequalities, the important role of TVET is increasingly being recognized. The orientation of TVET towards the world of work and the acquisition of employability skills means it is well placed to address global issues and it also has an important role in promoting sustainable development.

Whether acquired at school or in the workplace, every day people across the globe use their skills to make the world a better place. Unfortunately, there is a lack of practical and insightful evidence on how people worldwide are benefitting from technical and vocational education and training. The stories remain largely untold, which hinders awareness raising and further investments in TVET.

UNEVOC, UNESCO's specialized centre for Technical and Vocational Education and Training (TVET), announced a competition, Skills in Action, to highlight the stories of success, stories of how skills development impacts the lives of individuals and communities. Four people trained by GE4DE submitted their stories to the competition, and whether they won or not, they are a source of inspiration!

## Asma's Story

2nd Prize winner, UNEVOC-TVET Competition

I am a 21 year old woman from a village some 10 kms from the city of Thatta in the Sindh province of Pakistan. Rural areas in Sindh are known for lack of development and conservative attitudes of communities. Women often face the brunt of the customs that restrict women's mobility and it is not uncommon for women to face violence when they cross the boundary set by local customs. This, however, is fast changing. Young women in my area are successfully struggling to bring change and improve their own situation as well as the situation of their communities. I am one example of such change. I have taken training in stitching and enterprise development and now I not only run my own business, but also a community business centre where I have helped many women and men find training opportunities, set up their businesses, improve their lives and stand on their own two feet.

I come from Thatta, one of the most underdeveloped districts in the country and within Thatta, my village is one of the poorest with little education and lacking in basic





amenities including safe drinking water and sewerage. Most of the villagers, including my own family, depend on raising cattle and farm labour for their living. It was quite an achievement for me to even pass secondary education as most girls in my village are completely illiterate. However, I was not allowed to go to school after class ten and I had to stay at home and help with the housework and looking after the cattle. However, I wanted something more.

An NGO announced business and technical training – Change makers: business solutions to social problems, they called it – and I wanted to take part. My family wasn't keen. They didn't think women should be running businesses; that was a man's job. But I insisted and got myself registered. The NGO helped persuade my family and assure them that I would be safe.

Now, I not only run my own stitching business, but also a community business centre where I have helped dozens of other women and men get training and set up their own business. I have helped 30 women and men get training for stitching,

cosmetician, electrician, livestock management and entrepreneurship. I have mentored many others to set up their own businesses, by showing them what opportunities exist and giving them the skills they need to start a business such as costing, pricing and marketing.

Many of the people I have helped train and establish their businesses would have just carried on with their lives as before. They would have been reluctant to send their daughters into this type of work. They would have just kept them working inside the home, for no money and no recognition. But because people have seen my success, and they have seen that working doesn't bring any harm to women, it instead gives them money and respect and confidence, they have trusted me to guide their daughters too. That means that 30 families now have more money that they can spend on sending their children to school, buying them uniforms and school books, going to the doctor and buying medicines. So, through my persuasion and imparting knowledge and skills to other girls and families, I have succeeded in improving the situation of sanitation and livelihood in my

community. When families' situation improves the community's situation improves too.

Without the skills I have learnt, I would be forced to live my life under the constraints that are the destiny of a rural woman in my area. I would be without any power and without the capacity to do any work. The skills I have learnt have turned me into an entrepreneur and have enabled me to earn my living independently. I have used the training I have in stitching and enterprise development to set up my own business centre where villagers and I get

orders directly from the markets in Karachi and other major cities for tailoring and embroidery crafts. Because we have been trained properly, we can produce to the quality people want and we get much better prices than before.

Just looking around the village, you can see the difference it has made. In the last three years, many mud houses have turned into proper houses made with baked bricks. The village looks cleaner and more prosperous.

Interview and Photos: Zaigham Khan, Civic Action Resources

Asma at her stall in the market



## Nadia's Story

I belong to a conservative family that migrated from a village in district Kasoor to Lahore, capital of the Punjab province in hope of improving its economic situation. Millions of families have moved to Lahore in recent times to escape poverty and unemployment in Punjab's villages and small towns, swelling its population to 8 million. However, without any employable skills, most of them find it hard to realize their dreams. My family also remained trapped in poverty for decades, barely eking out a living, till I got a chance to learn industrial stitching and got my first job. This transformed my situation and that of my family. I resolved to use my skills to help as many young women as I could to follow my example. In less than three years, I have helped hundreds of girls get vocational training.

I think this award will not only be recognition for me and my efforts to improve my situation through learning a skill, but for all men and women in my country who are making an effort to help women participate in economic activity and improve their living standard through learning vocational skills. It will be encouragement for women from conservative families to come out of their homes into the world of work, for the sake of their own wellbeing and the wellbeing of their families and of Pakistan as a whole. A country where women are not fully involved in economic activities is like a person trying to walk on only one leg.

Like most Pakistanis, life has been a struggle for me. Being a woman and coming from a poor background is a kind of double jeopardy. Economic opportunities for women from conservative families are constrained by a gendered division of labour. Through the many customs that restrict their mobility and often confine them to their homes where they are forced to accept their circumstances as God's will, women are unable to reach their full potential.

Nothing helps women break these shackles better than learning a skill. This bestows confidence, freedom to enter into the world of work and make a decent earning. My story elaborates these points and therefore makes a good example for many women to follow.

In 2009 just after I completed my secondary examinations, my mother got seriously ill which forced me to discontinue my education and stay at home. In 2011, I succeeded in getting admission at a government vocational institute where I studied for a year without learning much and their certificate did not get me any job. In the meantime, the financial situation of my family deteriorated. Our main source of income



Nadia supervising the work of trainees



Nadia instructing a worker

was the small amount we received by renting out two rooms of our house. It appeared an intractable situation till I found about an industrial stitching course at Paksitan Readymade Garments Technical Training institute (PRGTTI) in 2012 that was being supported by ILO. This four month long vocational course has enabled me to transform my life, support my family and also guide dozens of other young women into professional life. While it was hard for me to earn Rs. 3,000(US \$30) a month only two years ago, now get Rs. 18,000 (US \$180) a month. I think I deserve this award because the skills I learnt have enabled me to overcome enormous cultural and economic impediments. I have also been able to guide hundreds of young women on the path to prosperity with the help of opportunities created through skills training.

Though industrial stitching does not leave much scope for originality, I have put my skills to original use through my

determination to use it as a tool for women's economic and social empowerment. I have tried to enlist as many young women to vocational training as possible.

I received three month long training at PRGTTI campus and then was sent to a garment factory for practical work for a month where I got employment after the course finished. PRGTTI, however, invited me to run a course as Assistant Instructor. Here I got a chance to train 25 students who were mostly women. After their course was complete, I negotiated with the factory to hire them all as a batch and joined the factory with them. In 2014, I returned to PRGTTI to serve as female coordinator. Now I am based at this institute mobilizing young women to step outside the home and get vocational training. I also mentor and support women studying at this institute.

My training has helped me become independent and self-sufficient. It has

also helped me support my family who were in dire economic straits. In Pakistan where the level of overall unemployment is very high, it is not very easy for a woman to get a job. I consider poor women in the city of Lahore as my community and I have been able to support hundreds of women like me get into the professional life and get a job through which they can stand on their feet.

Unfortunately, the garment industry is not very sustainable in terms of environment at the moment. Efforts are needed to change this situation starting right from the cotton fields where organic farming needs to be promoted, to factories and enlightening the consumer on sustainable practices.

I have not limited my training to my personal benefit but have used it to motivate other girls to leave the sanctuary of their homes and join professional life.

1. I took the whole batch I trained to the garment factory and worked with them till they were settled before returning to PRTI.
2. I have motivated and supported girls in my neighborhood to learn industrial stitching and get a job.
3. I proactively go to the areas where marginalised communities are located such as religious minorities and motivate them to get vocational training.
4. In my capacity as female coordinator, I am a role model for women learning at PRGTTI. I guide them and take care of any issues that may arise from time to time.

**Interview and Photos:** Zaigham Khan,  
Civic Action Resources

Nadia at a garments trade show





## Salma's Story

I am a 26 year old needlework embellisher from Dera Jattan, a village 200 kms from the Rahimyar Khan city in Southern Punjab. Despite strong resistance from the men in my family, I started the Dera Jattan Embroidery Project with the help of a local philanthropic organization. I sought to upgrade my skills as a young girl who embellished garments for local tailor shops through training in vocational schools in the city, and later engaged with high-street designers like SamanZar working on an ILO-funded skills and entrepreneurship project. The project has managed to marry rural craft to high-street fashion by creating marketable products for reputable style houses in Karachi and Lahore. By partnering with fashion labels like SamanZar and Banto Kazmi, we have made it possible to secure skills, savvy and employability for rural women. We

further refine our product by engaging designers and master craftsmen from the urban metropolises of Karachi and Lahore to work with rural women, giving them access to quality training.

The response to training at the Dera Jattan Zardozi Centre has been tremendous: incentives such as a stipend, future employment and provision of transport has helped motivate women to attend training. From 25 girls in the first week, the number has risen to 95. One of the pre-requisites for the trainees is to have an identity card and so the project facilitated rural women in getting ID cards and opening bank accounts to transfer their stipend to. These two steps are important to address gender needs of disadvantaged women. This exposure to opportunities external to our rural milieu has resulted in women adopting unconventional professions - trainees from the village of Dera Jattan found themselves producing high end products

for fashion houses in Karachi and Lahore. Positive externalities such as having master craftsman from an urban urdu-speaking Karachi working with women in a conservative Punjabi village has allowed for cross cultural interaction and mutual respect and understanding for cultural sensitivities. It has blown holes in the rural paranoia that men, especially outsiders, are scary and best avoided while helping break urban stereotypes that rural women cannot compete in upmarket metropolitan businesses patronized by an exclusive clientele.

For a rural woman to conceive, let alone initiate, an independent venture involving the disadvantaged women in a conservative village is a phenomenal leap of faith. I couldn't have taken it without support from women like my mother who believed in me all along even as I was divorced, for seeking skills and empowerment in a patriarchal milieu where the only job for men and women is cotton farming. And I couldn't have done it without the help of women like Shaiyanne Malik of SamanZar and Shama Usman of TRUCE who trusted my ability to deliver by giving me the skills and exposure, along with the responsibility to pass it onto the disadvantaged women of my village.

When we first started, the response was slow and suspicious. We only had a few women coming in to work. But as they started earning and word got around, there was a scramble for training and we ended up taking 95 women instead of 70. The men who resisted the programme ended up bringing their women to the centre. Among the key features of the community in Dera Jattan are early marriages, large families, high illiteracy, poor living conditions and rigid cultural norms. These social conditions are taken into account while mobilizing the community. Women interested in training are invited to visit the training centre that is centrally located. The training centre is provided furniture, training equipment and raw material. Master craftsmen from

Karachi that were brought to Dera Jattan stayed on the same premises and delivered training. It was a different experience for both the trainers and the trainees as it was the first time the craftsmen lived in a village, and became a part of the community. Since the trainers were not young men, the community did not show much resistance. Rather, both instructors received much respect from the community. To support every day operations at the centre, women were trained to manage the accounts, procurement, and management of the centre.

My attitude towards self-sufficiency is what sets me apart from others. And not just for myself, but to find a way to extend that aspiration to women in my community that are in the same disadvantaged position as I was. It took as little as ten rupees to set me on the path to entrepreneurship all those years ago. When I was a child, my father gave me ten rupees and I got a needlework hoop and some yarn. I learnt the basics from the women in the neighborhood. We didn't have money to go to school. Most of my time was spent embroidering clothes for women in the village or my cousins. Slowly, as the reputation of my work spread, I started getting work from the village people who got orders from the tailor shops in the town bazaar. I got to know other women in the village working at home and sometimes when I couldn't do it alone, I would give them work and pay them. The women in our community never have enough money, and they can't buy clothes or afford three meals a day. Due to poverty, the people can't get education and can't get ahead in life. I had seen that poverty, I knew their needs. I used to get blisters going from my village Khan Bella to the Dera Jattan to learn.

My biggest break came early in 2012 when I was selected by Shell Tameer for the top Social Enterprise Award sponsored by the British Council. Shell Tameer works with partners like SMEDA, the Khushali Bank and the British Council, among

others, to identify and award young entrepreneurs across the country by providing financial support and technical assistance to help them realize their business plans. The British Council award selected me for the leadership exchange programme to introduce me to best practices in business, preparing to lead and manage Dera Jattan Zardozi effectively. The British Council and Shell Tameer have provided for an IT and English language trainer for a group of girls including myself in the village. The Shell Tameer has also helped me improve and realize my business plan through networking with local partners who can contribute to building my capacity for better management.

I now lead a team of 90 women at the Dera Jattan Zardozi Centre. I aspire to expand the centre to include 200 rural women in the training and work plan. Already, women are branching out on their own, opening little units at homes and elsewhere, supplying directly to the market. The centre will always be there. New women who want to learn will be offered training and market linkages will be provided. All marketing tools have been provided. The project has a facebook page and internet access and training has been provided to these girls.

Our work at Dera Jattan Zardozi project has kept alive a dying craft that has immense potential to help poor local women generate income by introducing its ornate gold and silver thread patterns to urban fashion, especially bridal wear. Ethical fashion is quite the rage among Pakistan's leading designers - ethical fashion aims to empower rural communities and revive dying crafts. From Pulkari made by women in Swat, Chikankari and gotta embroidery made in rural Bahawalpur and the rilli patchwork from villages in Sindh, the traditional crafts practiced in rural communities face extinction due to poverty, lack of support and patronage to sustain them. Leading Pakistani designers like Rizwan Beyg, Deepak Perwani and others have introduced ethical elements in their work, with Perwani working with rural communities in Sindh and Rizwan launching the Ethical Fashion Week - part of a larger,

# EMBROIDER CENTER

## Bridal Embroidery Brides & Groom nge their dreams, with the dreams Dera Jutta Team

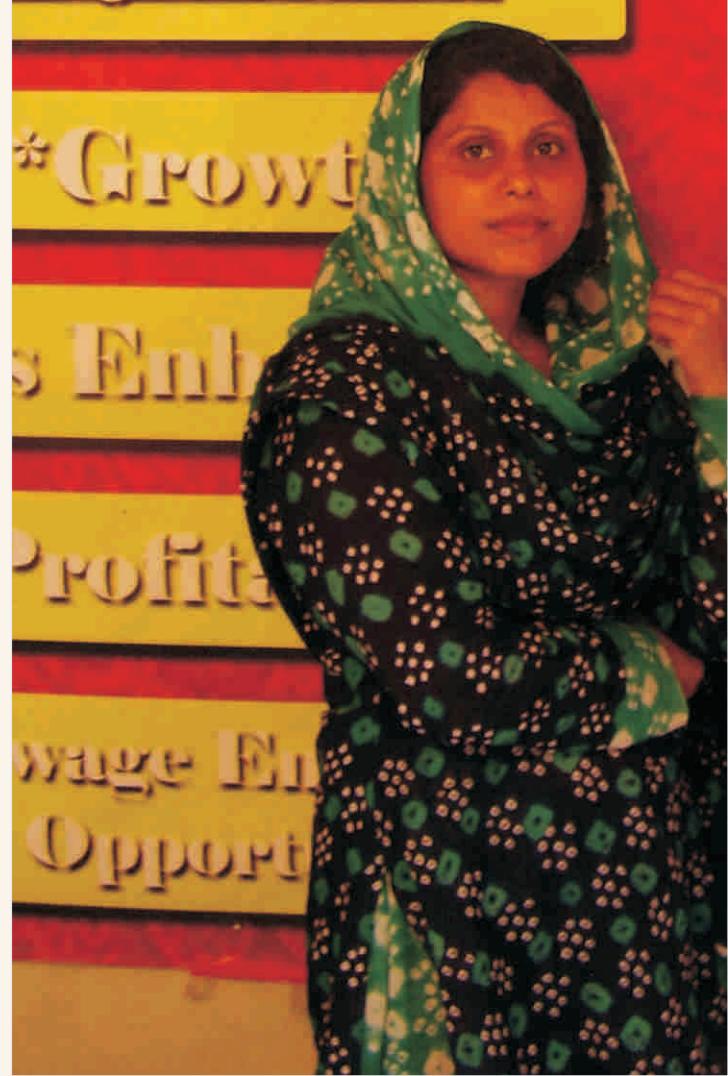
### Objectives

\* Growth

\* Enh

\* Profit

\* Wage E  
Opport





identical movement working for ethical practices in fashion across Bangladesh, Sri Lanka and India.

Zardozi is a very old craft which traditionally has only been done by men, but here is a breakthrough where a hundred girls in our remote village are learning this craft. I have great aspirations for the Dera Jattan centre to become famous for bridal work in Pakistan. Working with SamanZar, we have also rented racks in a store in big cities which carry the brand Dera Jattan Zardozi. Girls are able to join the centre according to their convenience and their training is adjusted accordingly. At any given day, the large airy rooms of the training centre buzz with conversation of women taking a break from their needlework before starting again. The centre continues to train and engage women, some of them earning as much as Rs 8,000 ( \$87) for their work. As the girls grow more confident and adept at their work, they take over management of the centre. Although the training programme is open to the entire community, preference is given to the deserving women with a commitment to work after training. Since Dera Jattan is a poor village, it is easy to identify women who could benefit from the training. Girls marry early and domestic violence is common. School girls are encouraged to ensure they continue their education. The project doesn't just help resuscitate the dying art of zardozi, it helps women acquire skills and make money while working at home.

The zardozi work doesn't involve the use of products that are in any way detrimental to the environment. It is a traditional craft involving working with thread and cloth, providing women the opportunity to support their families and themselves. The zardozi project has large prospects for sustainability, driven by the presence of an economic opportunity and community ownership. The project is meant to help a community with a poor economic background but strong commitment to build on an existing opportunity by receiving training and applying it to real economic activity.

Interview and Photos: Aurangzeb Khan

## Sikandar's Story

I was named Sikandar by my community elders which is the Urdu variant of the name 'Alexander'. I opened my eyes in extreme poverty. It was not just money issues but social discrimination which I hated the most. My people migrated from neighbouring Afghanistan decades ago. We have always been weavers and came to be known as Jolagaan (cloth people), which superseded our original tribal name, Ali Zai. I really like this name but in a strictly tribal culture, a whole tribe being identified from its profession and not the usual ancestral name, is not easy to handle. Other tribes take us for being less honourable due to this mere fact. I made it my mission to get educated and change not only my fate, but the fate of all my fellow villagers.

Despite low earnings, my parents managed to enrol me in school. I remember my mother used to save coins in an empty glass jar and whenever I tried to use them to buy sweets, she said these are for my education, "you will grow up to be a well-educated man". It is entirely due to their efforts that I am now doing

my Masters from one of the best universities in Pakistan.

I am determined to introduce to the world our social enterprise: CFU (Central Facilitation Unit). It is being run in one of the most remote and difficult areas of Pakistan. Our province is war torn due to the issues of radicalisation, poverty and what not. But I and my team are giving so much back to our community through the CFU. This small venture of mine is helping hundreds of women (and men too), in adopting a healthy lifestyle through increased knowledge of entrepreneurship, refined skills and income earning.

The centre we manage, CFU, is really turning this all around. We are not only imparting new skills in designing and weaving, we are also promoting a culture of discussion and dialogue, previously non-existent in our community. Through the formal and informal sessions on entrepreneurship, human rights (highlighting labour rights) and health awareness (especially for women), my people are learning to learn and re-learn.

I think one of the many achievements is the profit margin my CFU is giving. We are

Sikander at his Central Facilitation Unit





Merchants selling handwoven khaddar in Charsadda

generating around 0.1 to 0.2 million PKR worth of business each day without the conventional middleman tier. I know this sounds unhealthy as experts of value chains would debate that middle man is also useful. But what to do with the fact that weavers associated with CFU earn a net profit of PRK 10,000 (US \$100) per month while previously they used to earn not more than PKR 2,000 (US \$20) each month. This amount is pure profit as the income they generate is over PKR 20,000 per month. The lowest earner in our CFU is myself (due to my engagement with communal work, I get less time to weave) and still I now get PKR 5,000 (US \$50) per month. I work almost 6 to 7 hours each day and make over 200 shawls each month. All of this was made possible only due to the credibility that CFU generated.

Before my efforts, people did not want to purchase the products from my community. I broke this barrier. It took lots and lots of negotiation and clear communication.

Introduction of recycled thread was conceived before me. However, not a single effort materialized before us. The CFU is not only proactively developing products from such thread but also marketing it through innovative and high quality colour

combinations and design compositions. I bring this thread myself from larger cities. We locally call it 'velvet' which is a thread that I and my fellow weavers actually take out of recycled sweaters and dresses. These are used items that we purchase and do lot of hard work for dismantling these items. Once a good amount of thread is gathered, we reuse it to make the earlier explained shawls. On one hand, this conserves new cotton (with trickle-down effects on whole value chain) while on the other, my weavers save a good amount of money out of it. Nothing is hidden. Whole process is transparent and we share the dresses made out of recycled thread separately.

Similarly every business generates waste and weaving is no exception. The spindle or 'Khaddi' used to weave cloth drops thread-like waste which earlier on, the weavers used to just brush out of the house. I was the first to experiment with it and made a beautiful quilt out of this waste (just filling within the quilt). Waste from 200 to 250 shawls is enough for one quilt filling. Reducing investment costs and recycling contribute to sustainability of this kind of income generation activity.

Interview and Photos: Syed Hasan Rizvi,  
Senior Programme Assistant, GE4DE



# Start And Improve Your Business: Turning On The Light With Ideas And Training

## What is SIYB?

The Start and Improve Your Business Programme (SIYB) of the International Labour Organization is a practical management-skills training package for small-scale enterprise owners and managers. The program aims to:

- Develop small scale managers and enterprise owners
- Finance, implement, monitor, manage the training
- Set up a training program at the national level

It encompasses a range of cost-effective and practical training, monitoring and evaluation methodologies/ instruments to meet the management training needs of potential and existing entrepreneurs.

SIYB's Outreach within 15 years:

1. 2,500 plus organizations benefited
2. 100 countries participated
3. 4.5 million trainees
4. 500,000 new businesses created
5. 2.7 million jobs created
6. 40 languages translated to

Probably the BIGGEST Small Enterprise Management Training System in the World!

ILO'S GE4DE project, in partnership with the Higher Education Commission of Pakistan (HEC), has initiated a programme to strengthen the business incubation centres with gender and entrepreneurship expertise in selected HEC universities.

HEC organized a ten day Training of Trainers (ToT) workshop on ILO's globally recognized module, Start and Improve Your Business (SIYB).

Twenty-two trainers and business incubation centre managers from ten HEC universities and four development sector firms that work on business development for women, participated.

The ToT was conducted by the President SIYB Association Sri Lanka, Mr. Gemunu Wijesena who is a Senior Master Trainer on SIYB, along with ILO Senior Programme Officer Ms. Munawar Sultana and Ms. Shahnaz Kapadia, one of Pakistan's leading experts on gender and entrepreneurship.

The ToT focused on developing the knowledge and skills of the participants so they could:

- Effectively market the SIYB training
- Select the customers that can benefit most from SIYB training
- Carry out a training needs analysis of the selected trainees
- Group them according to their needs

- Conduct Grow Your Business (GYB), Start Your Business (SYB) and Improve Your Business (IYB) training interventions
- Monitor and evaluate the output and impact of training
- Carry out follow-up training and counseling activities
- Network with other Business Development Services Organizations

The two-week training programme also focused on integrating the elements of gender and entrepreneurship to address the practical and strategic gender needs that impede women in starting, improving, and growing their businesses. Ms. Shahnaz Kapadia, in her two day session explained basic gender concepts through mapping activities, role play, access to resources and control through decision-making.

At the end of the ToT, the ILO and HEC formally launched SIYB in Pakistan by signing an agreement to support HEC in implementing SIYB in its Business Incubation Center. The aim would be to encourage a culture of entrepreneurship for women and men in Pakistan, thus contributing to sustainable economic growth and employment generation.

The agreement was signed by Mr. Mukhtar

## Participants

### HEC Universities

- Quaid-i-Azam University
- National University of Science & Technology (NUST)
- COMSATS Institute of Information Technology (CIIT)
- University of Engineering & Technology (Lahore)
- University of Veterinary & Animal Sciences (Faisalabad) IBA (Sukhar)
- Balochistan University of Information Technology (Quetta)
- University of Malakand.

### Enterprise Development Organizations

- Punjab Vocational Training Center (PVTC)
- Business for Social Progress (BSP)
- Baltistan Cultural Development Foundation (BCDF)
- Pakistan Poverty Alleviation Fund (PPAF)



Ahmed, Chairman HEC and Mr. Francesco d'Ovidio, Country Director ILO, Pakistan. Speaking on the occasion, Mr. Francesco d'Ovidio emphasized the contribution women make to the economy, and focused on the millions of women involved in small and medium sized enterprises. He said,

A group exercise at a SIYB Workshop



"the ILO recognizes these enterprises as engines of growth and employment, especially in developing economies like Pakistan's, where jobs in the formal sector are limited".??

Mr. Mukhtar Ahmad, Chairman HEC thanked the ILO for their support in strengthening their business incubation centres all around Pakistan with their gender mainstreamed business development expertise. "The trainers that have been trained in SIYB and Gender and Entrepreneurship, will replicate this training in their institutes' Business

Incubation Centres. Through this they will reach hundreds of women and men and help them turn their creative business ideas into reality."

HEC further welcomed the GE4DE-ILO's support to establish this network of Business Incubation Centres around Pakistan, saying that universities and colleges provided a perfect setting for students to generate business ideas and get the support and guidance to turn them into real enterprises.

## ILO Entrepreneurship Modules

### GYB - Generate Your Business Idea

A two-day long materials training programme customized for potential entrepreneurs to conduct an entrepreneurial self-assessment, analyze, develop and select most feasible business idea.

### SYB – Start Your Business

A five day long training for potential entrepreneurs with concrete and feasible business ideas. It helps participants to develop business plan on draft marketing strategy, staff needs, cost of goods and services, clear idea on licenses and permits needed, legal forms and forecast of finances. The training is being followed with at least one group counseling session.

### IYB – Improve Your Business

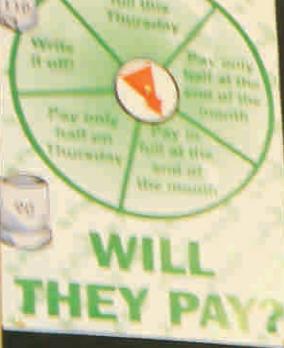
A training programme for existing entrepreneurs to improve business management through seven modules: 1) Marketing 2) Buying Procedures and Stock Control 3) Forecasting of Sales 4) Producing Balance Sheet and Profit & Loss Statements 5) Costing 6) Keeping Records and 7) Improving Productivity

### EYB - Expand Your Business

An integrated ten day long business training for growth oriented entrepreneurs, consisting of four modules: 1) Strategic Management 2) Marketing and Sales Management 3) Human Resources Management and 4) Financial Management

Discussion during a SIYB Workshop





Instructor delivering the modules

#### Direct Beneficiaries:

- Local business development service providers
- Government
- Employers' Workers Organizations
- NGOs
- Private sector/ business organizations
- Profit-making and non-profit making organizations

#### Ultimate Beneficiaries:

- Existing and potential small scale entrepreneurs
- Entrepreneurs who want to generate, start, or improve their own business
- Groups excluded from the labour market: unemployed, low skilled, migrant workers

"This has been one of the most unique learning experiences of my life. The training was practical and interactive and we got the chance to deliver individual learning sessions to improve our training techniques".

*Participant, SIYB*

Mr. Gemunu Wijesena delivering the modules

## Students Mean Business

Vocational Training College Korangi, Karachi has opened up its restaurant, salon and sewing services to the public. The school enterprises were established as part of the skills development and institutional strengthening support to Sindh Technical and Vocational Training Authority. The school enterprises provide girls at the college with real-life workplace experience and help generate

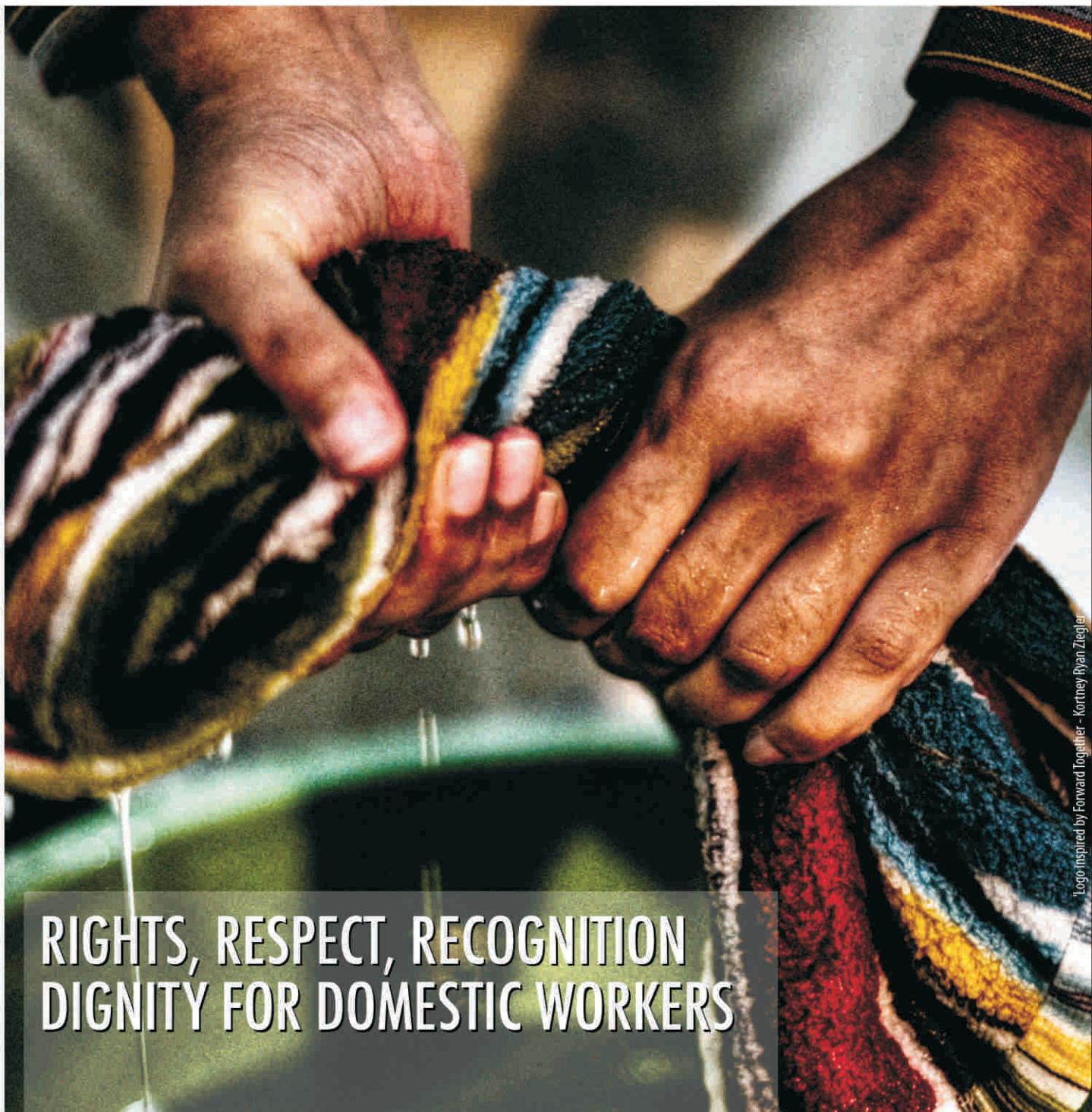


revenue to cover training costs which can run quite high for disciplines like hospitality. The café and catering services are the most popular so far.



# DECENT WORK FOR DOMESTIC WORKERS

Skills Development Initiative



RIGHTS, RESPECT, RECOGNITION  
DIGNITY FOR DOMESTIC WORKERS

A joint initiative of  
en Development Department  
ment of the Punjab and the  
ILO office for Pakistan



Government  
of Canada

Gouvernement  
du Canada

**Programme Partners:**

College of Tourism and Hotel Management (COTHM):  
The leading hotel management school in Pakistan

**All Pakistan Women's Association (APWA):**

The oldest organization actively engaged in welfare of  
women and enhancement of their status

# Decent Work for Domestic Workers

## What is the current situation of domestic workers in Pakistan?

Every day millions of people throughout Pakistan clean other people's homes, cook their meals and watch over their children. The work domestic workers do helps them provide for their own families, but also frees other women and men from the drudgery of household work and enables women in particular, to take part in the labour force and in turn contribute to their own families' well-being. Despite this doubly productive function, domestic workers are not even recognized as 'workers'.

Domestic workers are part of Pakistan's huge informal economy, estimated to be about 73% of the total Pakistani economy. Being informal and unregulated, workers in the informal economy are not covered by labour laws, and therefore remain vulnerable to all forms of exploitation. There are no clear figures of the total number of domestic workers in the country. However, estimates show that there are about 8.5 million domestic workers, a vast majority of whom are women, and also include a large number of boys and girls.

Many countries are beginning to reform their policies and laws to include domestic workers. In Pakistan, a draft bill, to be called the Domestic Workers (Employment Rights) Act 2013 has been drafted and was recently presented to the Senate. The bill carries elaborate provisions on age restrictions, free labour, contract signing, minimum wages, social security measures and formation of association or trade union. This is a welcome step. But in order to really make a difference, we need a profound change in attitude towards the profession of domestic work.

## What are the major issues faced by domestic workers?

Studies show that domestic workers face the following issues:

- ? Lack of legal protection
- ? Exposure to unprotected and unhealthy working conditions
- ? Violence and abuse at work
- ? Absence of formal contractual arrangements
- ? Indefinite working hours
- ? Unclear terms and conditions of employment
- ? No minimum wage protection and low salaries
- ? Weak collective bargaining position
- ? Poor living quarters
- ? Lack of privacy
- ? No labour inspection and law enforcement
- ? Forced labour and trafficking of domestic workers
- ? Exclusion from social safety nets

## What is the solution to address the issues?

There is no magic recipe. The problems posed by domestic workers need a complementary approach in different domains and at different levels, including:

- ? Policy development and legislation to provide recognition, coverage and protection to domestic workers
- ? Mobilising and campaigning by workers' organizations to organise domestic workers and form their associations

- ? Certified, competency-based skills development for domestic workers
- ? A complaints and grievance redressal mechanism
- ? Provision of social security including Employees Old Age Benefit Institution (EOBI) and Punjab Employees Social Security Institution (PESSI)
- ? Advocacy for the ratification of C189

## C189 - Domestic Workers Convention 2011 (No. 189)

In 2011, the International Labour Organization adopted the Domestic Worker's Convention No. 189. These standards have helped create a momentum for the recognition of domestic workers as workers with rights like any other worker. C189 offers specific protection to domestic workers. The convention has been ratified by Bolivia, Ecuador, Philippines, South Africa, Italy, Mauritius, Germany and Paraguay, with Uruguay being the first country to ratify the convention.

The salient features of the convention are:

- ? Promotion and protection of the human rights of all domestic workers
- ? Respect for fundamental principles and rights at work, including freedom of association and the right to collective bargaining
- ? Protection against all forms of abuse, harassment and violence
- ? Fair terms of employment and decent living conditions
- ? Reasonable working hours
- ? Weekly rest of at least 24 consecutive hours
- ? A limit on in-kind payment
- ? Clear information on terms and conditions of employment

Convention 189, if ratified by Pakistan, will enhance the status of domestic workers and will also reflect well on the Government of Pakistan as showing its commitment to human rights, workers' rights and the promotion of women's empowerment.

## GE4DE's Contribution

### 1. Skills Development Programme

Women Development Department, Government of the Punjab and the ILO Office for Pakistan have worked with stakeholders to design the comprehensive skills development package, Decent Work for Domestic Workers (DW4DW).

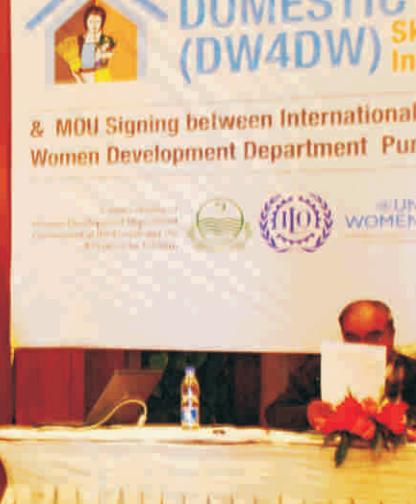
This skills development programme will deliver high-quality, benchmarked training in the following areas:

#### Core Competencies

- ⌚? Communicate effectively in a domestic work environment
- ⌚? Maintain health, safety and security in a domestic work environment
- ⌚? Maintain personal health and safety
- ⌚? Plan, organize and manage own work
- ⌚? Undertake calculations relevant to domestic work

*"The skills training imparted to me has not only helped me to acquire skills but has also resulted in increased demand and better wages for my work. I feel empowered as now I can dictate my terms and conditions and can choose which job I will take".*

*Sajida, a domestic worker*



Secretary Women Development Department,  
Govt. of Punjab addressing at the  
DW4DW-MOU signing ceremony.

### *Domestic Cleaning and Basic Housekeeping*

- ➲? Apply basic cleaning principles to perform cleaning tasks
- ➲? Clean and maintain bedrooms and living area
- ➲? Clean and maintain bathrooms and toilet facilities
- ➲? Wash clothes, linen and fabrics
- ➲? Iron and store laundered items
- ➲? Clean and operate basic household equipment
- ➲? Cooking and Food Handling
- ➲? Clean and maintain food preparation, storage and service areas
- ➲? Follow basic food safety practices
- ➲? Organize and prepare food in a domestic setting
- ➲? Serve food and beverage

### *Workers' Rights*

- ➲? Labour laws
- ➲? Basics of a Trade Union
- ➲? C189
- ➲? Advantages of being in a Trade Union
- ➲? Negotiation Skills

### *2. Grievance Redressal*

Women Development Dept. Punjab is working with All Pakistan Women's Association to develop and pilot a registration, placement and grievance redressal mechanism.

### *3. Organising and Strengthening Domestic Workers*

Pakistan Workers Federation is working with the ILO to organize domestic workers. In January 2015, the first ever Domestic Workers Trade Union was registered by the DOL under the provisions of the Industrial Relations Act 2010. The Union has 235 members, 225 of whom are women.

*“Joining the Domestic TU inculcates a sense of solidarity and a feeling that I am not alone and I am linked with and supported by workers worldwide”.*

*Shamshad Mary, Vice President of the Domestic Workers Union*

### *4. Policy Development*

The ILO is conducting a baseline survey to better understand the situation of Domestic Workers in Pakistan, the gaps in the law and decent work defined in light of C189, DW Convention. This study will inform the policy development process by all four provinces who have identified DW as a policy priority.

### *5. Partners*

- ▲? Women Development Department, Govt. of Punjab
- ▲? College of Tourism and Hotel Management (COTHM)
- ▲? All Pakistan Women's Association (APWA)

# Infographic: Ger

## Employment 2012 -2013



## Unemployment Rates 2012 -2013



Women

Total

Men

## Average Monthly Wages of Employees 2012 - 2013

Total Population



Men

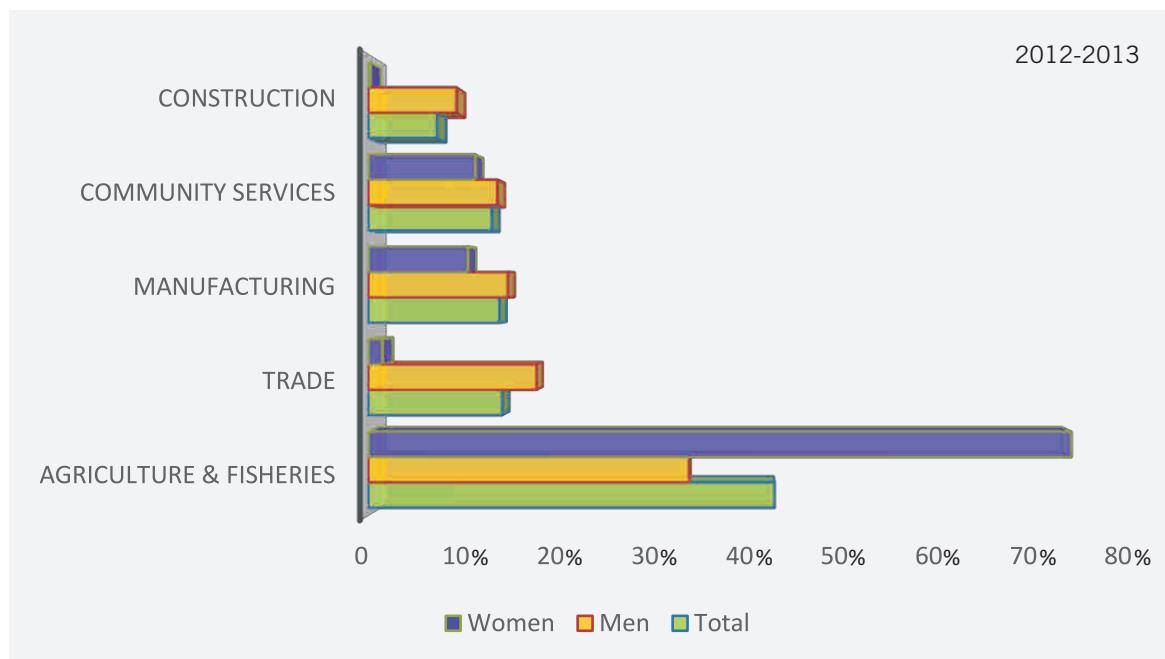


Women



# Gender@Work

## Employment Distribution by Industry Divisions



## Employment Distribution by Occupational Groups



Source: Labour Force Survey 2012-13

# Gender Responsive Society

GE4DE has trained a nationwide cadre of reporters on gender responsive reporting. Many of them are emerging as leading reporters in issues of labour, women and work, and some of them have chosen to report on stories from the GE4DE project. Here are two stories that capture the impact of skills development initiatives on a community of weavers in Charsadda and the personal and professional life of a hospitality sector trainee, Abida.



## Abida at Work

Haroon Janjua  
January 09, 2015  
Print Edition, Friday Times

Returning from her job, 41-year-old Abida Malik, swiftly started taking care of her children's needs who had been waiting for their mother in a small house in Lahore. Sitting among the scattered books, her 7-year-old child ran to the door to welcome

her mother. Abida is a chef at an upscale food joint, a position she has reached after a great degree of personal effort and with a little help from friends, those being the oft-maligned 'foreign agencies' some of whom are truly turning around the lives of the country's marginalized.

There is strong violation of labour laws and social security nets in Pakistan, primarily

regarding female labour work within the informal sector. The International Labour Organization's (ILO) international labour standards dictate a tripartite involvement of labourers, employers and governments to achieve goals such as the creation of work opportunities, income generation, stability, rights, the hearing of workers' voices and opportunities for personal development. The Decent Work Agenda is an internationally distinguished framework for poverty reduction and balanced development which provides guidelines for establishing an economy that promotes investment, skill development, entrepreneurship and sustainable livelihoods. It recognizes and values the rights of all workers and employers to a secure and healthy workplace, income protection, work-life balance, and access to healthcare for all.

These guidelines are rarely ever followed in Pakistan where the bulk of the poor and vulnerable work in very difficult conditions for long hours and low wages, while safety nets and social protection networks are often inadequate or entirely absent. Since people cannot afford to be unemployed; and with no unemployment benefits from the state, they have no choice but to work in exploitative conditions.

Abida Malik narrates the story of how her marriage ended and her subsequent struggle as a single mother. After her divorce, her ordeal did not end as her father and brothers took over the role of dominant male members, calling the shots in her life.

Through a stroke of luck she learnt of an opportunity to get training from ILO.

Abida's story is, however, not an uninterrupted cry of pain; she is a living testament to what an indomitable spirit and a drive to improve one's life can achieve. She set out to change her and her three children's lives by cooking and selling food in different markets near already established roadside mobile food



Abida and a handi!

points. Even then it was difficult for her to make ends meet, and her children remained out of school. Through a stroke of luck she learnt of an opportunity to get training from ILO whose agenda is to promote gender equality through skill development leading to employment. ILO offered a chef course that Abida decided to enrol in.

Narrating her story further, she recalls how taxing the six month training period was without any surety of getting a job in the end. "I sold my gold ring, furniture and even sewing machine to arrange the fee for the training course. That was a very difficult phase of my life. In those days I did not even have enough money to feed my family, but I knew the only way out was to upgrade my skills for a better future. Even after selling my household items I had to get a loan to cover my training expenses. I was deeply worried about the education of my children".

Financed by the Canadian International Development Agency, the GE4DE (Gender Equality for Decent Employment) is a five-year programme that started in July 2010 in a push to enhance gender mainstreaming through entrepreneurship. By enlisting workers and guaranteeing them skills-improvement to strengthen and promote sustainable livelihoods, GE4DE has helped many women, says Frida Khan, National Project coordinator of GE4DE, ILO.

Command and control over the mobility of females is one of the key reasons for their vulnerability to poverty and abuse. Skill development and entrepreneurship are the ways to ensure they find the strength within themselves not to be exploited in either the domestic or professional sphere.

According to the Pakistan Employment Trends Report on achieving Millennium Development Goals, roughly six out of ten employed people in Pakistan are considered to be vulnerable, or "at risk of lacking decent work". It is recognized that the large share of female vulnerability needs special attention.

Women emancipation, however clichéd it may sound, is what leads to the trajectory of change and development. Poverty alleviation is a long-drawn process and without empowering women and turning them into employable and earning members of the society, our goals of poverty alleviation cannot be substantially accomplished. ILO and other organizations working at the grassroots level are helping achieve this goal. However, the need is to expand the network and deploy more resources to reach out to a wider spectrum of the poverty-stricken population. It may appear

difficult, but it is achievable if the government, multilateral agencies and private sector work hand in hand with shared objectives and plans.

**"After training I found a job at Salt'n'Pepper Village as a chef. Today, I am proud to be an important part of the restaurant management. I finished the ILO training course with flying colours and stood second in the Entrepreneurship and Business Plan competition. I feel proud that today I am empowered and able to earn my livelihood independently. I feel passionate and strong being a mother and a bread winner".**



# Women Weavers Keep Charsadda Cottage Industry Running

Tauseef-ur-Rahman  
December 07, 2014  
Print Edition, The News

PESHAWAR: Heavy disembodied clicks filled the narrow streets. They are ubiquitous in this locality as are the machines that generate these clicks. But hardly anyone can see the operators behind these wooden machines. And it's understandable, they are women.

The unseen women operators weave 'khamta' - the homespun cloth named thus in Pashto and known as 'khaddar' in Urdu - inside their homes in Sultanabad village of Umarzai Union Council in Charsadda district.

Primarily, Charsadda is known for political legends and reformists like Khan Abdul Ghaffar Khan aka Bacha Khan, Haji Sahib of Turangzai, Khan Abdul Wali Khan, Ghani Khan and Hayat Khan Sherpao, to name a few. However, this little town is also famous for its footwear, confectionary made out of locally grown sugarcane and khamta.

Besides Sultanabad, there are other villages like Rajjar and Matta Mughalkhel in Charsadda where entire colonies of busy weavers spin out cloth on handlooms and powerlooms, sealing the place's reputation for some of the best homespun cloth west of Indus.

In Rajjar, people and cloth merchants from all over the country come to buy the local khaddar. In a rural, traditional place like Charsadda, men remain the face of the cottage industry that has some 200 households involved in the weaving business in Sultanabad alone. However, the real force that keeps the looms busy is the women of the community.

"Khadi looks like a simple pattern to weave but it takes the whole family to work on it," said Abdur Raziq, a resident of Sultanabad whose family has been engaged in the craft for generations.

He said their women helped them a lot in all the stages from start to finish. "In fact, now they have started weaving by themselves," he added.

In June 2011, the Sarhad Rural Support Programme (SRSP), a local organisation supporting rural development in Pakistan, started a weaving project for empowerment of rural women in Charsadda with ILO's support.

The colourful khaddar rolls



Fauzia, a young lady from an old family of weavers who trained 60 women in Utmanzai and Rajjar told The News that earlier women had a small role in weaving process. However, after the training most of the trainees were able to start up their own business and the craft spread from a few families in the village to several more.

"My father and brother support me and my sister. We want to succeed and also to give a helping hand to our family," Fauzia said. "Before the training I had no idea how to market our product, how to bargain with the shop-owners and even how to find the material at cheaper price," she added.

Khaddi is a labour intensive industry involving mostly uneducated but highly skilled weavers who have inherited the craft through generations. "Centuries ago people migrated from Bajaur tribal region and settled in this part of the district perhaps due to its cotton growing fields," said Abdur Rahman, a schoolteacher who also runs handlooms in Sultanabad.

Aslam Khan, a trainee who was earlier a labourer, said he liked the work as it is inside the four walls of the house and needed less labour. "I never remained jobless after getting the training and am

now able to earn good money," Aslam said. He expressed his urge to excel in the field of weaving.

The women workers have developed linkages with urban markets and financial institutions working to support small enterprises like the Lok Virsa in Islamabad and Women Business Development Centre (WBDC) in Peshawar to showcase and find buyers for products produced by local women.

"At the Lok Virsa, we exhibited products and made good money. Both Lok Virsa and WBDC promised us our own stalls and shelves at future fairs to showcase our products," Fauzia said.

However, the local weavers still have issues to be addressed. They need further training and skills and want to be trained for innovative ideas in weaving.

"Our weavers have best expertise but they lack innovation. The government and NGOs should provide them training and introduce new designs and techniques so that this industry could flourish," Abdur Rahman said.

A busy woman weaver



# Mainstreaming Gender in Business Curricula

## Sensitizing the Managers of Tomorrow

Efforts to promote gender equality usually focus on employers, employment policies and workplace procedures. A parallel strategy may be to focus gender mainstreaming interventions on sensitizing and training aspiring business managers studying today to become the managers and employers of the future. The best way to reach this group is through the curriculum being taught to them, which rarely touches upon gender dimensions.

The link between gender equality and good business practices needs to be emphasized to future managers. Curricula of most business schools typically focus on the various functional aspects of managing an organization such as financial management, operations, human resources and strategic management. However, business schools in most cases do not devote the same level of attention to developing students' awareness of and commitment to the transformative power of diversity in leadership, even though this is a key element in further developing leadership capabilities. It is therefore necessary to embed into management courses the value of diverse teams and how to communicate this within an organisation.

Globally, there is no dearth of academic material and curricular content that can promote female leadership in organizations. Some recent initiatives in this regard are given below:

Amongst the management degree programmes, Master of Business Administration (MBA) is one of the most

popular programmes. It is therefore considered appropriate that this programme should be the focus of gender mainstreaming initiatives. The general management stream which deals with issues related to workers, work environment and productivity lends itself naturally as a candidate for gender mainstreaming initiatives. The following business courses from the management stream are deemed to be relevant in this regard:

- I. Management
- ii. Organisational Behaviour
- iii. Human Resource Management
- iv. Leadership

### International Examples Gender Mainstreaming Practical Initiatives in Universities & Educational Institutions

Empowerment of women in management education – Rotterdam School of Management Model

Facilitating a higher success rate of female graduates – National Association of Women MBAs Model

Attracting more female MBA Students – University of Michigan Business School Model

Promoting gender mainstreaming in schools – Example from Council of Europe

Educating potential female entrepreneurs – Goldman Sachs 10,000 Women Initiative

Keeping in view the local context in Pakistan (female entrepreneurship, the role of businesswomen in Islam, legislation on sexual harassment at the workplace, etc.), modules have been developed for suggested incorporation in the above courses. Modules were designed ensuring that:

- Practical advice from successful businesswomen and entrepreneurs is presented to guide management students
- Information on Pakistani laws (and policy changes required by organizations) are listed to inform all students of the state's commitment to gender empowerment
- Theoretical concepts are linked to practical examples in a variety of contexts
- Where possible, locally relevant material is used, from the Pakistani context as well as based on Islamic tradition, to encourage women participation in the workforce
- Business managers should realize that addressing gender concerns is a prerequisite for good business

The benefits that will accrue to the business schools and ultimately the future employers by integration of gender equality into management education are obvious, given that:

- Competition has increased and in addition to universities' rankings, the relevance of education imparted is an important factor students consider – this requires an education that is visionary and fit for the global economy
- As many female graduates do not participate in the workforce, any university that addresses related challenges and imparts practical information to help female

students cope with these, would have a better graduate employment rate and reputation

- Senior managers need to keep abreast with the developments and challenges, such as increasing sexual harassment cases and attendant legal repercussions

#### **Leadership Module**

This module focuses on the following topics:

- Understand the relevance of the western management principles and theories, for local settings, particularly with regards to gender issues.
- Based on the Islamic perspective of managing businesses and organizations, develop an appreciation for the role of women leaders.
- Demonstrate empirical investigative skills by producing an in-depth analysis of a management situation usually presented through case studies, resulting in recommendations for a programme of action.
- Recognize the need to take a holistic approach to performance improvement rather than a narrowly functional approach, incorporating concepts about the gendered nature of motivation.

#### **Organizational Behaviour Module**

This module focuses on the following topics:

- Understand how gender dynamics influence individual behaviour and group behaviours in the organizational context.
- Build on OB theories and practices, emphasized by Western texts to analyse implications for male and female staff.
- Look deeper at causes of job dissatisfaction and stress among female staff as well as methods of improving job satisfaction and dealing with stress.
- Appreciate the gendered nature of motivation and leadership and understand their application to workplace.

#### **Human Resources Management Module**

This module focuses on the following topics:

- Information to enable gender sensitive decision-making and management, including health and safety, employment laws, motivation and productivity of employees.
- An appreciation of the gender dimensions in HRM theories and how these may affect practices, developed in Western settings, in indigenous cultures.
- Understanding differences between male and female employees for effective recruitment, selection, training and performance appraisal.
- An overview of how gender norms contribute to utilization of various leadership styles for various situations and their use to employees advantage.

#### **Introduction to Management Module**

This module focuses on the following topics:

- Understand the relevance of the western management principles and theories for local settings, particularly with regards to gender issues.
- Based on the Islamic perspective of managing businesses and organizations, develop an appreciation for the role of women leaders.
- Demonstrate empirical investigative skills by producing an in-depth analysis of a management situation usually presented through case studies, resulting in recommendations for a programme of action.
- Recognize the need to take a holistic approach to performance improvement rather than a narrowly functional approach, incorporating concepts about the gendered nature of motivation.

Comprehensive efforts are required for gender mainstreaming in the business curricula. Implementation of an appropriate strategy in this regard requires a multi-stakeholder approach. It is suggested that focus group discussions should be organized with Senior Executives/ HR Managers from the market, HR/ Business Forums, Heads of Business departments and Senior Faculty Members. The ultimate purpose of this would be to develop a strategy that all stakeholders agree with in order to mainstream gender equality in business curricula. As part of the strategy, some suggested implementation measures could be:

- a) Incentivizing schools for adoption of gender mainstreaming of their curricula through preferential hiring of their graduates
- b) Profiling participating universities and sharing experiences through newsletters as well as other publications
- c) Organizing recognition/ award ceremonies for institutions who take the lead in mainstreaming gender in their curricula
- d) Regular informational and exchange workshops under the auspices of relevant forums such

as EFP and HEC. Such events could lend considerable legitimacy to gender mainstreaming efforts in Pakistan, strengthening the impression that this agenda is owned by state institutions

- e) Promotion of global and regional linkages; universities and business schools could be facilitated to join relevant international networks and linked to other opportunities (exchange visits and internships through organizations such as the British Council, US Education Foundation Pakistan, etc.), thereby also helping them to build their brand recognition.

Gender diversity is increasingly at the top of all corporate agendas. The increasing global diversity translates into more business opportunities where businesses can financially and organizationally benefit from more diverse leadership styles. Business schools thus have an important role to play in the organization and running of businesses in the increasing diverse environment by developing and sensitizing the future business leaders.

## Zero Tolerance for Workplace Harassment

Employers' Federation has completed a series of national workshops to raise awareness about workplace harassment, the Protection against Harassment of Women at the Workplace Act 2010, and the grievance redressal mechanism established by the Federal Ombudsperson's Office Against Workplace Harassment (FOS).

More than 80 percent of participants said that before the workshop, they did not

have sufficient information about the law and committed to fulfil their responsibility as employers under the law. FOS has concluded over 70 workshops on the same theme with employees from the health, banking, manufacturing, education and services sectors. Many of the participants have gone on to lobby to address workplace harassment in their workplaces. Best practices of addressing workplace harassment, both by employers and employees, are being compiled.

# Punjab Daycare Fund

The Punjab Women Development Department and ILO have joined hands to provide working parents high quality day care services throughout the province of Punjab. Under the Chief Minister's Women Empowerment Package, 2012 (PWEP) the Government of Punjab has initiated several programmes to improve the socio-economic position of women in the province. One such initiative is the Punjab Day Care fund, whereby childcare facilities will be developed on a co-finance basis through public-private partnerships throughout Punjab to support working parents.

The lack of adequate, affordable and safe childcare facilities has been repeatedly identified as a barrier for women, in particular, to work outside the home. Though the law, section 33-Q of the Factories Act 1934, requires all factories employing more than 50 women to have childcare available, not many factories have facilities in place. The law does not extend to shops and establishments, such as banks, though there are several multinationals who have established childcare centres in their premises as a result of their own policy and a desire to support and retain employees who might otherwise find it difficult to continue working with them. There are several private childcare services too, but they can be quite expensive and are not readily available. Most working women have to rely on other women's support, either maids or family members, or they simply drop out of the workforce.

For some however, the option to not work is simply not possible. For families that rely on their very survival on the incomes from both parents' work, options are few. A recent ILO feasibility study for childcare

facilities in Kot Lakhpat Industrial Estate has uncovered some harrowing stories of parents who have no choice but to lock up their children at home until they return in the evening. The study also found some interesting informal models of childcare such as a group of parents paying a small fee each to a woman from the neighbourhood to pick up their children from school and care for them until the parents came back from work. This informal childminding model, since it seems to work, should be researched further to see if it can be formalised into a proper structure, as exists in other countries.

The study noted that the increasing demand of childcare facilities as a result of changing household structures and the dissatisfaction of working parents with other traditional means of childcare, could not be met simply through employer-led facilities. Though employers value women employees, many said it was too much of a burden to invest in providing childcare services, and in many cases it is simply easier not to employ married women or even any women at all!

Against this scenario, the Punjab Day Care Fund is a welcome and needed initiative to establish childcare facilities in Punjab. Under this programme, organisations that are interested in setting up childcare facilities can apply for funding from the government to cover establishment costs and running costs for a pre-determined period. Applicants are expected to show how they will become self-sufficient so they can continue to operate once government support ends.

The first such centre was opened in the Punjab Civil Secretariat for all children of all employees of the Punjab Secretariat. At

first, services were offered without any charge but later a fee was introduced which varies according to the salary grade of the employee though the services are equal for all. Based on this experience, the Punjab government has proposed making this facility a mandatory feature of all public sector offices, which would include universities, colleges, and hospitals, if they employ five or more females.

When the first round of the call for applications opened, more than 70 organisations submitted expressions of interest that are currently being reviewed.

GE4DE has assisted the Women Development Department Punjab in developing a quality assurance mechanism for the daycare centres that are established under the Fund. Using information from feasibility studies conducted by the ILO for childcare services and other internationally accepted benchmarks, GE4DE and WDD Punjab developed quality standards

(covering infrastructure, staffing, space etc.) and reporting performances. In addition, it will also support the childcare experts and architects to implement the newly formed childcare standards for one year. It is expected that this intervention will benefit over 3,000 children and 6,000 parents within the first year alone.

Under ILO's assistance so far, a total of 10 quality-check visits have been completed in 5 districts. Those that have met the required criteria have been given their first instalment to begin establishing the facilities, which include making up for quality deficits before they can apply for the second instalment.

The Women Development Department and GE4DE are now in the process of planning round table discussions with parliamentarians and other key influencers to help raise the profile of this issue and work towards policy changes and getting legislative commitments for the childcare initiative.

Daycare Centre at DHQ Hospital Faisalabad





**Round Table Discussion on Child Care; Trending Day Care Centres**  
**Lahore - February 20, 2015**



Influential stakeholders at the discussion

## Balancing Work and Home

Working women in Pakistan usually find themselves leaving work to take care of children at the onset of their career or mid-way due to unavailability of proper childcare services. Many a times this period stretches to over a decade, after which their previous experience is no more relevant or they find it hard to return to the workforce due to lack of updated skills. Where formal childcare facilities do exist, they are often expensive and out of reach for low-income parents who perhaps most need to stay in work and therefore most need low-cost, safe facilities.

ILO Convention 111 - Discrimination (Employment & Occupation), signed by Pakistan on January 24, 1961, requires member states to declare a national policy designed to promote equality of opportunity and treatment with a view to eliminating discrimination. Convention 156 - Workers with family responsibilities, states that member states shall take measures to develop/ promote community services (public/ private), such as childcare and family services.

GE4DE brought together influential stakeholders from amongst government, parliament, employers and workers to discuss the issues of safe childcare for working parents. International models of low-cost childcare in developing countries were presented by Ms Reiko Tushima,

Gender Specialist, ILO. Aamir Qawi from PANGRO described the findings from feasibility studies conducted in Lahore and Karachi on providing industry-estate based, common childcare facilities for factory workers through public-private partnerships.

A number of recommendations were agreed. Parliamentarians agreed to set up a cross-party informal Childcare Advocacy Working Group. They agreed to inspire their constituents to raise their awareness and demand for the child daycare centres and lobby with employers and other parliamentarians to support the provision of childcare centres. Women Development Department Punjab agreed to undertake a scoping exercise to assess and collate information on possible childcare centres partners. Employers agreed to collate existing best practices of childcare provision while workers' organisations agreed to collect recommendations from workers in terms of specific needs and gaps in childcare for working mothers.

Most importantly, everyone agreed that low cost childcare services should be promoted not as a favour to women, but as a duty to help working parents exercise their right to work and earn for their children.

# Organising the Unorganised

Women trained by GE4DE on workers' rights, leadership and paralegal skills have led the efforts to form at least three trade unions.

The Bakery Workers Union was registered in Islamabad, and brings together for the first time, bakery workers across the Islamabad Capital Territory. When the President, Fauzia Sabeen Azhar, appeared before the Registrar of the National Industrial Relations Commission to present the papers, he was surprised and said that in his 24 years of work, this was the first time he had come across a woman registering a trade union, and was very happy to see this change!

The Sindh Agriculture and Fishery sector trade union was registered in Karachi in December 2014. GE4DE supported gender mainstreamed labour law review and as a result, Sindh became the first province to extend labour laws to agriculture and fishery sector workers. Once they were recognized as workers under law, the natural next step was for the project to support them in organizing and registering as a trade union. There are currently more than 400 members, more than half of whom, including the Chairperson Rafia Gulani, are women.



Office-bearers at the SAFWA formation ceremony

The Domestic Workers' Union was registered in Lahore as part of the project's initiative promoting Decent Work for Domestic Workers. Under this initiative, GE4DE is working with Women's Development Department Punjab and Pakistan Workers' Federation to train domestic workers on employer - endorsed competency standards. It is also facilitating placement services, including piloting an employment contract, extending social protection schemes and organising into trade unions. The trade union has 235 members of which 225 are women, including the President, Maimoona Komal and the Vice President, Shamshad Mary.

Some of the GE4DE trained trade union members successfully advocated for the passage of the Punjab Reproductive, Maternal, Neo-natal and Childcare Authority Bill by the Punjab Assembly. This Bill means that lady health workers, lady health supervisors and all support staff who were working on temporary contracts after devolution, have become permanent employees. This is a massive breakthrough to ensure job security and the benefits of permanent employment, particularly for women.



President Domestic Workers Union addressing the tripartite meeting

# Design for Society

The GE4DE project participated in a five day workshop on 'Design for Human Rights: Balancing Genders' held at the University of Karachi. The initiative, funded by the Norwegian Government, is a collaboration between the University of Karachi and the international graphic design project, Poster 4 Tomorrow.

Poster 4 Tomorrow is an independent, non-profit organization based in Paris whose goal is to encourage people in and outside the design community to make posters to stimulate debate on issues that affect us all. The workshop has already been held in Morocco, Botswana and India. Future workshops are planned in other developing countries including Senegal, Tunisia, Egypt, Lebanon, Belarus, Bosnia and Herzegovina.

GE4DE supported the workshop in

Pakistan by arranging a technical session on the issues of gender equality and the world of work.

The first day opened with a debate on gender equality where Dr. Salman Asif, former Gender Advisor for the United Nations in Pakistan, introduced the students to the theme of gender equality and its importance in the professional world. This was followed by the screening of SHALI, a short film about child marriage, written by Attiya Dawood. Hervé Matine, the founder of Poster 4 Tomorrow ended the day with a presentation on 'Design for Human Rights Goals.'

The workshop aimed to shape communication tools which could not only prove useful to civil society organisations active in female empowerment but could also be relevant to the general public.

# Social Change



This workshop is part of a series of workshops held around the world with the goal to promote democratic values, raise human rights awareness and especially focus on promoting women's rights.

Poster 4 Tomorrow works with civil society organisations and communication specialists to help develop effective communication tools that can convey the critical issues of women empowerment, gender equality and human rights to the general public.

On subsequent days, students brainstormed ideas and produced poster designs based on the outcomes of the opening debate. The participants used the

information from the discussions on gender equality to design posters.

At the end of the workshop the posters were displayed in a small exhibition at the University of Karachi. These will eventually be part of a bigger exhibition designed by the participants (from the 10 chosen countries) to be held at the end of the year at the Poster 4 Tomorrow headquarters in Paris.

Furthermore, ILO- GE4DE aims to acknowledge the work of the participants in promoting gender equality by printing the posters as postcards.

“One poster is a start, but one hundred, one thousand, constitute a movement that can't be denied. A poster can make somebody sit up and take notice of an injustice and inspire them to take action. And that's what we hope to do – to try and stop injustice.”

Hervé Matine, founder of Poster Tomorrow

Guests at the Poster Exhibition





Some of the winning posters from around the world

# Mid-Term Evaluation



GE4DE had its mid-term evaluation with, by and large, positive results. The evaluation methodology comprised a mix of site visits and observations, telephone and face-to-face interviews, discussion groups, desk-based research of existing reports and secondary data, a national stakeholders' workshop and meetings with the project team, ILO and CIDA.

This report gives an objective-wise assessment of progress:

## Objective 1

### Strengthening national mechanisms to promote equal employment opportunities for women

Project achievements are demonstrated in the formation and capacity development of the five Gender Units in the provincial labour departments. At the policy level the project success is established by the work done on Home-Based Workers policy which is being approved by the Punjab government and is under review by other provinces. Some provinces have integrated gender in most of the labour laws and some have been approved by the provincial legislature.

There are major changes in the work done with the DOLs where attitudinal changes in the approaches of government are evident. The project has developed a gender labour inspection toolkit which breaks the conventional gender-blind labour inspection approach. The implementation of the toolkit is in a nascent phase so there are some reservations on its usage which requires further discussion with the labour departments. The Pakistan Workers Federation (PWF) is making inroads by mobilizing trade unions to form women's committees and has carried out training on gender equality at workplace for 50 organizations culminating in action plans and follow-up, and is working on the review of gender policy.



## Objective 2

### Enhancing skills and employability of poor women in rural and urban areas of selected districts

The skills development component has achieved more than half of its targets of training out of which 80 percent have been employed. The project target is 6300 beneficiaries and at the time of MTE it had reached 3268 plus (200 indirect women beneficiaries); the male female ratio has been 20/80 percent in most cases. The project has successfully used ILO's TREE methodology in the urban sectors and in breaking stereotypes by skilling women to join unconventional occupations like hospitality, ancient knots, online earning and new, more marketable patterns in the hand-woven cloth cottage industry.

The project is ensuring women's workers' rights in the informal sector through registration of HBWs and the formation of trade unions. Using the approach of training of trainers, developing competency-based standards for vocational skills, mobilization of communities and bringing on board public sector training institutes like STVETA and MINTEX, the project has in principle set the ground for sustainability. The post-training report highlights that most of the trainees of the completed training are employed; they have enhanced mobility, more confidence, are contributing to family income and can pay school fees, etc.



## Objective 3

### Strengthening capacity of media to raise awareness on issues related to working women

The project has worked towards enabling gender responsive reporting into a wider journalistic skills training programme targeting 700 journalists from print and electronic media (in 35 districts all over Pakistan) of which 331 have completed training. The project aims, through the pool of master trainers it has trained, to take the training to next level in Mass Communication/Journalism departments of selected universities by training 300 students.

The project has also conducted a series of policy level dialogues with senior representatives of national and regional level media organizations. This resulted in 150 policy level representatives to agree on a declaration unanimously signed to promote gender sensitive reporting in their respective organizations. A high quality newsletter produced under the project with an Urdu version, a documentary developed called 'Women of Courage', and advocacy materials such as posters and calendars are the key achievements.



Photo Credits: "Happiness in my eyes" by Ghulam Rasool, a freelance photographer,  
one of the winning entries in GE4DE's Photography Competition 2010