



Final Report
on
End line study of Gap Inc. P.A.C.E.
at Community Project



Contents

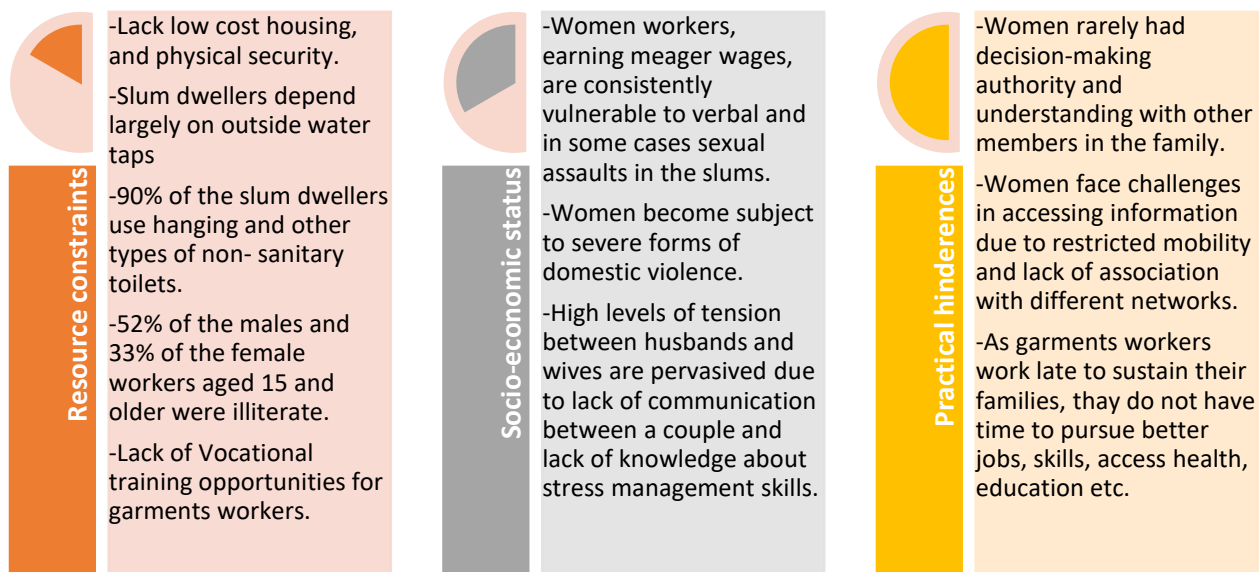
| | | |
|------|--|----|
| 1. | Background | 3 |
| 2. | About P.A.C.E..... | 4 |
| 2.2 | Project Philosophy and Design | 5 |
| 2.3 | P.A.C.E. at Community Achievements | 7 |
| 3.1 | About the End Line Assessment..... | 8 |
| 3.2 | Objective of this Assignment | 8 |
| 3.3 | Scope of work | 8 |
| 3.4 | Methodology | 9 |
| 3.5 | Respondents' Demographic Profiles | 12 |
| 4.1 | P.A.C.E. at Community and Respondents' Awareness | 13 |
| 4.2 | P.A.C.E. Training pre-post evaluation | 15 |
| 4.3 | CARE P.A.C.E. Training Centers & Community Information Centers | 15 |
| 4.4 | Participants' Overall Wellbeing | 18 |
| 4.5 | Employment Status: Working Outside the House | 20 |
| 4.6 | Financial Literacy & Inclusion | 23 |
| 4.7 | Self-esteem and self-efficacy..... | 24 |
| 4.8 | Decision Making..... | 25 |
| 4.9 | Speaking Up About Issues..... | 27 |
| 4.10 | Rights Awareness and Conflict Handling | 28 |
| 4.11 | Benefits of being in P.A.C.E. community | 29 |
| 4.13 | Best Practices of the P.A.C.E. project | 30 |
| 5 | Lessons Learnt..... | 32 |
| 6 | P.A.C.E. at Community and CARE Women Empowerment Framework | 33 |
| 7 | Conclusion and the Way Forward | 34 |

1. Background

Bangladesh is the world's most densely populated country, with a land area of 148,560 square kilometers and a population of approximately 163 million people (2019). The UN Human Development Index rated it 133rd out of 189 countries, and it has been improving over the last decade (United Nations Development Program 2020). Despite population growth, the population below the national poverty line has decreased to 20.5% in 2019 from 24.3% in 2016, according to the Asian Development Bank (2019). The number of individuals living in extreme poverty has also decreased, from 44 million in 2000 to 34.6 million in 2005, and then to 26 million in 2010 and then to 22 million in 2018 – a staggering 50.41% drop. Afterwards, the poverty rate had a gradual decline for quite a while until the recent hit of Covid-19 which put many individuals out of work.

As of June, the national poverty rate is reported to be 29.5%. Bangladesh's rural economy is witnessing a rapid rate of urbanization due to its restricted land area. According to the World Bank collection of development indicators, the country's urban population has been rapidly growing and the rate is now 30.457% (2020). During the years 1974-2001, Bangladesh's urban population expanded from roughly 8% to nearly 23% of the total population since the country's independence in 1971. During 2020, more than one-third of Bangladesh's population, 38.2%, were living in urban areas. Human history is littered with examples of people migrating from one place to another in search of better living conditions. For a long time, large-scale population mobility has been a feature of this country. In cities, women have a harder time finding work. The human and labor rights of migrant workers, particularly women migrants, remain ignored.

Different types of challenges faced by migrant women workers are summarized in the diagram below.

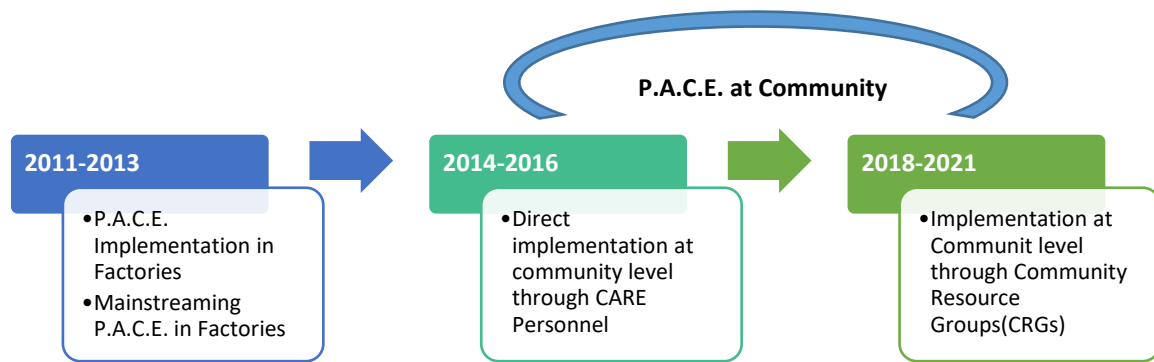


Problems faced by Women Garments Workers and other females in the community

Under such circumstances Gap Inc. started Personal Advancement & Career Enhancement (P.A.C.E.) program with their implementing partner CARE Bangladesh, supporting the women workers first in the factories and then at community level. Though P.A.C.E. was not meant to address all the problems faced by women garments workers as outlined above, it primarily dealt with workers’ personal and professional skills and awareness building and linkage development with potential service providers and stakeholders to attain overall empowerment.

2. About P.A.C.E.

Gap Inc., in collaboration with CARE Bangladesh, launched the “P.A.C.E. program in Bangladesh” to address the Personal Advancement & Career Enhancement of female garment workers in the workplace in 2011. Though at the beginning this started as an effort to solve many of the challenges that female garment workers in Gap Inc. contracted factories, in 2014 it moved to the communities and intervened on female workers in Gazipur slum areas who migrated from villages to urban slums in order to work in both formal and informal sectors and women who do not work outside as wage earners. The program focused on improving migrant women’s life skills, allowing them to succeed in the job and in life. At that time, from 2014 to 2016 Gap Inc.-CARE partnership directly implemented P.A.C.E. at community level through CARE personnel. Afterwards, from 2017 to 2021 P.A.C.E. program was implemented in the communities through Community Resource Groups (CRGs) both of which were quite successful and largely impacted the communities positively.



2.1 P.A.C.E. at Community

P.A.C.E. gives women and girls who work in the international apparel value chain and dwell in the surrounding communities with respective new opportunities. As of early 2021, the program had enrolled over 800,000 women and girls from 18 nations. Gap Inc.’s innovative Personal Advancement & Career Enhancement (P.A.C.E.) initiative, which began in 2007 to empower women in the global garment market, has subsequently expanded to community settings and more nations to open new doors for women and adolescent girls all around the world. This program was initiated centering the three core modules OF

P.A.C.E. (Communication, Problem-Solving & Decision-Making and Time & Stress Management) and subsequent supplementary modules like Water, Sanitation & Hygiene (WASH), General and Reproductive Health, Legal Literacy & Social Entitlements, Financial Literacy.



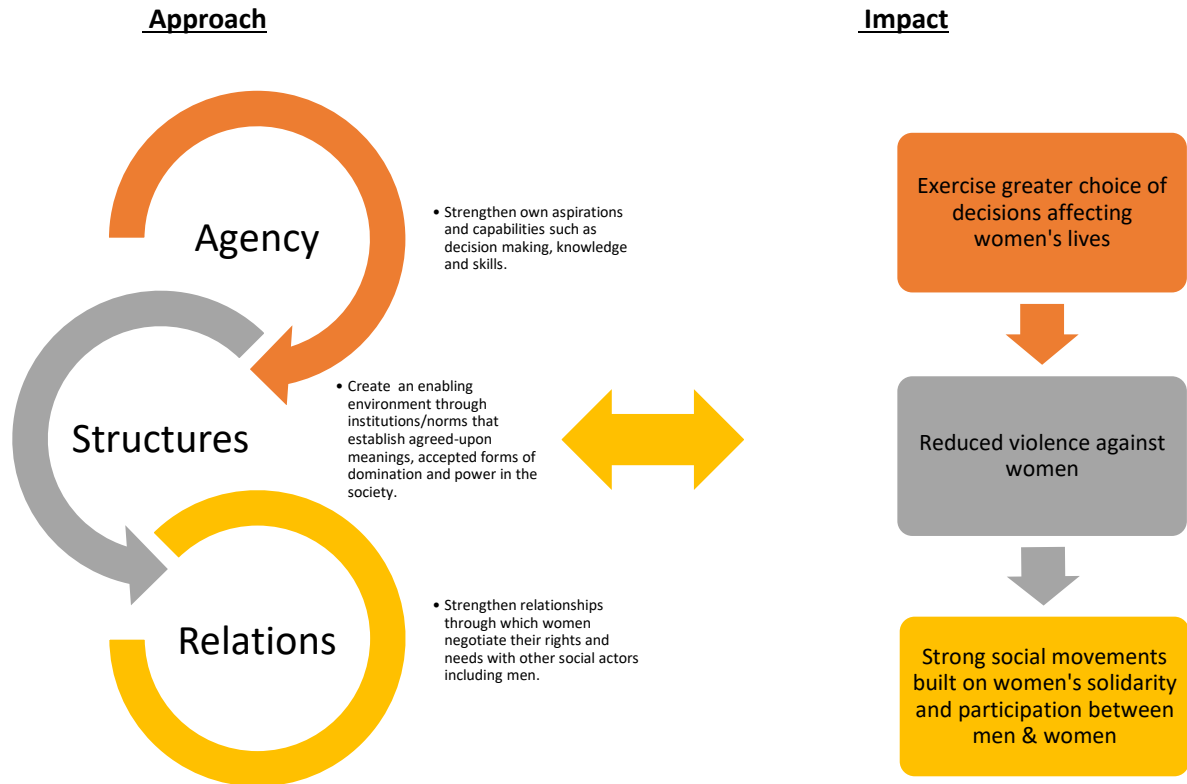
Project Components

CARE Bangladesh has been working in urban slums, where migrant workers live, to improve their living conditions by enhancing their professional and personal skills through P.A.C.E.’s core modules, Water, Sanitation & Hygiene (WASH), General and Reproductive Health, Legal Literacy & Social Entitlements, Financial literacy, and gender. Furthermore, enabling environments have been developed in communities by involving various social enablers in order to assist and advance the growth chances for urban migrant workers. Besides, the community outreach programs, P.A.C.E. also offered services through the learning centers, created linkage with several experts, provided services through the information centers and engaged the workers with critical and social enablers as well as peer facilitators in order to add value and create benefits for the communities.

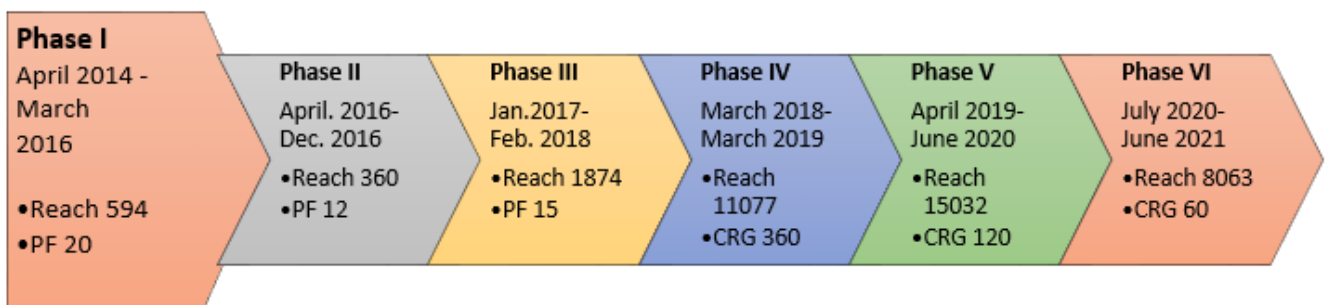
2.2 Project Philosophy and Design

Across CARE’s global operation, Women’s Empowerment is at the core of CARE’s programming. In order to transform community and individual practices, change social norms that perpetuate gender discrimination and the subordination of women in the society, CARE has developed approaches and methodologies that lead to certain impacts focusing Women’s Empowerment. The framework is shown in the diagram below.

CARE's Women Empowerment Framework



P.A.C.E. Project Reach



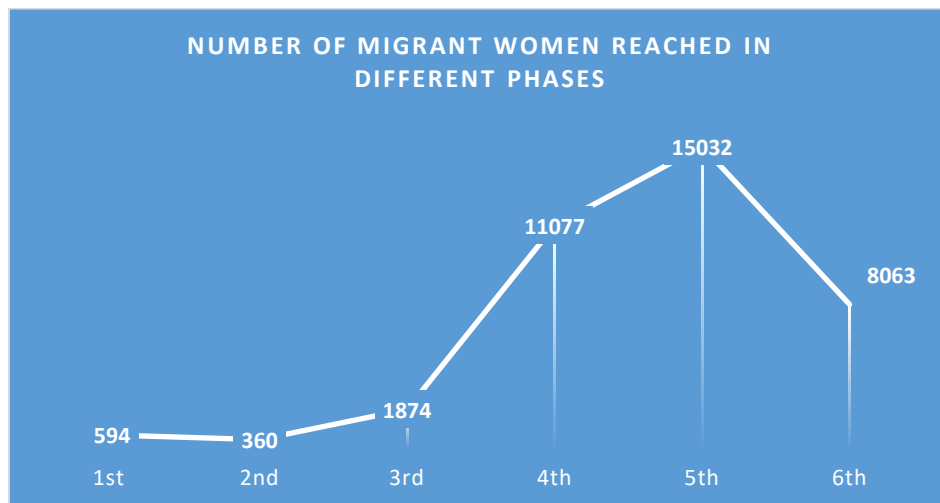
Gap Inc. P.A.C.E. Community Reach and Number of CRGs

Gap Inc. P.A.C.E. project reach and number of CRGs, trained and activated over six phases during community project, is shown in the diagram above.

2.3 P.A.C.E. at Community Achievements

Over the period of 2014-2021, Gap Inc. P.A.C.E. at Community has made significant contributions in the lives of women. During 2014-15, CARE Bangladesh piloted the program at community project in Gazipur City Corporation area. This phase included P.A.C.E. curriculum-based learning sessions, reflection sessions (69 in total). Besides, 45 sensitization meetings were held involving 1165 participants (955 female and 210 male). WASH sessions were hosted in 20 learning centers. ToTs were conducted on P.A.C.E. core and supplementary modules for peer facilitators. Besides, Literacy Day was observed with 500 audience.

During 2017, CARE Bangladesh implemented Gap Inc. P.A.C.E. program at community project in 6 slums of Gazipur and Tongi area covering 1875 women participants. 501 participants successfully completed the training sessions involving three core modules (Communication, Problem Solving and Decision Making and Time and Stress Management), while 3573 people took services from information centers. Supplementary modules were held on WASH, Legal literacy (by lawyers), Financial Literacy, health (by Doctors) and Execution excellence. A total of 67 P.A.C.E. sessions and 180 hours of literacy and numeracy skills sessions were organized. 15 peer Facilitators facilitated the trainings, while 2 supervisors coordinated project activities. A three-day long ToT and 12 reflection sessions involving peer facilitators and supervisors were held on a monthly basis. Also, worked with six community-based Support Groups in six areas to ensure continuous community engagement.



During 2019-20, CARE Bangladesh directly implemented P.A.C.E. at community project at Gazipur. A total of 15032 participants completed P.A.C.E. session. The sessions were conducted by 60 CRGs. Besides, legal experts conducted 22 sessions involving 701 urban women. 8889 women received services from six (6) information centers run by field facilitators. 622 women received services from government health providers, NGO service providers and banks. 6-day long ToTs on core and supplementary modules were conducted for 120 CRGs. Core modules include Communication, Problem Solving & Decision Making and

Time & Stress Management, while supplementary modules include Execution Excellence, Financial literacy and WASH. Besides, legal sessions were also organized on women rights, marriage law, sexual harassment, and Domestic Violence (prevention and protection) Act 2010. Sensitization meetings (12 in number) were held involving 362 men (husbands and other male family members). 1629 women got job upon completion of P.A.C.E. training.

3.1 About the End Line Assessment

This assignment is undertaken on behalf of CARE Bangladesh by Center for Development & Competitive Strategies Ltd. (CDCS®) to assess the impact of the Gap Inc. P.A.C.E. at Community Project interventions.

3.2 Objective of this Assignment

The goal of this assessment is to determine the influence of the 'P.A.C.E. at Community' in connection to the above-mentioned indicators for achieving the project's specific goals. In addition, the study discusses the project's challenge, best practices, lessons gained, long-term viability, and future recommendations. The following is the breakdown of the evaluation's objectives:

- To assess the project's impact – how is P.A.C.E. program affecting women's personal and professional lives
- To assess the efficacy of the training modules, other sessions, and program on project participants and others of the community.
- To document the project's best practices.
- To document the P.A.C.E. at Community project's lessons learnt.

3.3 Scope of work

The scope of work are as follows:

- Examine project documentation and discuss with program managers, and CARE field personnel to gain a better understanding of the P.A.C.E. at Community initiative



- Conduct group discussion with P.A.C.E. program participants, community Resource Group (CRG) members and people relevant to this project.
- To conduct qualitative and quantitative interviews with P.A.C.E. program participants and non-participants.
- Examine previous project reports to have a better understanding of the project's activities, implementation, and outcomes.
- CDCS maintained constant connection and cooperation with important contacts and consulted with essential contacts from time to time for clarification.

3.4 Methodology



Review of background documents

Since this is the sixth phase of the Gap Inc. P.A.C.E. project, there is a plethora of useful information which will be reviewed as a part of this assignment. CDCS sought for assistance and guidance from the P.A.C.E. team for effective review of background documents.



Literature Review

While the background documents were useful in getting project specific information, CDCS conducted thorough literature review of external resources. This exercise enhanced the comprehensiveness of the study and brought in pertinent perspectives to the study.



Finalize Data Collection Instruments

CDCS conducted qualitative studies including Depth interviews (including KIIs), FGDs and Case Studies etc. However, before the team collected field data, an analysis framework, and methodology of sample size and translated tools were finalized and tested. CDCS also finalized the instruments upon discussion with the P.A.C.E. team.



Discussion with CARE-P.A.C.E. team members

CDCS discussed with CARE-P.A.C.E. team on different aspects of the project implementation including the challenges they have faced particularly as there was no baseline survey report. Thus, all the intervention attempts and signs of impact have been duly captured.



Field Data Collection

Prior to rolling out the data collection plan, CDCS® trained the data collection team and conducted pilot data collection activities. Once the team was ready, CDCS® mobilized its team and collected data from the Gap Inc. P.A.C.E. project development participants, partners and relevant stakeholders.



Synthesis of Data collected and submit report

CDCS engaged its team to start synthesis of data collected and desk research findings for further assessment and analysis. Key findings of the study were shared with the P.A.C.E. team as draft report. This final report is being prepared after incorporating the feedbacks from the P.A.C.E. team.

Desk Review: The analysis of the project documents (monitoring reports, photobook, case story, and other reports and documents as deemed important) was done by CDCS in getting a deeper understanding of the underlying context of the project as well as the status at present.

Data Collection Methods Design: Following desk review, using the Gap Inc. outlined questionnaire primary information was collected and questions were set for extracting the most relevant data. Accordingly, the data collection methods were also designed. This incorporated a balanced mix of qualitative and quantitative methods including questionnaire surveys, depth interviews, case studies, and group discussions.

Limitation: During the study period, there was a strict lock-down across the country therefore surveys and interviews were conducted over the phone. The other limitation was tracing old participants as many also migrated due to COVID-19.

Sampling Design

Data were collected applying both quantitative and qualitative methods and techniques. A stratified sampling method was used (whereby both program participants and non-participants were interviewed covering 7 major intervention locations within Gazipur district) to collect a representative quantitative sample from project locations. The sample size is determined as under.

$$n = N * \frac{\frac{Z^2 * p * (1 - p)}{e^2}}{[N - 1 + \frac{Z^2 * p * (1 - p)}{e^2}]}$$

where

Z is the z score (confidence level 95%)

e is the margin of error (10%)

N is population size (Infinite)

p is the population proportion (50%)

Applying the sample size calculation formula presented above, at 95% confidence level with a margin of error of 10% sample size stands at 97. Thus, from intervention locations covered under the project, questionnaire survey was conducted on 97~105 people. The sample includes both P.A.C.E. participant and non-participant at the ratio of 80:20 depending on access to non-participant community members. A detailed description of research instruments used is presented in the table below.

Also using the instruments below data have been collected from P.A.C.E. participants covering the years 2015 through 2021. *That is P.A.C.E. program participants who have completed the training modules since 2015 have been brought under the survey and applying snowballing method participants have been selected from the years 2015, 2016, 2017, 2018, 2019 and 2020.*

| Instrument | Respondent | Sample | Description |
|----------------------|---|---|--|
| Questionnaire Survey | Community P.A.C.E. Participants and non-participants | 97~ 105 (85 participants and 20 non-participants) | A questionnaire survey of 100 respondents was conducted on the P.A.C.E. Community Members. 85 participants were selected randomly from the database supplied by CARE-P.A.C.E. members and 20 non-participants were interviewed with assistance from the CARE-P.A.C.E. team. |
| Depth Interview | P.A.C.E. Community Beneficiaries, and Male Family Members | 20 Community Beneficiaries and 5 Male Family Members | From among the P.A.C.E. Community Beneficiaries, 20 members were chosen for Depth Interview and in addition, 5 male family members from the households under the intervention was interviewed. |
| KII | CRG members & CARE-P.A.C.E. team member | 6 CRG & 1 CARE-P.A.C.E. member covering these respondents | 6 respondents from among the CRGs, and 1 CARE-P.A.C.E. implementation team member. |
| Group Discussion | CRGs Employer (Standard Group} | 2 in Gazipuria Training Center and 2 in Sadarganj Training center 1 involving Standard Group Factory personnel and CARE-P.A.C.E. members | 4 virtual group discussions were organized involving CRGs, 2 in Gazipuria and 2 in Sadarganj Community Training Center, with the help of CARE-P.A.C.E. members. 1 virtual group discussion was organized with Standard Group where CARE-P.A.C.E. members were also present. |

Data Triangulation

CDCS collected data using the instruments discussed above to triangulate and ensure the quality of information for understanding the status and impact of project at the present context.

3.5 Respondents' Demographic Profiles

The interviews were conducted among a total of 104 participants. Around 80% of the respondents were participants of Gap Inc. P.A.C.E. project and around 20% were non-participants. We conducted depth interviews with 20 female and 5 male respondents.

Age Distribution & Educational level

Among 104 respondents surveyed, 57% were between 20-29 years and 30% between 30-39 years of age while at both extreme ends only 6% of the respondents were between 18-20 and 7% above the age of 40. In terms of educational background, 41% of the respondents completed primary level education while 38% completed Secondary level and 18% higher secondary. Only 2% were without formal education.

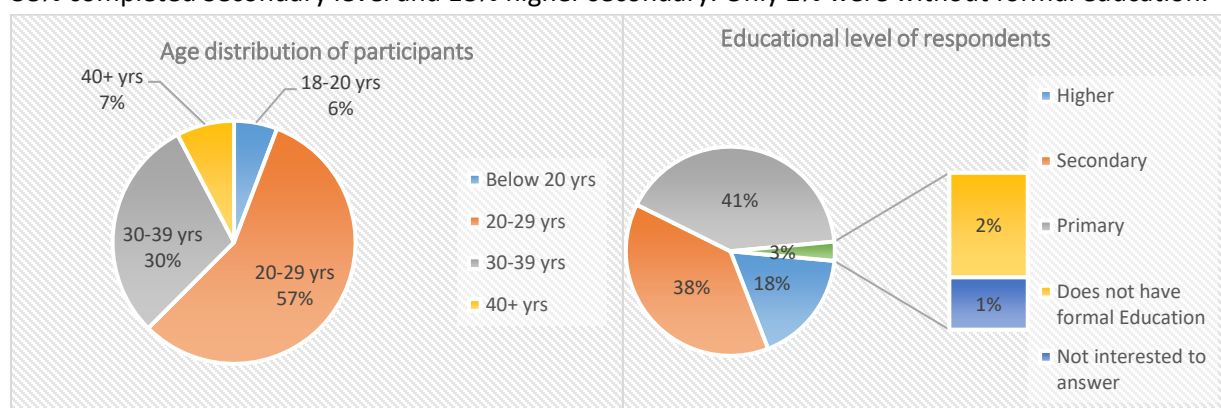


Figure 1: Age distribution of the participants (In percentage) Figure 2: Educational level of the respondents (In percentage)

Family Size and Marital Status: Among the respondents, 89% were married while only 9% were unmarried and 2% widowed. On an average, 61% of the respondents have 1-3 dependent members (below 18 and above 60 years of age) in the family while 27% have more than 4 or more dependent family members. Though a nuclear and a joint or extended family are pretty much different in terms of the power dynamics, no correlation could be established between number of dependents in a household and project impact on women empowerment and wellbeing status

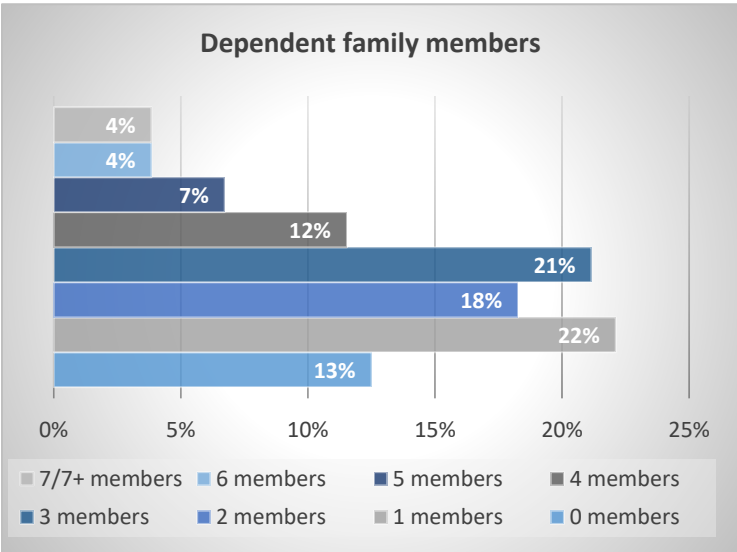
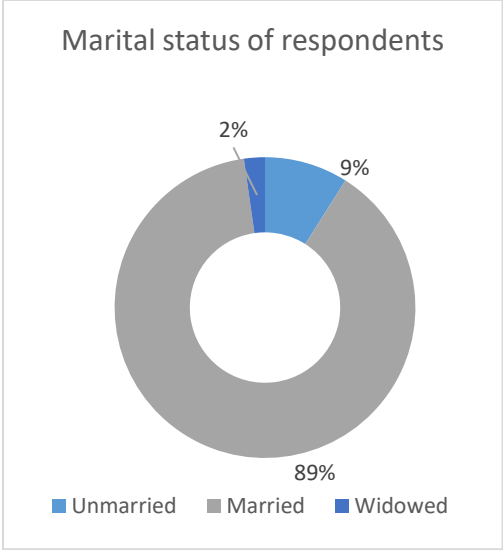


Figure 3: Marital status of the respondents (In percentage) Figure 6: Number of dependent members (In percentage)

In the depth interviews, we obtained a quite diverse result in terms of with whom the respondents live and of whom they have to take care of. In most of the cases of married individuals, however, they have to take care of children, parents or in-laws. Other than taking care of the dependent members, many respondents very naturally claimed to be involved in almost all the household chores. In some of the cases, their parents or in-laws help them with the chores.

4.1 P.A.C.E. at Community and Respondents' Awareness

All the P.A.C.E. project respondents enthusiastically reported that they participated in the training programs and other awareness building sessions. They asserted that they are still in contact with the CRGs and other facilitators in the community though the program has ended for some time now. Main programs that the participants reported are as follows:

Training Programs

- Training on Communication skills
- Training on problem solving and decision making
- Training on Time and Stress Management
- Training on WASH

Information center operation

- Participants got access to newspapers, story books etc. from the mini library
- Got emergency phone numbers and addresses such as hospitals, fire service, police station etc.
- Receive essential services including health, EPI, legal services, job related info, Resume preparation etc.
- Held regular meetings with local influential opinion leaders;

Awareness building programs

- Observed special days including International Women's Day, International Literacy Day, Water and Sanitation Day, International Labor Day, and Hand Washing Day and held meetings and rallies etc.
- Awareness building and social mobilization campaign on WASH (Water and Sanitation/Hygiene) and Health issues.

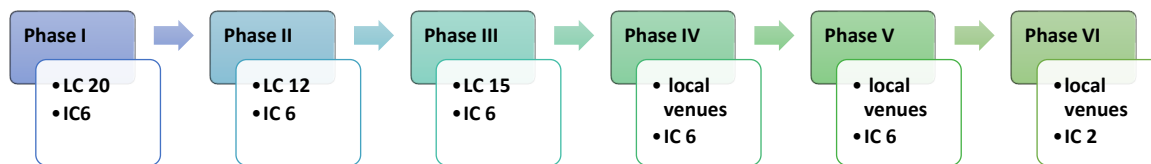
Sumi Akhtar Dreams Big

Sumi Akter, 26, has been living in her community in Gazipur for the last 3 years. She started her work right after completing her primary education. A participant of P.A.C.E. (2020-21) at community program, Ms. Sumi says she has become more confident: the training taught her to understand what's best for herself and how to make decision on her own. "I had an anger issue before. But after completing the program, I got the opportunity to consult the CRG assigned to us. Now, I can control my anger, and take decisions with a calm mind," she said. According to her, the training program has empowered her to understand what is good for her and what is bad. This has given her the confidence to speak up in family issues. She believes that every part of the training program was beneficial for her, in one way or the other. Currently, whenever someone criticizes her, she does not let that affect her emotionally.

This training helped Ms. Sumi believe in herself and enabled her to dream big. She dreams of buying a piece of land and, together with her husband, she has already started working on the dream through a monthly saving scheme. She believes that the program has changed her life in many ways: in terms of her confidence, approach, behavior, and vision. She however adds that the program may consider giving small loans to its participants.

4.2 Gap Inc. P.A.C.E. Training Centers & Community Information Centers

Gap Inc. P.A.C.E. Training centers and Community Information Centers worked as the meeting point as well as service center for the P.A.C.E. participants. The Information Centers also acted as hubs for community outreach activities, such as orientation of social enablers: community leaders, husbands, employers, landlords and service providers and used for imparting Health & Hygiene sessions. As strong social mobilization posed the key to accomplish the project objectives, CARE continued to pursue intensive mobilization process especially through the training centers and information centers in different locations.



During the first phase there were 20 learning centers run by 20 peer facilitators certified under the program. Out of these 6 centers were also used as community information centers. During the second phase the number of training centers was 12 but the number of community information centers remained unchanged. During phase three the number of training centers increased to 15 but the number of community information centers were still 6 in number.

From phase four onwards, CRGs replaced the peer facilitators. These CRGs didn't use any fixed training centers, they used readily available local venues / space to conduct trainings at their convenience. However, the six community information centers were still active.

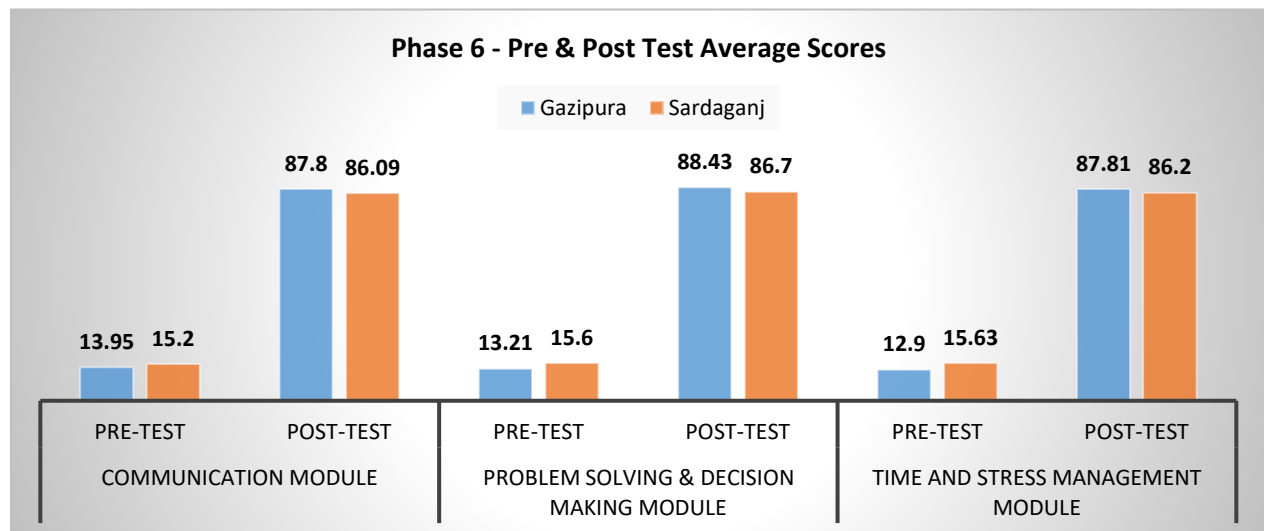
During the final phase there were two fixed training centers which also served as community information centers. The training centers were crucial as women needed a safe place to sit together to discuss issues, run training sessions as well as run sensitization and awareness building sessions. During past evaluations as well as this one, it was found that the participants were very satisfied with the services of these community information centers. They mainly used these centers to get information on gaining information to improve their family life, the health-related issues, legal advice and awareness and economic opportunities.

As the project is over, there is no Training Center now but the CRGs as well as P.A.C.E. participants long for one training center in each community so that women can have a place to come together and share their experiences, discuss issues, learn and solve their problems collectively.

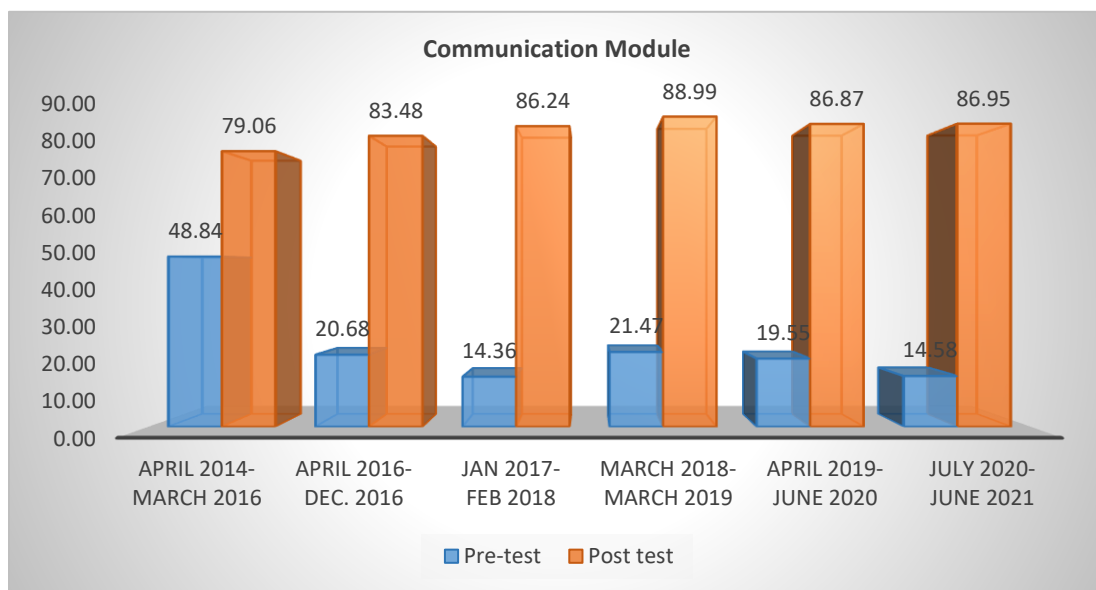
4.3 Summary of P.A.C.E. Pre-Post Assessment

During the sixth phase, that took place from July 2020 to June 2021, intervention was conducted in

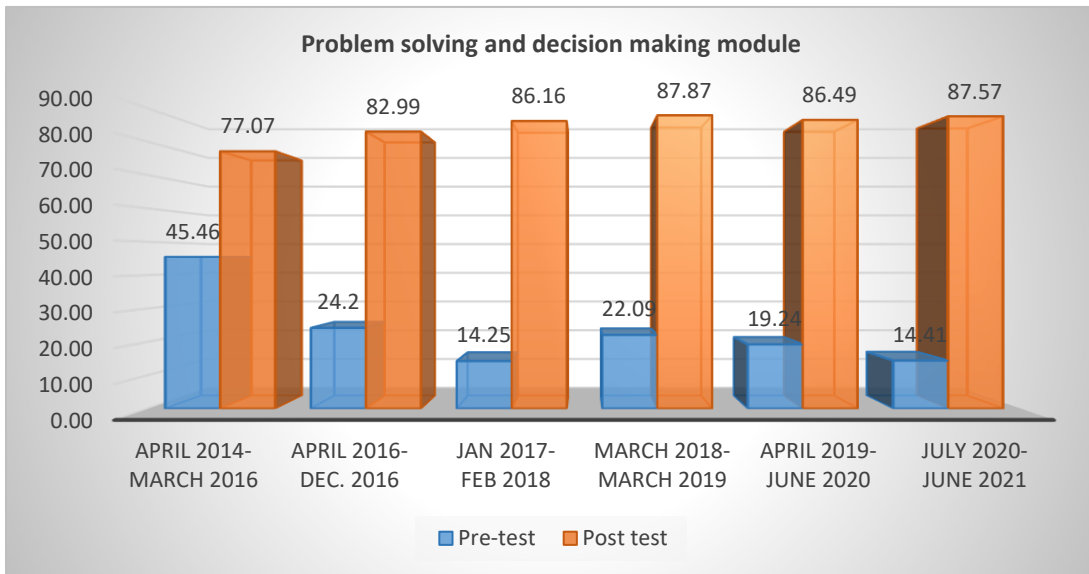
Gazipuria and Sardaganj upazilla only. As shown in the graph below, both in Gazipuria and Sardaganj upazila, there has been significant rise in scores. For communication module there was 73.85% and 70.89% increase in scores in Gazipur and Sardaganj upazila. In case of problem solving and decision making module the rise was 75.22% and 71.1% and in case of time and stress management module the rise was 74.91% and 70.57 in Gazipur and Sadarganj respectively. Thus the participants experienced an improvement of scores of 70%-75% between pre and post training scenario for all the three training modules.



The participants benefited from P.A.C.E sessions as they reported that their ability to interact and communicate at different levels, solve problems and take crucial as well as day to day decisions and ability to manage time and stress in all aspects has enhanced manifold. As a result, they are better connected and well composed socially and at family level and at work. The participants reported that they are better in control of their own life and matters that are important now than that was before.



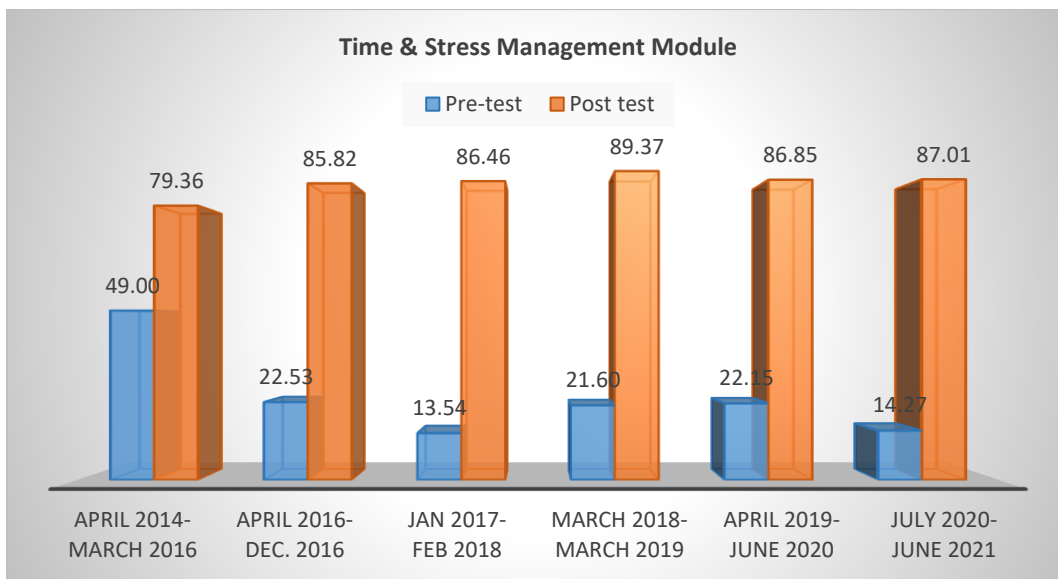
Communication Module is considered to add much value to the participants by teaching them the art of communicating and networking at workplace, home and in the communities. *Over all six phases, consistent pre and post rise of average scores signifies much improvement of capacities of the participants.*



Problem solving and decision-making module has reportedly taught the participants to think through a problem in a systemic way and identify appropriate solutions accordingly. *Over all six phases there is a consistent increase in the percentage of rise in scores pre and post training levels.*

Besides, WASH module was provided all along though no pre-post evaluation was done for the module. WASH was made mandatory and crucial specifically during COVID situation that helped immensely in raising awareness about healthy and clean-living practices.

Time and stress management was found much effective on women participants as it helped them balance work and home life more effectively by improving their time management skills.



For all three modules, the pre-test score was very high in phase I i.e. 45%-49% and then it dropped off to 22% or lower in the subsequent phases. As we dug deep it was found that phase 1 started with the smartest women among the lot that is the workers with greater self confidence in the community showed more courage to come forward and get associated with P.A.C.E. team thus their pre-test scores were higher. Later on as women with average and below average confidence level joined for training, naturally, the Pre-test scores dropped off.

However, over all the six phases the pre post training scores show that there is a consistent rise in average scores (78%-88%). Along the phases the post-test scenario got even better as participants learnt to manage stress, learnt the benefit of positive thinking and many more.

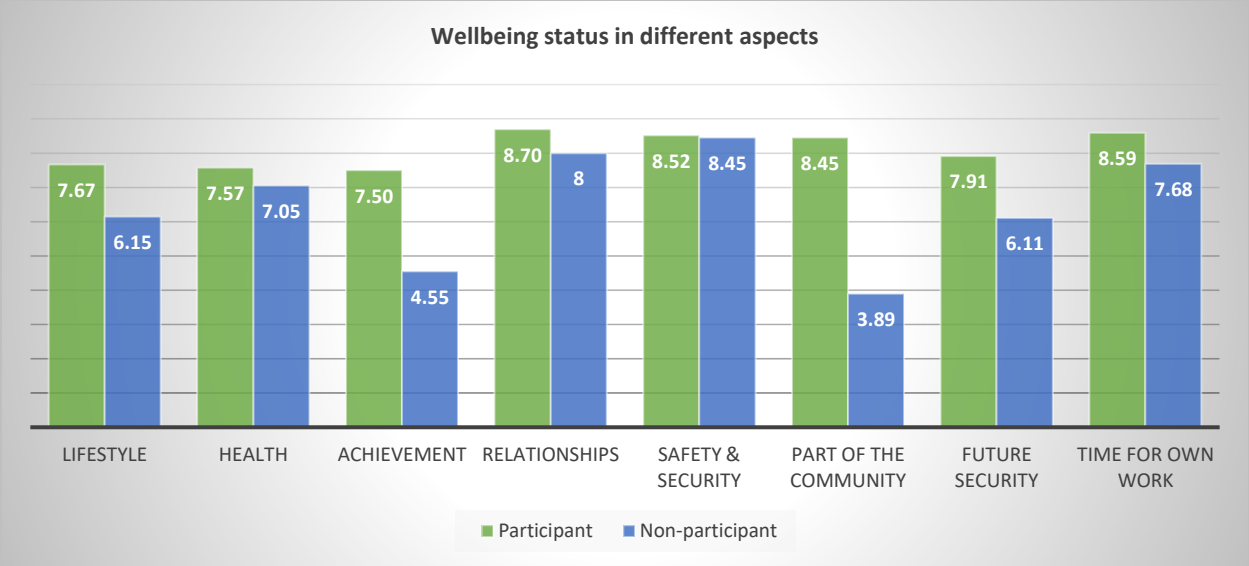
4.4 Participants' Overall Wellbeing

Both participants (representative of all phases) and non-participants of the Gap Inc. P.A.C.E. Program were presented with Gap Inc. Community Evaluation Framework questionnaire to know the impact of the P.A.C.E. Program and whether it helped to benefit their lives. The questions ranged from basic introduction to intricate life decisions to measurements of mental prowess such as confidence and self-esteem.

They were enquired about their overall satisfaction level. The satisfaction level was measured in terms of their lifestyle, health, achievement in life, their personal relationships, the feeling of safety, satisfaction as a member in the community, future security as well as level of satisfaction with the time they enjoy doing their own personal work.

At this stage, the overall satisfaction level for participants of the Gap Inc. P.A.C.E. Program and non-participants was also compared. Based on the comparison, we find that on an average in all the aspects P.A.C.E. participants are found on an average more satisfied than the non-participants. However, in case of their achievement in life (7.5), their feeling of being a part of the community (8.45), future security in life (7.91) as well as satisfaction with the standard of their living (7.67) P.A.C.E. participants were found much more satisfied than that of the non-participants.

Again, checking through the before after scenario it was found that all the participants reported improved satisfaction status/scores in all eight aspects as outlined below except for 3 respondents. All three of the respondents who rated negatively lost their jobs during COVID situation. Hence, though they became much courageous and empowered through the P.A.C.E. program, without job, they are facing tremendous hardship to the extent that two of them migrated to other places to survive the setback.



On an average, the overall satisfaction level was 8.07 for participants while it was 6.51 for non-participants of the program. A difference of 1.56 was noticed between the levels. The participants of the P.A.C.E. program, compared to non-participants, were more satisfied with life, in terms of personal relationships, standard of living, health, life achievement, safety, satisfaction being a part of the community, future security, and satisfaction in spending leisure time as mentioned above. Thus, it can be concluded that the P.A.C.E. program, directly or indirectly has had much impact on the overall level of satisfaction of the migrant women and garments workers in the communities where Gap Inc. P.A.C.E. program was implemented.

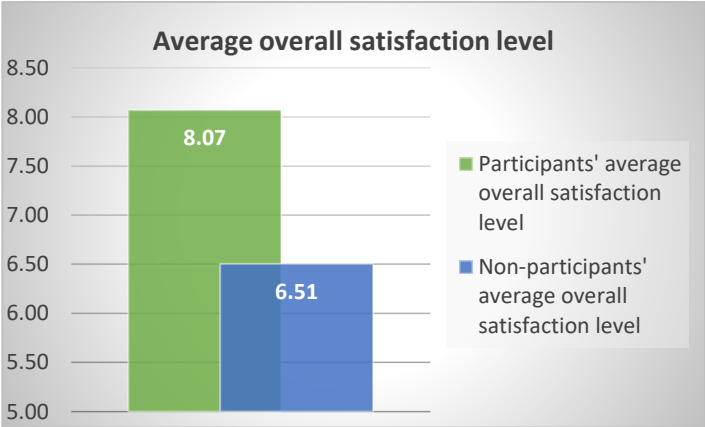


Figure 7: Average overall satisfaction level.

Maria does it all for her family

This story is about one fighter who is the only earning member of the family. A young woman having education till the higher secondary studies. She lives with her sister and parents, and both of the parents are more than sixty years old. Despite having a full-time job, she tries to help her mother in the household chores in her free time.

Maria has been in the community for the last 7 to 8 years. She has been working in the garment industry for the last two years and keeping her family running. Her name is Maria. Despite her being adept in what she does, the only male member of her family, her father, used not to permit her to work and was adamant that she be at home. She jubilantly states that after the training, she has learnt to speak up and make her father understand the importance of work. She says that her father is now very understanding. He also listens to her, values her opinions and make decisions together. Hence she claims that the peacekeeping of his family is way better now after the training than it was before. Maria also gives the credit to a specific session where she learnt how to be a mediator and keep peace in the family. Moreover, she said, “Before the training I used to take decision hastily. But now after the training program, before taking crucial decisions I try to think critically with a calm mind.”

She dreams of coming out of the financial difficulties her family faces. She thinks that some days later, if the situation improves, she may be able to live a life with less pressure on her young shoulders. She absolutely appreciates the initiative that was taken by the program authority for the Covid-19 vaccine registration for the participants. She thanks the program for changing her life and making her be the lucky individual who gets all the support from her family now.

4.5 Employment Status: Working Outside the House

To find whether the Gap Inc. P.A.C.E. program was correlated with increase in employment, the interviewees were asked about their employment status. In this stage, respondents who did not work outside the home at all over the past year and were also not on sick/maternity leave, were considered as respondents who did not work at all in the last one year. The majority of the women from the survey did partake in

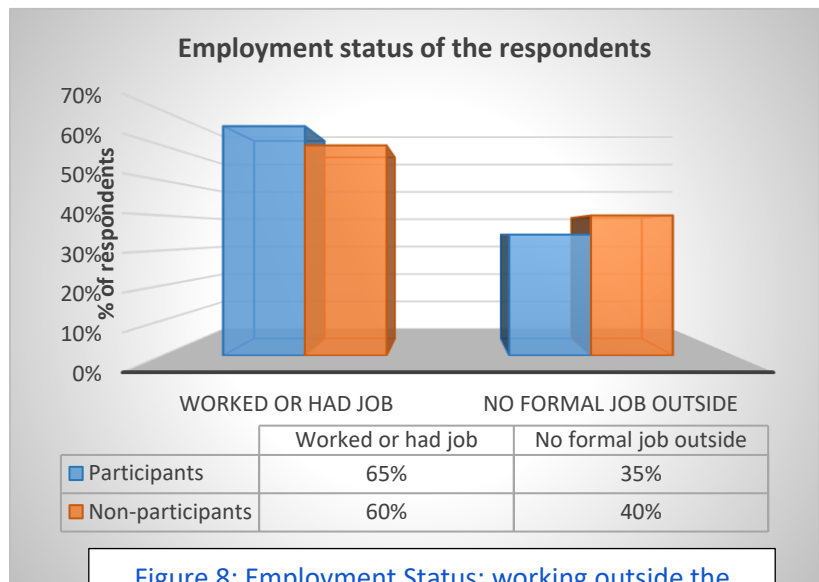


Figure 8: Employment Status: working outside the house (In percentage)

different activities outside of their houses in the span of last one year.

65% of the participants of the P.A.C.E program were found to be employed while 35% though did not have formal job outside, were found self-employed, pursuing home-based income earning activities including tutoring, stitching, sewing. Among the non-participants, this unemployment rate is 40%, higher than that of the P.A.C.E. program participants and the unemployed. Among the respondents, though maximum were found unemployed or self-employed at home-based initiatives (49%), 32% were engaged in garments factories while 19% in other sectors including tutoring, stitching, sewing etc.

Many of the respondents claimed that the P.A.C.E. project motivated them to work outside or do something income earning from home and made them realize the importance of financial independence. Though they needed to put much effort to convince other family members while deciding whether to work or not, it really paid off in the long run.

Some of them gave the whole credit of their present level of involvement in the family and outside to P.A.C.E and the way it has contributed towards molding a positive perspective towards work be it at home or outside. According to them, the program motivated them to be involved in the work happily and recognize the struggle of others in the family.

Joli has now landed a job



Joli Khatun, a 30-year old woman with big dreams and a mother of three, used to live in a rural village in Rajbari with her family. While her husband was the sole financial provider of their family, and that of his own extended family, Joli realized that this amount was barely enough for their day-to-day livelihood, let alone ensuring their children's education. So, in the search for jobs herself, she left Rajbari and decided to accompany her husband to Gazipur, which is where he used to work. Upon arrival, she too started looking for a job, but couldn't find any. It's at that time she met Suborna Khatun of P.A.C.E. subsequently, Joli got enrolled in the 4th batch of P.A.C.E. sessions.

"In the P.A.C.E session, I learned about effective communication and was made aware of how men discriminate over women in the patriarchal society. I also learned that problems are but a part of our lives, thus we have to combat our problems. Moreover, we learned that success depends on how we utilize the time.' Hadn't I participated in the P.A.C.E sessions, I wouldn't have known about these matters. This training helped me to increase my confidence and courage. Now, I have decided to manage a job in a garment factory", said Joli.

Joli has now landed a job in Jan Sweater Factory, where she gets paid a decent amount which helps her also bear familial expenses alongside her husband.

Impact of P.A.C.E. on the satisfaction level of unemployed respondents

Though, few participants of the Gap Inc. P.A.C.E. program were unemployed in the last year, but P.A.C.E. program surely have impacted their lives in a positive way.

To understand the impact of Gap Inc. P.A.C.E. program on the overall satisfaction level of the respondents, the average satisfaction level was measured for unemployed respondents. From that, a significant difference between participants and non-participants is visible in the satisfaction level of unemployed respondents in figure 9.

It can be deduced that the Gap Inc. P.A.C.E. program increased the overall satisfaction level of unemployed participants as well.

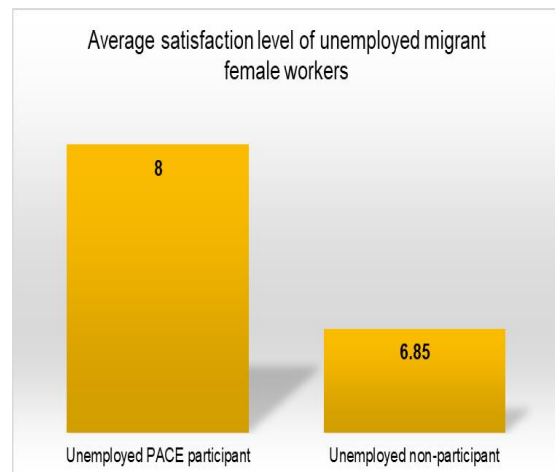


Figure 9: Average Satisfaction level of unemployed respondents

A comparison of the level of satisfaction of unemployed migrant women show that unemployed P.A.C.E. participants has a higher average satisfaction level of 8, compared to the satisfactions level of unemployed non-participants that is 6.85.

Thus, it can be concluded that, P.A.C.E. has an impact on the challenge and stress management capacity of migrant women in the communities and it positively impacted the overall satisfaction level of unemployed P.A.C.E. participants.

4.6 Financial Literacy & Inclusion

P.A.C.E. program participants were found to be more financially literate and inclusive with 48% having a bank account, compared to only 26% of the non-participants having bank account in the same community. P.A.C.E. conducted several financial literacy training sessions briefing them about the importance of savings, safety and security entailed with the use of formal financial channels etc. Besides, P.A.C.E. provided services that include among others connecting the P.A.C.E. participants with banks and other financial institutions.

Survey reveals that 48% of the respondents have their own or a joint bank account; while 52% do not have any bank account yet not. This percentage rises in case of non-P.A.C.E. participants and 74% of the non-participants are found to have no bank account at all.

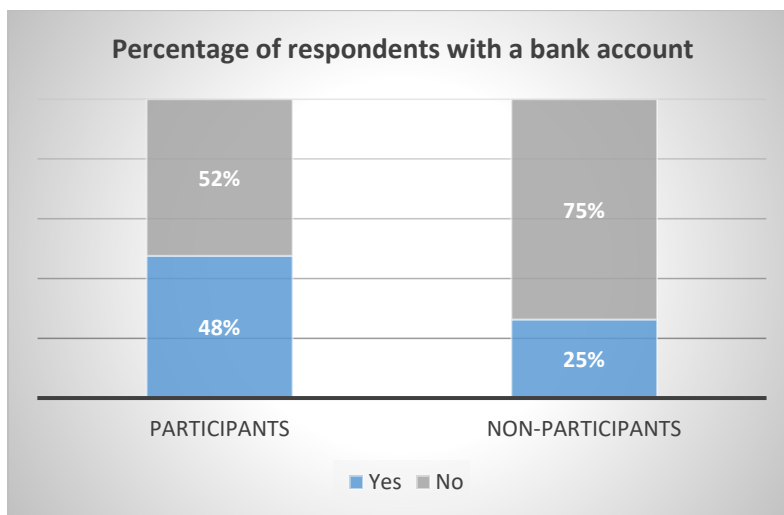


Figure 12: Comparison of participants and non-participants about having bank account (In percentage)

The difference between participants and non-participants is quite noticeable here. It gives further validity to our claims that the P.A.C.E. Program indeed was able to make positive impacts on the women in the worker community by making them more financially literate and inclusive.

As we further, delved into the issue it was revealed that, 52% women who participated in the P.A.C.E. program do not have bank account yet. The reasons behind these women’s not having a bank account includes among others the following: 75% of the women chose not to have a bank account as they do not have the minimum financial capacity to open a bank account. 8% of the P.A.C.E. respondents from the 52% without bank account picked religious reasons, 12% do not trust financial institutions, and 5% do not have the necessary documents to open one.

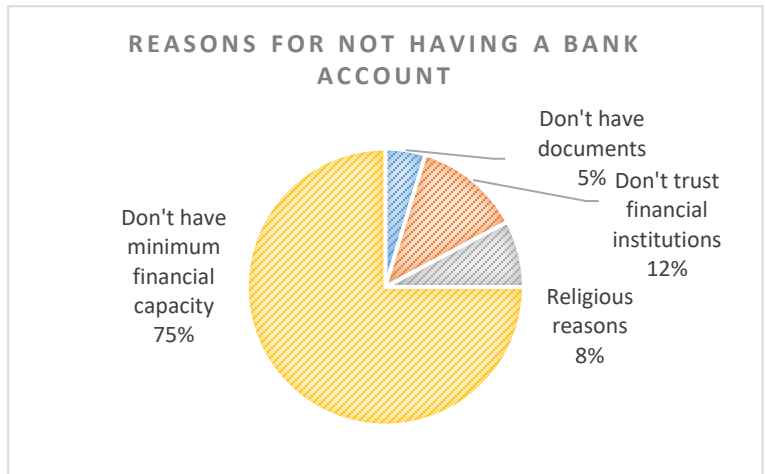


Figure 13: Main reasons behind not having bank account (In percentage)

4.7 Self-esteem and self-efficacy

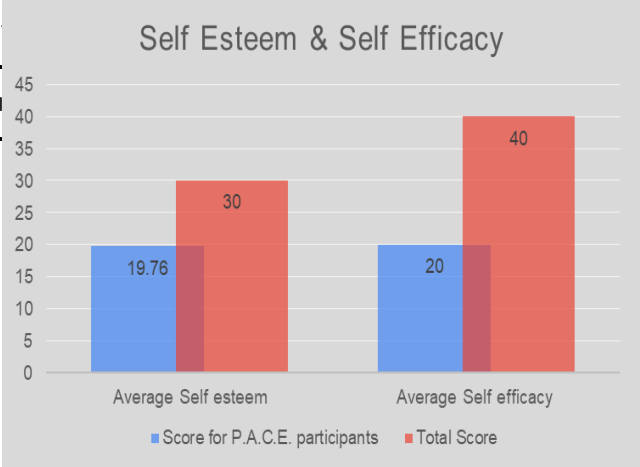
The self-esteem and self-efficacy of P.A.C.E. program participants has been measured using Gap Inc. Community Evaluation Framework tool presented below. It took 10 questions each to identify the level of self-esteem and self-efficacy of the program participants.

| | Self-esteem questions | Self-efficacy questions |
|----|--|---|
| 1 | On the whole, I am satisfied with myself. | I can always manage to solve difficult problems if I try hard enough. |
| 2 | I think I am good | If someone opposes me, I can find the means and ways to get what I want. |
| 3 | I feel that I have a number of good qualities. | It is easy for me to stick to my aims and accomplish my goals. |
| 4 | I am able to do things as well as most other people. | I am confident that I could deal efficiently with unexpected events. |
| 5 | I have a lot of things to be proud of | Thanks to my resourcefulness, I know how to handle unforeseen situations. |
| 6 | I never feel useless | I can solve most problems if I invest the necessary effort. |
| 7 | I feel that I'm a person of worth, at least on an equal plane with others. | I can remain calm when facing difficulties because I can rely on my coping abilities. |
| 8 | I have more respect for myself. | When I am confronted with a problem, I can usually find several solutions. |
| 9 | All in all, I am inclined to feel that I am successful | If I am in trouble, I can usually think of a solution. |
| 10 | I take a positive attitude toward myself. | I can usually handle whatever comes my way. |

The average scores for the two variables measured are:

The average scores for self-esteem and self-efficacy of P.A.C.E. were found to be 19.76 (out of 30) and 20 (out of 40) respectively.

Self-esteem (ou
Self-efficacy (ou

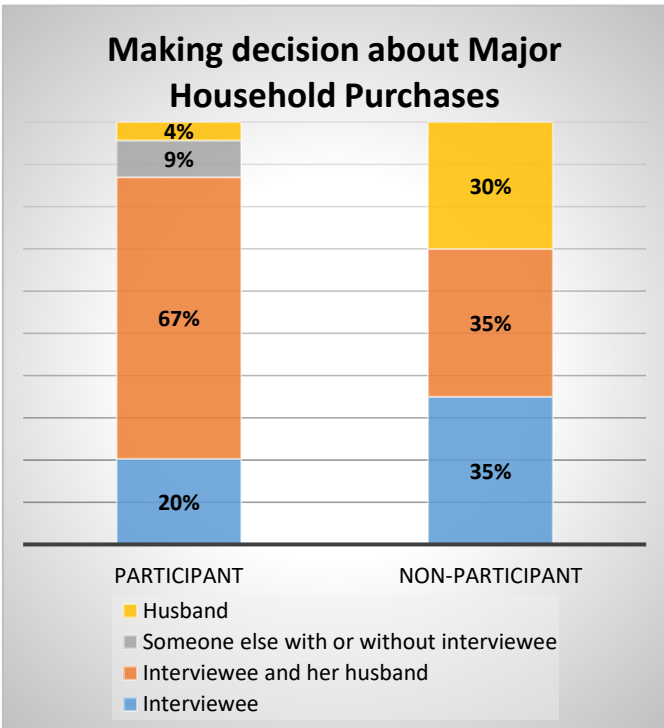


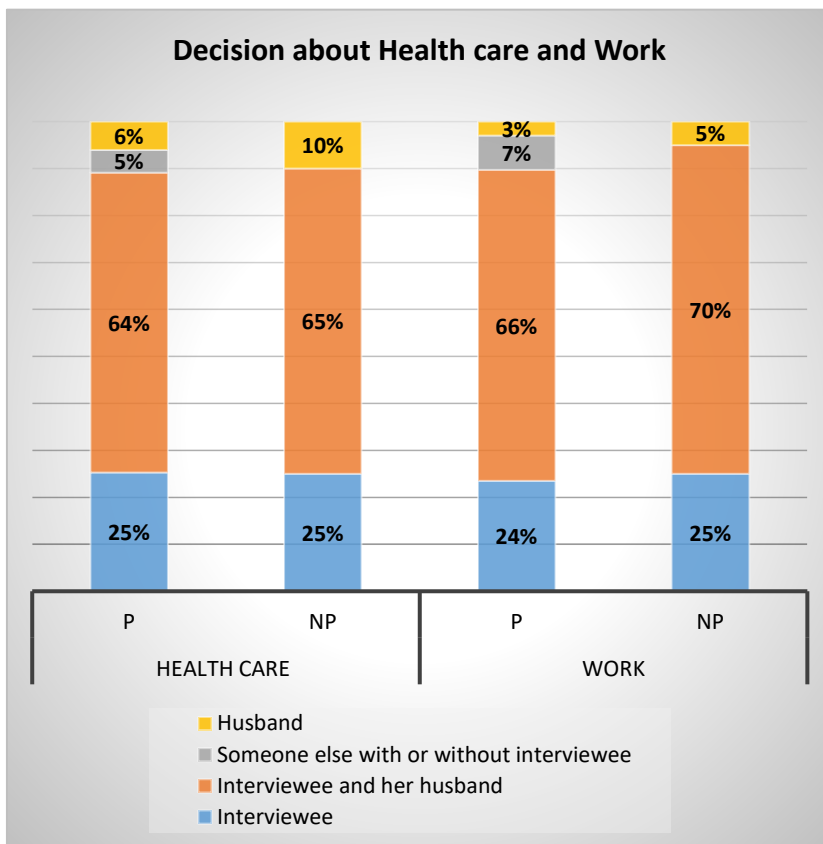
The pattern of questions set in order to ascertain the level of self-esteem and self-efficacy of the respondents was not culturally aligned to get their true status as socially and culturally we especially women are much humble and down to earth. Very rarely someone is found assertive about their good qualities or their own worth. In fact they do not think it that way and mostly focus on how well they can perform the tasks they are entrusted with at home, at work and in the communities as applicable. Thus, very naturally the scores came lower than it otherwise is.

However, when asked about improvements in the 10 factors of self-efficacy after the training program, 73% of the respondents reported that they observed significant improvement. While going through elaborate discussion on the components of self-esteem and self-efficacy, it was found that women were still not much assertive though they have greater confidence in their ability now and leading a happier life than before.

4.8 Decision Making

In terms of family/household purchase decisions it was found that P.A.C.E. participants are more prone to make purchase decisions jointly with their husbands while 30% of the respondents who did not participate in the P.A.C.E. program reported that house hold purchase decisions are made solely by their husbands and not by them which is only 4% in case of P.A.C.E. participants. 87% of the P.A.C.E. participants reported that they make purchase decisions by themselves or upon discussion with the husbands. Thus, it is evident that Gap Inc. P.A.C.E. has a healthy positive impact in their lives and strengthened their place in the family.





In terms of health care and work-related decision-making practice, it was found that most of the respondents plan together when it comes to some health issues or the issue of going to work or not. And there is not much difference between participants and non-participants in this aspect.

The improvement in the process of decision making of P.A.C.E participants was perceptible as well. They reported that the CRGs have helped them learn evaluating decisions and now they are more active in the decision-making processes at their family, society and workplace.

I am aware of my future – Ety Akter

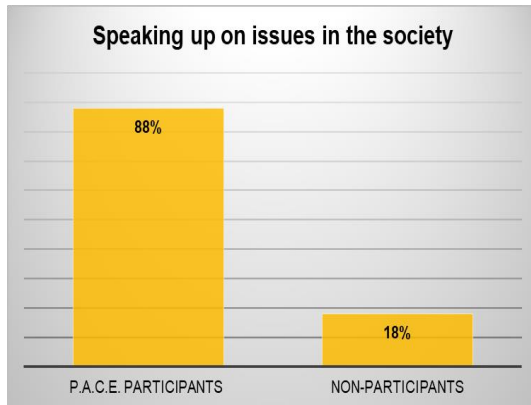


“Ety Akter, now a 31 year old mother of two, had decided to move away from her village and shift to Gazipur in search for jobs in order to support her family 10 years ago. At the age of 21 she landed a job in Tuska Garments as a helper, and it was going as she had planned until she got married the next year, i.e. at the age of 22. Shortly afterwards, she had to discontinue as asked by her husband. Her husband used to work as a quality officer in the same garments’ factory. A few days later, he left the job and started working as a local trader of vegetables. He got out of that as well very soon. Burdened with financial insecurity, the man turned hostile. A mother of two infants, Ety Akter started facing physical and verbal abuses from her husband. At one point, her husband left them and went back to the village. After a long while, he returned back on his own, but only to leave them again, making no arrangement for them. For the sustenance of her young unsupported family, Ety Akter then started sewing clothes for individual customers. But that didn’t work out very well due to lack of demand. She then started working as a cook at a hostel in parallel. These two jobs barely got them by.

On one of these days she encountered Sayma Akter of P.A.C.E. Subsequently, she got herself enrolled into the sixth batch of Gap Inc. P.A.C.E sessions, where she was taught about effective communication, gender barriers, steps of problem-solving, and the value of time. After the training, she decided to return back to her old job, in May 2021. Ety Akter managed a daycare center for keeping her youngest daughter during her work time. She also opened a bank account for saving some money. A few months later, her husband too returned back and started working at a garment factory. “I am doing the job considering my personal need. Before training, I used to feel shy. When I talked to others. I could not communicate well. Now I can communicate very well. I do not have any sadness now, and I am more aware of my future,” said Ety Akter.

4.9 Speaking Up About Issues

Gap Inc. P.A.C.E program has positive effect on empowering participants on speaking up about issues in the society. As only 18% of non-participants felt safe speaking up on concerns in their communities, 88% of P.A.C.E. program participants felt comfortable doing so. This is another area where the differences between participants and non-participants are clearly obvious.



From depth interviews, we learnt that many of the female individuals were not allowed to work before the training. Few of them barely participated in the decision making of the family. P.A.C.E. trained them how to speak up, opine and actively make decisions. The program also trained them to convince others and make them understand the importance of work and eradicate the widespread taboos around women’s going to work. They trained them to stand up to abusive family members as well.

Figure 14: Speaking up on important issues (In percentage)

Some claimed that the CRGs also helped P.A.C.E. participants with many familial decisions, turned out to be a mediator when issues arose and gave them their valuable insights on different aspects of day-to-day life. The respondents were free to ask for advice even after the training.

4.10 Rights Awareness and Conflict Handling

Many stories came up where participants of the P.A.C.E program stood up to their parents, in laws or husbands for their rights. Moreover, they have learned to handle arguments peacefully from the training program. Also their understanding at the family level has increased a lot impacting their lives positively.



“I stand equal” – Moriom

Moriom, a mother of two, has been in a Gazipur community for 5 years. Adept in sewing, she lives with her rickshaw-puller husband. Both used to work hard to make a better living. Yet, her contribution and voice often used to go unrecognized, just because she’s a woman. She used to feel being looked down upon in family affairs.

A recipient of Gap Inc. P.A.C.E. training, now she feels empowered. The program taught her many aspects of decision making. She recognizes that P.A.C.E. has changed the dynamics of her day-to-day life. When asked about her new-found role in decision making, she said, “I now participate actively in the decision-making process in my family, thanks to P.A.C.E. training. Now, I have belief in myself. I feel confident. And, I feel I stand equal.”

4.11 Benefits of being in P.A.C.E. community

The women who took part in the study are well connected, and evidence suggests that they sometimes shared their grievances (work-related) in groups, as well as putting forth efforts to combat violence against women and early marriage; CRGs not only help the participants with the training, but also help them with day-to-day advice in the aspects of their social, personal and professional lives.

In some cases, participants said that some CRGs went as far as convincing their family members personally to make the members understand the value of the training programs, financial independence of women, behavioral issues, etc.



However, it is important to note that, these efforts may not last unless the women are bonded together through some formal association or organization.

Many of the respondents said that they are not attending in any such groups but are very much interested to get along with other P.A.C.E. participants as some sort of trust and confidence building has already taken place and the participants are eager to come together in sharing and handling issues that concerns them.

4.12 CRGs in P.A.C.E. at community:

CRGs (Community Resource Guides) appointed for P.A.C.E. at Community Project were discussed with through Key informant interviews. CRGs were selected from the participants who performed very well during the training.

When asked about the experience while working as CRGs of Gap Inc. P.A.C.E. at Community Project. Most of them depicted their experiences as life changing. They added that the training greatly influenced their confidence level and helped them a lot in terms of approaching other people. The money they got helped them financially as well. Moreover, the program positively impacted their ability to talk to and cope up with the strangers as well as the families of their own. It helped them convince their families to let the CRGs make their own decisions about choosing to work.

About convincing the potential participants, the CRGs faced a lot of difficulties. Most of the participants took the training to be somewhat trivial even before attending any session. Their husbands and in-laws played a big role here by discouraging them to participate in the sessions at the initial stages. However, if they are somehow convinced to attend at least one session, sometimes along with their family members, they barely look back and become very eager to continue. Another way of convincing them is, involving a leader of the community to the program.

The main obstacles for the CRGs while conducting the modules are carrying necessary instruments, accommodation problems. However, the supervisors of the CRGs helped a lot in this regard. During the training sessions, barely anyone failed to perform. However, there were some who failed. The core reasons behind this issue were family issues, lack of punctuality, lack of interest, ability to absorb the change and inability to pay attention.

Most of the respondents claimed that many people come to them for suggestions in terms of family problems, personal problems, etc. For example, one of the participants wanted suggestions about her husband who used to take away all the money she earned. Another participant had an issue with talking and the respective CRG offered her counselling in this regard.

The impacts of the training on the lives of the CRGs are manifold. At first, the families of theirs were not supportive. However, the situation entirely changed after the training. Some of the family members started attending some sessions themselves. Some managed the household chores while the CRG was off to work. In all the cases, at least the members supported as much as they could. The social and professional status of the CRGs drastically changed after the training and people around them started treasuring their opinions.

When the CRGs were asked about the suggestion regarding P.A.C.E., they suggested incorporating vocational training (to get more access to jobs after the training) and minimal participatory payment. All of the CRGs appreciated the training program. According to them, the program really changed the lives of a great number of people despite working in very few communities. Hence, they believe that if the program can be spread across the country, it may help many more and sustain for years. One of the respondents recognized the need for proper advertisement strategies so that the existence and reliability of the program can be carried through to millions of underprivileged women of Bangladesh. However, the actual approach of the campaign should be designed in a manner that is effective as well as feasible from all aspects.

4.13 Best Practices of the P.A.C.E. project

Exposure to P.A.C.E. activities: Before the P.A.C.E training, the participants were unable to do any of the following tasks, notably reading, writing, and making simple mathematics in Bengali and English as reported by participants of previous phases. As a result, all of the trainees considered functional literacy training to be extremely important in their lives. Accordingly, in 2016, one hundred percent of the participants agreed that the Information Center's services are beneficial, citing the following reasons: increased awareness of one's personal and professional life, facilities for getting job advertisement, increase facility of woman employment, create scope of education. Participants in small group discussions with 2020-21 participants reported the same.

International Women's Day, Labor Day/May Day, National Victory Day (16 December), International Migrant Day, National Literacy Day (Sakkhorata), Hand washing Day, and Mother Language Day/Martyrs Day are now being observed by migrant working women (21 February). All of the Participant Respondents (migrant women workers) are pleased with the services provided by the Information Center's service providers.

Information Center (IC) Efficiency: Women can obtain jobs by submitting resumes prepared in the Information Center (IC), and at least a hundred women have obtained jobs in the formal sector in 2016 using such services and 321 women obtained jobs in 2021 moving from the informal sector to formal sector. Once the community experienced a fire, the IC prompted the Fire Brigade to arrive immediately and extinguish the fire. Women are more aware of improved health care, especially reproductive care, from the IC; they are also more aware of legal provisions for jobs and overtime claims, and they are more aware of the negative implications of early marriage and dowries.

Women are now more self-assured, conscious, and able to move freely as a result of their participation in the Social Enablers. A toilet has been built next to the Information Center. Women's waste disposal is organized with vehicles and drums; roads are repaired and improved; schoolchildren are now taught the importance of hand washing; women are more aware of the negative consequences of early and multiple marriages, and social enablers are more committed to assisting migrant workers.

Effectiveness of Training: Their confidence, knowledge, and skills improved as a result of the training, and they were able to negotiate for higher positions. They are more self-sufficient and have better control over their lives, earnings, and savings. They are less affected by changes in gender. They oppose the practice of paying a dowry for marriage. They are now spending more time interacting with their neighbors. The majority of them have jobs. There has been development in the area. The community has grown closer together. People are growing less conservative, as is the community. Roads have been upgraded with the addition of garbage disposal facilities and proper lighting. Women gain self-confidence as a result of training; disease incidence decrease as a result of cleanliness; women become smarter and more self-reliant as a result of training; women become more cooperative with one another as a result of training; women are motivated to save their earnings and are saving from their earnings; family life has become more stable; husband and wife are under the same roof. Women have gained literacy in the following areas: simple Bengali reading and writing; simple accounting calculations; use of English phrases such as needle, sewing, and garment factory helper; they can now read news articles in the Information Center, and they no longer require accounting assistance.

5 Lessons Learnt

The Gap Inc. P.A.C.E. Community project through its long engagement in the communities has created much impact at different levels. However, there is a huge potential to scale it targeting the urban and semi urban sector specific production clusters all around Bangladesh.

1. The CRGs involved in the communities has much potential and they have become the symbol of confidence and care for many. CRGs are also looking for avenues through which they can utilize their capacities.
2. Legal and health sessions were of particular interest to many women participants as those were conducted by professional experts. Also they are interested about getting access to professional support as in many cases women lack such access.
3. A significant proportion of the participants demanded Income Generating Activities (IGAs). In the coming days opportunities may be explored for IGA or such training providers can be linked to the communities.
4. Male members in the communities and the enablers are good resources who have strong role in continuing the values of the initiative. Thus effort needs to be given to engage them accordingly.
5. P.A.C.E. Information center or training center still is on high demand as the community has largely benefited from the information centers hence such centers are needed in more sustainable manner.
6. Many of the project participants were observed to demonstrate excellent leadership qualities. These participants if engaged through a platform could very well reach the other community members and create lasting impact.
7. Many participants used to bring their small children with them as they could not leave them home alone. A separate space for such children would help their mothers take part in the training sessions effectively.
8. Pictorial approach was found much more effective during the training sessions. Hence materials like posters, placards can be designed and distributed to ensure wider information dissemination.
9. Many female members were barred by their male counterparts from taking part in the training programs. Hence it is important to take initiatives involving male members to sensitize them as well.
10. It was found that the project's impact or learning and sharing strategy is limited within its internal stakeholders while there is huge scope to spread the P.A.C.E. at community model with external stakeholders, development partners, like minded organizations, GOB and other INGOs.

6 Gap Inc. P.A.C.E. and CARE Women Empowerment Framework

The empowerment of women is at the heart of the implementation goal of CARE. The impact statement for CARE's women empowerment initiative was chosen from three domains of projected change: improved decision-making, reduced violence against women, and powerful social movements involving males. CARE's Women Empowerment program has established a methodology based on "Agency, Structures, and Relation" to promote women's physical, social, economic, psychological, and political well-being who are disadvantaged and lack rights and entitlements.

| | Agency | Relation | Structures |
|--|---|--|--|
| Improved Decision-Making | All the modules including the Decision support module, Financial module etc. helped improve the problem identifying, analyzing and solving capacities of women P.A.C.E. participants prompting them to take decision in much matured and strategic manner. | The relationship building at workplace, in the family level and also at community level involving the relevant important individuals in the community facilitated in making informed decisions on different issues. | CARE P.A.C.E. information centers and training centers in the working women communities guided the P.A.C.E. members take decision in different aspects of their lives including health, work, and family issues even legal or financial matters with much confidence and ease. |
| Reduced Violence Against Women | As P.A.C.E. offered module on legal issues and arranged discussion sessions and info dissemination sessions on different forms of violence and how to handle those, formidable capacity has been built in the intervention locations and women are now better equipped to handle situations. | Through P.A.C.E. at community, relationships at family level, at the workplace and also at the community level has improved. People and also women themselves are much aware of women rights and violence handling issue and thus improved relationship has eased the tension. | CARE P.A.C.E. Information center based activities and intervention at factory level has impact on changing people's attitudes towards women, their rights, freedom, status as an individual contributing in the family as well as to the society. All these have been very positive towards reduction of violence against women. |
| Powerful Social Movements Involving Males | Besides women the capacities of male members has also been built through several discussion sessions and even training sessions involving the male members in the households. This has been instrumental in integrating males in the social movement for women rights and social enhancement. | As male members in the communities and social enablers has been integrated in the movement for urban migrant worker women wellbeing promotion in different aspects, the outcomes are far more inclusive and is coming from within rather than imposed from outside. | Though the structures that has been built by P.A.C.E. to uphold worker women wellbeing, i.e. the information centers and training centers in the communities do not directly integrate male members, they are indirectly informed of the initiatives through discussions, and other activities. Thus involvement of male members in the communities played extremely crucial role there. |

7 Conclusion and the Way Forward

Gap Inc. P.A.C.E. Community - an initiative of Gap Inc. implemented by CARE Bangladesh – is designed to address Personal Advancement and Career Enhancement (P.A.C.E.) of female migrant workers engaged in the informal sectors and living in the urban slums in the Gazipur City Corporation. Although Gap Inc - CARE Bangladesh partnership started in 2007 with a functional literacy program, P.A.C.E curriculum-based learning program started in 2011 at Factories with Garments workers to improve the workers' skills life. Since April 2014, P.A.C.E. Community project has been working with both formal and informal sector women workers living in six slums in Tongi/Gazipur sadar areas. Two major goals have been: (i) to improve professional and life skills through training in the P.A.C.E. life skills and literacy modules, and (ii) to create an enabling atmosphere in which women workers can better their working and living situations.

In connection to these overarching goals, training has been provided on eight modules: (i) communication, (ii) problem solving and decision making, (iii) time and stress management, (iv) general and reproductive health, (v) financial literacy, (vi) legal literacy and social entitlement, and (vii) execution excellence (viii) WASH. Post-training evaluation indicates phenomenal improvement in all areas of training. The findings of the end-line survey also indicate lasting impact or signs thereof. For example,

- The participants of the P.A.C.E program were found to be more satisfied with their overall well-being with an average score of 8.07 (on a 10-point scale), compared to non-participants' average wellbeing score of 6.51.
- P.A.C.E. participants were found to be more financially literate and inclusive: 48% of P.A.C.E. participants reported to have bank accounts, while only 26% of the non-participants reported having bank accounts.
- P.A.C.E participants were found empowered and confident speaking up about issues in the society. While only 18% of non-participant respondents felt safe speaking up, 88% of P.A.C.E. program participants felt comfortable doing so.
- In terms of family/household buying decisions, P.A.C.E members were found to be more likely to participate in the purchase decisions.
- Even among the unemployed women, P.A.C.E. participants shown higher level of satisfaction (8/10) compared to non-participants (6.58/10). It signals P.A.C.E.'s impact on stress management.

These signs of impact signal realization of CARE's projected change: improved decision-making, reduced violence against women, and powerful social movements involving males. It may therefore be concluded that P.A.C.E. has contributed to the promotion of physical, social, economic, psychological, and political well-being of disadvantaged women who otherwise lack rights and entitlements.

Thus P.A.C.E. is directly and indirectly contributing towards the attainment of Sustainable Development Goals. The Gap Inc. P.A.C.E. directly contributes to SDG 5: Gender Equality, SDG 10: Reduced Inequalities and SDG 8: Economic Growth while it indirectly impacts the attainment of SDG 1: Extreme poverty for all people is eradicated, SDG 2: There is Zero Hunger, SDG 3: Equal Access to Healthcare and SDG 6: Clean Water and Sanitation.



This justifies future scaling of the project in other areas and with deeper dive as well.

However, most of the success came in ‘agency’, while there seems to remain significant scope for improvement in ‘structures’ and ‘relations’. In other words, future interventions should be designed to have dedicated focus on building sustainable institutions (i.e. ‘structure’) to advance the Gap Inc. P.A.C.E. mission and to continue the capacity building drive. At the same time, future interventions should continue to have ‘relations’ in focus and help create and nurture platforms for women to get their voices heard and to enable them better negotiate with other social actors, including employers. Such a platform would also add to the long-term sustainability of the project.

Besides, if the involvement and initiatives of the CRGs can be given some institutional format with a sustainable model for them to implement beyond the project intervention, then millions can benefit from such resource. Also the information and training centers should be there in a way that it becomes a self-sustaining entity under a bigger umbrella bringing all the P.A.C.E. members together. Under the initiative different service providers and IGA training providers can also be brought under the umbrella or linked to the initiative so that the P.A.C.E. graduates or others in the community may seek support from them.

Male members and social enablers can be well integrated to the mission through some structured platforms where both male and female members take part side by side in the families such as, male individuals can become associate members under a given structure that moves on with the initiative beyond the project lifecycle.

Integrating organizations/factories in the movement though has greater potential of internalizing the core values of P.A.C.E. at their organizations, in order to have community wide impact, organizations from different sectors such as banks, FMCG etc. may come together in a single platform to uphold the values of P.A.C.E. and work together accordingly in their areas of interest.

Hence, the P.A.C.E. model can be contextualized and replicated across other sectors and geographical locations for wider impact.