


GEN-PROM PAKISTAN

Gender Promotion In The Garment / Clothing Sector Through Skills Development

PROJECT DOCUMENT

UNITED NATIONS DEVELOPMENT PROGRAMME PAKISTAN

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Ratified by:
Economic Affairs Division (EAD)
As the Chair of the GSP Steering Committee

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Islamabad*

Gender Promotion In The Garment / Clothing Sector Through Skills Development

SIGNATURE PAGE

Country: Pakistan

UNDAF Outcome(s): PA/A-2-1.2 Percentage of women employed in the formal, informal sectors increased.

Expected Outcome(s): Increased incomes and employment of garment workers, particularly women, affected by the changing international trade environment through skills development and private sector partnerships”.

Expected Output(s):

- 1) To generate employment for women in garment sector through training and re-training.
- 2) To build the capacity of the private sector to conduct research and advocate gender mainstreaming in the garment sector, and to promote policy incentivization whereby the industry will be encouraged to promote gender participation in the garment sector.
- 3) To record best practices and disseminate the information for up-scaling skill development initiatives in the industry.

Implementing partner: PRGMEA and FITFD (Pakistan Ready-Made Garments Manufacturers & Exporters Association) and (Faisalabad Institute of Textile & Fashion Design)

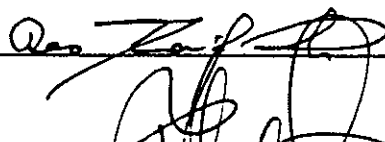
Programme Period:	<u>2006-2011</u>
Programme Component:	<u>Gender</u>
Project Title:	<u>GEN- PROM PAKISTAN</u> <u>“Gender Promotion In The Garment/Clothing</u> <u>Sector Through Skills Development”</u>
Project Duration:	<u>5 years</u>

Total Funds Allocated:	\$11.654 million
Budget:	<u>\$ 4.762 million</u>
General Management Support Fee:	<u>\$ 0.238 million</u>
Total Budget:	<u>\$ 5.000 million</u>
Allocated Resources:	
• Regular	<u>Nil</u>
• Donors	<u>\$5.000 million</u>
• In kind contributions PRGMEA & FITFD	<u>\$ 6.654 million</u>

Agreed by PRGMEA:
(Implementing Partner)



Agreed by FITFD:
(Implementing Partner)



Agreed by (UNDP):

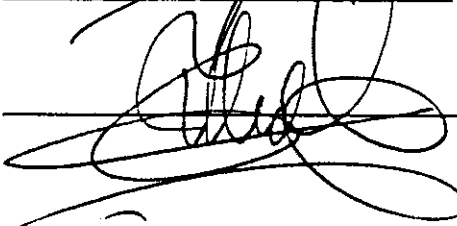


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ACRONYMS & ABBREVIATIONS:

ATC	Agreement on Textile and Clothing
EPB	Export Promotion Bureau
FITFD	Faisalabad Institute of Textile & Fashion Design
GEN-PROM	Gender Promotion
GRAU	Gen-prom Research and Advocacy Unit
GSP	Gender Support Programme
MFA	Multi fiber Agreement
MINCOM	Ministry of Commerce
MINTEX	Ministry of Textile
NPM	National Project Manager
PCOM	Project Cycle Operations Manual
PHMA	Pakistan Hosiery Manufactures Association
PMU	Project Management Unit
PRGMEA	Pakistan Ready Made Garments Manufacturing Association
PRGTTI	Pakistan Readymade Garment Technical Training Institute
PSC	Project Steering Committee
RMG	Ready Made Garments
STUs	Satellite Training Units
T & C	Textile And Clothing
TEVTA	Technical & Vocational Training Authority
TOT	Training Of Trainers
UNDP	United Nations Development Programme
WTO	World Trade Organization

1. BACKGROUND

For developing world Garment and Clothing sector is a major export earner globally, Feminization of the garment industry all over the world is no chance or miracle; it has grown at a steady rate and has proved to have the highest potential in South Asia. Women have been the drivers of the garment sector in South Asia; except in Pakistan. While, growth in exports in the garment sector of Pakistan has generated increased employment for women, however, the increase in wages and improvement in living conditions of women are not commensurate with the increased exports. It is important to understand that trade liberalization by itself will not generate better living conditions and higher wages for women. Enabling policies at the national level such as skill development, promotion of social safety nets, better enforcement of legislation for wages and affirmative action for promoting equitable opportunities for women and men should be encouraged. A needs analysis of Pakistan's garment sector highlights women empowerment through skills development and advocacy as one of the pillars that could spearhead not only increased women participation in the clothing sector but also make substantial improvements in the value chain. Based on these indicators of need assessment, GEN-PROM, "Gender Promotion through Skills Development in the Clothing/Garment sector" of Pakistan, will provide the much needed documentation, training and advocacy facilities needed to reduce poverty and empower women garment workers in the post-MFA (Multi-Fiber Agreement) clothing sector environment.

1.1 Situation analysis

The project preparation was preceded by field - work in Lahore, Karachi and Faisalabad and included exhaustive meetings with women workers, the industry, Governmental and Non-Governmental Organizations (NGOs) , including a comparative analysis with India and Bangladesh clothing sectors. To understand the issue a brief background is provided below:

- I. Overview of the textile industry in the developing world
- II. Key Implications of the post quota regime
- III. Pakistan Textile & Clothing Sector
- IV. The Skills gap in Pakistan's Clothing sector
- V. Needs Analysis of Female Workers in Pakistan's Clothing Sector

I. Overview of the textile industry in the developing world

Forty years ago, the industrialized countries dominated global exports of textiles and apparel. During the late 1980s, however, the developing countries – with their seemingly limitless pools of low-cost labor – surpassed the industrial countries. Today, developing countries account for half of world textile exports, and nearly three-quarters of world apparel exports. The textile and clothing sector is critical for the economies and social development of a vast majority of developing countries. Global trade in textiles and apparel has grown 60-fold during the past 40 years, from under US\$ 6 billion in 1962 to US\$ 342 billion in 2001 (World Bank, 2003). Approximately 130 countries are producing textiles and apparel for export; many are highly dependent on these exports for employment and foreign exchange. Although some 30 nations are importers of textile and apparel, in reality developing country dependence on textile and apparel exports means dependence on two principal import markets – the U.S. and the EU. The

US is the largest importer of textiles and apparel in the world, surpassing the EU by 50% and Japan by 300%.

The sector represents for developing countries an important income generation vehicle at the macroeconomic level and also constitutes a significant source of domestic employment, particularly for women. According to UNCTAD statistics, some case studies show for example that in Bangladesh, women workers are 90% of the total 1.8 million workers in the sector, in Madagascar 75% of textile and clothing workers are women, in Vietnam the female labor participation rate was recorded in 1998 to be as high as 80% and in Central American countries the average of women workers is from 75 to 80%. **As the post quota scenario intensifies competition, the two principal needs for any successful garment producing country will be productivity and skilled labor.** Both issues are interlinked; only a skilled labor will lead to increased productivity, and, garments being a labor-intensive sector will be in dire need of a pool of skilled labor force.

II. Key Implications of the post quota regime

With the abolition of textile quotas from January 1, 2005, the global textiles industry entered into a new era. The quota system, which has been in force for nearly fifty years, has resulted in the global dispersion of textile and apparel production, by restricting imports from countries that – based on market conditions – would have a larger volume of exports were they not constrained by their quota allocations. There is concern among many developing countries that the elimination of quotas will result in a loss of apparel and textile exports to a relative handful of countries that will have a competitive advantage. According to the vast majority of experts, the end of the quota system may lead major buyers to stop sourcing from many different countries, and thus rationalize their networks of suppliers. Most of these sourcing companies may not take the risk of placing all the orders in a single country, but they do intend to reduce the number of countries from which they source. Several studies have been conducted to estimate the likely impact of the removal of quantitative restrictions. Though the estimation of MFA quotas is predicted to result in an increase in global trade, the impact is likely to differ among countries and regions. *The quota removal provides both an opportunity and threat. An opportunity because the market will no longer be restricted and threat because other suppliers are longer restrained and market is open to intense competition.* The degree of restrictiveness of a quota can then serve as a useful, albeit imprecise yardstick in broadly predicting the likely impact of its removal.

III. Pakistan Textile & Clothing Sector

A basic analysis of the Textile & Clothing sector of Pakistan underlines the importance of the sector to the social and economic welfare of the country. The overall share of the T&C sector in the total exports of the country is more than 69%, whereas the share of the sector in the total manufacturing of the country is 46%. On the whole, textile exports are worth US\$ 8.4 billion, with share in the GDP of 8.5%. The 5-Year Investment in the T&C sector for the years 1999-2004 is a substantial amount of US\$

4.5 billion. In addition, an important highlight of the sector is its share in employment in the country equaling to 38%¹.

A contribution of 38% of employment ratio confirms a substantial role of the T&C sector to the economy of the country. The value added sector (that is, the Clothing and Garment sector) that provides the maximum number of jobs and better margins, contributes as low as 9% to the GDP. This low contribution to the GDP in addition to other factors is attributable to lack of high quality skills development and skills up-gradation. While the T&C value added garments contributes far less than the potential, the number of units in the value added garment sector is the highest. In the large mills sector the number of spinning units is 459 with a 9.59 million spindles and about 146640 rotors. The total number of composite units is about 56; independent weaving units are about 140 with 23652 shuttle less looms, and the total number of finishing units is 106. In comparison, the highest number of units is in the clothing sector, which is about 600 units². Despite highest number of units and employment opportunities in the clothing sector, the investments are lowest in the sector about 4.8% compared to spinning that attracted an investment of 47 %. Lack of channeling of opportunities and potential of the sector is mostly attributable to low productivity and lack of skilled labor force.

IV. Employment in the Clothing Sector of Pakistan:

The clothing sector is the single largest source of industrial employment in the country, employing mainly men (87 %) as sewers, with women working in trimming and packing, which is a little above (23 %)³. Its labor costs are among the worlds lowest, but the quality and productivity are also generally low. Pakistan has an established industry, which adds value at all levels from cotton onwards to made-ups. A broad policy Framework Textile vision 2005 aims at making Pakistan a more viable, stronger and much more competitive Textile industry, especially at the value added stages. For this over US \$ 2 billion have been invested over last three years for restructuring of the Textile industry as a whole. Emphasis is being laid on increasing the share of downstream industry in the over all textile exports of the country, meaning greater value addition. Vertically integrated units or specialized mills both have demanded consistent quality across huge volumes of single item of clothing, which can only be procured with skilled workforce.

The proposal for Textile vision 2005 calls for a mix of "low road", "do-able", and "high road" approaches to developing the industry. In order to be fully competitive, Pakistan must offer greater product diversity, including expanding into the more profitable women's wear sector. Other measures that would promote Pakistan's apparel export industry include the development of regional trading blocs, more aggressive marketing, but above all at the micro level a trained skilled labor will ensure value added garmenting.

¹ Source – Textile Commissioner's Office

² (Source – Textile Commissioner's Office)

³ There is no specific source of these figures, numbers vary distinctly from different sources, therefore the above reflects a mean analysis of the situation through industry interviews

⁴

V. The Skills gap in Pakistan's Clothing sector

The norm accepted in the T&C sector is that a country would need to have an abundance of skilled, inexpensive, productive labor to remain competitive in a post-quota world. The cost and availability of a trained or trainable workforce will be critical for Pakistan to achieve the "do-able", and "high road" scenarios and targets under the Textile vision 2005. Low wage rates alone are not a good indicator of labor costs, as rates of productivity, which contribute to the cost of labor, vary among countries. According the U.S. firms, although wage rates are higher in China than in such countries as Bangladesh, India and Vietnam, productivity is considered much higher in China, making its over all labor cost lower. Sewing skills of worker, along with factory setup, influence the type of product that U.S. importers would consider sourcing from a particular country or factory. For example, sewing skills are particularly important in the production of fashion items, for which styles change frequently. In general, sewing skills are considered to be very good in Asia, particularly in China, Hong Kong, Korea, Taiwan and Thailand. Buyers and retailers often import garments from East Asia that requires more sewing and construction, complex operations and detailed work.

India has a very large pool of skilled and unskilled workers employed on a 48 hours, 6-day workweek. Indian firms reportedly also have well-educated management and technicians. Bangladesh suffers from low literacy levels, frequent labor unrest and out-dated technology. In general, the quality of management in Bangladesh's factories is considered poor. Sri Lanka reportedly has low industrial labor productivity resulting from relatively high employee absenteeism and turnover, and strict labor standards lead to a shorter workday than that for India and Bangladesh. The following figure⁴ shows a comparative analysis in indicators like middle management and⁵ education and training:

A. Industry Weakness	Pakistan	India	China	Bangladesh	Sri Lanka	Indonesia
B. Operator skills	1-2	1-2	3	1	4	2-3
C. Middle Mgt/shop floor supervision	1-2	2-3	3-4	2	4	3
Mgt. Organization	1-2	3	4	2-3	4	3-4
Education/Training facilities						
Primary Education	1-2	3	1-2	1	2	2
VI. Secondary Education	1-2	2-3	1-2	1-2	3	3
Operator / Vocational training	1-2	2-3	2	1	2-3	2-3
Middle Mgt / shop floor supervision	1-2	2-3	2-3	1	3	3

⁴ Source: Gherzi, Switzerland

University / College	1-2	4	4	1	2-3	3
Note: Best practice mills are not included in this table						

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Key; 1= very poor, 2= poor, 3= average, 4= good, 5= very good

The above figure illustrates lack of skilled labor as the weakest link in Pakistan's garmenting. The skills gap is much more apparent and distinct in women labor force compared to men. Women found it much harder to find their way culturally and in practical sense to training programs or workshops compared to men in Pakistan. This is mainly due to cultural prejudices against women, which can be countered if women specific training programs with the requisite facilities are available in nearby localities. In countries like Bangladesh and Sri Lanka where women workforce have proved to be the backbone of successful garment sectors, effective and accessible training has been the principal factor that has engineered development in the garment industry. Training centers and programs sponsored mainly by international donor agencies and buyer-driven training programs have preceded Sri Lanka's garment success too. However, this is not the case in Pakistan; it has rather been the opposite despite the fact that the textile and clothing sector is the largest employer of female workers in Pakistan's manufacturing sectors. This inverse ratio in Pakistan of female employment in the clothing sector is in addition to cultural problems due to lack of supporting facilities and accessible training units. Hence, the need for a spread of satellite training units that could gradually be mainstreamed for the benefit of the industry at large.

VI. Needs Analysis of Female Workers in Pakistan's Clothing Sector

In Pakistan an estimated 30 percent of the textile and clothing sector's workforce, which is 3 million workers, is female. This ratio though higher than the national average of 15 percent female workers is far lower than other South and Southeast Asian countries⁵. According to the Government of Pakistan's report to the world conference on women in Beijing, it is evident that "women and girls in poor household bear a disproportionately high share of the burden of poverty. Women face barriers owing to limited education and training opportunities" the report goes on to highlight that limited access to social services and restricted mobility are added restrictive factors, in addition to lack of education and training.

A garment sector assessment of male vs. female workers reveals that women are more punctual and quality conscious than their male counterparts. Moreover, women have a lower turnover rate and hence a longer -term and more sustainable relationship with

⁵ Kindly refer to Annexure B for a comparative analysis with Bangladesh, India and Sri Lanka

their employers than male workers in the clothing sector. This analysis affirms that trained women workers will be a paramount asset to the clothing industry. While on one hand training will boost growth through quality skills, it will inherently help the cause of women development through industry driven garmenting skills. The Figure II in Annexure B shows that the level of education in the female workers is very low 80% of women are under Matric, 15% are diploma holders in training and only 5% are matric and above. Figure III Annexure B depicts that while due to cultural barriers women participation is hindered; only those females who are forced to be sole bread-winners have a higher percentage of work participation. The highest number of women workers are widowed and divorcees with a percentage of 35% and 30% each. This is the main reason for the most popular age group of women in the clothing sector is between 40-50 years (50%) and 30-40 years (30%), whereas the industry would prefer otherwise.

Ancillary facilitation problems like transportation, female housing, access to education and health facilities, availability of day care centres etc remain a major barrier. Figure IV Annexure B shows 60% of female workers use public transport to work, and only 15% are able to walk to work, meaning that mill locations are not contiguous to housing localities of the workers. Only 25% companies provide for company transport to females. Moreover, large proportions of female workers are still rural migrants. There is a need for purposefully built-in female hostels either within mill premises or if possible near the garment cities in Lahore, Faisalabad and Karachi. Most female workers commute by public transport. Company transport facility is costly and hence, entrepreneurs are hesitant to provide transport facilities. Whereas a secure transport facility to and from factories will help overcome security concerns of families. There is a need to provide health facilities for female workers at factory site. Reducing gender gap in malnutrition should be a priority in health policy. Above all female scholarship for secondary education like initiatives taken by the Government of Punjab, need to be expanded for reducing gender gap in secondary education.

VII. The need for gender mainstreaming in the clothing sector:

If women are not provided the above discussed facilities, lack of a skilled female workforce in the clothing sector will evidently lead to a colossal loss in terms of dormant skills and low productivity in the clothing sector of Pakistan. Above all, unlike her regional neighbors, Pakistan will miss on the opportunity to make its women workforce as the vehicle for change in the mill culture and stitching quality. In addition, gender mainstreaming especially in this export-oriented sector will benefit the female workforce on a much higher scale. Studies uncover that a worker in the case of an exporting firm is twice as likely to be promoted than an average worker and thrice as likely to get promoted than in the case of a worker working in a protected firm. Firms, which faced foreign competition, were significantly more likely to impart formal training and up gradation trainings to their workers than protected firms. It is also interesting to note that 77% of foreign owned firms engage in training activities for workers as opposed to only 19% of those domestically owned.

⁶ Annexure A page 35-37

Therefore, mainstreaming women in this most important sector of the economy will be a mutually beneficial agenda both for the industry and the women workers. Pakistan's garment sector should therefore integrate gender relations in all activities performed by the sector. Such change can be made only when corporate management and policy makers acknowledge the approach and are committed to its implementation. The policy makers and decision makers in the country will have to address the various questions⁶ linked to the issue and above all acknowledge that a *pool of skilled women workforce would lead to increased productivity and serve as an asset to the smooth operation of the supply chain*. Such transformation will come when textile companies and policy makers will design skill development and up gradation as integral part of the manufacturing process.

2. THE PROJECT

2.1 The Primary Issues

All the above-mentioned findings have been instrumental in formation of the present project. The focus of the preparatory work for this project was determined by the following broader inquiries;

- The huge untapped potential of women workforce in the garment sector of Pakistan
- The need for skills development and skills up gradation/re-training of female workforce in the clothing sector
- Model satellite training unit/centers for women to benchmark best practice paradigms in garmenting and to mainstream skills development and up gradation as an integral part of the manufacturing process.
- A national anchor for research and advocacy on the issue of gender mainstreaming in the garment sector

2.2 Project Goal and Objectives

The logical framework explains the project goal, objectives, medium term outputs and long-term outcomes. The whole range of project activities is designed to achieve the following goal:

"To reduce poverty and empower female garment workers through skills development and private sector partnerships".

The project goal is designed to be achieved through implementation of three inter-related project outputs. These objectives cover the areas of accessible training units, dissemination of best practices in garment training, capacity building of institutions to enable them to support gender mainstreaming and sustainability of the overall agenda.

⁶ Please see Annexure B for a list of questions pertinent for mainstreaming of women workforce in the garment sector through skills development

Following is a description of these outputs.

- a) **To generate employment for women in garment sector through training and re-training.**
- b) **To build the capacity of the private sector to conduct research and advocate gender mainstreaming in the garment sector, and to promote policy incentivization whereby the industry will be encouraged to promote gender participation in the garment sector.**
- c) **To record best practices and disseminate the information for up-scaling skill development initiatives in the industry.**

The project objectives have been further developed as outputs, which would accrue from the implementation of laid down activities as per the project work plan.

2.3 Project Approach

- Curriculum Development – By Kurt Salmon Associates/KSA)
- Training of Trainers (200) – By KSA
- Training of Female Workers – By Master Trainers/ KSA on a limited basis
- Gen-Prom Research and Advocacy Unit in PRGMEA and FITFD
- Placement Center
- Bench Marking – By KSA
- Social Audit, Policy Papers, Documentation

2.4 Implementation Strategy

The project shall achieve its desired objectives through realization of laid down outputs and implementation of activities as per the work plan approved. These activities shall be implemented through two implementing partners, PRGMEA (Pakistan Readymade Garments Manufacturers & Exporters Association) in Karachi, and FITFD (Faisalabad Institute of Textile & Fashion Design) in Faisalabad. The PRGMEA and FITFD will house the respective Project Management Unit (PMU) that will be headed by the respective Project Manager. The PMU in turn will host the GRAU. The Training of Trainers will be carried out in PRGTTI in Karachi, and for Faisalabad, they will be held in FITFD and TEVTA campuses. Then the training of workers will be carried out in the selected satellite training units (STUs), in Karachi and Faisalabad.

Following is a description of each of the project output and the various activities planned for implementation in line with each of the outputs.

OUTPUT NO. I "To generate employment for women in garment sector through training and re-training"

This objective would be realized through implementation of the following four categories of inter related activities:

1. Gen-prom Satellite Training Units

2. Gen-prom Training for Trainers
3. Gen-prom Placement Center
4. Gen-prom Best Practice Training Manuals
5. Gen-prom Training Literature in Urdu

1. *Satellite Training Units.*

Satellite Training Units (STUs) will be formed on Textile Mill premises in Karachi and Faisalabad who are the implementation partners of this project.

Under this project, the capacity of the STUs would be enhanced through provision of technical experts for operationalizing of the training programs. The members of the Garment/Clothing industry in FITFD and PRGMEA strongly recommended the name of Kurt Salmon Associates (KSA) as Technical Experts to assist in this project. The UNDP carried out the independent assessment through a number of sources including textile sector in general. The KSA have been found to be one of the leading textile experts and training firms with a proven track record of successful skill development programmes. Their high quality may be gauged by the fact that they conducted the training of a few mills in Pakistan a decade back, and, most of the textile industry is still following the same training by copying those methods. In view of the unanimous opinion of textile industry and experts alike, as well as proven track record, the KSA have been found to be the amongst the top most firm globally, and hence they have been chosen as technical experts for this project.

The linkages between various tiers of the industry will be brought about by PRGMEA and FITFD, as associations having a large group of industries as members. Textile Associations would be streamlined for constant and two ways feedback on progress of the STUs.

The STUs in Faisalabad and Karachi will carry out, in addition to other ancillary actions, the following key activities:

- Chalking out programs for training :
- The implementation Partner/ STUs will contribute:
 - Training Infrastructure.
 - Machinery.
 - Materials and other related costs.
 - Premises with all utilities.
 - Transport For Female trainees.
 - Stipend For Female trainees.
 - Overall management and co-operation with the PMU.
- Following will be the contribution of UNDP:
 - Contract International Consultants (KSA)

- Curriculum Development.
- Training of Master Trainers.
- Training of Female Workers.
- PMU/GRAU Overhead Costs, including project staff salaries, research, studies, consultancies, transportation for project staff, equipment, advocacy
- Dissemination of Best practices.

2. *Training of Trainers Program.*

An important issue regarding the skills development under the Gen-prom is training for trainers (TOT).

The first step towards optimal benchmarking of training is TOT. At the beginning of every year the first course to be held at the STU will be a one month training and re-training of trainers. Through this activity, an institutionalized mechanism for producing more trainers will be undertaken by the STUs.

The activity would facilitate the industry to have a pool of available trainers on ground and available to be employed as and when the industry wants.

The trainees under the TOT will not be confined to work under the Gen-prom project. Once they finish their trainings they will be free to take up jobs of their choice, as the purpose of the project is to benefit the garment/textile sector as a whole, rather than individual mills.

3. *Translation of Research Manuals in Urdu.*

An important requirement for simplifying quality training for the women work force is availability of proper and comprehensive training manuals in Urdu. An important area for consideration in preparation of these training manuals would be to ensure maximum dissemination of these manuals to the workforce at large. Once prepared, these manuals should be shared and discussed with all stakeholders for consensus before being disseminated to textile prolific localities like Korangi and Faisalabad. The dissemination channel will be GRAU /PMU in PRGMEA/FITFD. The STUs will select the relevant consultancy firm for such translation and will also be responsible for the dissemination of the manuals in their personal capacity.

4. *Benchmarking Best-practice training manuals.*

The training project is designed to follow a pilot approach whereby different STUs shall be selected to provide training facilities that will provide tested lessons for improved implementation for all future purposes. These lessons shall be formalized through best practice training manuals to be compiled by the STUs management under the supervision of National Project Manager. The dissemination of the best practice manuals will be through PRGMEA, FITFD, EPB and Ministry of Textile.

5. *Gen-prom Placement Unit.*

The first step towards optimal delivery of the Gen-prom skills development and up-gradation program has to be an assessment of the situation on ground in terms of placements of the trainees. Under this activity, a placement Center will be set up at PRGMEA and FITFD, which shall undertake the responsibility to provide a list of available vacancies and available trained applicants. The activity would facilitate introducing and guiding trained workforce to the workplace. The key tool for this purpose will be the Gen-prom Opportunities Bulletin. A three monthly bulletin shall be circulated for three years, in Urdu, in hard copy. The bulletin will highlight job vacancies, training programs, training news and new issues of re-training "skills up gradation". The bulletin shall be compiled by the STU's collectively under the supervision of the Project Manager.

OUTPUT NO. II "To build the capacity of the private sector to conduct research and advocate gender mainstreaming in the garment sector, and to promote policy incentivization whereby the industry will be encouraged to promote gender participation in the garment sector"

Gender mainstreaming in garment sector through skills development will require several other supporting mechanisms and actions to make it sustainable. For this reason following key activities will be carried out: a Gen-prom Research and Advocacy Unit (GRAU), preparation of bilateral advocacy papers, preparation and dissemination of industrial posters on women rights and a study on bench marking social compliance issues under buyer driven social audit programmes.

1. *Gen-prom Research and Advocacy Unit. (GRAU)*

GRAU will be housed in respective PMUs within PRGTTI in Karachi, and in FITFD in Faisalabad, in the respective PMU, under the supervision of the respective National Project Manager. The Gen-Prom Research and Advocacy Unit (GRAU) will be the facilitator of all research and advocacy activities. The first output namely skills development requires effective research and advocacy in order to be effective. This will also lay the foundations of a guiding unit for policy making and policy incentives on the issue. The *GRAU* would be the core foundation of Gen-prom in terms of facilitation and organization of activities. The key activities of the *GRAU* will be of a moderator and anchor to most Gen-prom activities. The key activities include the following:

- Facilitate the Gen-prom placement Unit for jobs and channelize the data and research for job placement for women. Compilation of the Gen-prom Opportunities Bulletin and distribution of the bulletin to textile association's countrywide.
- Compilation and distribution of Gen-prom Women Rights Posters to manufacturing units through trade associations (both in Urdu and English)
- Support for social audit study
- Support for bilateral negotiations papers

- Hosting the PMU / Project Manager and staff.

GRAU will provide for all infrastructure and human resource required to maintain the unit including networking with textile associations and the industry.

The GRAU will take care of all circulation and printing costs for core activities i.e. Gen-prom Opportunities Bulletin and Gen-prom Women Rights Posters to manufacturing units through trade associations.

The GRAU will produce quarterly progress report to the UNDP as well as the yearly reports. The Quarterly Progress Report and the Annual Progress Report will lay out in detail the status of all activities under the four outputs of the Gen-Prom Initiative. For instance, the Quarterly Progress Report will give details of number of placements made by the placement unit and analysis of the unit's performance. This will also include quantification by the placement supervisor of the numbers and figures showing how is the Gen-prom Placement Unit improving the situation compared to before. In addition, UNDP will arrange for independent auditors to do technical and financial audit of the activities of the project through the PMU.

2. *Gen-prom Advocacy in Bilateral Negotiations:*

Trade diplomacy has increasingly grown in scope due to its social considerations. In many trade talks and negotiations, social contribution is a key chip for bargaining in diplomacy. These papers will support trade negotiators, and will sensitize the Ministry of Textile and Commerce on how women welfare in trade especially in the T&C sector can be used as a lobbying tool in economic diplomacy. Trade experts under the supervision of GRAU will prepare the bilateral negotiation papers to be presented.

3. *Gen-prom Benchmark Study on social audit and compliance (in Urdu and English).*

There is a clear demand from foreign buyers for an educated and aware working class and in a socially responsible and decent work place on Mill premises. While textile and clothing units try to implement the buyer driven responsibility indicators, however, there is no formal training or even guidelines for such a code of conduct. The social audit study will be a compilation of an industry driven benchmark/best practice on social compliance requirements. The study will highlight in points the buyer demands and a cost effective solution. The study will be translated into Urdu and circulated to all textile units through trade associations. GRAU will supervise the study according to the TOR signed with selected consultants.

4. *Gen-prom Social Compliance and Incentivization.*

4.1 ***Gen-prom Social Compliance*** : It has become a norm and a selling chip for vendors and manufacturers vis-à-vis buyers to ensure compliance with labour rights and particularly women and children rights. Social compliance in addition to other

requirements also entails awareness of worker rights. Gen-prom posters identifying key areas of women rights and gender-courtesy statements in English and in Urdu will be prepared. This will be circulated through textile associations under the supervision of GRAU and posted on the walls of manufacturing-units.

4.2 "Incentivising Gen-prom Skills Development: At the Federal and the provincial level GRAU and the STU's will collectively work to serve, as an advocacy group highlighting the policy needs of Gen-prom. The core policy incentives that will be pursued with the Government under the umbrella of Gen-prom are the following:

a) *Subsidy on Female Housing and transport.*

GRAUs will explore the possibilities of incentives to mills to subsidize female housing and transportation on mill premises. The final shape and details of the recommendation will be finalized by GRAUs.

b) *Gen-prom Award:*

GRAUs will explore the possibilities of an award for the textile unit with the highest number of female employees and trainees both at low-labour and middle management level, as well as for the largest increase in percentage of female employees to encourage them. The final shape and details of the recommendation will be finalized by GRAUs.

OUTPUT NO. III "Documentation of Best Practices and Reporting"

The purpose of this output is to ensure that the experience of promoting gender promotion through skills development is properly documented for roll over effect, and best practice models are made available in garment trainings. Following activities are designed in this regard;

1. *Preparation of monthly activity reports.*

Both the STUs and the GRAU shall be required to generate and maintain monthly progress reports of the proceedings and the decisions of these facilitators. Under the overall supervision of the Gen-prom Advisory Body, GRAUs shall collect and update data against the laid down monitoring indicators. Efforts shall also be made to streamline the record keeping of the trainings carried out at the STUs.

2. *Presentation/Discussion of consolidated quarterly and annual reports by GRAUs and STUs.*

The Gen-prom Advisory body and the UNDP shall ensure that the quarterly progress reports are compiled after every three months for placement in the meetings of *GRAU and STUs*. These reports shall be discussed with a view to learn from the experience and introduce any adjustments as deemed necessary.

Annual reports shall also be submitted, containing the progress and outputs over the year. These reports will be discussed with a view to learn from the experience and introduce any adjustments as deemed necessary.

3. Bench Mark Papers:

An annual Best Practice Training Report shall be submitted by the STU to the NPM. The report will attempt to document and consolidate data on female and male workers, impact of skills development on labour productivity, incomes and employment. Experiences and lessons for improved future trainings will also be documented. In addition, at the end of the third year of the pilot project a book covering the three-year training experience in the satellite units, highlighting the experiences and lessons shall be published. The book will be compiled, printed and distributed by STUs and PMU/GRAU jointly. The free circulation of the book will ensure that the satellite training lessons are shared with the industry creating a spill over effect on the industry at large. The book shall be a benchmark for trainings at the garment cities in Lahore, Faisalabad and Karachi. Both the annual best practice reports and the book shall be circulated through GRAU/FITFD/PRGMEA free of cost to stake holders and the industry at large.

2.5 Work Plan

A detailed work plan for the project has been prepared which is placed as Annexure E. The work plan provides details of activities, which are designed to achieve the short-term outputs and the long-term objectives of the project. The work plan also incorporates the timing and cost of each of the activities with a clearly laid down implementation responsibility. However, suitable amendments may be made by UNDP, keeping in view the technical experts reports. The work plan also lists the monitoring indicators, which will be used to verify the progress of implementation. The data collected against these laid down monitoring indicators shall also facilitate and inform the conduct of evaluation exercise towards the end of the project.

3. LOCATIONS AND PHASING.

The proposed project for promoting gender participation through skills development and up gradation will be implemented in the selected textile mills in Punjab and Sindh, as given in Annexure A. The selection of satellite training centers in each of the province shall be governed by a specific criteria including willingness to contribute requisite resources for the infrastructure of the STUs. The pilot project is expected to be for five years from the start date (2006-2011). While some of the activities are quarter specific, there are activities, which are expected to continue throughout the life of the project.

4. MANAGEMENT ARRANGEMENTS.

The proposed implementing partners for implementation are PRGMEA (Pakistan Readymade Garments Manufacturers & Exporters Association) for Karachi, and FITFD (Faisalabad Institute of Textile & Fashion Design) for Faisalabad component of the project, who will implement the project independent of each other. The implementing partner will nominate a National Project Director (NPD) who will manage the project

affairs for them with the help of Project Management Unit (PMU) established by the UNDP. Two PMUs will be established. One under the PRGMEA at Karachi, and second under the FITFD at Faisalabad. Each PMU will host a GRAU. Each PMU will house a National Project Manager (NPM) and his team, who will report to the NPD.

The detailed Terms of Reference (TORs) of the NPD, PMU and NPM are enclosed as Annexures I, J and K to this project document. The NPM will be provided with essential support staff and logistics for managing the PMU and project. The implementing partner will provide the necessary space required for project implementation, and may add more staff at their end. All funds will be administered through the implementing partner. Coordination with the MINTEX, private sector and civil society will be undertaken through biannual meets to share results and experiences. The NPM will prepare the Annual Work Plan by 15 Jan every year. The NPMs will work in close association with PRGMEA/FITFD and UNDP for smooth implementation.

4.1 PROVINCIAL LEVEL SET UP

Two main implementation partners shall implement the project at the respective provincial level, namely the PRGMEA in Sindh and FITFD in Punjab. PRGMEA (Karachi) and FITFD (Faisalabad) will provide space for PMU / GRAU that will house the National Project Managers supported by UNDP, for each province. These National Project Managers will work in close association with PRGMEA and FITFD, as well as STUs for smooth implementation. The PMUs/GRAUs will serve under the implementing partners, as the coordinator for the whole project. They will be provided with supporting staff led by the National Project Managers who shall also act as the secretariat of PSC.

5. FINANCIAL ARRANGEMENTS & AUDIT

The total budget of the project is \$ 11.65 Million. The proposed project shall be implemented through grant resources amounting to \$ 5 Million. The Project partners are contributing approximately \$ 6.65 Million as their share in the project, in the form of stipend to trainees, their transportation, machinery, office space and equipment. The project funds from UNDP shall be placed in a project-specific account, to be jointly operated by the National Project Director and National Project Manager. The UNDP guidelines and PCOM 4.0 shall be strictly followed for all procedures, utilization of project funds and procurement activities. The Annual Financial Audit will be carried out by UNDP nominated auditors.

6. MONITORING AND EVALUATION

6.1 Project Steering Committees (PSC): In order to monitor and guide the project implementation, two 'Project Steering Committees' (PSC) shall be established. The Faisalabad PSC will be headed by President FITFD, while Karachi PSC will be headed by Chairman PRGMEA. Each PSC will have representation from the UNDP, implementing partner, EAD, Ministry of Textile, GSP-PMSU, NPD and NPM. The Project Steering Committee will meet twice a year and when the need arises. The detailed TORs are given in Annexure H. PSC will be responsible for approving and monitoring the implementation of project work plan activities besides performing the overall coordination functions.

6.2. Periodic Reporting: Quarterly and Annual reports prepared by PMU will be submitted to the PSC and UNDP, who will inform PRGMEA/ FITFD for remedial actions.

6.3 Mid Term Review: The project will undertake a mid-term review in 2009, to enable strategic course corrections. An evaluation will be undertaken at the end of pilot programme in 2011 to review key results, lessons learnt and determine basis for expansion to other regions and provinces.

7.2 GSP Steering Committee: It convenes once a year under EAD chairpersonship to review progress and explore synergies with other components of UNDP Gender Support Programme. The implementing partners will participate in the annual Gender Support Programme Steering committee to share with the wider GSP partners project progress, seek synergies and build opportunities for cooperation and collaboration with the wider partner base.

7.3 Monitoring Mission. UNDP, GSP-PMSU and EAD will undertake monitoring missions at least once a year to review progress.

Annexure A

Project Partners & Their Contribution

NOTE : The implementing partners are contributing approximately \$ 6.72 Million as their share in the project, in the form of stipend to trainees, their transportation, machinery, office space and equipment.

KARACHI:

- **PRGMEA** (Pakistan Readymade Garments Manufacturers & Exporters Association).
- **PRGITI** (Pakistan Readymade Garment Technical Training Institute)
- **Satellite Trainings Units STUs** (14) (1640 Trainees)
Abdullah Apparels (200), Al Karam (300), Rajby Industries (400), NOVA International (200), Kings Apparel (100), Soorty Enterprises (100), Mullah International (80), Master Textile (100), Universal Fashion (50), Rahman & Rehman (50), Weave and Knit (50), DJ Industries (40), Mustafa & Co (20), Parsons (16).

FAISALABAD:

- **FITFD** (Faisalabad Institute of Textile & Fashion Design)
- **TEVTA** (Technical & Vocational Training Authority)
- **Satellite Trainings Units STUs** (10) (4300 Trainees)
Chenab Limited (1000 trainees per year), Amtex Pvt Limited (400), Masood (1000), Jaguar Group (300), Arzoo (500), Arshad (200), Sitara (300), Crescent (300), Al-Rehmat (200), M.K. Sons (100).

Monetary (Cash/Kind) Contribution by the Textile Mills for the GEN-PROM Project

S. No.	Description	Amount (Rs.)	Nos	Duration of Payment	Total Amount (Rs.)	Total Amount (US\$)
1	Stipend to trainees	2,500*	29,700 trainees	3 months	222,750,000	3,712,500
2	Transportation costs	600	29,700 trainees	3 months	53,460,000	891,000
3	Entertainment to trainees	300*	29,700 trainees	3 months	26,730,000	445,500
4	Machinery, rent, raw material, maintenance etc.	1,000	29,700 trainees	3 months	89,100,000	1,485,000
5	Office space for PMUs (Punjab/Sind)	60,000 /month	2 offices	60 months	7,200,000	120,000
Total						6,654,000

These figures have been quoted from the Ministry of Textiles Memorandum of Understanding (MOU) with the PRGMIEA. However, it is noted that some mills in Faisalabad are paying higher amount e.g. upto Rs. 3500/month including food and tea

Annexure B

Comparative analysis of India, Sri Lanka and Bangladesh

PART A : ANALYSIS

Substantive differences can be observed between the country case studies on Sri Lanka, Bangladesh and India. While Sri Lanka and Bangladesh garments industry were mostly dominated by foreign direct investment, India's garment industry is almost completely indigenous like Pakistan's. The gender profile of this industry also tends to be different amongst these three countries. Paradoxically India's and Pakistan's integration into globalization is rather sporadic in nature by comparison with the relatively more liberal approaches of Bangladesh and Sri Lanka. This has led to better wages and employment in comparative terms in Bangladesh and Sri Lanka by comparison to India and Pakistan. The reason for the continuing low proportions of women in the majority of the garment export factories may be attributed to the fact that tailoring operations in most units still remain male dominated in India and Pakistan. The brunt of job loss and unemployment was clearly being borne by the unskilled workers, which are mostly women.

According to a survey in India 63% of those who had lost their jobs and were unemployed were unskilled workers. However, of some note was the fact that close to one third (32%) of the tailor operators and well over a fifth (21%) of the checkers were also unemployed. Further, loss of employment was experienced by workers in all sizes of factories, a sign of the general volatility of employment in the garment export industry. The problem of unemployment was compounded for about one third of the unemployed women whose husbands were also unemployed.

By contrast, the Bangladesh case study views the garments as a sector for women's empowerment. The garment sector has been seen as the "female-labour oriented industry" whereas the textile mills are potentially female labor-oriented. At least 50% of the work done in the handloom sector, involves women. The Sri Lanka study also as contrasted to India and Bangladesh presents a completely different picture. By the end of 1998, 14.3 percent of the total working labour-force in Sri Lanka was employed in the manufacturing sector and 32 percent of them were engaged in the garment industry. The gender composition in occupational categories in the garment industry reveals that 87 percent of the total work force is women. Studies related to women workers in EPZs and other garment factories also reveal that employment in the garment sector contributed to their economic empowerment. On the other hand, these studies emphasize the drawbacks such as the

monotony of assembly line semi skilled jobs, the absence of opportunities for upward mobility, low wages, long working hours, occupational health hazards and job insecurity.

Reason for differences in the region:

The reasons for these differences in women's employment and work conditions between the three countries faced with almost the same degree of globalization has to do with the structure of the textiles and clothing industry in the three countries. Unlike Bangladesh and Sri Lanka, the Indian and Pakistani textile and apparel industry lacks coordination among the different links in the supply chain. The pace of modernization in India and Pakistan is slower than that of Bangladesh and Sri Lanka. There is a lack of indigenous research and development, low productivity, inadequate worker training, a restricted fabric base and an over dependence on cotton.

PART B

Figure I⁷

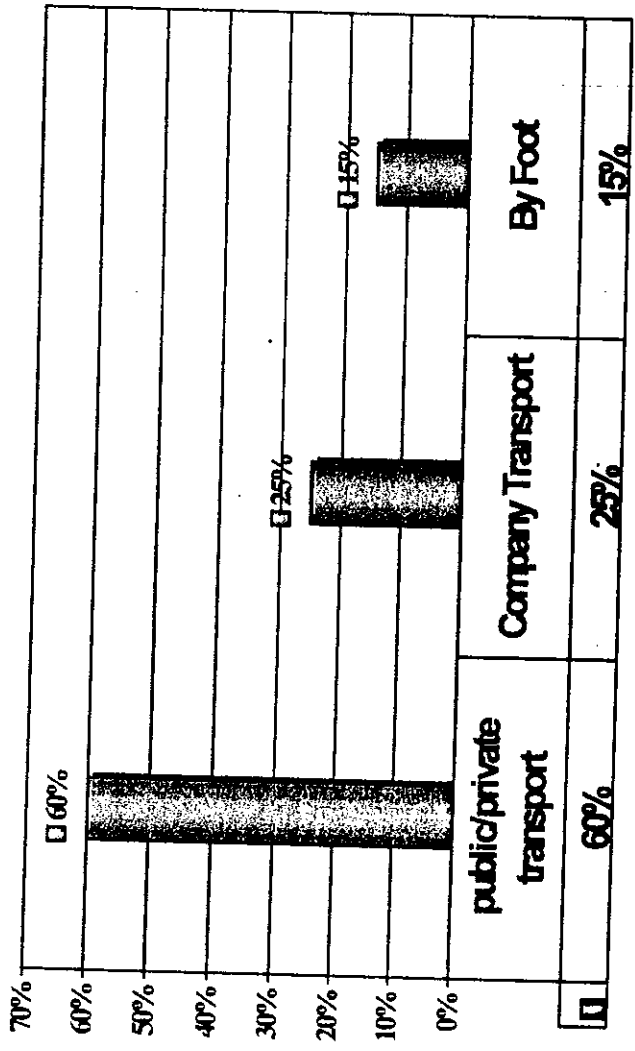


Figure II⁸

⁷ Figure I source textile commissioners office
⁸ Figure II source field research by FLI & M@P

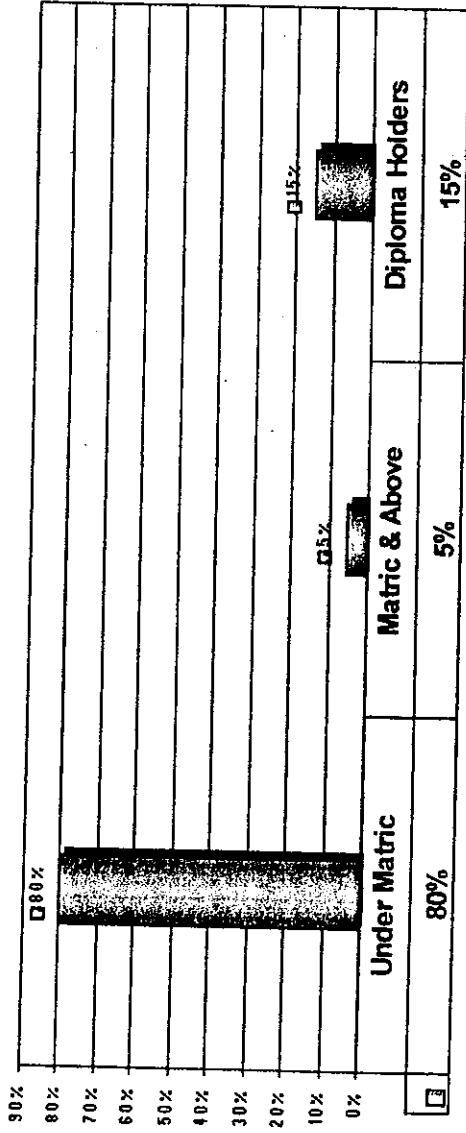
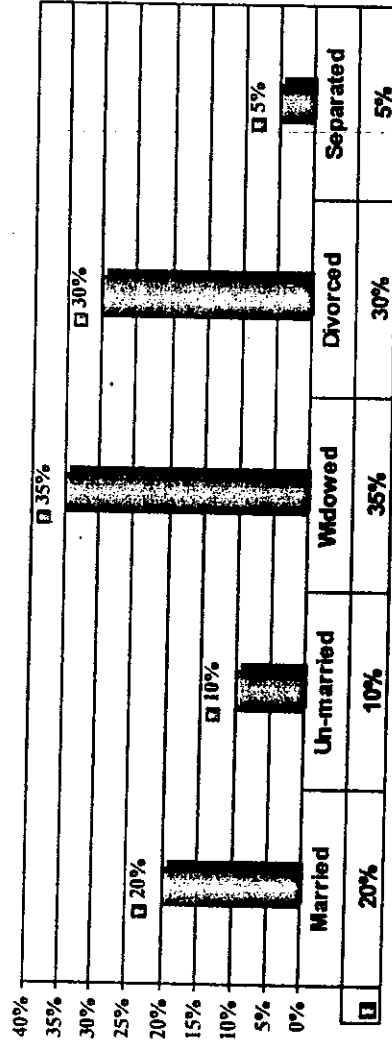
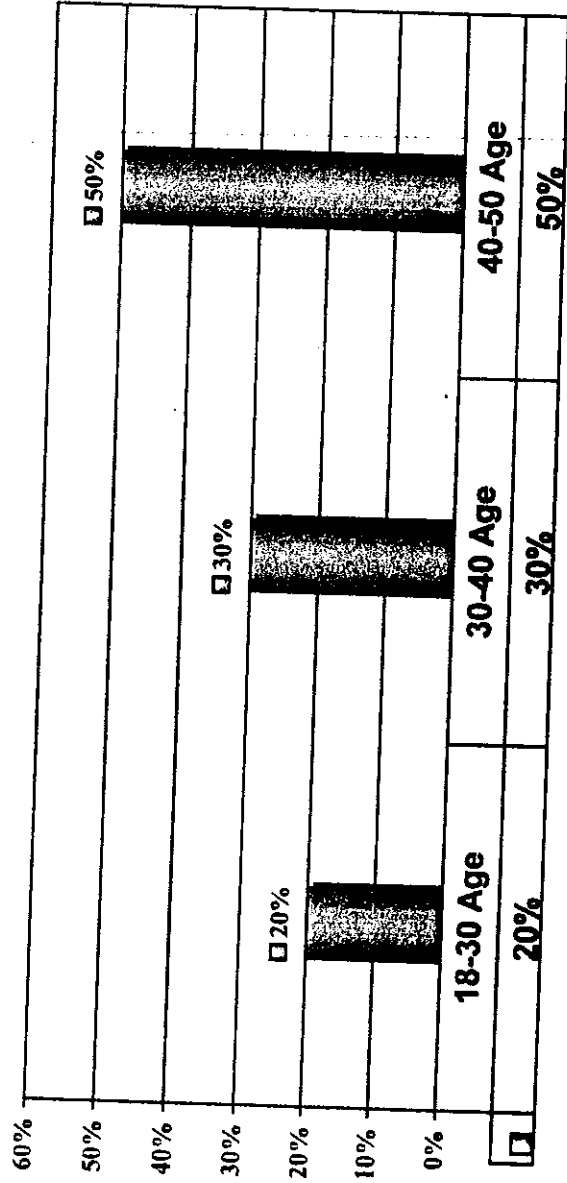


Figure III⁹



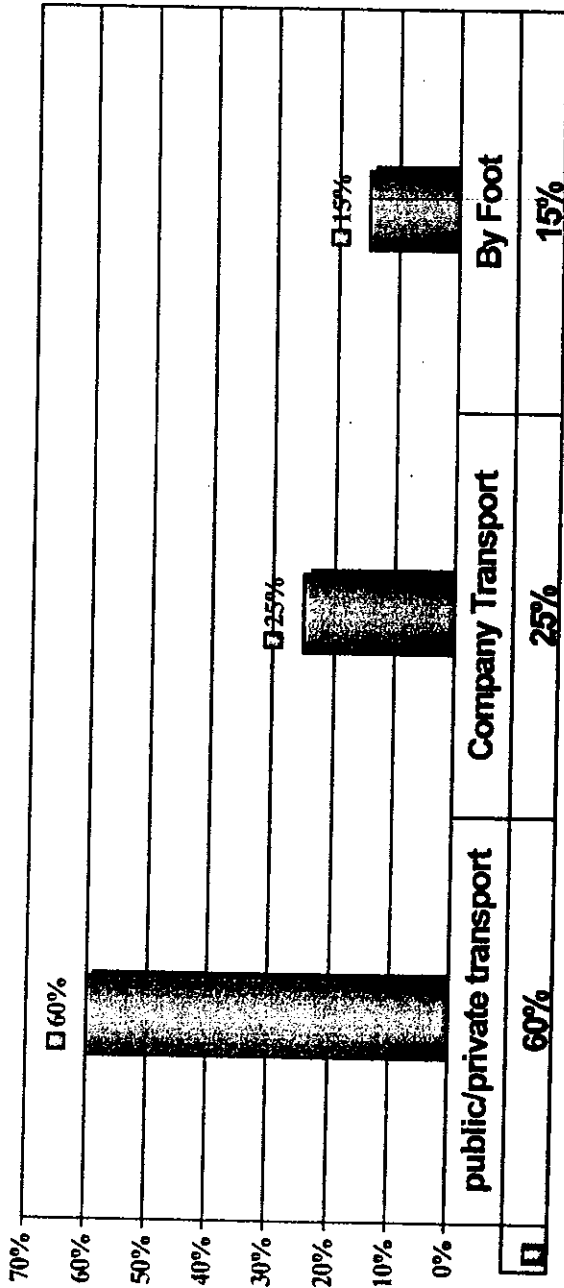
⁹ Figure III source field research by FLI & M@P

Figure IV¹⁰



¹⁰ Figure IV source field research by FLI & M@P

Figure V¹¹



¹¹ Figure V source field research by FLI & M@P

PART C

The key questions for stakeholders in Pakistan

- How should Government, social partners and the private sector respond to the post-MFA regime, and minimize the resulting social and economic hazards on women?
- How can Pakistan strengthen and expand its garment product lines to support diversified and competitive exports leading to increased women participation in the sector?
- How can skills development, health and safety, working conditions, social protection and basic workers' rights for women contribute to productivity?
- How can exporters, investors and enterprises pay more attention to the women labor force factor of productivity and competitiveness?
- How should Pakistan deal with two competing pressures- compliance with international labor standards on basic rights at work, and the threat of losing foreign investments?
- In the context of globalization, what national strategy of social protection should be developed by Pakistan to mitigate the adverse effects of trade liberalization and global market changes on workers?
- How can labor-management relations especially women labor management become a positive factor for a more socially responsive restructuring?
- How to address the issue of impressive gains in women's paid employment in the garment sector not matching by qualitative improvements in low wages, segregation in lower skill and lower paying jobs, little skills training and poor working conditions?
- What can be done in garmenting in Pakistan in order to ensure that workingwomen have as much equal access as men to decent jobs and incomes generated by globalization and growth in the formal economy?
- What obstacles hinder girls and women from obtaining higher education and skills training that are necessary for upward mobility in the formal labor market?
- How should these be addressed effectively?
- Measuring and monitoring decent work: Gen-prom benchmarks and indicators are necessary for setting targets, monitoring progress and assessing impact of strategies aimed at promoting the welfare of women.

Annexure C.

List of Textile Training Institutes and Textile Associations in Pakistan

Textile facilitating firms:

- Kurt Salmon Technopak India (the best in the region and cost effective)
- Sun Consulting Pakistan. (Cost effective but industry not satisfied)
- Independent Sri-Lankan and Bangladeshi Garment Training Consultants (cost effective and good industry experience)
- The Needle Point Management consultants Pakistan (good in middle management textiles)

Training Centers especially for women:

- Vocational Training Institute, Karachi, Lahore, Sialkot, Faisalabad
- Technical Education & Vocational Training Authority (TEVTA)

Training Centers/Colleges/Universities for men and women (Co-education):

Sindh:

- Fashion Apparel Designing & Training Institute, Karachi
- Textile Institute of Pakistan, Karachi
- Pakistan Ready made Garments Technical Training Institute, Karachi
- Pakistan Knitwear training Institute, Karachi
- S.M.A. Rizvi Textile Institute, Karachi
- Pakistan Bed Wear Design Training Institute, Karachi
- Fashion Apparel Design & Training Institute, Karachi
- Institute of Textile Technology & Management, Karachi
- Shirkat Gah, Karachi

Punjab:

- FITFD, Lahore
- Pakistan School of Fashion Design, Lahore
- Institute of Handloom & Home Textile Technology
- National Textile University, Faisalabad

- SMEDA, Lahore
- Pakistan Knitwear Training Institute, Lahore
- Aurat Foundation, Lahore
- Trust for Volunteer Organization, Lahore
- ILO, Sialkot Office
- Pakistan Ready made Garments Technical Training Institute, Lahore
- Pakistan Knitwear training Institute, Lahore

Textile Associations in Pakistan¹⁰:

- Pakistan Hosiery Manufacturers Association
- Pakistan Readymade Garments Manufacturers & Exporters Association
- All Pakistan Textile Mills Association
- All Pakistan Bed sheets & Upholstery Manufacturers Association
- All Pakistan Cloth Exporters Association
- Pakistan Knitwear & Sweaters Exporters Association
- Pakistan Art Silk Fabrics & Garments Exporters Association
- Pakistan Bed wear Exporters Association
- Pakistan Commercial Exporters Of Towel Association
- Pakistan Cotton Fashion Apparel Manufacturers & Exporters Association
- Pakistan Cloth Merchant Association
- Pakistan Canvas & Tents Manufacturers & Exporters Association
- Pakistan Silk & Rayon Mills Association
- Pakistan Yarn Merchants Association
- Towel Manufacturers Association Of Pakistan

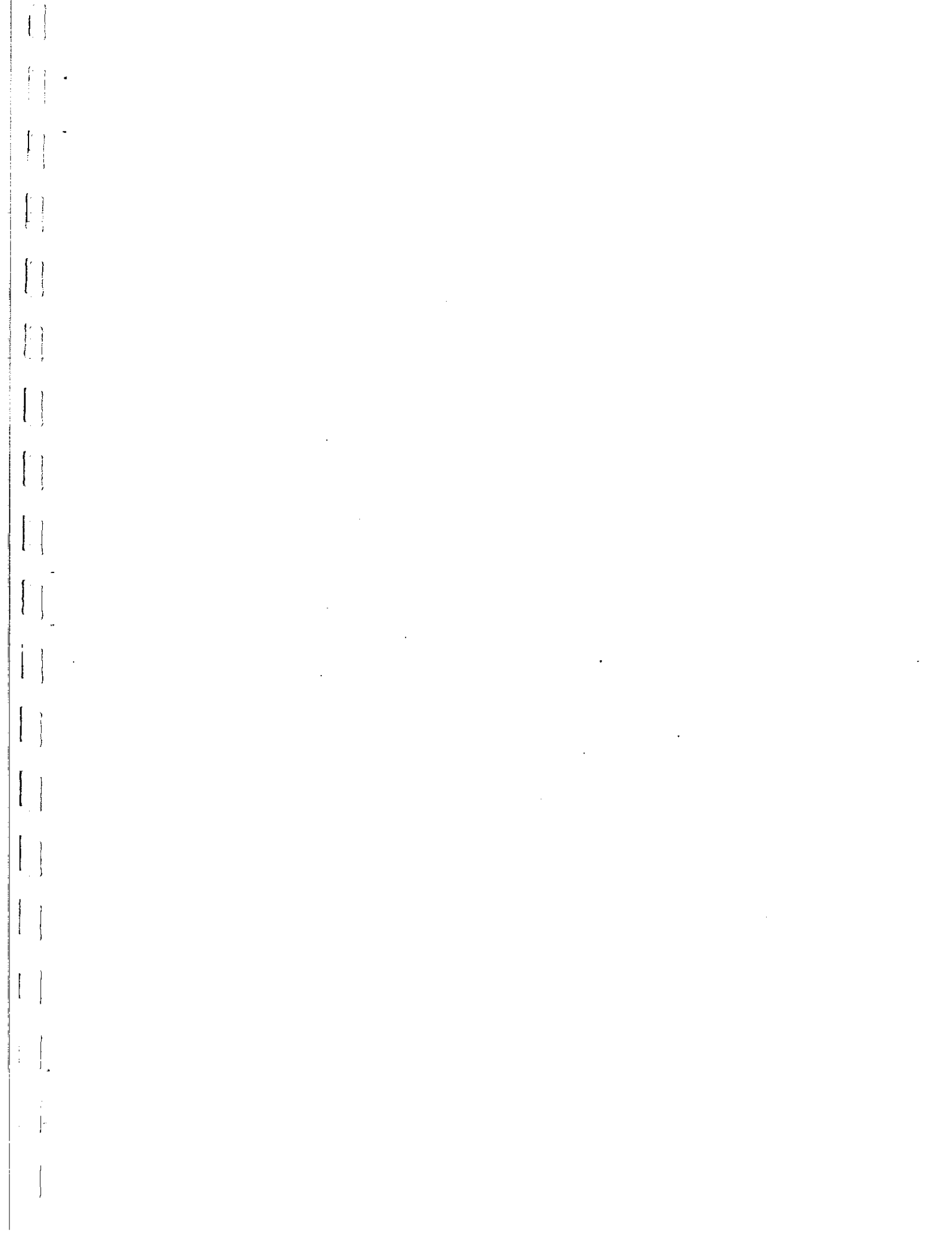
Annexure D

Activities And Resources Table

OUTPUT	Ministry of Textile	STU supported by PRGMEA and FITFD	GRAU/PMU Integrated External Support
Activity I <i>Trainings/TOT</i>		i) Infrastructure, administrative staff, stipends, transport for trainees, management of programs, monthly running costs. ii) Distribution and circulation of manuals	i) Training programmes support
Activity II <i>Translation of Manuals</i>			i) Translation and distribution of training manuals
Activity III <i>Benchmarking</i>		i) Compilation of experiences/lessons from the training sessions ii) Distribution and circulation of manuals	i) Training manuals documentation support
Activity IV <i>Placement Unit</i>		i) Infrastructure and staff within PRGMEA/FITFD ii) Distribution and circulation of placement bulletin	i) Placement bulletin preparation
OUTPUT	Ministry of Textile	STU supported by PRGMEA and FITFD	GRAU/PMU Integrated External Support
Activity I <i>Management of PMU/GRAU</i>		i) The NPDs for respective provincial components, infrastructure, national networking, support staff, fully equipped office premises ii) Distribution and circulation Services	i) Salary for NPM (National Project Managers), Admin/Finance Officers, and staff
Activity II <i>Negotiation Papers on Gen-prom</i>		i) Distribution and circulation of papers to industry	i) Selection of Experts ii) Distribution and circulation of papers to relevant ministries
Activity III <i>Social audit report</i>		i) Distribution and circulation of papers to industry	i) Distribution costs of Social Audit reports
Activity IV <i>Industrial rights posters</i>		i) Distribution and circulation of posters to industry ii) Preparation of the of the posters	i) Distribution costs of posters
Activity V <i>Subsidy on female housing</i>	i) Arrange formal meetings on the incentive with concerned ministries	i) Assist in preparation of white paper.	i) Compile white papers on the incentive, and present to PSC.

<p>Activity VI Award by the EPB</p>	<p>i) Arrange formal meetings on the incentive with concerned ministries</p>	<p>i) Assist in preparation of white paper.</p>	<p>i) Compile white papers on the incentive, and present to PSC.</p>
<p>OUTPUT II</p>			
<p>Activity I Quarterly Activity Reports</p>		<p>STU supported by the GRAU and STU</p>	<p>GRAU/PMU Migrated External Support</p>
<p>Activity II Annual Reports</p>		<p>i) To be submitted by GRAU and STU</p>	
<p>Activity III External Auditors Bench Marking training</p>		<p>i) To be submitted by GRAU and STU</p>	<p>i) Auditing costs</p>
<p>Activity IV Bench Mark Papers</p>			<p>i) Cost for circulation and Urdu translation of the bench mark papers</p>

		iii. Circulate of translated manuals by GRAU and PRGMEA/ FITFD free of cost to existing and potential garment workers													PRGMEA/ FITFD, GRAU	US\$ 3,244,500
II. To build the capacity of the private sector to conduct research and advocate gender mainstreaming in the garment sector, and to promote policy incentivization whereby the industry will be encouraged to promote gender participation in the garment sector.		ACTIVITY 1: Preparation/Approval of GRAU Rules of Business														
		i. Prepare model Rules of Business for the functioning of GRAU													NPM	
		ii. Submit model Rules of Business to respective MINCOM/ EPB departments													NPM	
		iii. Stakeholder consultation for agreement on model Rules of Business for GRAU													NPM	
		iv. Adopt of model Rules of Business by all implementation partners													NPM, PSC	
		ACTIVITY 1b: Establishment of GEN-PROM Business Unit/Address (GRAU) in each factory														
		i. Stakeholder consultation/ confirmation for the formation of GRAU													UNDP, GRAU, STU, NPM, PRGMEA/ FITFD	
		ii. Provide/Transfer project resources for strengthening the functioning of GRAU													NPM, GRAU, PRGMEA/ FITFD	
		ACTIVITY 2: GEN-PROM Advocacy in Bilateral Negotiations														
SUB-TOTAL																



Annexure F

PUNJAB - FAISALABAD

List Of STUs & Trainings

The average training cost per trainee per year is approximately US\$ 69.

Companies	Trainees/year	Appx. Cost for STU per Year
Chenab Textile Limited.	1000	US\$ 69,000
Amitex Pvt. Limited. Faisalabad	400	US\$ 27,600
Masood Textile	1000	US\$ 69,000
Jaguar Group	300	US\$ 20,700
Arzoo Textile	500	US\$ 34,500
Arshad Textile	200	US\$ 13,800
Sitara Textile	300	US\$ 20,700
Crescent Textile	300	US\$ 20,700
Al-Rehmat Textile	200	US\$ 13,800
M.K. Sons Textile	100	US\$ 6,900

SINDH - KARACHI

Companies	Trainees/year	Appx. Cost for STU per Year
Abdullah Apparels (pvt) Ltd.	200	US\$ 13,800
Al-Karam Textile Mills (pvt) Ltd.	300	US\$ 20,700
Rajby Industries	400	US\$ 27,600
NOVA International	200	US\$ 13,800
Kings Apparel	100	US\$ 6,900
Soorly Enterprises	100	US\$ 6,900
Mullah International	80	US\$ 5,520
Master Textile Mills Ltd.	100	US\$ 6,900
Universal Fashions (pvt) Limited	50	US\$ 3,450
Rehman & Rehman	50	US\$ 3,450
Weave and Knit	50	US\$ 3,450
DJ Industries	40	US\$ 2,760
Mustafa & CO	20	US\$ 1,380
Parsons	16	US\$ 1,104
Ruby Tex and Two more Industries		Will base on no of trainees later

The implementation Partner/ STUs will contribute:

- Training Infrastructure, Machinery, Materials and other related costs, Premises with all utilities, Transport For Female trainees, Stipend For Female trainees, Overall management and co-operation with the PMU.

Annexure G

Logical Framework Analysis (LFA)

Implementing Partner: PRGMEA/ FITFD

EXPECTED OUTPUTS AND INDICATORS	PLANNED ACTIVITIES <i>List all the activities including monitoring and evaluation activities to be undertaken during the year towards stated outputs.</i>	EXPENDITURES	RESULTS	PROGRESS TOWARDS ACHIEVING OUTPUTS <i>Where relevant, comment on factors that facilitated and/or constrained achievement of results including:</i>
<p>OUTPUT 1:</p> <p>Provide skills development and up-gradation to women for increased participation in the clothing/garment sector of Pakistan</p> <p>INDICATORS I:</p> <p>1.1 RoB drafted and approved by implementation partners 1.2 Number of STUs formed in each province 1.3 Training curricula for skills development and up-gradation programme designed 1.4 ToTs and Trainings of garment workers conducted 1.5 Number of workers trained 1.6 GEN-PROM Placement Unit operationalized 1.7 Placement Bulletins compiled and disseminated 1.8 Best Practices training manual compiled, translated and disseminated</p>	<p>ACTIVITY 1: Preparation/Approval of STU Rules of Business</p> <p>i. Prepare model Rules of Business for the functioning of STUs</p> <p>ii. Submit model Rules of Business to respective MINTEX/EPB departments</p> <p>iii. Stakeholder consultation for agreement on model Rules of Business for STUs</p> <p>iv. Adopt model Rules of Business by all implementation partners</p> <p>ACTIVITY 1b: Formation of STUs in each province</p> <p>i. Potential Satellite Training Units confirm space and machinery</p> <p>ii. Stakeholder consultations/ confirmation for the formation of STUs</p> <p>iii. Agreement between provincial consortia of STUs and UNDP regarding establishment of STUs in each province and signing of the project document</p>			<p>Risks:</p> <ol style="list-style-type: none"> Political considerations hamper STU formation STUs do not provide realistic resources for training STUs lack incentives to provide skills development and skills up-gradation training Social taboos constrain women trainee participation Placement Unit unable to find jobs <p>Facilitating Factors:</p> <ol style="list-style-type: none"> STUs spearheaded by the industry itself Training costs include provision of stipends and transport facility for trainees Trained labour force in the clothing sector easily absorbed in the job market Training is conducted at work place and hence, is accessible. Most workers employed in garment sector are situated in

	iv. Agreement between STUs / GRAU and UNDP for liaison and implementation through signing of the project document													localities in and around Textile Mills premises
	ACTIVITY 2: Training and Training for Trainers Programme													SUSTAINABILITY: i. Pool of trainers, training manuals, trained workforce, best practice manuals and 3 year kick off period experiences will sustain and mainstream the agenda
	i. Identify and validate of training needs of females in their localities with special regards to the needs of the garment sector													
	ii. Prepare training modules for the skills development programme.													
	iii. Conduct training activities for trainers by the pilot satellite STUs													
	iv. Conduct training activities for females in garmenting by the pilot STUs													
	ACTIVITY 3: Establishment of GEN-PROM Placement Unit													
	i. Establish GEN-PROM Placement Unit under the aegis of provincial hosts namely PRGMEA/ FITFD													
	ii. Compile Placement Bulletin by PRGMEA/ FITFD													
	iii. Release a Placement Bulletin every month in Urdu and English													
	iv. Circulate Placement Bulletin by GRAU through networking in PRGMEA/ FITFD													
	ACTIVITY 4: Benchmarking Best Practices Training Manuals													
	i. Compile best practice training manuals under NPM supervision by the STUs													
	ii. Disseminate best practice training manuals free of cost by PRGMEA/ FITFD, EPB and MINTEX													

<p>OUTPUT 2 (a): Build gender mainstreaming research and advocacy capacity of the garment sector in Pakistan</p>	<p>INDICATORS II. 2.1 RoB prepared and approved by implementation partners 2.2 GRAU established in PRGMEA/ FITFD as a project management unit and resourced adequately 2.3 Bilateral Negotiation papers submitted to MINCOM and Ministry of Foreign Affairs 2.4 Social audit study developed and disseminated 2.5 Industrial Rights posters prepared and published</p>	<p>ACTIVITY 5: Translation of research manuals in Urdu i. Procure/ mobilize of short-term consultants by STUs under the supervision of GRAU and with the approval of PSC for translating updates and latest training manuals in Urdu ii. Submit manuals for PSC approval iii. Circulate of translated manuals by GRAU and PRGMEA/ FITFD free of cost to existing and potential garment workers</p>		
		<p>ACTIVITY 1: Preparation/ Approval of GRAU Rules of Business i. Submit model Rules of Business to respective MINCOM/ EPB departments ii. Stakeholder consultation for agreement on model Rules of Business for GRAU iii. Adopt of model Rules of Business by all implementation partners</p> <p>ACTIVITY 1b: Establishment of GEN-PROM Research and Advocacy Unit (GRAU) in each Province i. Stakeholder consultation/confirmation for the formation of GRAU ii. Provide/Transfer project resources for strengthening the functioning of GRAU</p>		<p>RISKS: i. Limited technical expertise ii. Failure to understand and address gender mainstreaming concerns by the trade facilitation government bodies iii. Resistance from industry on advocacy issues iv. Absence of consensual leadership</p> <p>Facilitating Factors: i. Industry s leading the GEN-PROM project ii. Considerable academic interest and advocacy in the area of women workers in the post-quota trade environment</p> <p>SUSTAINABILITY: i. Database formed at the end of three years, the networking with PRGMEA/FITFD and individual STUs will enable GRAU to continue operations and take the agenda forward.</p>

<p>OUTPUT 2 (b): Policy incentivisation to promote gender mainstreaming in the garment sector in Pakistan</p>	<p>INDICATORS III.</p> <p>3.1 Brief advocacy papers prepared on female housing and transport subsidy policy incentive</p> <p>3.2 Brief advocacy papers prepared and submitted to MINTEX / MINCOM on rewarding female labour participation and skills development policy incentives</p>	<p>ACTIVITY 2: GEN-PROM Advocacy in Bilateral Negotiations</p> <p>i. Procure/ mobilize short-term consultants with PSC approval for commissioning research papers on gender mainstreaming trade negotiations</p> <p>ii. Submit bilateral negotiation papers to MINTEX and Ministry of Foreign Affairs</p> <p>ACTIVITY 3: GEN-PROM Benchmark Study on Social Audit and Compliance in Urdu and English</p> <p>i. Procure/ mobilize of short-term consultants, with PSC approval, for commissioning a study on social audit</p> <p>ii. Translate social audit study in Urdu</p> <p>iii. Circulate study to all textile units through trade negotiations</p> <p>ACTIVITY 4: GEN-PROM Industrial Rights posters</p> <p>i. Prepare women industrial rights posters/brochures in Urdu and English</p> <p>ii. Distribute women's industrial rights posters/brochures to manufacturing units through trade associations</p> <p>Activity 1: Subsidy on Female Housing and Transport</p> <p>i. Develop and compile proposals and brief advocacy papers on policy incentives to subsidize housing and transport for female workers in the garment industry.</p> <p>ii. Organize formal meetings with relevant ministries on encouraging subsidized female housing and transport policy incentives</p> <p>iii. GRAU finalize and draft recommendations</p>			
		<p>RISKS:</p> <p>i. Lack of interest by government</p> <p>ii. Lack of interest by partner.</p> <p>Facilitating Factors:</p> <p>i. Trade Policy and Textile Vision 2005 both put skills development at the apex of trade promotion activities</p>			

<p>OUTPUT 3: Documentation and Reporting of Best Practices</p>	<p>INDICATORS IV:</p> <p>4.1 Data collected against monitoring indicators monthly, including, no. of trainees, no. of bulletins, quantitative data on outsourced activities and its results</p> <p>4.2 Monthly Activity Reports prepared</p> <p>4.3 Quarterly and annual consolidated reports prepared</p> <p>4.4 STU and GRAU finances and activities audited</p> <p>4.5 Book on training best practices developed and disseminated</p>	<p>AGILITY 2: GEN-PROM Award by EPB</p> <p>i. Develop and compile white paper on policy incentives to encourage female labour participation and skill development at lower and middle-management level</p> <p>ii. STUs and GRAU finalize and draft recommendations mutually by GRAU and STUs</p>		<p>SUSTAINABILITY:</p> <p>i. Government interest in the promotion of skills development and GEN-PROM advocacy skills in providing policy incentivisation can be a positive reinforcement towards raising women's skill level and employability</p>
		<p>AGILITY 1: Preparation of monthly activity reports</p> <p>i. Prepare monthly activity reports regarding all STU/GRAU by NPM.</p> <p>ii. Collect data against all monitoring indicators on a monthly basis</p> <p>AGILITY 2: Preparation, Presentation and Discussion of consolidated quarterly and annual report</p> <p>i. STUs and GRAU prepare and present quarterly and annual consolidated reports before PSC for policy dialogue and re-adjustments</p> <p>AGILITY 3: External Audit</p>		<p>RISKS:</p> <p>i. Absence of comprehensive, simplified and user-friendly benchmarking practice reports/manuals</p> <p>ii. Lack of understanding of the core issues in best practice documentation</p> <p>iii. Lack of effective dissemination services by PRGMEA/FTTFD</p> <p>Facilitating Factors:</p> <p>i. PRGMEA and FTTFD are primarily information dissemination bodies</p> <p>ii. Presence of trainers and textile institutes to facilitate development of user-friendly and easy benchmarking reports/books</p> <p>SUSTAINABILITY:</p> <p>i. Documentation and dissemination of best practices and the existence of reports and manuals will ensure that the experience of promoting skills development is known for roll-over effect and for making best practice models</p>

		<p>i. Select and contract independent auditors conduct technical and financial audit of yearly activities of STUs and GRAU separately</p>			
		<p>ii. Independent auditors prepare and submit an Annual report on the Training Project to UNDP</p>			
		<p>AGENCY: Benchmarking</p>			
		<p>i. STUs compile and submit a yearly report benchmarking the best practices that come out of ToT and other training programmes to the NPM</p>			
		<p>ii. GRAU finalize annual benchmark training report and circulate free of cost to the industry through GRAU/ PRGMEA/FITFD</p>			
		<p>iii. Compile a book on training, based on the annual benchmark reports, for trainings at Lahore, Faisalabad and Karachi at the end of three years</p>			
		<p>iv. Three-yearly book on benchmark training practices finalized and circulated free of cost to the industry through GRAU/PRGMEA/FITFD</p>			

Annexure H

TOR Of Provincial Project Steering Committee

In order to monitor and guide the project implementation, two Provincial 'Project Steering Committees' (PSC) shall be established. The Faisalabad PSC will be headed by President FITFD, while Karachi PSC will be headed by Chairman PRGMEA. Each PSC will have representation from the UNDP, MINTEX, implementing partner, EAD, GSP-PMSU, NPD and NPM. The Project Steering Committee will meet twice a year and when the need arises.

Functions of the Project Steering Committee:

The Project Steering Committee will meet twice a year and when the need arises to carry out the following functions:

- Review progress of the project.
- Take decisions on key implementation issues.
- Review Reports from NPMs.
- Provide a forum for information sharing and ensuring best use of resources.
- Ensure that there is no duplication of efforts
- Provide substantive policy guidance and course correction to the implementation of project.
- Ensure inter/intra project synergies and linkages.
- Take lead in advocating policy and institutional reforms.
- Endorse annual report.

Composition of the Project Steering Committee:

The PSC will consist of the following members:

- Representative from EAD
- Representative from Ministry of Textile
- Representative from UNDP
- Representative from PRGMEA
- Representative from FITFD
- Representative from GSP-PMSU
- NPD
- NPM

Annexure I.

TOR Of National Project Director

Duty Station: Karachi, Faisalabad.

Duties and Responsibilities

- Act as the responsible party for the project in implementing partner.
- Ensure that all the inputs committed to the project are timely available to the different components of the project.
- Help in the recruitment of the project staff.
- Assist the National Project Manager (NPM) in resolving implementation problems.
- Supervise the work of the NPM.
- Approve payments of project funds according to the transparent procedures in the PCOM.
- Represent the project at meetings of the parties to the project agreement; and
- Provide assistance in the coordination of project activities that involve other agencies.

Qualifications and Experience

- Authority and seniority in the implementing agency relevant to the project;
- English language reading, writing and speaking skills;
- Sound technical knowledge related to project; and
- Evidence of leadership and supervisory qualities.

Supervision

The person will work with and report to the respective Implementing Partner.

Annexure J

TOR Of Project Management Unit

Location: Karachi, Faisalabad.

Composition of the PMU:

- National Project Manager
- Admin/Finance Officer.
- Monitoring Officer.
- Research Officer.
- Office Assistant
- Driver
- Office Helper

Functions of the PMU:

The PMU will be responsible to service and support :

- Implementing Partner
- UNDP
- STUs/Sub-project Units
- Project Steering Committee

The PMU will carry out the tasks assigned to it in the Project Document.
The specific tasks of the PMU will include (but not be restricted to):

- Management of PMU i.e. setting up processes and systems (HRM, information, communication, financial, administration)
- Identification, mobilization and initial processing of proposals on public-private partnership innovations
- Supervision of STUs
- Provision of secretarial and information services
- Development of Indicators.
- Facilitating of thematic and multi-agency networks
- Results-based reporting of the project to the Project Steering Committee

Annexure K

TOR Of National Project Manager

Duty Station: Karachi, Faisalabad.

Duties and Responsibilities

- Support the NPD in the implementation of the project;
- Act as focal person on behalf of the UNDP during implementation of the project besides coordinating with short term consultants as and when on board;
- Liaise and facilitate NPD and implementing partners in the provinces in the arrangements and conduct of the project activities;
- Ensure that the project work plan is approved and implement all activities as envisaged in the project document;
- Keep track and maintain accounts of the project funds in line with the relevant guidelines of UNDP;
- Prepare and submit regular periodic reports regarding progress of implementation to UNDP and NPD;
- Ensure that a proper monitoring system is in place with regular reporting and control system in place;
- Coordinate and facilitate the conduct of project evaluation; and
- Conduct all recruitments, in coordination with UNDP and NPD;
- Prepare annual management unit support work-plan and budget.
- Facilitate the convening of Project Steering Committee meeting
- Assist project implementation in close collaboration with the UNDP, to ensure conformity and coherence with project outputs and compliance with PCOM procedures. For example facilitate recruitment, subcontracting, procurement processes to expedite project delivery.
- Facilitate timely budget revisions to ensure effective delivery
- Perform any other related task as required from time to time by UNDP and NPD.

Monitoring and Reporting:

The Project Manger will be required to submit:

- Annual project work plan submitted within 15 days of the end of the calendar year.
- One annual progress report within 15 days of the end of the year.
- Key implementation issues and risks affecting work-plan implementation and proposed mitigating strategies.
- Document experiences and strategic lessons learnt
- Budgetary and financial expenditure details.

- Masters from a reputed university;

Qualifications and Experience

- At least 5 years experience;
- Experience of procurement/management of consultants/holding workshops and seminars;
- Excellent record of reporting and management skills;
- Proven record of operationalizing and managing a project M&E system;
- Ability to work in a multi-stakeholder environment;
- Excellent written and interpersonal communication skills.
- Experience of working with NGOs and Government is an added advantage.

Supervision

He will report to the NPD.

Annexure L :

TOR of the Administrative and Finance Officer

Duty Station: Lahore, Karachi

Duties and Responsibilities

- Assist in the preparation of monitoring and progress controls set in place by UNDP as per the PCOM;
- Arrange meetings, internal and external, and perform liaison duties with other units;
- Assist with all administrative and logistical arrangements for meetings, workshops and conferences;
- Prepare different correspondences on the above matters and ensure follow up system;
- Assist in preparation of payments requests/travel claims with the supporting documentation and liaison with UNDP for payment follow ups;
- Prepare project budgets and maintain financial disbursements and monitoring systems for monthly submissions to UNDP;
- Assist in processing financial claims and facilitate approval through ensuring appropriate documentation and record keeping in accordance with PCOM rules;
- Handle all financial matters of the workshops, meetings and seminars organized under the project;
- Act as focal person for project audit;
- Prepare and maintain ledger for monitoring financial commitments, monthly financial statements and non expenditure property ledger;
- Assist in processing of financial claims and facilitate approval through ensuring appropriate documentation and record keeping in line with UNDP's rules;
- Supervise the work of support staff; and
- Perform any other duties as required.

Qualifications and Experience

- Masters degree preferably in management sciences;
- Min 5 years experience, preferably with UN agencies in a similar position;
- Excellent management, administrative and organizational skills;
- Excellent financial/accounting skills including the ability to meet deadlines and work accurately; and
- Excellent spoken and written English, and Computer skills.

Supervision

He will work with and report to the National Project Manager

Annexure M :

TOR of the Research Officer

Duty Station: Lahore, Karachi

Duties and Responsibilities

- Assist in the preparation of monitoring and progress controls set in place by UNDP as per the PCOM;
- Arrange meetings, internal and external, and perform liaison duties with other units;
- Prepare different correspondences on the above matters and ensure follow up system;
- Handle all financial matters of the workshops, meetings and seminars organized under the project;
- Supervise the work of support staff; and
- Perform any other duties as required.

Qualifications and Experience

- Masters degree preferably in management sciences;
- Min 5 years experience, preferably with UN agencies in a similar position;
- Excellent management, administrative and organizational skills;
- Proven research background including the ability to meet deadlines and work accurately; and
- Excellent spoken and written English and Computer skills.

Supervision

He will work with and report to the National Project Manager

Annexure N :

IOR of the Monitoring Officer

Duty Station: Lahore, Karachi

Duties and Responsibilities

- Assist in the preparation of monitoring and progress controls set in place by UNDP as per the PCOM;
- Arrange meetings, internal and external, and perform liaison duties with other units;
- Assist with all administrative and logistical arrangements for meetings, workshops and conferences;
- Prepare different correspondences on the above matters and ensure follow up system;
- Establish and streamline the monitoring and reporting system, for the project and for reporting to UNDP ;
- Visit and monitor all project offices, PMUs, STUs to ensure compliance of project document and PCOM;
- Supervise the work of support staff; and
- Perform any other duties as required.

Qualifications and Experience

- Masters degree preferably in management sciences;
- Min 5 years experience, preferably with UN agencies in a similar position;
- Excellent management, administrative and organizational skills;
- Excellent M&E skills including the ability to meet deadlines and work accurately; and
- Excellent spoken and written English, and Computer skills.

Supervision

He will work with and report to the National Project Manager

Annexure 0

Term Of Reference - Support Staff

Duty Station : Lahore, Karachi.

(i) TOR for Office Assistant

Duties:

The Office Assistant will work under the direct supervision of the Admin/Finance Officer with the overall review by the National Project Manager.
The Office Assistant will:

- Schedule meetings and appointments, coordinate travel.
- Ensure proper and in time filing of documents.
- Must have organizational skills, the ability to manage multiple priorities, and the willingness to contribute to a team effort.
- Operate the telephone switchboard and maintain telephone calls registers on agreed procedures.
- Send faxes, distributes the incoming faxes and maintain the fax register on agreed procedures.
- Assist programme team members to photocopy documents, prepare sets of reports, binding and stapling.
- Collect mail from mail trays of the programme staff and deliver to the concerned staff members.
- Deliver/distribute mail/messages within office and outside the office, as and when required/necessary.
- Take messages from outside callers and convey to concerned staff members.
- Maintain leave records of the staff members under the supervision of Admin/Finance Officer.
- Assist in inviting quotations and making comparison statements for various offices needing procurements.
- Assist in downloading the requested information from Internet.
- Assist to prepare Power Point presentations; layouts and encoding of documents
- Cut, paste and file Newspaper Clippings.
- Perform any other duties as required.

Qualifications:

- Graduation level, with minimum 3 years of experience preferably with a UN or multi-national
- Excellent financial/accounting skills, including the ability to work accurately & meet deadlines;
- Excellent spoken and written English, and Computer Skills.

Duties:

(Ji) TOR For Driver

- At least 2 years' work experience as a driver; safe driving record; knowledge of driving rules and regulations and skills in minor vehicle repair.
- Ensure provision of reliable and secure driving services by a) driving office vehicles for the transport of authorized personnel and delivery and collection of mail, documents and other items and b) meeting official personnel and visitors at the airport, visa and customs formalities arrangement, when required.

- Ensure cost-savings through proper use of vehicle through accurate maintenance of daily vehicle logs, provision of inputs to preparation of the vehicle maintenance plans and reports.
- Ensure proper day-to-day maintenance and log of the assigned vehicle through timely minor repairs, arrangements for major repairs, timely changes of oil, check of tires, brakes, car washing, etc.
- Ensure availability of all the required documents/supplies including vehicle insurance, vehicle logs, office directory, map of the city/country, first aid kit, necessary spare parts.
- Ensure that all immediate actions required by rules and regulations are taken in case of involvement in accidents.
- Responsible for safe travel and comfort of passengers.
- Log official trips, daily mileage, fuel consumption, oil changes, greasing etc.
- Perform any other duties as required.

Qualifications:

- Minimum Matric level. Has valid driving license, knowledge of driving rules and regulations
- Minimum 2 years of driving experience preferably with a multi-national
- Good spoken and written Urdu and moderate level of understanding English

(iii) TOR Of Reference Of Office Helper

Duties:

The Office helper will work under the direct supervision of the Admin/Finance Officer with the overall review by the Program Manager. The Office Helper will:

- Assist the NPM and Office Assistant.
- Provide administrative support services to the office.
- Deliver/distributes mail/messages within office and outside the office.
- Serve as the initial point of contact.
- Must possess interpersonal, basic written and verbal communication skills.
- Must have interpersonal and team working/administrative and organized skills.
- Perform any other duties as required.

Qualification Required:

- Secondary School Certificate.
- 1-year experience in office environment.
- Fluent in Urdu and ability to understand simple English.

BUDGET

Bud. Line	Description	First Year	Second Year	Third Year	Fourth Year	Fifth Year	Total
		Budget (US\$)	Budget (US\$)	Budget (US\$)	Budget (US\$)	Budget (US\$)	Budget (US\$)
PROJECT PERSONNEL							
	National Project Manager	54,000	57,000	61,000	65,000	70,000	307,000
	Monitoring & Evaluation Officer	36,000	39,000	41,000	44,000	47,000	207,000
	Research Officer	36,000	39,000	41,000	44,000	47,000	207,000
	Administrative and Finance Officer	31,000	32,000	35,000	38,000	41,000	177,000
	Driver	9,000	10,000	10,000	11,000	12,000	52,000
	Messenger/Helper	7,000	7,000	8,000	8,000	9,000	39,000
	Sub-Total	173,000	184,000	196,000	210,000	226,000	989,000
DUTY TRAVEL/MISSIONS							
	Duty Travel	16,000	16,000	16,000	16,000	16,000	80,000
	Evaluation Missions (Mid Term/Final)	-	-	20,000	-	-	20,000
	Sub-Total	16,000	16,000	36,000	16,000	16,000	100,000
CONSULTANTS							
	Research study/paper on GM trade negotiations	-	42,000	-	-	-	42,000
	Sub-Total	-	42,000	-	-	-	42,000
ACTIVITIES							
	Training Need Assessment	30,000	-	-	-	-	30,000
	Planning of Training/Dev. of Curriculum	723,520	-	-	-	-	723,520
	Training of Trainers	361,760	-	-	-	-	361,760
	Training of Workers	1,122,720	233,200	232,200	232,200	231,400	2,051,720

	Publication/Distribution of placement bulletin	7,000	7,000	7,000	7,000	7,000	7,000	7,000	35,000
	Translation/Updating of training manual	1,500	1,500	1,500	1,500	1,500	1,500	1,500	7,500
	Dissemination of best practice training manual	7,000	7,000	7,000	7,000	7,000	7,000	7,000	35,000
	Social audit study	-	100,000	-	-	-	-	-	100,000
	Advocacy of women industrial rights	-	10,000	-	-	-	-	-	10,000
	Publication/dissemination of best practices book	-	-	-	-	-	-	20,000	20,000
	Sub-Total	2,253,500	358,700	247,700	247,700	247,700	266,900	266,900	3,374,500
	EQUIPMENT								
	Equipment	50,000	-	-	-	-	-	-	50,000
	Sub-Total	50,000	-	-	-	-	-	-	50,000
	MISCELLANEOUS								
	Sundries	33,000	30,000	30,000	30,000	30,000	33,405	33,405	156,405
	Audit of the project	10,000	10,000	10,000	10,000	10,000	10,000	10,000	50,000
	Sub-Total	43,000	40,000	40,000	40,000	40,000	43,405	43,405	206,405
	Total Budget	2,535,500	640,700	519,700	513,700	513,700	552,305	552,305	4,761,905
	Facilities and Administration Cost (5%)	126,775	32,035	25,985	25,685	25,685	27,615	27,615	238,095
	Sub-Total	126,775	32,035	25,985	25,685	25,685	27,615	27,615	238,095
	Project Total Budget (US\$)	2,662,275	672,735	545,685	539,385	539,385	579,920	579,920	5,000,000
	Partners Contribution (US\$)								6,654,000
	Grand Total (US\$)								11,654,000

Budget Gen-From Pakistan Project (Component Wise)

Bud. Line	Description	FITFD						PRGMEA					
		First Year Budget (US\$)	Second Year Budget (US\$)	Third Year Budget (US\$)	Fourth Year Budget (US\$)	Fifth Year Budget (US\$)	Total Budget (US\$)	First Year Budget (US\$)	Second Year Budget (US\$)	Third Year Budget (US\$)	Fourth Year Budget (US\$)	Fifth Year Budget (US\$)	Total Budget (US\$)
PROJECT PERSONNEL													
	National Project Manager	27,000	28,500	30,500	32,500	35,000	153,500	27,000	28,500	30,500	32,500	35,000	153,500
	Monitoring & Evaluation Officer	18,000	19,500	20,500	22,000	23,500	103,500	18,000	19,500	20,500	22,000	23,500	103,500
	Research Officer	18,000	19,500	20,500	22,000	23,500	103,500	18,000	19,500	20,500	22,000	23,500	103,500
	Administrative and Finance Officer	15,500	16,000	17,500	19,000	20,500	88,500	15,500	16,000	17,500	19,000	20,500	88,500
	Driver	4,500	5,000	5,000	5,500	6,000	26,000	4,500	5,000	5,000	5,500	6,000	26,000
	Messenger/Helper	3,500	3,500	4,000	4,000	4,500	19,500	3,500	3,500	4,000	4,000	4,500	19,500
	Sub-Total	86,500	92,000	98,000	105,000	113,000	494,500	86,500	92,000	98,000	105,000	113,000	494,500
DUTY TRAVEL/MISSIONS													
	Duty Travel	8,000	8,000	8,000	8,000	8,000	40,000	8,000	8,000	8,000	8,000	8,000	40,000
	Evaluation Missions (Mid Term/Final)	-	-	10,000	-	-	10,000	-	-	10,000	-	-	10,000
	Sub-Total	8,000	8,000	18,000	8,000	8,000	50,000	8,000	8,000	18,000	8,000	8,000	50,000
CONSULTANTS													
	Research study/paper on GM trade negotiations	-	21,000	-	-	-	21,000	-	21,000	-	-	-	21,000
	Short Term National Consultants	-	-	-	-	-	-	-	-	-	-	-	-
	Sub-Total	-	21,000	-	-	-	21,000	-	21,000	-	-	-	21,000
ACTIVITIES													
	Training Need Assessment	15,000	-	-	-	-	15,000	15,000	-	-	-	-	15,000
	Planning of Training/Dev. of Curriculum	361,760	-	-	-	-	361,760	361,760	-	-	-	-	361,760
	Training of Trainers	180,880	-	-	-	-	180,880	180,880	-	-	-	-	180,880
	Training of Workers	659,360	171,000	170,000	170,000	169,200	1,339,560	463,360	62,200	62,200	62,200	62,200	712,160
	Publication/Distribution of placement bulletin	3,500	3,500	3,500	3,500	3,500	17,500	3,500	3,500	3,500	3,500	3,500	17,500

Translation/updating of training manual	750	750	750	750	750	750	750	750	750	750	750	750	750	750	750	750	750	750	3,750
Dissemination of best practice training manual	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	17,500
Social audit study	-	50,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	50,000
Advocacy of women industrial rights	-	5,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5,000
Publication/dissemination of best practices book	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	10,000
Sub-Total	1,224,750	233,750	177,750	177,750	186,950	1,028,750	2,000,950	124,950	69,950	69,950	79,950	1,373,550							
EQUIPMENT																			
Equipment	25,000	-	-	-	-	25,000	-	-	-	-	-	-	-	-	-	-	-	-	25,000
Sub-Total	25,000					25,000													25,000
MISCELLANEOUS																			
Sundries	16,500	15,000	15,000	15,000	16,705	16,500	78,205	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	78,200
Audit of the project	5,000	5,000	5,000	5,000	5,000	5,000	25,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	25,000
Sub-Total	21,500	20,000	20,000	20,000	21,705	21,500	103,205	20,000	20,000	20,000	21,700	103,200							103,200
Total Budget	1,365,750	374,750	313,750	310,750	329,655	1,169,750	2,694,655	265,950	205,950	202,950	222,650	2,067,250							
Facilities and Administration Cost (5%)	68,288	18,738	15,688	15,538	16,483	58,488	134,733	13,298	10,298	10,148	11,133	103,363							
Sub-Total	68,288	18,738	15,688	15,538	16,483	58,488	134,733	13,298	10,298	10,148	11,133	103,363							
Total Budget for Two Components (US\$)	1,434,038	393,488	329,438	326,288	346,138	1,228,238	2,829,388	279,248	216,248	213,098	233,783	2,170,613							
Project Total Budget (US\$ 2,829,388 + US\$ 2,170,613)																			
Partners Contribution (US\$)																			
Grand Total (US\$)																			
																5,000,000			
																6,654,000			
																11,654,000			