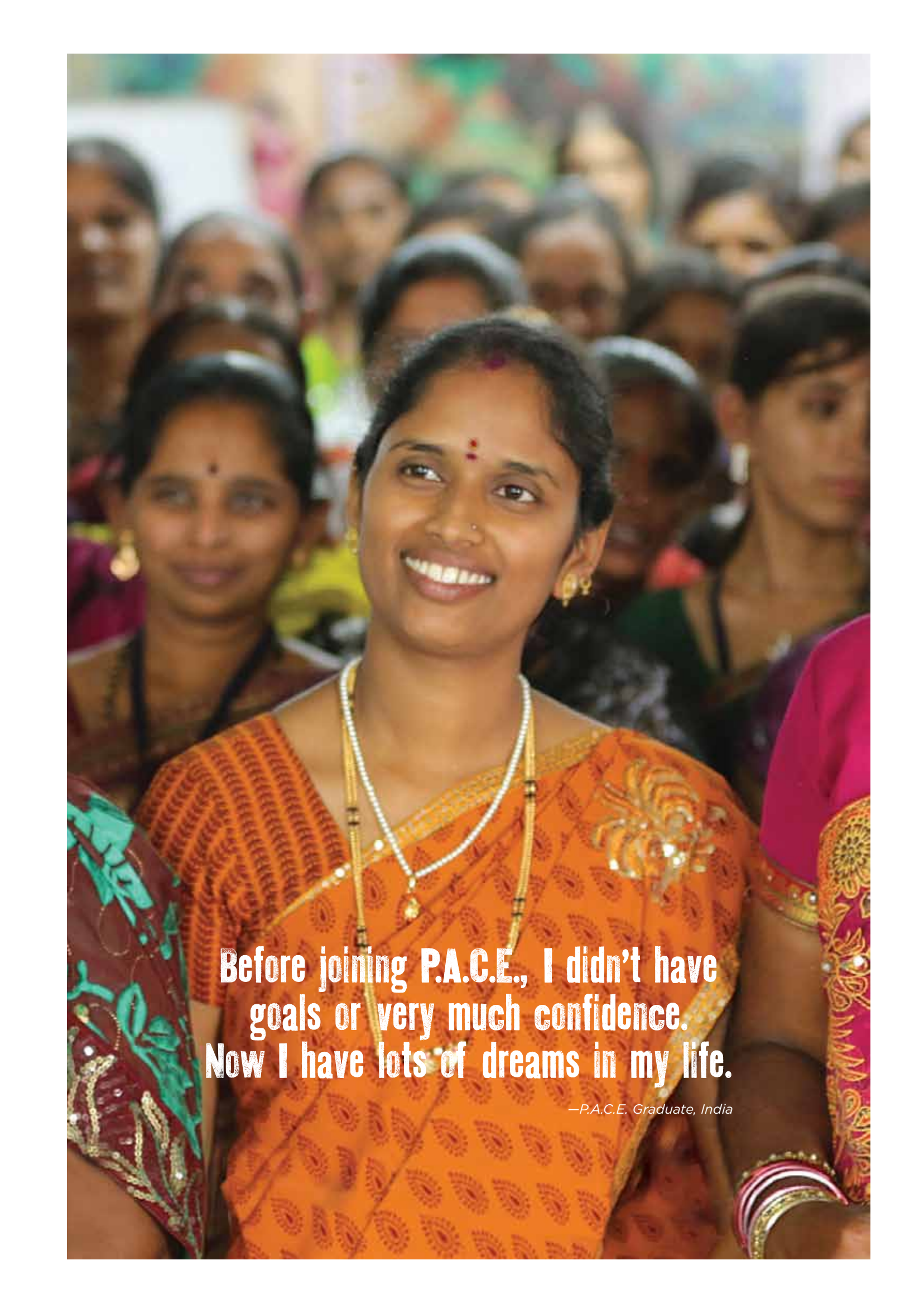




P.A.C.E.
Gap Inc.

Advancing Women, Changing Lives

A comprehensive evaluation of the Gap Inc. P.A.C.E. program
by the International Center for Research on Women

A group of women in traditional Indian attire, with one woman in the foreground smiling. The woman in the foreground is wearing an orange sari with a gold border and a gold necklace. She has a bindi on her forehead and is looking slightly to the right with a bright smile. The background shows other women in various colored saris, some looking towards the camera and others looking away. The overall atmosphere is positive and celebratory.

Before joining P.A.C.E., I didn't have goals or very much confidence. Now I have lots of dreams in my life.

—P.A.C.E. Graduate, India



AN EVALUATION OF THE GAP INC. P.A.C.E. PROGRAM

Globally, the garment industry is one of the biggest employers of low-skilled women workers. Despite their large numbers in the workforce, relatively few female garment workers advance to higher-level positions, as they have limited opportunities to acquire the skills that would enable their professional and personal growth. In response to this need, Gap Inc. initiated the P.A.C.E. (Personal Advancement & Career Enhancement) workplace education program to teach women the managerial, interpersonal, organizational and other practical skills needed to move forward in work and in life.

ABOUT THIS REPORT



This report summarizes findings from program evaluations conducted by the International Center for Research on Women (ICRW) from 2009 - 2013 at six separate factory sites where P.A.C.E. is implemented – two in India and one each in Cambodia, Vietnam, Bangladesh and China.

Research findings from these robust, multi-country evaluations demonstrate that P.A.C.E. is an effective, sustainable and scalable model that yields high returns for women, their families and the businesses where they work.

The results show that P.A.C.E. is changing many women's lives. They now have a more optimistic outlook on life and are better able to deal with challenges. They have a greater sense of self-worth, are able to express themselves with ease, can better manage their work and their personal lives, and have plans for the future that seemed out of reach before their participation in the program.

7 COUNTRIES. 20,000 WOMEN.

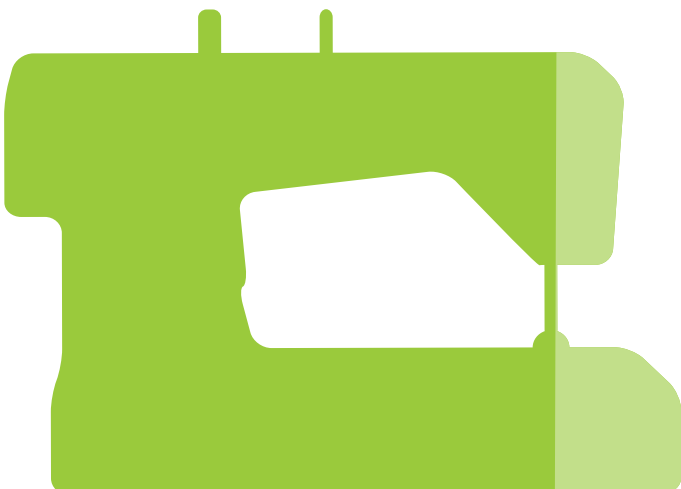
WHAT IS P.A.C.E.?

P.A.C.E. is a comprehensive learning program for female garment workers. Women participating in P.A.C.E. receive 65 - 80 hours of life skills education followed by enhanced technical training that helps them become more effective at work and improve their personal lives. Female garment workers that have completed the program have the skills and knowledge to move into management or supervisory roles at factories and better lead in their families and communities.

HOW WAS THE PROGRAM CREATED?

Leveraging company resources, strong relationships with factories that Gap Inc. sources from and partnerships with non-governmental organizations (NGOs), Gap Inc. first launched the P.A.C.E. program in India in 2007. The program was designed in partnership with ICRW and Swasti Health Resource Centre. ICRW has been Gap Inc.'s evaluation partner on P.A.C.E. and helped develop a monitoring framework for the program as it is implemented in new sites. Swasti created the program content and implementation design, and continues to be the primary training and quality assurance partner as the program grows in size and geographic scope. CARE, a leading humanitarian organization, is a key implementing partner.

Gap Inc. works closely with factory owners, who contributed to the development of the program and are now taking on ownership of program implementation. Together with its many specialized partners, Gap Inc. has expanded P.A.C.E. across Asia, reaching more than 20,000 female garment workers in seven countries.



80%

of garment workers
worldwide are women.

GARMENT FACTORIES

The findings highlighted in this study were compiled from evaluations conducted at the following factories:

India: Shahi Exports Pvt. Ltd. • **Cambodia:** Ocean Sky Global (S) Pte. Ltd. • **Vietnam:** Yakjin Trading Corporation • **Bangladesh:** Standard Group • **China:** South Asia Enterprises

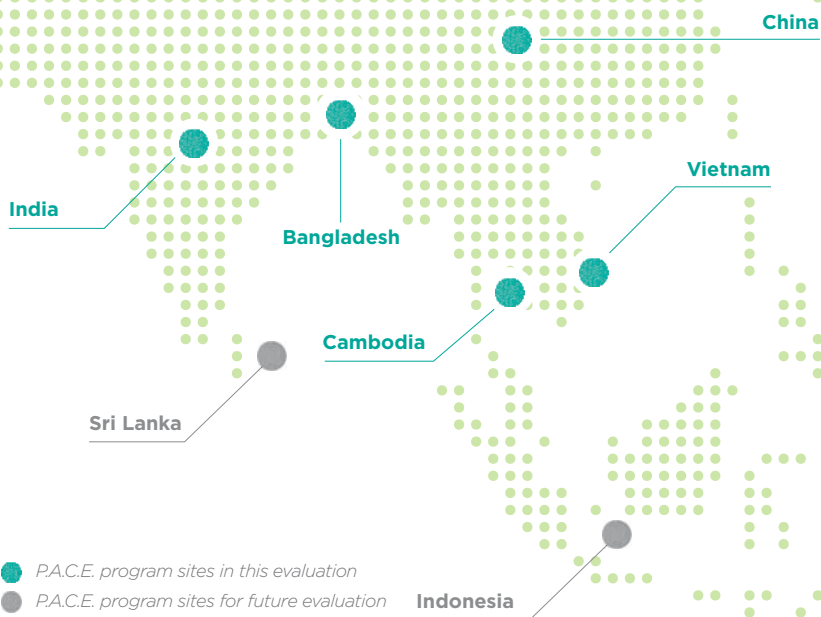
FINDING HER VOICE

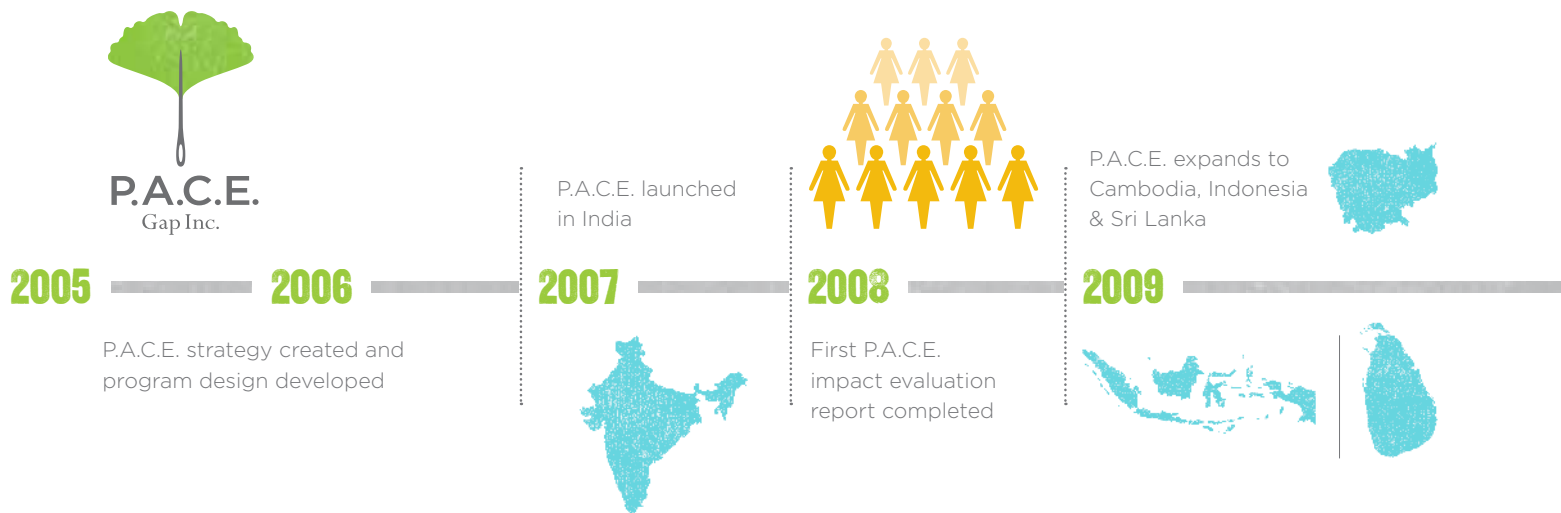
IMPROVING COMMUNICATIONS SKILLS TRANSFORMS A LIFE

Prior to P.A.C.E., Sonia* silently carried out her daily duties at the garment factory in Bangladesh where she works. She did not seek help from anybody and did not help others. The communications skills she learned changed Sonia's life:

"I have learned how to communicate effectively. Now I can solve any problem in the workplace by discussing it with the supervisor and line chief. Before P.A.C.E., I could not clearly discuss problems with my husband. Now I do not hesitate to talk to him and can clearly express any idea or problem."

**Not her real name*





WHO BENEFITS FROM P.A.C.E.?

WOMEN

Few female garment workers advance through the ranks at the factories where they work and turnover is typically high in the industry. For many of them, jobs in the factories are their first formal employment opportunities. Young, undereducated, and with limited exposure outside their homes, they often lack the confidence to speak to their supervisors. Their personal challenges – from managing their time to managing the stress of relationships – are difficult for them to resolve. The P.A.C.E. program helps the women workers acquire the confidence, communication, time management, decision making skills, and knowledge needed to improve their lives at work and at home, and importantly, to set and achieve goals for advancement.

GARMENT FACTORIES

At the time of publication, P.A.C.E. is operating in 60 garment factories across Asia. While the major focus of P.A.C.E. is on improving women's lives, it also aims to create shared value whereby families and communities benefit from the women's increased knowledge and skills, and factories benefit from increased efficiency, productivity and performance. The factories also benefit from greater retention and higher levels of skills in their workforce.

FAMILIES & COMMUNITIES

Women's learning – whether about their rights, the value of savings or reproductive health – spreads to others, including husbands, children, in-laws and – in tight knit communities – beyond the family as well. Moreover, when women are promoted, they earn more. And when women earn more, they tend to invest more time and resources in their children, helping them grow into healthier and better educated adults who can contribute to the well-being of their communities.



P.A.C.E. expands to Vietnam & China

2010

P.A.C.E. awarded the 2010 Financial Times–Justmeans Social Innovation Award for “Most Strategic Philanthropic Program”



At the 2011 Clinton Global Initiative Annual Meeting, President Bill Clinton recognized Gap Inc. for its model approach to addressing economic empowerment through P.A.C.E.

2011

P.A.C.E. expands to Bangladesh



P.A.C.E. is operational at 41 garment factories

2012



20,000+

2013

More than 20,000 women have participated in P.A.C.E. and the program is expanded to community settings



SKILLS FOR LIFE

IMPROVED JOB PERFORMANCE PAYS OFF

Chanth* is the second oldest of five children in a poor family. She dropped out of school in grade 6 in order to sell cake to help finance her older brother’s education. In 2006 she left her family and began working as a garment worker in Phnom Penh, Cambodia. Chanth’s economic situation is fragile, having to stretch her wages to cover her rent, water and electricity bills plus the interest on a loan her parents took out to construct a house in her hometown. Since joining P.A.C.E., her life has changed for the better:

“I had an issue with my workload – I could not finish sewing on time. But now the problem is resolved because I decided to talk to my line leader about it. Earlier I was not confident enough to discuss it with her and so I kept working unhappily and left work late. I have routines now and I use time more effectively. My wages have increased as a result of my improved work.”

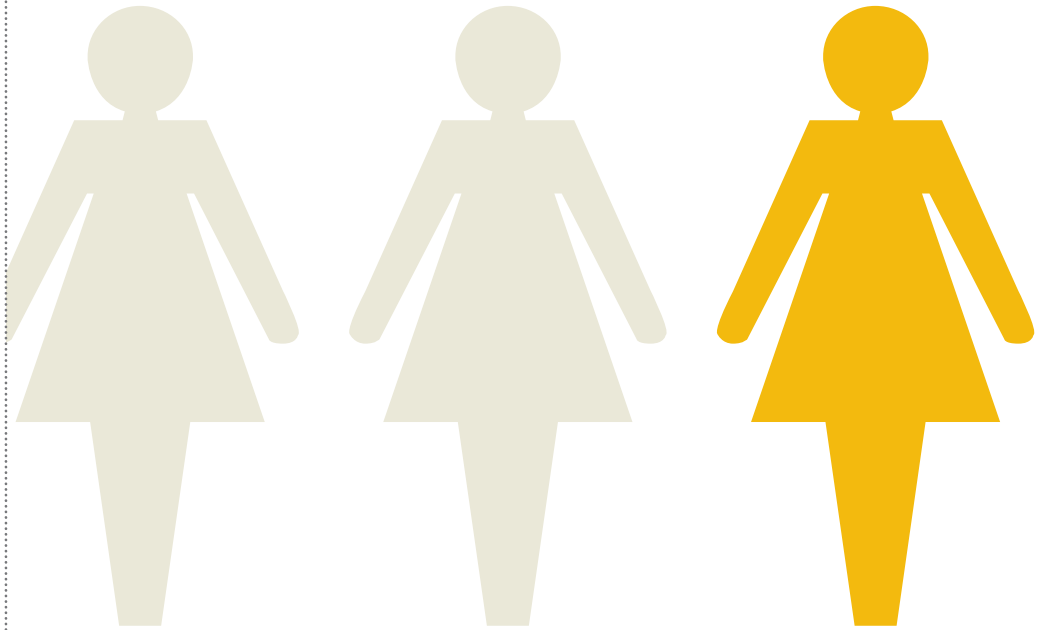
*Not her real name

SHARED BENEFIT

BUILDING STRONGER FAMILIES

Noeun* is one of eight siblings who all work at the same Vietnamese garment factory. She is 32 years old, married and has two daughters who live with her parents. Noeun left school in grade 5 and after several other jobs eventually began working at the factory in order to provide money for her family. She signed up for P.A.C.E. after friends told her about what they had learned. Noeun found the financial component very practical and began a savings plan. Now she has the skills to manage her earnings, allowing her to send more money home to her family. Noeun has also shared her increased knowledge of health and hygiene with her younger sister. Both now understand menstruation and how to maintain a healthy diet. Furthermore, Noeun has discussed the lessons about gender with her husband. Before, Noeun's husband thought of housework as women's work. Now they share the domestic workload.

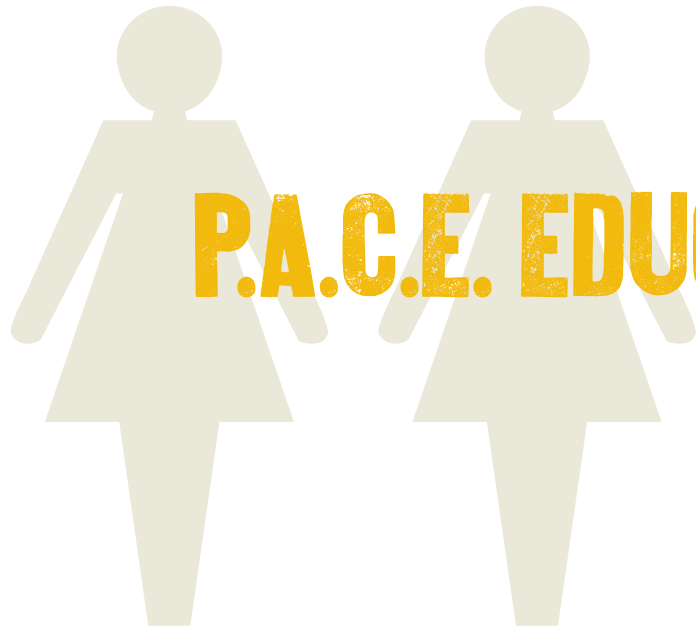
*Not her real name



“I did not expect that I would be devoted to this training, but I grew really fond of the interactions with classmates...I never gave up even though I was illiterate.”

—P.A.C.E. Graduate, China





P.A.C.E. EDUCATION & TRAINING

NINE EDUCATION MODULES

COMMUNICATION

Communicating effectively and assertively, understanding verbal and non-verbal communication

PROBLEM SOLVING & DECISION MAKING

Making informed decisions, finding the middle ground, perceiving problems as opportunities

TIME & STRESS MANAGEMENT

Prioritizing tasks, setting goals, finding personal time

The centerpiece of the P.A.C.E. program is 65 - 80 hours of module-based instruction focused on building women's life and professional skills.

EXECUTION EXCELLENCE

Applying new skills in the workplace

GENERAL & REPRODUCTIVE HEALTH

Understanding health risks and healthy practices

Once workers complete the life skills modules, they are given the opportunity to participate in enhanced technical skills training.

FINANCIAL LITERACY

Opening a bank account, managing personal finances, budgeting, savings plans

LEGAL LITERACY & SOCIAL ENTITLEMENTS

Understanding laws and social programs

GENDER ROLES*

Understanding gender roles and norms and how gender influences opportunities and access to resources

FUNCTIONAL LITERACY

Optional, depending on participants' literacy level

* Either as a standalone module or integrated across the others

WHAT SETS P.A.C.E. APART?

Gap Inc. has been a pioneer amongst its peers by developing P.A.C.E. ahead of the curve, and by doing so, charting a path for other companies to join the effort in engendering women's advancement. P.A.C.E. is unique, as it has been designed to be flexible, adaptable and contextualized for the setting in which it is implemented. It is especially innovative due to a blend of three distinctive characteristics:

P.A.C.E. is Holistic. The program focuses on women's work and personal advancement, impacting their lives both in and out of the workplace. P.A.C.E. was premised on the belief that it is essential to build skills in each area as the two are interrelated.

P.A.C.E. is Collaborative. Gap Inc. has forged partnerships across sectors to optimize the program's effectiveness. Implementing partners include CARE, Swasti Health Resource Centre and vendors (garment factories), while ICRW has provided content guidance, technical support and evaluation services.

P.A.C.E. is Sustainable. P.A.C.E. was designed for sustainability through its engagement with multiple stakeholders to ensure buy-in and ownership. While program participation is always voluntary (both for the factory and the women who participate in the program), when a factory agrees to participate, it commits to integrate the program into internal operations from the onset. P.A.C.E. also engages factory personnel (managers, supervisors and the larger workforce) to create an enabling environment for the women to apply the skills they gain from the program.

The program was designed to be flexible, adaptable and contextualized for the setting in which it is implemented.



PLANNING FOR CHANGE

BREAKING THE SILENCE, CHANGING HER LIFE

Ngoc*, a Vietnamese garment worker, is married with two small children, living in the home of her husband's parents. She reported feeling totally inferior to her in-laws and husband, having no voice in making household decisions. In addition to working at the factory, she had to do all the housework and take care of the children:

"Otherwise my parents-in-law would blame me for not fulfilling the role of a wife and a daughter-in-law. My husband didn't understand and support me. He defended his parents and blamed me for being lazy. I felt very disappointed and decided to keep silent. However, this silence made me experience more stress with my family and at work."

Things began to change after participating in P.A.C.E.:

"First, I set up a plan for change. I analyzed which housework should be completed first and which work after that. I also decided to spend two hours each Saturday afternoon doing my favorite things to relax. Second, I confided in my husband about helping to take care of the children and doing housework. Finally, my husband and I talked openly with my parents-in-law about supporting us with the housework and taking care of the children if we get home late."

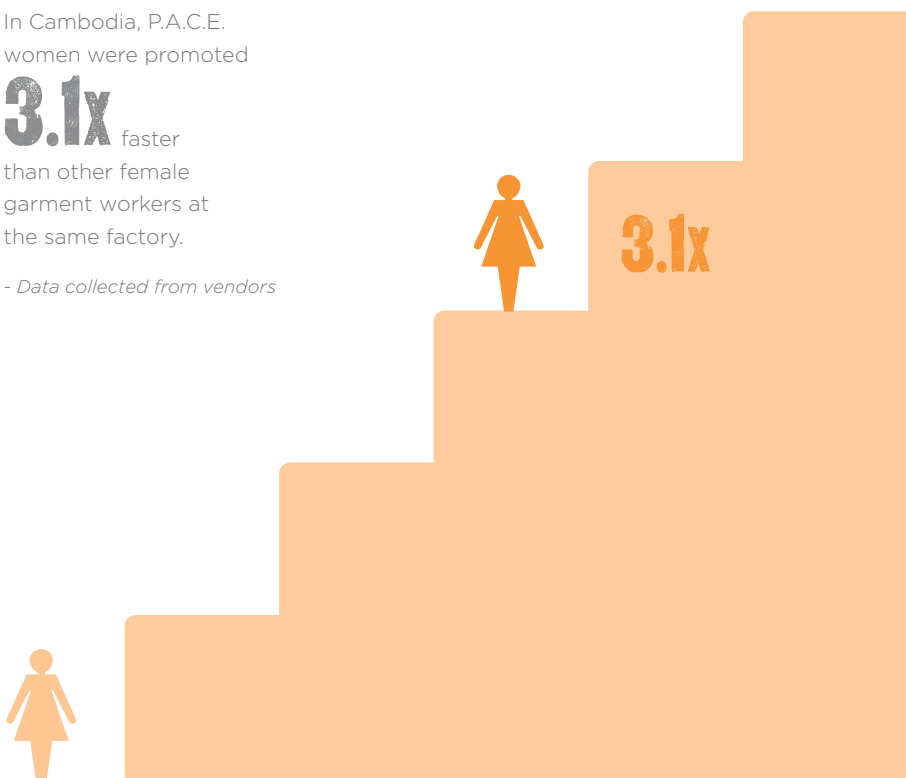
After several months of applying the plan, her relationship with her parents-in-law is better. Sometimes there are conflicts but they are not tense like before:

"Importantly, I have support from my husband both physically and emotionally."

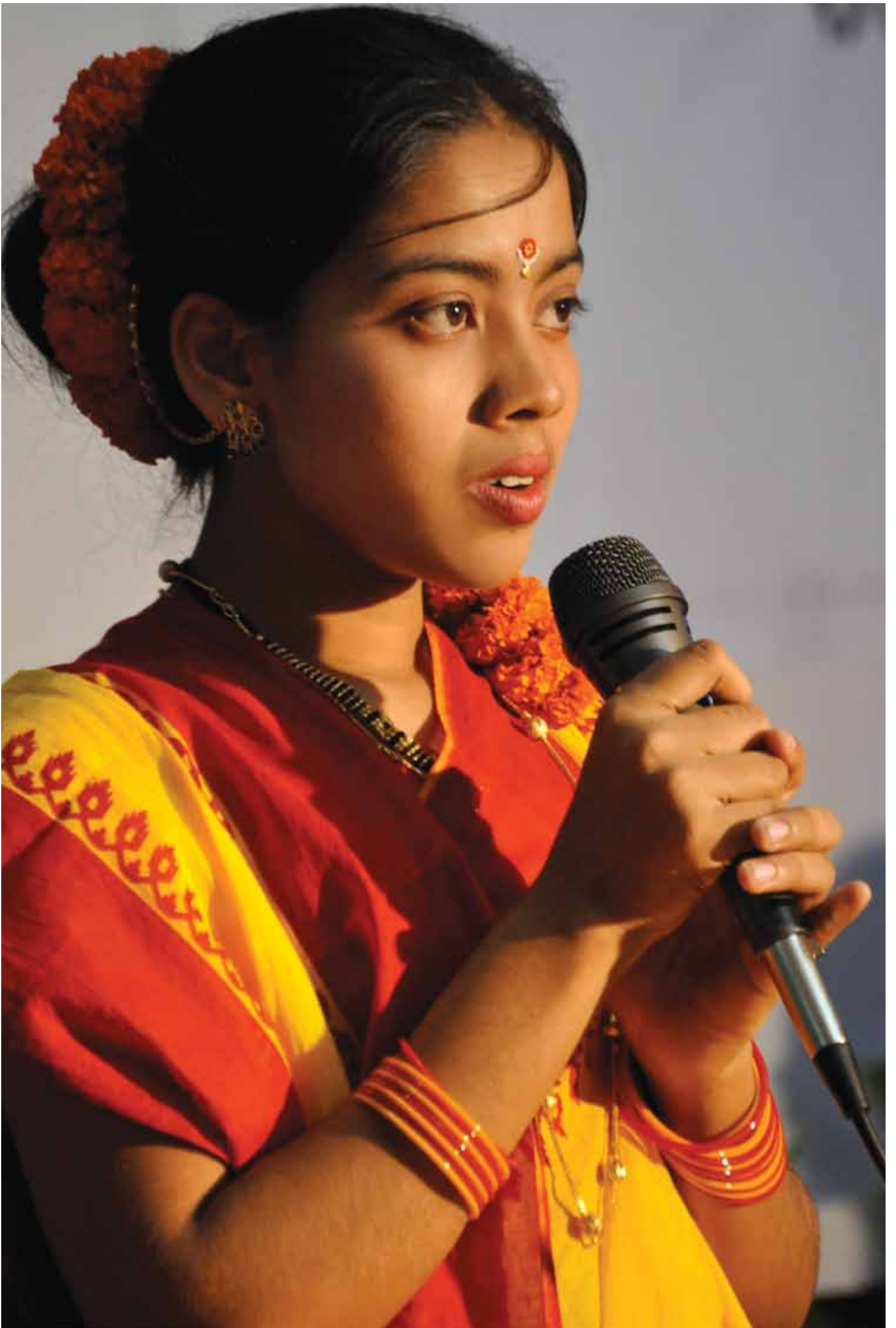
In Cambodia, P.A.C.E. women were promoted

3.1x faster
than other female
garment workers at
the same factory.

- Data collected from vendors



*Not her real name



THE EVALUATION

EVALUATION METHODS

This report summarizes the findings from ICRW-led evaluations conducted from 2009 – 2013 in six factory sites – two in India and one each in Cambodia, Vietnam, Bangladesh and China. The research aimed to answer two key questions:

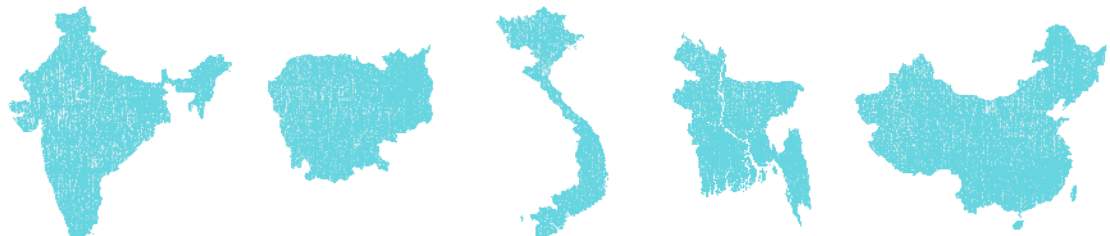
1. How is P.A.C.E. changing women’s personal and professional lives?
2. How is P.A.C.E. benefiting businesses?

The evaluations were conducted in one site in each country (except India where two sites were included). In each study site, ICRW surveyed the complete cohort of P.A.C.E. participants both before and after the program was over (women who left their jobs were not surveyed at endline). In addition, researchers conducted in-depth interviews with approximately 15 P.A.C.E. participants and 7 - 16 factory supervisors per site at the end of the program.

The researchers also created a global monitoring data system that was used in conjunction with the evaluations to provide data on the gains to the garment factories. This global monitoring data was standardized and collected from all the factories (not just where evaluations were conducted) on key indicators like program attendance, retention and advancement among P.A.C.E. participants and non-participants.

Because P.A.C.E. is a workplace-based program where the intent is for participants to share their learning, none of the site evaluations included a factory-based control group (women who were working with the same factory and had not participated in the program) with whom to compare the outcomes. Nevertheless, the researchers observed a consistent pattern of positive changes in both social and business outcomes across all six sites, which provides a high level of confidence in the reliability of the findings.

Table 1: SURVEY SAMPLE SIZE BY SITE



EVALUATION SITE	INDIA	CAMBODIA	VIETNAM	BANGLADESH	CHINA
PROGRAM YEAR	2009 2011	2009	2011	2012	2013
BASELINE SAMPLE	195 238	258	250	279	250
ENDLINE SAMPLE*	95 166	162	190	190	151

*Represents the sample size used for analysis. In all sites there was sample reduction at endline due to natural attrition from the factory, as well as some women being on long leave at the time of the survey. It is not unusual to have approximately 20-30% attrition of female garment workers from the factories over a year.

Because the program was uniquely designed to impact women’s personal and work lives, the survey measured social and business outcomes of the program (Table 2). The four standard global indicators created to measure these outcomes – self-esteem, self-efficacy, work efficacy and influence on the workplace environment – are the same across all sites. However, the individual survey items that make up each indicator may be slightly different to reflect the country context. To validate the findings, the researchers compared the data obtained from the different methods and from the different sources.

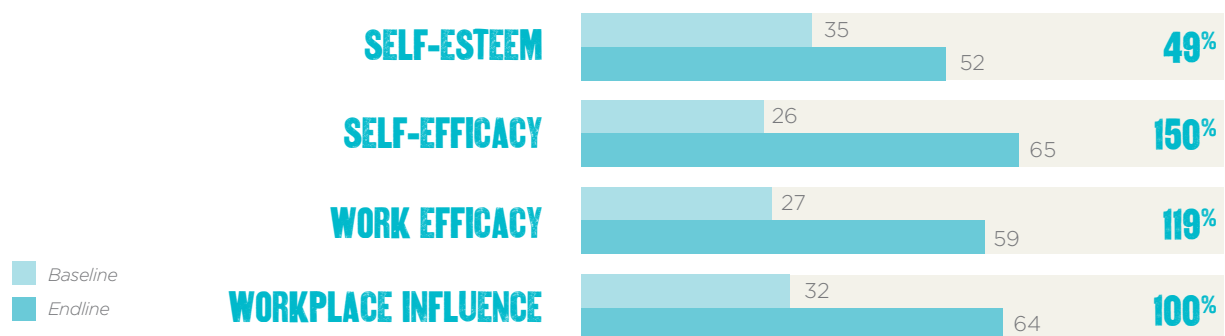
Table 2: SURVEY OUTCOMES

	INDICATOR	EXAMPLES OF SURVEY ITEMS
SOCIAL OUTCOMES	Self-Esteem	Perception of one’s own self-worth in professional and personal life <ul style="list-style-type: none"> • Family’s respect of a woman’s opinion • Accomplishing something positive at work • Confidence to make plans to meet future aspirations
	Self-Efficacy	Belief in one’s ability to take action to get the results desired <ul style="list-style-type: none"> • Ability to give feedback to others • Capacity to lead a group or committee • Ability to guide siblings/children in education
BUSINESS OUTCOMES	Work Efficacy	Belief in one’s ability to produce quality work in a timely manner and perform new tasks <ul style="list-style-type: none"> • Meeting production targets on time • Assuming greater responsibilities at work • Confidence to resolve a problem at work
	Workplace Influence	Perception of one’s workplace behaviors and influence on the work environment <ul style="list-style-type: none"> • Timeliness of arrival for work • Ability to communicate with supervisors about work conflicts • Guiding peers when they make a mistake

EVALUATION RESULTS

The evaluation brings forth solid evidence that P.A.C.E. program participants are making gains. The proportion of women across all sites reporting a high level of each indicator increased (Figure 1). These findings suggest that the program contributes to women’s belief in their own value and capabilities and in their ability to better manage relationships and succeed in their personal and professional lives.

Figure 1: GLOBAL IMPROVEMENTS IN KEY INDICATORS*



*Each respondent received a score reflecting her answers to the questions for each indicator. Based on her score, she was classified as having either a low, moderate or high level of self-esteem, self-efficacy, etc. Our analysis reflects changes in the proportion of women reporting a high level of each indicator at baseline and endline.

SELF-ESTEEM

I BELIEVE IN MYSELF

Women grew more confident in dealing with work and family situations and in their own self-worth.

Across all program sites only 35% of P.A.C.E. participants had a high level of self-esteem at baseline. This rose to 52% at the end of the program, representing at a global level a 49% increase (Figure 1). Overall, the women grew more confident in dealing with work and family situations. They also thought more about the future and developed a heightened recognition of their own worth.

At a country level, there were important changes in self-esteem-related behaviors and perceptions, some quite notable while others more modest, depending on women's levels at the start.

INDIA

- 45% increase in women who did something recently at work that made them feel good about themselves (58% vs. 84%).
- 12% increase in women who recently accomplished something in their personal lives that they felt good about (57% vs. 64%).

These are all educated people; I am not educated; if I sit with these big people (educated) how will I be able to talk? ...All these fears were there in my mind. After attending the program I felt respected in this place. So what if I am not educated? People respect me for what I am.

—P.A.C.E. Graduate, India

P.A.C.E. created a new dimension to my family life. Before P.A.C.E., I could not clearly discuss problems with my husband. Now I do not hesitate to talk to him and can clearly express any idea or problem.

—P.A.C.E. Graduate, Bangladesh

BANGLADESH

- A nearly six-fold increase in P.A.C.E. participants who felt family members highly respected their opinion (13% vs. 72%).
- A more than four-fold increase in women who said their family would look to them for advice (17% vs. 74%).

SELF-EFFICACY

I CAN ACHIEVE MY GOALS

Women found their voice and became more confident in their ability to accomplish goals or tasks.

Across the sites, about one and a half times as many P.A.C.E. participants had a high level of self-efficacy by the end of the program compared to baseline (65% vs. 26%) (Figure 1). This means that women became more confident in their own ability to accomplish goals or tasks at home and at work. Their new confidence enabled them to perform more efficiently, speak their minds and claim their space within their work and home spheres.

I came through a very tough time after my husband died, having to take care of two daughters and work. P.A.C.E. brought strength to me. Now I give my daughters more guidance than orders. Our relationships are getting better, which makes me understand life itself cannot change but I can.

—P.A.C.E. Graduate, China

CHINA

- 133% increase in feeling highly capable to reprimand a man's inappropriate behavior on the street (12% vs. 28%).
- 72% increase in feeling highly able to guide their children or siblings on education (29% vs. 50%).

Earlier, if there was a mistake in my work, I never explained it (to the supervisor), but now I have started explaining it by saying "Sir, I need to make this change or that change." He likes this and says "I respect you for this." Earlier I never used to talk with confidence and used to talk whichever way I felt like. But now I explain things to him properly.

—P.A.C.E. Graduate, India

INDIA

- A nearly three-fold increase in feeling highly capable to give constructive feedback to others (30% vs. 83%).

P.A.C.E. taught me that I can have higher aspirations. I would have never thought I could become a supervisor but my confidence increased and I have achieved that. I want my own daughters to become engineers and I've already started planning for that. I learned from P.A.C.E. how to set goals.

—P.A.C.E. Graduate, India



WORK EFFICACY

I AM MORE PRODUCTIVE

Women's work initiative and perception of their work productivity and quality improved.

Globally, the proportion of P.A.C.E. participants with a high level of work efficacy more than doubled, rising from 27% at baseline to 59% at the end of the program (Figure 1). This reflects improvements in women's work initiative and perceptions of their work productivity and quality. It also reflects better professional relationships with co-workers.



59%

VIETNAM

- 14% increase in P.A.C.E. participants who feel their work is of high quality (65% vs. 74%).
- 54% increase in women who highly value their work skills (46% vs. 71%).
- Factory supervisors corroborated women's perceived positive changes in their work. They felt P.A.C.E. participants were more proactive in their duties and quick to resolve problems. They also said they were easier to work with, as they admitted to their mistakes and were better able to express themselves.

In the past I did not put a lot of effort into my work, but now I try harder. For example, now I sew much more than the number of shirts I could sew earlier.

—P.A.C.E. Graduate, Cambodia

CAMBODIA

- 40% increase in women who felt their production level was high (50% vs. 70%).

Earlier, if they made a mistake, they would blame the line leaders. Now, I can see that they have improved and are better in communicating. If they make mistakes they will apologize or will think about it.

—Line Leader, Vietnam

Before, I ignored minor mistakes, but now after the class I see to it that everything is fine, and I feel more comfortable doing so. If it is wrong, I notify the mistake to the captain and go to the office to fix the mistake.

—P.A.C.E. Graduate, Vietnam

27%



WORKPLACE INFLUENCE

I IMPROVE MY WORKPLACE

Women developed a sense of camaraderie with their co-workers.

On average, the proportion of women across all sites demonstrating a high level of influence on their workplace environment doubled, increasing from 32% to 64% (Figure 1). Program participants reported arriving at work on time and becoming better able to communicate with their supervisors. They also developed stronger bonds with their colleagues, especially to improve the performance of the line. The program helped develop a sense of camaraderie among the women, creating spaces for them to talk about their home or other personal-related stress with someone at work.

If the person in front of me is ill then we do contribute in her work - say she does some and all of us together do the rest for her. So, there is this thing of helping each other whenever there is a need.

—P.A.C.E. Graduate, India

CAMBODIA

- In interviews after the program, women shared that they began to work more as a team. Earlier they didn't help their team members or line leaders. They also hid their mistakes because they were afraid of their supervisor's reaction.

I always hid my mistakes because I was afraid the line leader would blame me, and I never helped anyone else when I had free time. Now I help others and we all work together to complete our orders on time.

—P.A.C.E. Graduate, Cambodia

INDIA

- 10% increase in arriving on time for work (87% vs. 96%).
- 165% rise in being able to guide their peers when they make a mistake (26% vs. 69%).
- A three-fold increase in being able to talk to their senior managers about disagreements with their direct managers (27% vs. 81%).
- Factory supervisors also noted positive changes in the work environment, such as women's improved communication, willingness to help others and seeking suggestions to improve work performance.



MOVING WOMEN & BUSINESSES FORWARD

IMPROVING THE VENDORS' BOTTOM LINE AND BENEFITING WOMEN

Turnover is high and advancement opportunities are few for low-skilled workers in the garment industry. Yet our data on key business indicators (Table 3) suggest that in some factories P.A.C.E. is improving retention and fostering advancement among women participants in the year following the program.

Table 3: KEY BUSINESS INDICATORS

INDICATOR	DEFINITION	MEASUREMENT
RETENTION	Retention is defined as remaining employed in the factory by the end of the year following the program.	The rate of retention among P.A.C.E.-trained garment workers in the year after program participation as compared to the average retention rate at the same factory during this time period.
ADVANCEMENT	Advancement is defined by the vendor, and can include the following: demonstrating new skills, promotion, wage increase (other than usual annual or stipulated increase), and progression to a more difficult role.	The rate of advancement among P.A.C.E.-trained garment workers in the year after program participation as compared to the rate of advancement among non-participants at the same factory during this time period.

RETENTION

- In Cambodia, there was 66% greater retention among P.A.C.E. participants compared to all female garment workers in the factory.
- In Vietnam, there was 9% greater retention among P.A.C.E. participants as compared to all female garment workers in the factory.
- In India, there was 49% greater retention among P.A.C.E. participants as compared to all female garment workers in the factory.

ADVANCEMENT

- In India, a 58% increase in advancement among P.A.C.E. participants compared to non-participants (38% vs. 24%) in the year following the program.
- In Cambodia, women who participated in P.A.C.E. were three times more likely to advance than non-participants (3.1% vs. 1%) in the year following the program.



CONCLUSION: SHARED VALUE

The evaluation results demonstrate that P.A.C.E. is creating shared value, benefiting women and their families, and vendors, too.

The learning from this comprehensive evaluation will help to further refine the program in its current settings – and also inform the program’s further development as it continues to expand across countries, Gap Inc.’s vendor base, and into community settings. P.A.C.E.’s carefully calibrated win-win dynamic is its strength. From improving female garment workers lives to boosting vendors’ performance, the program has proved to be scalable and sustainable with the potential to advance tens of thousands more women - and change even more lives - across the globe.



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