



Personal Advancement & Career Enhancement (P.A.C.E.)



The Personal Advancement and Career Enhancement (P.A.C.E.) program, funded by Gap Inc., worked with young women in the garment industry in Cambodia.

Designed to bring about positive change in the lives of female garments workers, their families and their communities, the project aimed to improve women's personal and professional opportunities while building a better skilled workforce.

The project trained internal factory trainers who in turn could share key skills with factory workers through short lunchtime sessions. Topics included communication skills, problem solving and time management, as well as helping to improve workers' health, nutrition and ability to save their wages.

This aimed to positively impact female garment workers in factories that make Gap Inc. products by providing them with foundational skills to help with their decision-making both at work and at home.



"My team used to sit and chat when they had finished an assignment but now, as some of them participated in the P.A.C.E. program, they request the next assignment. When asked why, they were quick to explain that more work meant more pay."

Line leader, Bright Sky factory

Key impacts: factory efficiency

Many improvements have been noted among those involved with the P.A.C.E. project following CARE's work, all of which contributed to **improved production**.

• Improved attendance

- Workers who had been involved with the project activities were noted to be **absent less**
- Workers reported that they are now more conscious about **coming to work on time** as they have better time management

• Improved ownership and efficiency

- Workers were noted to make **less mistakes**
- Workers are more aware of managing their time well to avoid stress by increasing their production to **avoid tight deadlines**
- Workers reported they try **not to waste time** chatting to one another or on the phone while at work
- Workers have taken on **more responsibility** for their individual actions

• Improved ability to meet order deadlines

- There was a **40% increase** in women who felt they had **high production levels**
- Factory managers also reported **increased productivity** among those involved with the project
- Workers are being more successful about **reaching their targets**

• Less conflict on the factory floor

- Issues are now being **resolved in a reasonable manner** as a result of **improved communication skills**
- An overall sense of **teamwork improved** through better communication

• Greater business continuity

- There was **66% greater staff retention** among those involved with the project
- Women were **three times more likely to advance** to take on **more responsibility** at work

P.A.C.E. : facts & stats

- Worked in a total of **4** factories over **5** years
- Trained 39 young women as internal factory trainers
- Conducted **33** days of training of trainers per factory
- Conducted **360** education sessions with factory workers over 5 years
- Reached over **2080** factory workers over 5 years through life skills training sessions
- Provided feedback and key messages to at least **70** supervisors or line leaders

"At the beginning, factory managers didn't believe CARE's work would help their business, but over time they saw the benefits of staff being better at and solving problems and communicating more effectively. Bright Sky factory has now taken over these activities to run themselves and is even offering this to their senior managers."

P.A.C.E. project manager,
CARE Cambodia



"I have noticed changes among those I have trained; many show better communication, more courage and respect, and are more able to understand each other's feelings. As a result, conflict among workers and the employer is remarkably reduced. Improved time management and prioritisation skills have led to increased production chain outputs."

Internal trainer, Bright Sky factory



Key impacts: personal lives

CARE's involvement with factory workers has also had positive impacts on their personal lives

- Problem-solving tools and techniques have helped young women to **resolve issues at home**
- Women are also **more confident** and so better able to deal with challenges at work and at home
- Consideration of decision making means many young women now make better and more **thoughtful decisions**
- After the financial literacy module, many women reported an **increase in their savings** and the amount they could send home
- Improved knowledge of nutrition has helped women to **remain healthy** by maintaining a good diet
- Improved understanding of **gender equality** has led to **women being more valued** by their spouses and better division of tasks at home
- Women have **higher aspirations** for their families and greater **ambition to advance** at work



"P.A.C.E. has helped workers to understand more about communication, which has helped them really improve. P.A.C.E. is a very good program to improve workers' knowledge and also to help the factory to increase its output."

Cambodia HR manager,
Maurea factory