

# **Strengthening Urban Poor Women's Organizations in Dhaka**

**An evaluative reporting of activities**

**(September 2006 to March 2007)**



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## **1. Introduction**

The informal sector represents a broad terrain of activity that is defined principally in negative terms. It is typically defined as otherwise legal economic activity that takes place outside the realm of state regulatory practices that are the result of decades of struggle and negotiation between the state, large businesses, and the labor movement.

The informal sector is an integral part of global production and marketing chains. What is particular to the informal sector is the absence of rights and social protection of the workers involved in it; in every other respect, and particularly from the economic point of view, the formal and informal sectors form an integral whole.

However, the global restructuring process has given rise to the number and diversity of informal sector workers worldwide. Organizing informal sector workers in general and women in particular is seemingly difficult but not impossible. There were a number of urban women workers organizations exist in the country but due to the poor organizational process and low level of bargaining capacity, they did very little in realizing their goals and objectives let alone their rights.

Nagorik Uddyog and a number of those women organizations have taken an initiative to form an alliance to develop these organizations in such a way that they can claim their rights and influence policy makers making policies in favor of them. With the support from their international partner One World Action, they have developed a project called- "Strengthening Urban Poor Organizations in Dhaka" bringing 5 Women organizations in a coalition called Partnership of Women in Action (PaWA) for strong advocacy in establishing their rights as workers. The project also requires strengthening the capacities of the organizations and its members.

It is a long three-year project started from September 2006. The initiation phase is just 7 months starting from September 2006 to March 2007. The report is a simple documentation of the last 7 months' activities performed by PaWA. The report also critically analyzes some of the activities and made comments and suggestions for improving the future activities.

## **2. About the Project**

A number of women's groups have emerged that are trying to establish the rights of migrant women labourers, and there is also one forum of Dalits, the Bangladesh Dalits Human Rights (BDHR), but currently no organisation for Dalit women. These groups have been linked with Nagorik Uddyog since 2002, when NU helped them participate in the Asian Social Forum, in Hyderabad, India and in 2004 in the 3<sup>rd</sup> World Social Forum conference in Mumbai. Participation in these conferences encouraged them to create their own organizations, several of which have already been registered. The entire membership of these organizations is women, and they are all headed by former workers from the informal sector and garments factories. In many cases they have been dismissed for challenging exploitation and harassment of women workers; as such, they already have gained some leadership capacity to mobilize women workers.

The project is fundamentally based on the strong belief that these organizations are best placed to establish the rights and improve access to basic services for migrant and Dalit women workers. Discussions with these Urban Poor Women's Organizations reveal the fact that they essentially require support and cooperation for their further advancement. At this point none of these organizations has either a fixed base to run their activities from or the skills to manage operations, finances and plan advocacy activities. Significantly, they are currently unable to form alliances, identify common agendas and take collective action to influence decision-makers. With the long experience of pro-poor mobilization and policy advocacy, Nagorik Uddyog has facilitated the process of providing capacity building and skills training. The ultimate aim of the project is to set in motion an autonomous movement of migrant and Dalit women laborers with a view to enable them in such a way so that they can advocate and influence the policy process effectively to bring about substantive changes in their life and livelihoods.

## **2.1 Aim & Objectives of the Project**

### **2.1.1 Aim**

Build the capabilities of five Urban Poor Women's Organizations (UPWOs) to take collective action to promote recognition of their needs and rights.

### **2.1.2 Objectives**

1. Build a coalition of women-headed organizations working with informal sector women laborers and Dalits for joint campaigning and policy advocacy activities.
2. Develop the capabilities, knowledge and confidence of these organizations take collective action to increase their voice and visibility, and recognition of their rights.
3. To raise the level of income of the informal sector women workers and Dalit women through provision of skills development training.
4. Mobilisation of urban poor groups to make effective demands on public agencies for a) improved access to appropriate basic services and b) their participation in urban development planning and policy

## **3. Mythological concerns**

In order to pursue the study methodically keeping conformity with the objectives stated in the TOR, the consultant visited and interviewed a number of stakeholders of the project. Before getting into the field and activities level, the consultant had to go through an extensive literature review that gave him an over view of the project as well as the whole process of the operation and management. The literature not only includes project documents but also other documents and reports published by other organizations and individuals.

The consultant interviewed the core team members of PaWA and had an extensive meeting with them a number in order to know their working process as well as level of motivation they have acquired during this short period of time.

Moreover, there was Focus Group Discussions (FGD) with two groups namely- Dalit Women forum and Mukta Shishu O Nari Sromik Forum. Their offices were also visited by the consultant.

Data and information obtained stakeholders were carefully analyzed while following necessary instructions and guidelines specified in the TOR.

## 4. Activities, performance and progression

To realize the four specific objectives of the project, an action plan for the first phase (September 2006 to March 2007) was developed earlier to implement the designed activities. The activities of the first phase seem to be a process of 'strong grounding' of the project involving targeted beneficiaries. Substantive achievements cannot be expected at this very first stage of initiation due to the particular nature of the project, which involves motivation, mobilization, sensitization and advocacy. However, internalization and a process of consolidation can take place at this sphere.

<b>Objective 1: Coalition building</b>		
<b>Sl</b>	<b>Planned</b>	<b>Performed</b>
1.	Preparatory meetings with partner organizations- 4 (four)	Four (4) preparatory meetings were held to level off on aims, expectations and activities and to establish rapport and understanding among the member organizations.
2.	Memorandum of Understanding (MoU) between partner Organisations and NU	<ul style="list-style-type: none"> <li>• MoU signed between NU and five Network members to clarify roles and responsibilities.</li> <li>• Partnership of Women in Action (PaWA) emerged as strong coalition of those 5 organizations</li> </ul>
3.	Strategic meetings to identify common agendas- 1 (one)	<p>The strategic meeting was organized with PaWA to identify important areas of policy-level intervention, collective action and activities. Following areas/issues were identified for intervention:</p> <ol style="list-style-type: none"> <li>1. improving the livelihood of the poor women members through skill training;</li> <li>2. bargaining with employer;</li> <li>3. building capacity of the member organizations</li> <li>4. developing savings scheme; and</li> <li>5. making collective effort for advocating to include informal sector labor issues in the newly enacted labor law.</li> </ol>
4.	Monthly coordination meeting with network members- 7 (seven)	<ul style="list-style-type: none"> <li>• Seven (7) coordination meetings held;</li> <li>• The Monthly coordination meeting has become a space for effective coordination and monitoring of activities, making joint action plan and sharing of experiences for all.</li> </ul>
6.	Launching ceremony to publicly announce the alliance- PaWA	<ul style="list-style-type: none"> <li>• PaWA as a strong network 5 organizations publicly announced in a discussion meeting;</li> <li>• Organized a grand rally drawing 350 women workers including representatives from other organizations.</li> </ul>
6.	A day long Seminar sessions observing the International Women's day	<p>The grand title of the program was- "Informal Sector Women Labor: Situation and Strategy"</p> <p>Three specific topics for three different sessions:</p> <ol style="list-style-type: none"> <li>1. "National development and women in the informal sector of Bangladesh"</li> <li>2. "The role of trade unions in protecting the rights of the women working in the informal sector"</li> <li>3. "The role of Local government in providing social security of the women workers"</li> </ol>
7.	25 groups; 5 for each member organization with 30 in each group will be formed (total number of group members will be 750 women)	<p>Twenty five (25) women groups formed 5 partner organizations-</p> <ul style="list-style-type: none"> <li>• Dalits Women Forum- 5 (150 members)</li> <li>• Banchte Sikho Nari - 5 (150 members)</li> <li>• Mukto Shishu O Nari Sramik Forum- 5 (150 members) Bhasoman Nari Sramik Unnyan Kendra- 5 (150 members)</li> <li>• Women Worker Forum- 5 (150 members)</li> <li>• Total- 750 members</li> </ul>

8.	Networking with human rights organizations	<p>Relationship and network established with the following organizations and alliances both at home and abroad-</p> <ul style="list-style-type: none"> <li>• Ain O Salish Kendra</li> <li>• Mohila Muktizoddha Sanshad</li> <li>• Shishu Bikas Kendra Mohilla Porishad</li> <li>• Social Action Committee</li> <li>• Coalition for Urban Poor (CUP)</li> <li>• Centre for Urban Studies (CUS)</li> <li>• Women Rights Alliance [The alliance created by Grassroots Organizations exclusively. PaWA acts as the secretariat of this Alliance]</li> <li>• Strong relationship established with Hawkers Sangram Committee (Kolkata) and Self Employed Women's Association (SEWA) (Ahmedabad) of India as a 10-member team from PaWA visited India in the month of December 2006.</li> <li>• Strong relationship has been established with three influential members of the committee formed by the government responsible for rehabilitating the evicted slum dwellers and they have shown utmost interest and intend to extend their support to realize the objectives of the project.</li> </ul>
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### Observation and learning

Performing activities in an efficient way essentially requires well coordination among lead organizations and individuals involved in the process. Five from each select 5 organizations used to sit together every month to review and monitor the activities planned. Besides, the same core group holds planning meeting quarterly based on the previous experience relating to implementation and develop plan for the next quarter keeping an eye on the objectives of the project. Such a regular interaction and process of coordination not only helps smooth implementation of activities but also congeals the bond of solidarity and cohesiveness among the partners. It is observed that the leaders of the partner organizations have already placed high value to these coordination meetings, as they feel empowered while making decisions without any outside intervention.

PaWA as an association of 5 women organizations has successfully established itself as strong a federative body of women working in the informal sector. No partner organization has surrendered its autonomy and freedom to a single organization. Although NU has facilitated the process but it has been made clear at the very outset that these organizations must stand on their own feet through their own innovative activities and strong association among themselves. PaWA seems to be on the right track as they have secured their logistical facilities needed for smooth running of their association.

PaWA as well as its member organizations organize different events (i.e national and international day observance) with a view to motivate their members and attract public attention to their noble cause. It is now in a process of building coalition and networking with other organizations and institutions such as Mahila Parishad, civil society organizations and influential individuals exclusively working in the field of women workers rights. It is important to note that in our socio-political and cultural settings sometimes individuals can play substantive role in bringing about desired policy changes. PaWA is in a process of involving those crucial actors and making them aware about the project. This is obviously a positive sign for PaWA's future prospect.

Last year (December 2006) a 10-member delegation of PaWA visited Hawakers Songram Samiti and Self Employed Women Association (SEWA) of Kolkata and Ahmedabad, India respectively. The primary objectives of this visit were to critically understand the process and strategies of those organization particularly how they have successfully organized the informal sector women workers and put them in a process of claiming rights. As a matter of fact, this visit inspired PaWA members to take new initiatives in

their respective organizations. They have got courage to challenge the dominant idea of impossibility associated with organizing informal sector workers. Particularly, SEWA process and activities was quite an eye-opening for all of them. It should be noted here that the SEWA process has successfully demonstrated that organizations can be formed with the informal sector women workers. They have established bank for the poor women, cooperative of their own and many more innovative ventures that attracted both government and development organizations, trade unions both in India and abroad. SEWA is now successfully running 110 cooperatives with .4 million women members.

Immediately after their return from India these women groups started discussing about their own way of doing things and decided that they need to develop cooperatives with proper motivation and management skills. All most all the groups are now in a process of developing cooperatives while looking for avenues of generating income. Obviously, it cannot be attained over night, as the 'cooperative journey' is not easy and straightforward one. They need to know the nature and dynamics of cooperative movement, its problems and prospects while devising strategies for their own.

<b>Objective 2: Institutional strengthening of Urban Poor Women's Organizations</b>		
<b>Sl.</b>	<b>Planned</b>	<b>Performed</b>
1.	To form a 25-members Core Team of PaWA	<ul style="list-style-type: none"> <li>• Core team formed (5 from each member organization);</li> <li>• Core team members are expected to act as a trainer-activists.</li> </ul>
2.	Capacity Building training will be provided - 4 courses	Name and number of times courses conducted: <ul style="list-style-type: none"> <li>• Management and Finance- 1</li> <li>• Organizational Development- 1</li> <li>• Leadership Development- 1</li> <li>• Socio-economic structure and Causes of disparity: people's struggle for change- 1</li> </ul>
3.	Fortnightly meeting of groups formed by partner organizations of PaWA for proper motivation and imparting problem-solving skills- 190	<ul style="list-style-type: none"> <li>• One hundred seventy (170) meetings held;</li> <li>• The rest 20 meetings did not take place due to the serious political unrest during the month of October and November 2006.</li> </ul>
4	To identify common agendas for action in group meetings	In the group meetings members have identified following agendas and concerns that they need to pay attention and work on collective basis: <ul style="list-style-type: none"> <li>▪ Enhancing livelihood through income generation</li> <li>▪ Developing savings scheme to take collective and individual initiatives;</li> <li>▪ education facilities for both children and adult</li> <li>▪ Trade-based training;</li> <li>▪ Childcare center;</li> <li>▪ Health care facilities;</li> <li>▪ Protecting human rights</li> </ul>

### **Observation and learning**

The project correctly identified the capacity building component as one of the key aspects of empowering these women working in the urban informal sector. It not only serves the purpose of strengthening the institutional capacity of the targeted groups and their organizations but also creates opportunity for enhancing their livelihood through income generation and gradually getting into the domain of gainful employment. Three different types of training were provided during the first phase of the project:

Type	Name of the Course	Objective(s)	No. Of Participants attended
Institutional Capacity building	Organizational Development Management and Finance	To increase the institutional capacity of the each organization	25 core team member
Leadership development	Leadership Development Women leadership development Law and Rights, Socio Economic Situation Analysis : Causes of Disparity and the way forward	To enhance the critical understanding of the leadership of the organizations	25 core team member
Skills development	Block, Butik, sewing and making candles	Create new opportunities to enhancing the level of income	201 group members

Significant qualitative changes have been taken place in the management and organization of these groups. Five women groups got together and formed the alliance called Partnership of Women in Action (PaWA). Four organizations have been selected from Urban Poor Women's Organizations and one is newly formed with Dalit women. These women group/organizations are located in five different areas of the city and each organization formed five groups under its own supervision with 30 members in each. A twenty five-member core group has been formed taking five from each organization.

SI	Name of the organizations	Number of members
01	Dalit Nari Forum	150
02	Nari Kormi Forum	150
03	Bachte Shikho Nari	150
04	Vashaman Bari Sromik Unnayan Kendra	150
05	Mukto Shishu O Nari Sromik Forum	150
	Total	750

While talking to the core group members of PaWA, almost all of them candidly acknowledged that now they are in a better position to run their day-to-day activities of the organization through keeping records, maintaining files, monitoring activities etc. Through organization and leadership development trainings they have successfully learnt and applied the techniques of recruiting new members to increase the strength of their organizations. Successful completion of these training courses has given them the courage, energy, understanding and motivation to become organized and claim rights and entitlements as the citizens of a state. It seems to be an important breakthrough particularly for these marginalized groups.

Dalit Women group seems to be more enthusiastic as there were no women organizations at all in their community. They see their organization as little light of hope for their advancement. In comparison to other women groups problems of Dalit women are quite different as they are not only the victims of so-called Caste System but also their rights and opportunities are oppressed by extreme form of patriarchy. They seriously lack education, income and health and sanitation facilities. A group of Dalit women are considering adult education facilities as the first priority rather than income generating activities. It is important to devise particular strategies to deal with these Dalit women rather than applying 'one size fits all' strategy. Even it is essential to conduct a comprehensive study to capture the socio-economic and

cultural diversity of this community before making any comprehensive plan to ameliorate the dire situation currently exist there.

<b>Objective 3:</b>		<b>Income generation</b>
<b>Sl. No.</b>	<b>Planned</b>	<b>Performed</b>
1.	Investigate, identify, and establish a collective income generation scheme.	The collective income generation scheme has been primarily identified and training courses selected on that basis.
2	Skills training courses will be provided for group members-10 trainings (3 types)	Ten (10) Skills training courses provided; Specific Courses are: <ul style="list-style-type: none"> <li>• Block batik (5)</li> <li>• Sewing (3)</li> <li>• Candle and show piece making (2)</li> <li>• After the successful completion of these courses a number of some of the group members have already started income generating activities/ projects for enhancing their livelihood.</li> </ul>
3	Develop savings schemes among the group members, with the provision for borrowing from the general fund	<ul style="list-style-type: none"> <li>• PaWA core team members have already developed a savings scheme and Taka 5000 has already been accumulated.</li> <li>• Two (2) member organizations have started savings scheme involving their groups members.</li> </ul>

### **Observation and learning**

Skills training has not only provided the opportunity to raise their level of income but also created opportunities to change the old profession for many. A number of women previously working as maiden are now thinking to switch over.

Skills Training provided (September 2006 to March 2007)

<b>Sl</b>	<b>Organization</b>	<b>Courses</b>	<b>No. of Participants</b>
01	Bachte Shikho Nari	Sewing, Block-Butik	39
02	Vashaman Bari Sromik Unnayan Kendra	Sewing, Block-Butik	40
03	Nari Kormi Forum	Block-Butik and Candle making	39
04	Mukto Shishu O Nari Sromik Forum	Sewing, Block-Butik	44
05	Dalit Nari Forum	Block-Butik and Candle making	39
Total			201

The demand for skills training is being increased day-by-day as they it as an opportunity to earn a little more than they are getting now. However, although they lack initial capital for starting up their businesses, almost all hold the idea that they would wait until they form a savings scheme and getting loans from their own fund. They do not intend to be trapped by the micro-credit enterprises. For example, Mukto Shishu O Nari Sromik Forum is now a well-organized one as it was before- said the coordinator of the organization. The availability of the logistic facilities for their office has brought about significant changes in the operation of organizational activities. Members of the organization are now more confident to create something new through their innovative activities. They have successfully formed a cooperative individually subscribing Taka 2 daily. Now the number of the cooperative members

has gone up to 60. They intend to organize economic activities through their own money rather than being trapped by the so-called micro-credit enterprises.

The significant development that has taken place among a large number of women members is their critical understanding about the 'informal sector' and their position in this sphere. The difference between formal and informal sector of a given economy and why traditional trade union approach often fail to address the rights of informal sector workers; what new approaches and strategies could be suitable to organize and claim rights; how to combine the two approaches such as enhancing the livelihood and claiming rights giving equal weight to both; how to develop relationship and network with other rights-based organizations and institutions currently exists in the formal sector etc.- these are some of the major new areas of consideration that they have found through attending those training courses. They are in a continuous search and experimentation through their own practical actions.

However, it is important to note that the process of capacity building is a continuous process that shapes and reshapes the level of understanding and skills required to cope with the new environment and socio-political context. Particularly, this is more fundamental to the women working in the informal sector. They need to sharpen themselves to overcome their vulnerability to claim and establish their rights as the citizens of the country.

<b>Objective 4: Claim-making and policy influencing</b>		
<b>Sl.</b>	<b>Planned</b>	<b>Performed</b>
1.	Develop communication materials (posters, leaflets, brochures) to sensitize the wider community	One (1) Poster and brochure of PaWA produced and disseminated widely
2.	Organize protest rallies and demonstrations against violence and human rights abuses	<ul style="list-style-type: none"> <li>• Informal sector women workers organized a Human Chain and a protest rally on the International Day for Eliminate of Violence Against Women;</li> <li>• Attended in a Human Chain and protest rally on the World Rural Women Day;</li> <li>• Attended Flag rally against violence;</li> <li>• Observed National Martyr Day, International Language Day and Intellectual Martyr Day</li> </ul>
3.	Establish friendly and supportive relationship with influential media and journalists	<ul style="list-style-type: none"> <li>• PaWA activity news published in different national dailies;</li> <li>• Journalists showed their interest about the project</li> </ul>
4.	Press Conference on slum eviction- 1	One (1) Press conference held at National Press Club raising concerns about resettlement of the evicted
5.	Publication of a Book on informal sector	The book - "Bangladesher Bari Sromiojibi- Ekti Somokalin Protibedon (Women Workers in Bangladesh: A contemporary Illustration) by Altaf Parvez published
6.	Baseline survey	<ul style="list-style-type: none"> <li>• Baseline survey completed</li> <li>• Final report is in progress</li> </ul>
7	Publish PaWA Newsletter "Voices of Women Worker" , Sramojibi NariKontha in Bangla	First issue of Quarterly Newsletter published with activities of PaWA and 2 articles written by eminent writers on informal sector.

## **Observation and learning**

To realize the needs, rights and entitlements of the women workers of the informal sectors essentially requires changes of the attitudes of the society towards this sector as well as making policies in favor of them. This is obviously a Herculean task particularly in a society where inequality and marginalization are high. Moreover, the economic process of so-called globalization has increasingly giving rise to this informal sector while the plight is being continuously ignored by the policy makers. It is in this backdrop, workers in the informal sector in general and women in particular have nothing but to organizing themselves in greater numbers and to increase the bargaining power to establish their rights. The task essentially requires sensitizing the upper echelon of the society including media, civil society organizations and policy makers in the government machineries.

PaWA has already started sensitizing the influential civil society representatives and organizations including media and trade unions even during this short period of its journey. During the present regime of Care Taker Government, many slums, settlements, business locations have been evicted without any rehabilitation. PaWA responded promptly with the demand of proper rehabilitation even in this period of state emergency when constitutional and citizen's rights are denied. The press conference they held in the month of February 2007 successfully attracted the attention of the press and public at large.

Besides, PaWA organized a day-long seminar on the eve of International Women's Day. There were three seminars on three important topics:

- a) "National development and women in the informal sector of Bangladesh"
- b) "The role of trade unions in protecting the rights of the women working in the informal sector"
- c) "The role of Local government in providing social security of the women workers"

More than 200 members of PaWa actively participated in the seminars and strongly raised their voices and concerns. Civil society, media and trade union members listen to their voices passionately and promised to extend their support and sympathy to realize their demands. At the beginning of the seminar a launching ceremony of the book- "Bangladesher Bari Sromiojibi- Ekti Somokalin Protibedon (Women Workers in Bangladesh: A contemporary illustration) by Altaf Parvez was held. The chief guest of the inaugural ceremony commented that the book would help everyone sketch out the real situation of the women working in the informal sector. It would also help activists and trade union leaders to delve into the issue, which ultimately strengthen the movement already launched by the PaWA. The book was jointly published by NU and PaWA.

Publications and promotional materials play a significant role in sensitizing people. [About the poster....](#) The role of PaWA Newsletter could be regarded as an important tool to inform people about PaWA activities as well as problems of women workers working in this sector. However, this newsletter has the potential to involve academics, activists and policy makers by publishing their views and analysis relating to the problems and prospects of this sector. Since the nature, dynamics and problems of informal sector is highly ignored by conventional institutions and organizations, it seems to be an imperative to develop a large array of publications including booklets, leaflets etc. citing authentic information and real life stories to attract the attention of the people in general and policy makers in particular.

## **3. In lieu of conclusion**

It is very difficult to make any conclusive remarks about the life, livelihood and dynamics of women working in the informal sector of Bangladesh. Even, it is true for the present initiative taken by the PaWA in the name of the project called "Strengthening Urban Poor Women's Organizations in Dhaka". Global economic restructuring has given raise the number of informal sector workers in general and women in particular. The PaWA initiative is something unique and pioneering in our context as no organization has paid special attention to the plight of these hard workingwomen who works dawn to dusk while making a very little money. Even, they are exposed to different kinds of harassments including sexual one. PaWA is trying to address these issues and brining attention to the larger public with a view to ameliorate the situation. The process has just got started. Since morning shows the day, it is not any exaggeration to

say that PaWA is on right track as it successfully motivated a group of women workers, no matter how small the number is, who has started to show their courage and enthusiasm through organization and mobilization. The seed has been sown in the right place at the right time, now one has to nurture; doing right thing at the right time to reap the fruits for which the PaWA stands for.

The initial performance of the project has clearly demonstrated that the women groups have successfully internalized the goals and objectives of the venture and their level of motivation and enthusiasm is quite satisfactory. They are now waiting for the 'take-off' stage, which is fundamentally important for its future. Before embarking on the next phase following suggestions can be taken into consideration:

- A thorough one-day long workshop of core team members and group leaders is needed to carefully review the past 7 months activities in order to find out "what went right and wrong"; what is missing; Workshop should not be merely concentrated on reviewing the previously planned activities rather focusing on what would have been better if things were in place;
- A comprehensive study on Dalit community with particular focus on the socio-economic and cultural diversity and dynamics of Dalit women seems to be a top priority as this community requires different strategic intervention as far as their issues are concerned. Future guidelines can be found through a rigorous study on this community and the proposed study could be a valuable literary product for researchers and development activists.
- A number of reader friendly booklets can be produced and distributed widely to attract larger sections of civil society including journalists;
- Attempts should be made to publish features related to the women workers in informal sectors in national dailies both (Bangla and English);
- More and more promotional materials need to be produced for greater publicity of the project as well as sensitizing others
- Hold both formal and informal discussion with human rights and trade union organizations to develop effective network with PaWA; it will give PaWA member organization courage and strength to move forward;
- Capacity building of the members should be seen as a continuous process. Particular attention should be given to bring at least 50% of the members in the leadership development courses.