

Process Report

**Strengthening the Discourse for
Generating Good & Better Jobs in India
(2018-21)**



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Preface

This Process report is a narration of the journey which the project titled “Strengthening the Discourse on Economic Policy to Generate Good & Better Jobs in India” covered between 2018 to 2021. This journey started in October, 2018 and from then onwards it witnessed the combination of success and learnings during its tenure. Its significance lies in the fact that it was meant to generate discourse on one of the important determinants of the quality of life of a citizen which is “jobs”. The discourse around the quality of jobs has been non-existent in India and this project filled that gap effectively by putting it on national and regional agenda.

This journey would not have been possible without the people who participated and contributed towards its success. This journey didn’t remain a task but became an integral part of the people who navigated through it.

Efforts of several persons have gone into making this journey a reality. People have contributed in their diverse capacities and in various forms, such as direct inputs, thought-provoking discussions, timely reviews, constant encouragement and guidance.

I am immensely grateful to Bipul Chatterjee, Executive Director, CUTS and Abhishek Kumar, Adviser, CUTS and Partner INDICC who was engaged in the launch of the project as project manager, and then remain associated with the project until its completion.

I acknowledge the contribution of Sarthak Shukla, Trinayani Sen and Prashant Tak for undertaking research activities and producing excellent research outputs.

I am also grateful for the inputs provided by Amol Kulkarni, Director (Research), Ujjwal Kumar, Policy Analyst and Deputy Head and Research Associates including Divita Godha, Priyam Purohit and Shruti Ambast.

Comments provided by the Project Advisory Committee (PAC) members helped refining the Methodology and approach of this project. I acknowledge the contribution of the PAC members; Arun Maira, Samar Verma, Sudipto Mundle, Amit Kapoor, Gautam Mody, Himanshu, R. Nagaraj, Sabina Dewan, Rituparna Chakraborty, Anu Gupta and Radhicka Kapoor. Also, a notion of thanks to all the institutions and individuals who have provided their inputs for making this journey a reality.

I also appreciate the efforts of Madhuri Vasnani, Rajkumar Trivedi and Mukesh Tyagi for editing and lay outing the research outputs.. Akshay Sharma deserves special mention for his assistance in coordinating the research and information dissemination activities.

Another special mention to Prashant Tak for drafting this report.

Lastly, I am grateful to the Ford Foundation, New Delhi, for its support to the project- “Strengthening Discourse on Economic Policy to Generate Good and Better Jobs in India” and look forward to continued support for its follow up phase. Such kind of narratives need continuing campaigning otherwise people forget which will be bad for the working class.

Finally, any error that may have remained is solely ours.

Pradeep S. Mehta

Secretary General

1. Introduction

This process report is developed to provide a comprehensive view of the journey of the subject-mentioned project starting from its inception in 2018. The report captures the initial conceptualisation of the project, the processes involved, challenges faced, strategies devised to overcome the challenges and dissemination of the key findings of the project. Simultaneously, it also highlights the institutional practices which have helped in the smooth navigation of the project.

The project titled “Strengthening the Discourse for Generating Good & Better Jobs in India (in short GrowJobs) was conceptualised in the backdrop of growing inequality in India. The intended objective of the project was to launch a discourse around the enabling conditions of Good and Better Jobs¹ in select labour-intensive manufacturing sectors of India. As per the methodology of the project, extensive field inquiries were undertaken to cull out bottom-up narratives from the ground that could inform relevant developments around the status and quality of employment in India.

The core of this project revolved around the concept of “Good and Better Jobs” which borrows its characteristics from the International Labour Organisation’s concept of “decent work” and other studies mapping the quality of work². The guiding principle of this project was to enable an efficiently clocking engine of growth, in which quality jobs enhance the purchasing power of people which boosts the demand for various products and services in the economy. Here it will be useful to recall Henry Ford’s dictum that they produce small cars at the lowest cost with good quality and pay their workers sufficiently to buy a car and thus have a good quality of life too. This discussion is meant to signal the investors who invest in businesses producing such goods and services. These businesses further the quality of lives and livelihoods of their employees thus completing this virtuous cycle of growth.

¹ The indicators of Good & Better Jobs include fair wages, safe working conditions, opportunities for skill enhancement, presence of social security, job satisfaction & presence of social dialogue

² This framework has been adapted from a literature review of various definitions of ‘Good’ Jobs or quality employment. In particular, it draws from the ILO’s concept of Decent Work & the following studies: Azim Premji University (2018), ‘State of Working India’ (<https://cse.azimpremjiuniversity.edu.in/state-of-working-India/>); Carnegie UK Trust (2018), ‘Measuring Good Work’ (https://d1ssu070pg2v9i.cloudfront.net/pex/carnegie_uk_trust/2018/09/03132405/Measuring-Good-Work-FINAL-03-09-18.pdf); Unni et al (2006), ‘Decent Work Deficits in Informal Economy: Case of Surat’ (<https://www.epw.in/journal/2006/21/review-labour-review-issues-specials/decent-work-deficits-informal-economy.html>)

It is using this framework that CUTS undertook research (primary and secondary) in the Textiles & Clothing (T&C) and Food Processing sector respectively, across different states of India namely Rajasthan, Punjab, Haryana, Gujarat, Maharashtra, Tamil Nadu, Andhra Pradesh, Assam, Meghalaya and West Bengal.

2. Project Conceptualisation

The project was conceptualised with the support of Mr. Arun Maira, former Planning Commission member and President Emeritus of CUTS, who facilitated the discussion between CUTS and Ford Foundation, New Delhi. He actively supported CUTS' project approach and defined the foundation of the idea and core approach of the project. The primary reason for the conceptualisation of this project was the concern towards the growing inequality in India where jobs are not leading to dignified life for the masses. There was a joint meeting among Mr. Maira, Ford Foundation's Programme Officer: Srinivasan Iyer and Pradeep Mehta in Delhi in August, 2018 where the idea was discussed. Following this there was a brainstorming meeting between Mehta and Iyer in September, 2018 to arrive at a common understanding of the project. Among a negative list, it was mentioned that CUTS will not lobby for any legislative change but to brief the policy makers on the findings of the project.

Going forward, CUTS submitted its project proposal and secured the grant from the Ford Foundation. The project was commenced in October, 2018.

3. Constitution of Project Advisory Committee

After the inception of the project, a Project Advisory Committee was constituted under this project which included members from academia, policy and practice, to be chaired by Mr Maira. The objective behind constituting the PAC was a standard practice in such projects, so as to seek the guidance of its members on substantive aspects of the project including research design, implementation practices, research output and discuss the challenges faced by the research team. The research team regularly updated the PAC members on the progress made in the project and presented findings from the field and secondary research. The PAC played an important role in shaping and strengthening the discourse on jobs evolving under this project. There were six PAC meetings organised at nodal points in the timeline of the project, to seek inputs of its members and present insights from the field as well as secondary research. The list of PAC members is attached as **Annexure 1**.

4. Identification of Focus Sectors and Parameters of Good & Better Jobs

During the initial deliberations around the identification of focus sectors, it was decided that the primary characteristic of a focus sector has to be its labour intensive nature. Accordingly, six sectors were shortlisted including Textiles & Clothing, Food Processing, Leather Processing, Construction, Tourism and Gig Economy. However, going forward it was realised that the focus of research study should not only be on enterprises but the entire business ecosystem. Therefore, owing to the extensive nature and limited time span and budget, the number of sectors were reduced to four i.e., Textiles & Clothing, Food Processing, Construction and Gig Economy. Furthermore, due to the challenges associated with the covid-19 pandemic, the field inquiry was further reduced to two sectors namely, Textiles & Clothing and Food Processing. It was not possible for the research team to travel due to severe restrictions as well as the risk of getting ill.

The understanding of the framework of ‘Good and Better’ Jobs was evolved through extensive secondary research and preliminary discussions with the stakeholders. Drawing from the relevant literature, a framework for Good and Better jobs was designed with six parameters namely income, security and social protection, working conditions, capability enhancement, voice/agency, and job satisfaction. The framework of Good & Better Jobs is attached as **Annexure 2**.

5. Field Methodology & Approach Note for Textiles & Clothing Sector

A field methodology and approach note was developed to undertake research in the Textiles & Clothing sector (**Annexure 3**). The note consisted of the overview of the T&C sector, its characteristics, the rationale for choosing the sector and the steps to be followed while undertaking the field inquiry.

Initially, this note was aimed to develop a comprehensive understanding of the operations of enterprises. However, the scope was extended to the larger ecosystem comprising value chains, clusters and associated services with the enterprise at a given location. This was based on the inputs derived from the PAC meeting and extensive consultations from the sector experts, industry associations, trade unions, academicians and policy practitioners.

Taking cue from the Methodology Note of the T&C sector, a Methodology & Approach Note was developed for the Food Processing Sector. Among other things the note consisted of the

overview of the Food Processing sector, rationale for choosing this sector, form of the job intensity and sequential approach to be followed. (**Annexure 4**).

6. Field Inquiry

Based on the methodology note developed for the T&C sector, a pilot field inquiry was undertaken in Bhilwara and Jaipur districts of Rajasthan. This field inquiry explored the nuances of the interactions and interlinkages between the enterprises, government and the workforce in the Textiles value chain of Bhilwara and Clothing value chain of Jaipur, through an extensive mapping process. It explored one ‘node’ of the ecosystem at a time, with each node representing a set of economic activities at a specific location. The findings from the first node informed the inquiry of the next node. The inquiry was exploratory and qualitative in nature and was conducted through semi-structured interviews with target stakeholders.

Based on the pilot field research inquiry, the research methodology and approach for the T&C sector was finalised. Taking cue from it, the research methodology and approach for the Food Processing sector was also finalised. This driving force for the field inquiry has been the quest for ‘Listening to narratives from the ground and informing the systems in the upstream, i.e. industry and economy.’

The field inquiry explored the value chain of the T&C and the Food Processing sector from the perspective of worker well-being and enterprise well-being. The major part of the field inquiry gathered workers’ perception, with a focus on the feedback from workers across various nodes of the value chain in the T&C and Food Processing sector respectively on key parameters of Good and Better Jobs. The methodology adopted for this included informal discussions and Focus Group Discussions (FGDs) with the workers, contractors and managers of units. A multi-stakeholder focus was adopted for ensuring triangulation and validation of data.

The other part explored the challenges of enterprise in respect to their different input costs of production. This was to capture the enterprise’s perspectives on worker welfare and their challenges for ensuring the same. The field inquiry further adopted a bottom-up approach for understanding the relationship between an enterprise and its workers to determine what factors can be enhanced for improving outcomes simultaneously for workers and enterprises. The types of stakeholders and the forms of questions posed to them is attached in **Annexure 5**.

7. Challenges faced during the Project

The field inquiries were undertaken in different states namely Rajasthan, Gujarat, Maharashtra, Tamil Nadu, Punjab and Haryana in the T&C sector. In the Food Processing sector, the field inquiries were undertaken in Punjab, Andhra Pradesh, Assam, Meghalaya and Northern West Bengal. There were multiple challenges faced by the research team while undertaking the field inquiry and otherwise, which includes the following:

S. No	Challenges Faced	Strategies to overcome the challenges
1.	<p>Inaccessibility of workers</p> <p>Due to the busy schedule and shift timings of workers, hostile attitude of contractors/management and housing arrangements of workers within close proximity of factory premises, it was difficult to reach out to workers for a thorough conversation.</p>	<p>The research team took note of the timings of the workers' shifts, break time span and their housing locality during the scoping visit. Accordingly, workers were engaged during their break time and post their work shift in their housing colonies.</p> <p>It was observed that workers engaged in a detailed conversation either on tea/pan shops or in their housing locality.</p>
2.	<p>Inaccessibility of enterprises</p> <p>The enterprises were often reluctant in giving information about their input costs including the labour costs and other details in relation to workers.</p>	<p>As a matter of strategy, when emails were written to seek appointment from the enterprises or during the walk-ins, we ensured that we specify the objective of the project to map both the enterprise and worker well-being in a value chain. While engaging with the members of the enterprise, we also categorically stated that the reason for understanding the input costs is to map the competitiveness of a product.</p>
3.	<p>Language Barrier</p> <p>In states like Andhra Pradesh, Tamil Nadu, Assam and Meghalaya, a language barrier was encountered.</p>	<p>In order to address the language barrier, the research team identified drivers who could speak both Hindi and the local language. The driver then helped in navigating through the conversations. Alternatively, a way to address language barrier is to hire a human resource from a local NGO.</p>
4.	<p>Data Entry</p>	<p>To address it, a template was created where we stored the data during every field visit. This template came</p>

	Given the vast volume of diverse perspectives being collected from the ground, storing data on the parameters of Good & Jobs was a challenge.	in handy while we drafted the reports on Textiles & Clothing and the Food Processing sector.
5.	Presentation of Information Given the qualitative nature of the study, it was difficult to present the findings in short and concise way.	The research team created a template of a PPT which was used to present findings from the ground to the PAC members and other sector experts. To send out the research outcomes to different stakeholders, slide decks were used as templates, rather than lengthy reports in a prose form.
6.	Change in Human Resources The project witnessed changes in the Programme Officer and Research Associates during its course. Also the Programme Officer at the Foundation changed but we did not face any problems	CUTS' practice of preserving institutional memory systematically and the continued involvement, came to the rescue when few staff members involved with the project moved on at different times. The filing system created by CUTS, monthly review meetings of the Centre, meetings with the PAC and the regular update of the project webpages served as a solid platform to ensure continuity with the least disturbance.
7.	Restrictions on the movement due to covid19 Due to covid19, there were restrictions imposed by different states on the movement across and within states.	A list of eligibility criteria for entry and movement in the states were compiled. Accordingly, the research team planned its field visits. Due precautions were taken and the team carried sanitisers and masks with them. Masks were also handed out to workers, with whom we spoke, who were not wearing it.
8.	Project shrinkage due to covid-19 While field work in four labour intensive sectors was envisaged but regrettably we could not do it.	We did capture as much of the scenario through literature survey it did not give us palpable findings which would have enriched the study. The work done on Textiles & Clothing and on Food Processing however, threw up some pristine findings which was captured by us in our outreach. This also drew praise from noted economists, like Kaushik Basu and Nitin Desai.

		We do hope to deepen the work in the 2 nd phase of the project, under consideration by Ford Foundation.
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8. Information Dissemination Strategy

Given that the main mandate of the project was to strengthen the discourse on Good & Better Jobs in India, the information dissemination strategy was critical. The knowledge generated under this project was always intended to be disseminated to a wider audience. There were multiple outputs which were developed at different junctures of the project and were disseminated in forms most suitable at that point of time.

The following knowledge was generated:

S. No	Outcomes	Outputs	Indicators
1.	Knowledge generation on formulation of alternative and non-legislative economic strategies based on evidence from the field that would facilitate growth of Good and Better Jobs in India.	<p>Research Reports</p> <p>Research reports on the Textiles & Clothing and Food Processing sector respectively. The reports explored the nuances of the enterprise well-being and worker well-being in these select sectors.</p> <p>Articles & Op-eds</p> <p>20 Articles and Op-eds in English and Hindi, highlighting the issues in the employment space and advocating for the need to institutionalise Good & Better Jobs in India. These write-ups were focused on varied topics including labour rights & reforms, nature of employment & structural issues in the</p>	<p>Inculcation of the discourse on Good & Better Jobs in the proposed employment generation and economic strategies proposed by policy practitioners and worker groups.</p> <p>Based on the informed discussions on sector-specific perspectives including industrial, competition and trade-related issues, sector specific knowledge was generated.</p> <p>A better-informed discourse on the mutual well-being of workers and enterprises</p>

		<p>Indian economy, issues concerning the prospects of the Textiles & Clothing & Food Processing sector, strategies for inclusive economic growth etc.</p> <p>Slide-decks</p> <p>2 Slide decks were developed to inform the agenda of government and policy practitioners on worker welfare and inclusive economic growth. Following are the slide decks:</p> <ul style="list-style-type: none"> • Models for facilitating Worker Welfare in India • Rebuilding the Future of Work: Mitigating the impact of COVID 19 crisis on informal workforce. <p>Policy Brief, Issue Note and Strategy Note</p> <ul style="list-style-type: none"> • Policy Brief on lessons from Meghalaya in the Food Processing sector • Issue Note on Labour Codes of India • Strategy Note on The Indian Skilling Ecosystem 	<p>through re-alignment of the purposes of each stakeholder of the business ecosystem towards long-term sustainability.</p>
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		<p>Theory of Change – The theory of change has been developed to recommend pathways towards institutionalising Good & Better Jobs in India.</p>	
2.	<p>Better understanding for policy decisions amongst influencers leading to rapid and sustainable growth of Good and Better Jobs.</p>		<p>Sensitisation of a number of influencers and other stakeholders towards the need for job-rich growth strategies aimed towards facilitating Good and Better Jobs in India.</p> <p>Sensitisation of stakeholders towards the long-term sustainability of enterprises by generating decent work opportunities and aligning enterprise with worker welfare.</p>
3.	<p>Strengthening Communication Strategies by enabling wider acceptance through a shared approach of communicating the need for and feasibility of strategies that facilitate growth leading to Good and Better Jobs in India.</p>	<p>Articles & Op-eds</p> <p>The articles were widely shared with leading policy makers, economists, policy practitioners, bureaucrats, government representatives, industry members and trade unions to initiate discourse around the need to institutionalise Good & Better</p>	<p>The outreach and communication activities with industry members, government representatives, bureaucrats, policy practitioners, academicians and trade unions led to better understanding of linkages between different</p>

		<p>Jobs in India. The articles were also shared with the CUTS’ e-forums namely FunComp and the Good Jobs forum which has 7112 and 350 members respectively.</p> <p>Webinars</p> <p><u>Human Capital Innovation: India’s Roadmap for Dignified Economic Growth:</u></p> <p>The webinar was aimed to bring together perspectives from the industry, worker-community and academia to deliberate on the roadmap for reimagining workers as human capital rather than as costs of production.</p> <p><u>Labour Reforms and Collective Voice of Workers:</u></p> <p>The webinar aimed to discuss the ground realities of labour welfare and much needed reforms therein, especially in terms of enhancing socio-economic welfare through collective voice of Indian workforce.</p> <p><u>COVID-19 and Textiles &</u></p>	<p>discourses and need for an integrated discourse on economic policy to generate Good & Better Jobs in India.</p>
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		<p>Clothing Sector in India: The webinar aimed to discuss the findings of the CUTS’ research team in the Textiles & Clothing sector. The findings were discussed in the backdrop of the COVID 19 pandemic.</p> <p>CUTS published 12 Quarterly Dossiers titled “Future of Jobs in India”. The dossier presents a careful selection of news, op-eds, and reports on key developments in the employment segment of the Indian economy.</p> <p>A twitter campaign was initiated by CUTS in early September, <u>2021</u> where it disseminated messages advocating for the need of worker welfare and institutionalisation of Good & Better Jobs in India. CUTS reached out to around 200 influencers from the field of academia, politics, theatre, economists, bureaucrats etc. to include them in the dissemination of these messages.</p>	
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		<p>The messages received a grand response with 90 plus retweets and more than 600 likes.</p> <p>The twitter campaign was carried out with a twitter handle especially created to advocate for strengthening the discourse on Good & Better Jobs under this project. The twitter handle can be reached at CUTS_GrowJobs.</p>	
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Drawing from the point of widening discourse discussed under the project, the project provided a platform for a large coalition of stakeholders which broadened the discourse on jobs in India, and took it beyond conventional contours of economic policy.

To this end, an e-group (GoodJobs forum) and a Twitter handle (CUTS_GrowJobs) were formed to share the findings/observations from the field inquiry as well as secondary research. This e- group forum consisted of members from diverse fields including academia, politics and practice. Both these e-group and twitter handle were formed in addition to the already existing e-groups and twitter handles run and managed by CUTS. At regular intervals, learnings were shared and discussed with this group, including research outputs in the form of articles, slide decks, quarterly dossier on Future of Jobs in India and research reports. The discussion witnessed rich participation from the members of the e-groups. All this lead to a better narrative than before, and we hope to continue with it.

During the last phase of the project, a twitter campaign was initiated by CUTS where it disseminated messages advocating for the need of worker welfare and institutionalisation of Good & Better Jobs in India. CUTS reached out to around 250 influencers from the field of academia, politics, theatre, economics, bureaucracy etc. to seek their endorsement on the messages. The messages received a grand response with more than 90 retweets and 600 likes. The twitter campaign was carried out with a twitter handle especially created to advocate for strengthening the discourse on Good & Better Jobs under this project. The twitter handle can be reached at CUTS_GrowJobs.

9. Annexures

Annexure 1: List of Project Advisory Committee Members

The Project Advisory Committee (PAC) comprises of ten members, as listed below.

ThePAC includes a range of experts from academia, policy and practice.

S. No.	Name	Profile
1	Arun Maira, Chairman	Former Member, Planning Commission of India
2	Sudipto Mundle	Emeritus Professor & Board Member, NIPFP
3	Amit Kapoor	President, Institute for Competitiveness
4	Gautam Mody	Secretary, New Trade Union Initiative
5	Himanshu	Associate Professor, JNU
6	R. Nagaraj	Professor, IGIDR
7	Sabina Dewan	President & Ex Director, Just JobsNetwork
8	Rituparna Chakraborty	Co-Founder and Executive Vice President, TeamLease Services Ltd.
9	Srinivasan Iyer (1 st half) Samar Verma (2 nd half)	Programme Officer, Ford Foundation
10	Radhicka Kapoor	Fellow, ICRIER
11	Anu Gupta	Head Skills, DFID India
12	Abhishek Kumar	Honorary Adviser, CUTS International

Annexure 2: Framework for Good & Better Jobs

Framework for Good and Better Jobs ³				
	Domain	Explanation	Existing benchmark(s) in India (formal)	Indicators (formal and informal)
Good				
1	Income	<ul style="list-style-type: none"> The job should provide an adequate real income for the worker and her dependents Incomes should increase with gains in productivity 	Poverty line; minimum wage; cost of living; government pay scale (aspirational)	<ul style="list-style-type: none"> Wages/earnings Income from other sources Assets Number of dependents Access to credit (for self-employed workers)
Better				
2	Security and Social Protection	The risk of job loss should be low, and there should be some social protection available in case of job loss	Labour laws; EPF, pension schemes etc.	<ul style="list-style-type: none"> No. of days employed in a year Written contract Social protection (PF, pension, paid leaves) Ownership of land/assets (for self-employed workers)
3	Working Conditions	The working environment should be safe and healthy; working relations should be good (in case of self-employed workers, this would include relations with buyers and sellers)	Labour laws; laws against harassment at the workplace	<ul style="list-style-type: none"> Provisions for health and safety (formal or informal) Peer support Relations with manager
4	Capability Enhancement	The worker should have opportunities to enhance her capabilities	?	<ul style="list-style-type: none"> Training/skilling programmes Learning on the job Prospects of promotion

³ This framework has been adapted from a literature review of various definitions of 'good' jobs or quality employment. In particular, it draws from the following studies: Azim Premji University (2018), '*State of Working India*' (<https://cse.azimpremjiuniversity.edu.in/state-ofworking-India/>); Carnegie UK Trust (2018), '*Measuring Good Work*' (https://d1ssu070pg2v9i.cloudfront.net/pex/carnegie_uk_trust/2018/09/03132405/Measuring-Good-Work-FINAL-03-09-18.pdf); Unni et al (2006), '*Decent Work Deficits in Informal Economy: Case of Surat*' (<https://www.epw.in/journal/2006/21/review-labour-review-issues-specials/decent-work-deficits-informal-economy.html>)

5	Voice/Agency	The worker should have a platform to voice her interests and concerns	Labour laws on unions	<ul style="list-style-type: none"> - Presence of trade union - Presence of informal associations
6	Job Satisfaction	The worker should feel reasonably satisfied at the job	N/A	<ul style="list-style-type: none"> - Comparison with previous job - Perception about future prospects - Other things the worker values (peer network, nature of work)

Annexure 3: Note on Approach and Methodology for Pilot Field Inquiry in Textiles & Clothing Sector

Background

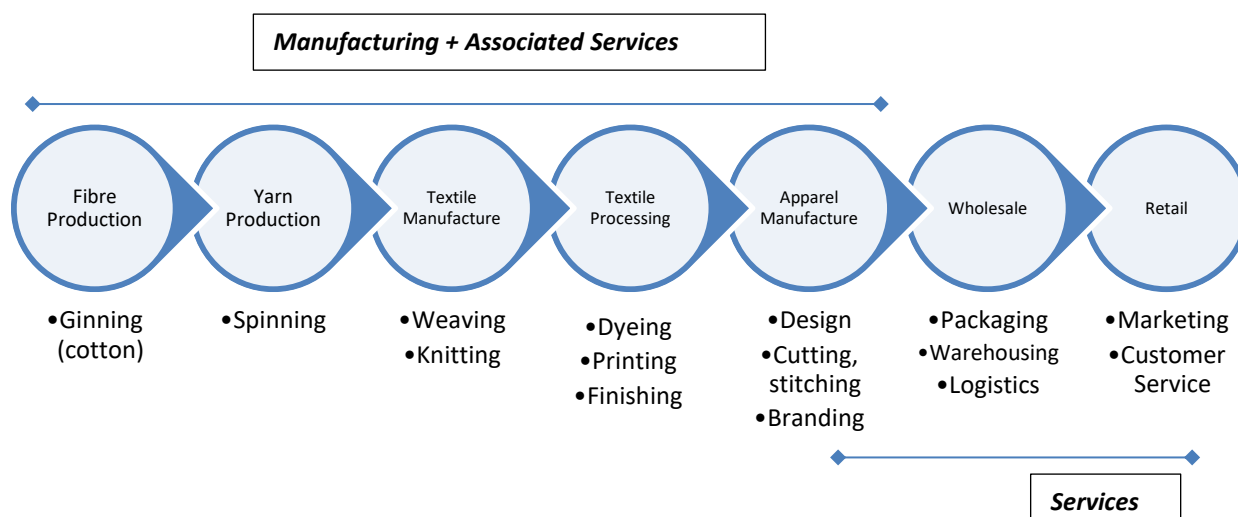
- The project ‘*Strengthening the Discourse on Economic Policy to Generate Good and Better Jobs in India*’ aimed, among other things, to generate knowledge about necessary conditions for creating Good and Better Jobs in India, based on evidence from the field.
- For this purpose, a series of field inquiries were undertaken. Each inquiry was focused on a particular set or subset of economic activities. The target unit of economic activities was a value chain spanning different clusters and geographies.
- The field inquiries were intended to constitute a continuous learning process, where learnings from each inquiry informed the design and execution of the next one.
- Over the course of the project, the micro-level narratives developed through the inquiries were stitched together to form a macro-level narrative on jobs and the economy.

Pilot Field Inquiry

The project started with the pilot field inquiry in the Textiles & Clothing sector in Rajasthan. The pilot field inquiry was used to test the approach and methods described in this note. The following section details the approach for the pilot inquiry. The said approach and methods were then used in the field inquiries which were then followed.

Mapping the value chain for Textiles & Clothing sector

- The overall ecosystem for Textiles & Clothing sector in India is large and complex. The value chain of Textile and Clothing production comprises multiple activities which are dispersed over different locations.
- The following image depicts an illustrative value chain for the Textiles & Clothing industry.



- The activities vary greatly in terms of the number, size and nature of enterprises that engage in them.
- For instance, the spinning sector in India is largely organised, with independent spinning mills accounting for 75% of the total capacity.⁴ In contrast, only 5% of the weaving and knitting sector is organised. This sector comprises power-looms and handlooms which are largely decentralised in terms of location, with most handlooms located in the rural areas.
- Clothing manufacturing is the stage where the maximum value addition is done in the Textiles & Clothing value chain. The clothing manufacturing is dominated by few large, some small & medium and many micro sized firms, and most production is concentrated in clusters like Ludhiana, Delhi NCR and Tirrupur, among others.

Mapping a cluster for Textiles and Clothing

- Clusters may develop in certain locations because of regional advantages such as favourable natural resources, infrastructure, human resources or other similar factors.
- As clusters develop, other stakeholders emerge such as suppliers of specialised inputs, or associations of manufacturers and traders.
- Figure 3 presents an example of the different types of stakeholders in a cluster. It is based on a case study of the Ludhiana hosiery cluster.⁵

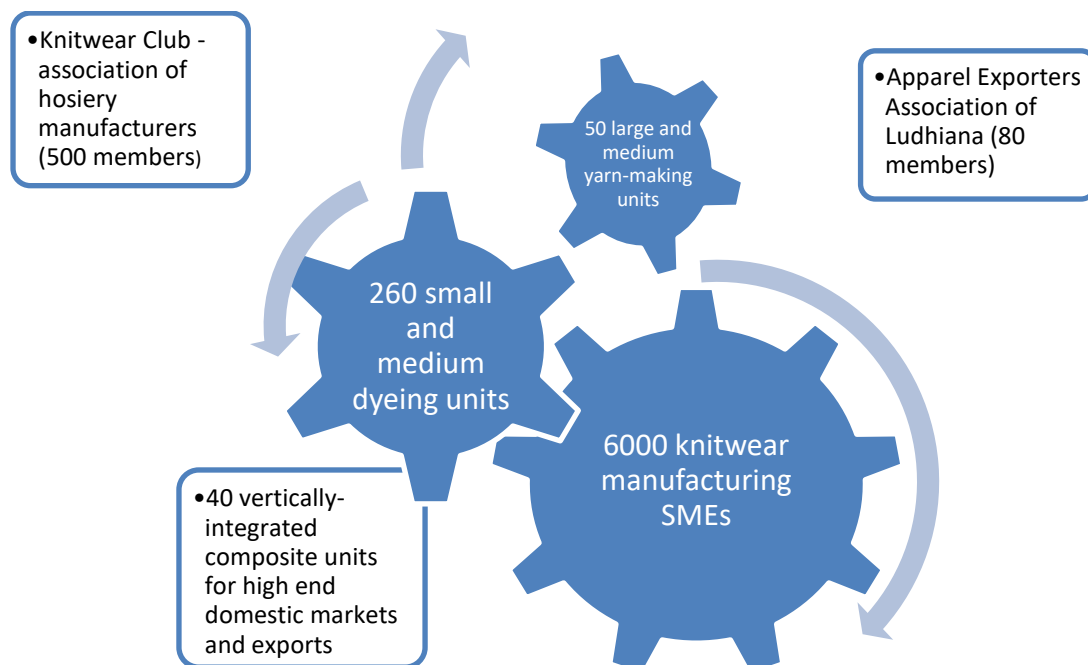


Figure 1: Mapping of Ludhiana Hosiery Cluster

Mapping the ecosystem for jobs

⁴ India Brand Equity Foundation (2008), ‘Textiles and Apparel: Markets and Opportunities,’ accessed on February 18, 2019, https://www.ibef.org/download/Textiles_Apparel_220708.pdf

⁵ Foundation for MSME Clusters (2006), ‘Working Together Works: Cluster Case Studies,’ accessed on February 18, 2019, <http://fmc.org.in/wp-content/uploads/2012/10/Working-together-works.pdf>

Background

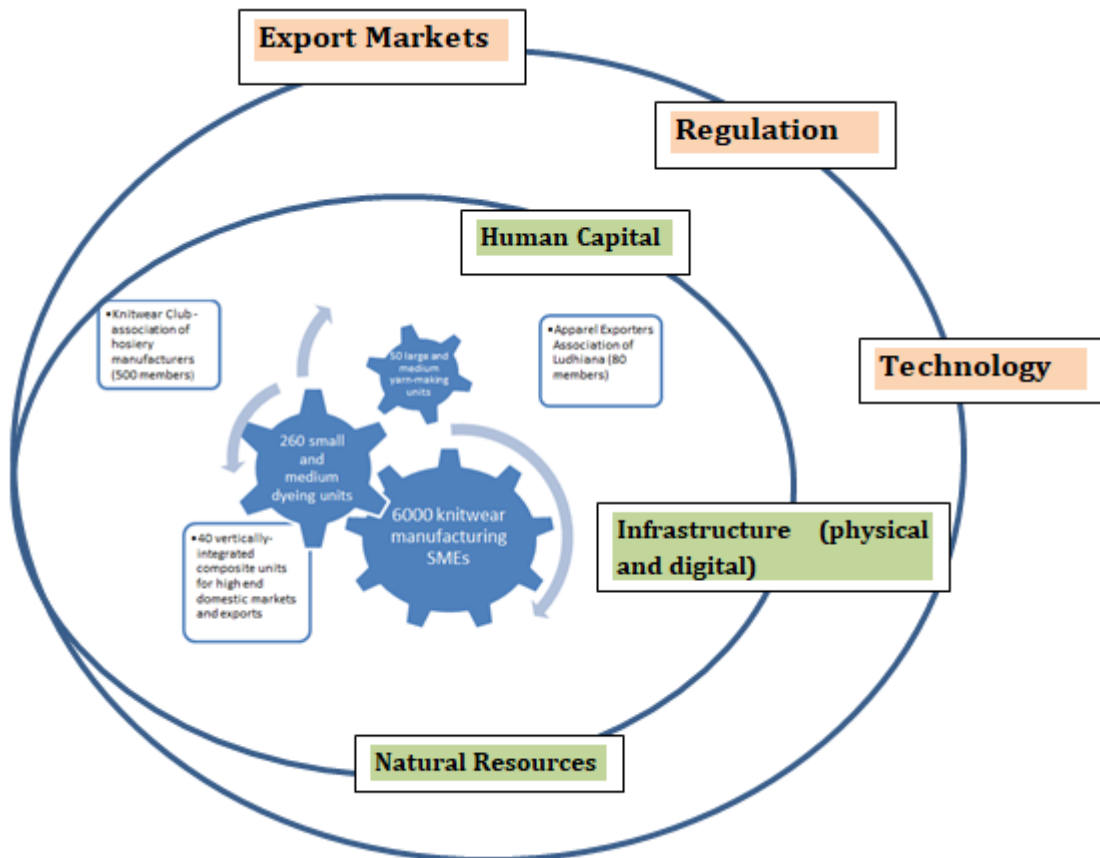
- There are several forces or drivers that determine the number and quality of jobs that are created in an economy.
- A ‘systems thinking’ exercise by a group of eminent experts identified eight critical drivers for job creation in India: shapes and sizes of enterprises, lifelong learning systems, access to finance, social security systems, technology as an enabler, innovation for inclusion, and policy and governance.⁶ These drivers were mapped to outcomes such as ‘patterns of employment’, among others.
- The underlying notion here was that jobs are created in the dynamic interplay between these drivers.
- Such a dynamic and multifaceted approach is particularly useful in the present context, where new technologies have changed the relationships between different factors of production, and the link between economic growth and job creation is increasingly under question.

For the purpose of the pilot inquiry, a few important **drivers** were mapped together to approximate an ‘**ecosystem**’ for jobs. Following were the drivers:

- The quality of jobs created in a particular sector or industry is directly impacted by the nature of the enterprise. Therefore, workers and enterprises become the primary units of inquiry.
- The location of the enterprise as well as its scale of operations are determined by a variety of factors such as climate conditions, availability of raw materials, availability of skilled labour, access to credit, regional infrastructure and many others. Favourable conditions lead to the emergence of clusters of enterprises. Therefore, the need was felt to better understand as to how an enterprise interacts with these factors, and how these interactions affect the quality of jobs in the enterprise.
- Further, there are overarching drivers that affect the enterprise, such as regulation, technology and export markets. Together, all these factors/drivers constitute the ecosystem for jobs.
- An examination of all these, in relation to the enterprise at the centre, produced a holistic understanding of necessary conditions for the creation of Good and Better Jobs.

⁶ Confederation of Indian Industries (2017), ‘*Future of Jobs in India: Enterprises and Livelihoods.*’

Figure 2: Ecosystem for Jobs



Framework for Good and Better Jobs

- The definition of ‘Good and Better Jobs’ was initially conceptualised in a series of discussions under this project, as jobs which provide higher incomes (Good), and better social protection and capability enhancement (Better).
- A review of literature on this subject revealed that the understanding of what constitutes a ‘Good’ job has evolved through the years, and the perspectives vary significantly between developed and developing country contexts.
- Based on this review, a framework for Good and Better Jobs was conceptualised, comprising of six key parameters, corresponding benchmarks and corresponding indicators.
- The indicators listed formed the broad basis for questions posed to the stakeholders during the field inquiry. In the course of the inquiry, the perceptions of stakeholders were tested against the existing benchmarks, to develop an enriched understanding of what defines a ‘Good’ Job.

Stakeholder Mapping

Table 1 provides an illustrative list of primary stakeholders and key informants that were targetted for the pilot field inquiry.

- For each primary stakeholder category, the relevant backward and forward linkages were examined along with the associated stakeholders.

- The ecosystem for jobs, and framework for Good and Better Jobs, formed the basis of inquiries posed to the relevant stakeholders.
- The gender dimension of jobs was also studied in the course of the inquiry; therefore, both male and female stakeholders were targeted.

Table 1: Stakeholder Mapping

	Stakeholder Category	Stakeholder Sub-category
<i>Primary Stakeholders</i>		
1	Large-scale enterprise	Proprietor
		Manager
		Salaried worker
		Casual worker
		Contract worker
		Unemployed person (seeking this kind of job)
2	Medium-scale enterprise	(same as above)
3	Small-scale enterprise	(same as above)
4	Micro-enterprise	(same as above)
5	Household unit/self-employed worker	Owner
<i>Key Informants (non-exhaustive)</i>		
1	Trade union member	
2	Manufacturing association member	
3	Service provider	

Scope of inquiry

- The inquiry followed the value chain of Textiles and Clothing production, with a local raw material mandi acting as the starting point or first node. The findings from the first node informed the location of the next node, and so on. The sample of enterprises in each node were determined along the way.

Expected Learnings

The pilot inquiry was expected to produce the following learnings:

- An evolved understanding of ‘Good and Better Jobs’, informed by perspectives from a variety of stakeholders associated with this sector including employers, employees and unemployed persons

- A preliminary understanding of necessary conditions for the creation of Good and Better Jobs in India, in the context of the Cotton Textiles and Clothing sector.
- An evolved understanding of the research framework and overall approach to be adopted under the project, for strengthening the discourse on Good and Better Jobs. .

Outcome

- The pilot inquiry led to the evolved understanding of the Good & Better Jobs, especially from the perspectives of the workers.
- A fair understanding of the challenges and necessary conditions for the creation of Good & Better Jobs was developed.
- The research framework was improved to mostly include the perspectives of the workers while undertaking research

Annexure 4: Note on Approach and Methodology for Pilot Field Inquiry in the Food Processing Sector

1. The First Phase: Textiles & Clothing Cluster

In the first phase, Textile & Apparel sector was selected for detailed field inquiry and analysis. The field inquiry extended to 10 locations across India, covering different types of processes (spinning, weaving, process houses, dyeing, ancillary and logistics, among others), different types of enterprises (household, informal, micro, small, medium & large) & wages of the associated workforce in them.

Among other things, the findings have been distilled into a Research report (<https://cuts-ccier.org/pdf/report-textile-and-clothing-sector-in-india.pdf>) which covers the status of jobs in different segments of Textiles & Clothing value chain across multiple locations in India.

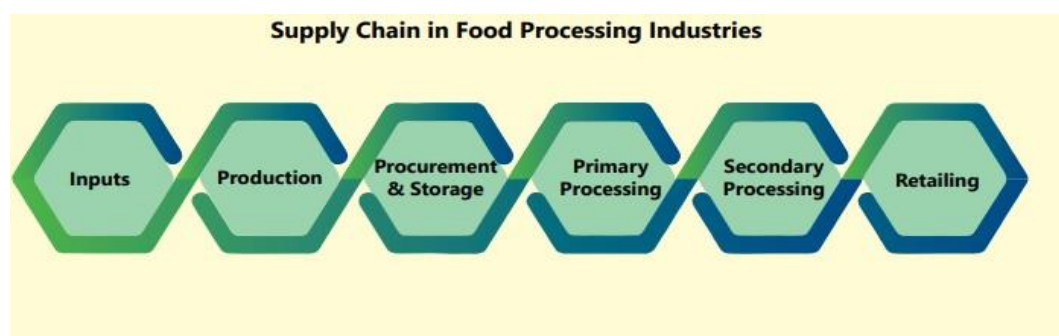
2. The Next Phase: Food Processing Sector

For the next phase, Food Processing sector in India was selected for carrying out the field inquiry. The rationale being, various forward and backward linkages of this sector including agriculture, retail market, technology, among others. In addition to it, this sector has been recognised as one of the priority sectors for job creation by the Government of India and different state governments. Also, with more than 18 lakh workers in registered processing enterprises and 51 lakh workers in unincorporated ones⁷, a structural analysis of this sector was expected to throw critical insights for the current research.

2.1 The value chain: From Farm to Fork

Following is the value chain of the food processing sector. Post-harvest, the most labour-intensive activity is processing, employing around 55% of the total human resources of the value-chain of fruits & vegetables (food processing industry)⁸.

Figure 1 Value Chain of Food Processing; Source: Annual Report, MoFPI



⁷ Annual Report (2018-19), MoFPI

⁸ Skill Gaps Analysis in Food Processing Industry with Special Reference to Fruits & Vegetables, AJSAT

2.2 The Sub-sectors within Food Processing

The aforementioned value-chain represents the processes involved in processing of food items. There are various sub-sectors within food processing which are present in the Indian scenario. The following table represents these sub-sectors from two sources of information, one being the annual report of MoFPI & the other one being the National Industrial Classification.

Sub-sectors as per the MoFPI

Annual Report

- Dairy
- Fruits & Vegetables
- Animal Husbandry
- Fisheries
- Grains
- Plantation

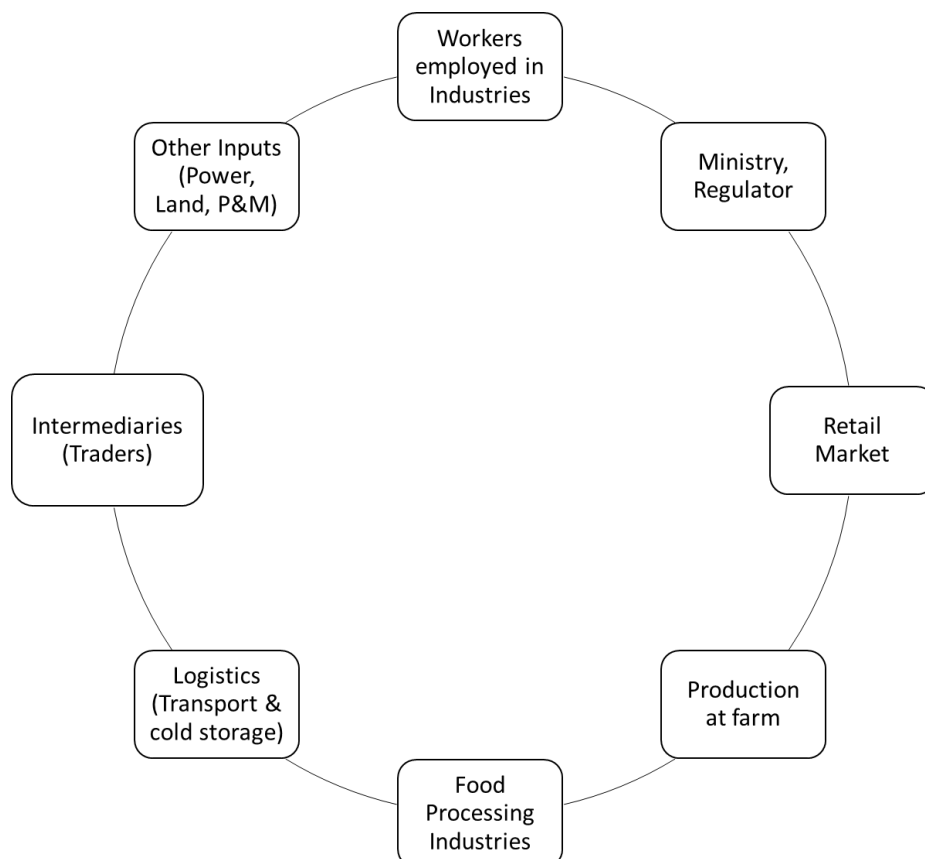
Sub-sectors as per NIC categorisation

- Milk & Milk products
- Fruits and vegetables
- Meat and marine products
- Grain and oilseeds
- Packaged food
- Beverages

3. Research Framework for Food Processing Sector

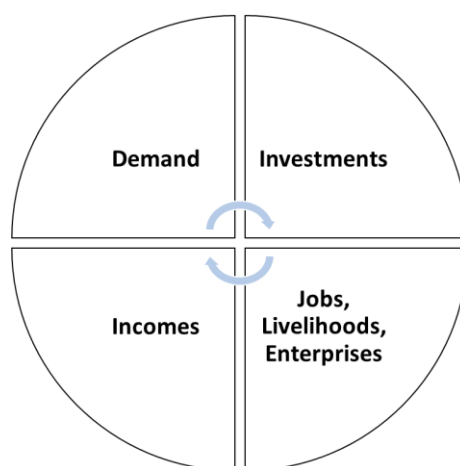
The overall framework stemmed from the understanding of an industrial ecosystem & its relationship with the workforce employed in that sector. The overall ecosystem identified for this sector is represented below:

Figure 2 Ecosystem of FPI: Stakeholders Involved



It was assumed that the following components are essential to ensure necessary demand & supply in an economy. The diagram depicting ideal scenario for an economy is as follows:

**Figure 3: Engine of Growth; Source:
New Industrial Policy for India, Arun Maira & CUTS International**



4. What did we aim to achieve through the analysis of components forming an ecosystem?

- **Understanding Productivity and Competitiveness Analysis:** The aim was to identify structural issues affecting the overall productivity of an enterprise & a cluster. The key factors for undertaking productivity analysis included factor costs (land, labour, plant & machinery, technology), infrastructure costs (including power, water, fuel), compliance costs, among others.
- **Understanding Efficiency of Production:** The aim was to assess possible efficiency measures that could be employed in the value chain which could facilitate better competitiveness of enterprise/cluster and simultaneously better wages of workers employed.
- **Understanding Worker Welfare:** The aim was to understand conditions for better wages & nature of employment. It also covers welfare measures including social security standards, skill enhancement opportunities & issues around migration of labour, household incomes, women participation, entrepreneurship, among other issues in the food processing sector.
- **Miscellaneous:** The research also aimed to tangentially touch upon issues related investment facilitation, regulatory compliance and Intellectual Property Rights (IPR).

5. Research Methodology

As adopted for Textile & Apparel sector, the following steps were envisaged for the Food Processing sector:

- **Step 1:** Secondary research for getting the overview of the sector, along with initial discussions with key informants.
- **Step 2:** Initial visit for developing reference points
 - Enterprises of all size (including household, micro, small, medium & large) were covered.
 - Different types of enterprises in terms of sub-sectors, products (including niche products, if any), agro-climatic locations, among other parameters, were covered.
 - Different aspects of workers employed across the food processing sector were studied.
- **Step 3:** Analysing the findings of the initial visit & used it to develop reference points using system's approach.
 - Reference point represents the baseline situation across the locations/sub-sectors/products selected for the pilot inquiry.
 - It also acted as a benchmark node for in-depth study of other locations/sub-sectors/products
- **Step 4:** Pan-India Field Inquiry
 Again, due to wide range of products, clusters, processes & other parameters of the food processing value-chain, a pan-India inquiry was strategically designed. Some of the key parameters for designing this included:
 - Coverage of major geographical zones
 - Coverage of major sub-sectors involved in Food Processing
 - Development of case-studies of various success stories & niche products in selected locations
 - Coverage of products having existing & potential demand in the market (both domestic & international).

Annexure 5: Categories of the Stakeholders and the key Queries

Category	Details	Key Queries
Workers	Non-managerial, non-supervisory, Manual Workers, Machine Operators, Migrant Workers, Local workers, Contractors	<ul style="list-style-type: none"> • Existing Status on Parameters of Quality of Jobs • Challenges in ease of living (incl. cost of living and savings) • Perception of Government and Enterprises • Journey and Aspirations

Category	Details	Key Queries
Worker Unions	Affiliated to Political Parties, Unaffiliated, Regional Groups, Factory-specific Unions	<ul style="list-style-type: none"> • Issues in Raising Voice of Workers • Perception of Enterprises • Historical Evolution of Worker-related issues • Region/location-specific issues • Demands of Worker Unions
Enterprises and Associations	Households-level ⁹ , Micro ¹⁰ , Small ¹¹ Medium ¹² Large Enterprises ¹³ , Industrial Zones (Mega Food Parks), Entrepreneurs, Federation of Indian Chambers of Commerce & Industry (FICCI), PHD Chamber of Commerce and Industry (PHDCCI)	<ul style="list-style-type: none"> • Perception on Workers • Perception on Remuneration for workers • Challenges for starting and operating enterprises • Overall state-specific or region-specific challenges to the growth of enterprises
Government Authorities	Relevant State Departments, Societies, District-level Authorities of Industrial and Labour Departments, Skill Development Organisations, Training Research Institutions	<ul style="list-style-type: none"> • Perspectives on the overall ecosystem of industrial growth and worker welfare • State-wide policies and schemes • Implementation-level issues
Civil Society Organisations	Working on livelihood, labour rights and related issues, Research and Development Organisations	<ul style="list-style-type: none"> • Perspectives on Worker-issues • R&D Ecosystem and its efficiency • Ground-level realities and issues

⁹ Household Enterprises are unincorporated, nonfarm businesses owned by households. This category includes self-employed people running incorporated businesses (which may or may not employ family or other workers) and family members working in those businesses. (Retrieved from <https://www.imf.org/external/pubs/ft/wp/2015/wp15185.pdf>)

¹⁰ Micro Enterprises are those where the investment in plant and machinery or equipment does not exceed one crore rupees and turnover does not exceed five crore rupees (Retrieved from <https://www.rbi.org.in/Scripts/NotificationUser.aspx?Id=11934&Mode=0>)

¹¹ Small Enterprises are those where the investment in plant and machinery or equipment does not exceed ten crore rupees and turnover does not exceed fifty crore rupees (Retrieved from <https://www.rbi.org.in/Scripts/NotificationUser.aspx?Id=11934&Mode=0>)

¹² Medium Enterprises are those where the investment in plant and machinery or equipment does not exceed fifty crore rupees and turnover does not exceed two hundred and fifty crore rupees (Retrieved from <https://www.rbi.org.in/Scripts/NotificationUser.aspx?Id=11934&Mode=0>)

¹³ Large Enterprises are those where the investment in plant and machinery or equipment exceeds fifty crore rupees and turnover exceeds two hundred and fifty crore rupees