

Advancing Decent Work and Inclusive Industrialization in Ethiopia

The International Labour Organization (ILO) has developed a comprehensive response to a need expressed by the Ethiopian government, employers' and workers' organizations to advance decent work and inclusive industrialization in key priority sectors identified in the Second Ethiopian Growth and Transformation Plan (GTP II). This response titled "Advancing Decent Work and Inclusive Industrialization in Ethiopia" is a project intervention that will be implemented in two five year phases (2018 – 2022: first phase; 2023 – 2027: second phase). The first phase will focus on the textile and apparel sector that coincides with Ethiopia's Industrial Development Strategic Plan (2013 – 2025). In the second phase, the ILO's support will be expanded further down the supply chain of the textile and apparel sector and will also include additional vital sectors to the Ethiopian economy.

Ethiopia's textile and apparel sector is poised for rapid growth and presents a significant opportunity for job creation. However, the sector faces challenges related to low enterprise productivity, such as high labour turnover and absenteeism, low product quality, and high cycle of production. These factors negatively affect the competitiveness and growth of firms and the industry as a whole.

Sustaining Competitive and Responsible Enterprises (SCORE) Programme of the ILO improves productivity and working conditions in small and medium enterprises (SMEs). The key intervention of the programme is SCORE Training, which combines practical classroom training with in-factory consulting. The Training demonstrates best international practice in the manufacturing and service sectors and helps SMEs to participate in global supply chains.

As part of the ILO's comprehensive response, SCORE Training related to quality management (how to identify and prevent

defects, improve customer satisfaction and continuous quality improvement through plan – do – check – act style), efficient use of resources (how to reduce waste and conserve water and energy) and industrial engineering concepts of productivity improvement (how to improve standard work time and set operating procedures) will be delivered to 30 factories in the first phase. The training will also reinforce concepts of workplace cooperation needed to improve productivity (focus on building trust, respect and communication between managers and workers and setting performance improvement teams).

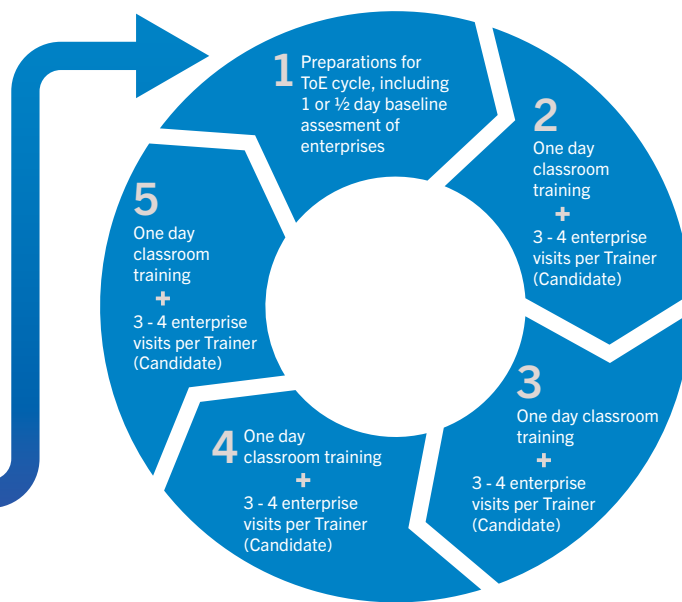
A pilot training is planned for 2nd quarter of 2019 in which the ILO will select Trainer Candidates from local organizations and train them in enterprise productivity concepts mentioned above. These Trainer Candidates will then train one enterprise each in the garment sector in the same concepts and provide in-factory counselling to them. Productivity improvements will be monitored through baseline and progress assessments.

The training methodology will be as follows:

Training of trainers (ToT) cycle



Training of Enterprises (ToE) cycle



The duration of the pilot intervention will be a maximum of four months. At the end of the intervention, key productivity improvements expected in the trained enterprises will be as follows:

- Reduced labour turnover and absenteeism
- Reduction in scrap
- Reduced machine downtime
- Reduction in rework
- Reduction in energy and water use
- Reduction in product defects
- Increase in production
- On time delivery

Sending trainer candidates on this training would:

- Build the capacity of your institution in a global service on improving SME productivity and competitiveness
- Certification from the ILO and recognition of institutional capacity
- Expand the institution's product portfolio and tap into unserved markets
- Ability to offer SCORE Training at a charge to SMEs and increase institutional revenue

The ILO is assisting government agencies, training providers, industry associations and trade unions in emerging economies in Africa, Asia and Latin America to offer SCORE Training to enterprises. The SCORE Programme is managed by a global team based in ILO Country Offices and Headquarters, supported by the Governments of Switzerland and Norway.



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