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MINISTRY OF LABOR
AND SKILLS

Annual Compliance
Synthesis Report
2021 DATA



Background

Better Work Ethiopia has been implemented since 2019 in the framework of an ILO program called 'Advancing Decent Work and Inclusive Industrialization in Ethiopia,' or 'SIRAYE'. It operates on national, regional, and factory levels, involving different ILO departments and key global institutions, namely SCORE, Vision Zero Fund (VZF), LABADMIN, and INWORK to address the key challenges to advance decent work in Ethiopia as one Programme. Moreover, gender considerations are mainstreamed across these components to deliver effective and need-based services. In many countries, Better Work, SCORE, INWORK, and VZF operate in parallel. However, in Ethiopia, the programs and departments are aligning their service packages and developing a new service model that brings the specializations of each program to address the unique needs of the garment and textile industry in the country.

During most of its implementation period, the program faced unprecedented challenges such as COVID-19, as well as, political and civil conflict in Ethiopia. Moreover, the elections and reform processes caused delays in the programme implementation, as some of the key government organization leadership have changed. Despite the challenging circumstances, the programme helped to improve compliance with international labour standards/national labour law and created an enabling environment for higher productivity, improved competitiveness, gender equality and better working conditions. Informed by assessment, and other relevant ILO tools, it provided policy advice, technical support and coaching, convened high-level policy dialogues, and delivered demand-driven capacity-building programmes, to address deficits - in decent working conditions - in the garment and textile sector.

Better Work Ethiopia (BWE) provides three core services to registered factories: **Assessment, Advisory, and Training**. Factories get these services for a full cycle of one year. After registration, factories get an initial advisory for the first 100 days. An unannounced assessment is then conducted, and a report is released within one month, on the BW (Better Work) portal system. Based on assessment findings, each factory, with the support of a BW Enterprise Advisor, works on the development of an Improvement Plan (IP) and remediation, throughout the remaining months. Depending on factory needs and issues identified, tailored training programs and seminars are delivered. BW develops a Progress Report towards the end of a cycle (11th month), where achievements and challenges of a factory during the year are captured.

Better Work Ethiopia (BWE) has expanded its factory registration, from forty-two (42) in 2020, to forty-nine (49) in 2021. Thirty unannounced assessments were conducted in factories identifying different non-compliances concerning Occupational Safety and Health (OSH) practices, working hours, overtime compensations, gender and women specific issues and others. A total of two hundred thirty-eight (238) advisory sessions were conducted to support factories in their improvement process. Twenty-nine Progress Reports (PR) were issued and released on the Better Work (BW) portal. Based on the training needs of factories and identified gaps, the Programme

organized sixty-three (63) sessions (both in the classroom and virtual) on fifteen (15) training topics. A total of one thousand four hundred twenty-nine (1,429) middle level managers, line supervisors, team leaders, HR and production managers and operators, (942 Female), took part. Five industry seminars on different topics were organized where one hundred fifty-eight (158) participants, (41 Female), participated.

Factory compliance assessments since the program's first year showed there are still many challenges to address, but progress is being made. This report covers the compliance status of the 49 factories assessed in 2021 and a synopsis of other activities conducted and outlines the compliance progresses achieved through the years.

Ethiopia

Country Context

Ethiopia has the second largest population in Africa and has sustained significant GDP growth in recent years, with rates of between 6 percent (2020) and 12.5 percent (2012) in the last decade¹. It also has made significant improvements in human development indicators and a reduction in poverty from 30 percent in 2011 to 24 percent in 2016². However, Ethiopia continues to face significant challenges. Its population growth is significant, with an estimated two million people being added every year⁴. 71% of the population is under 30, presenting considerable challenges linked to youth unemployment³.

Ethiopia's economy has been largely agrarian based, although by 2017 the service sector (44%) had overtaken the agricultural sector (35%) as the largest contributor to GDP⁴. The agricultural sector, however, is still estimated to employ approximately 70 percent of the population and will not be able to absorb the projected population growth⁵. To address these challenges, the Government of Ethiopia has set ambitious industrialization goals as part of the Growth and Transformation Plan II 2016–2021 (GTPII). This has the goal of moving Ethiopia to low middle-income status by 2025. GTPII sets out objectives focused on developing domestic manufacturing capacity and enhancing productivity, with a particular focus on the export market. The garment and textile sector has been identified by the Ethiopian Government as a key component of the push to industrialize. GTPII has a goal of manufacturing USD 2.18 billion and earning USD 779 million in export revenue by the end of the period. It was estimated this would create 174,000 jobs.

Ethiopia is a landlocked country in the Horn of Africa, with a population of about 117 million people (2021), and still the fastest growing economy in the region, with 6.3per cent growth in FY2020/21. However, it is also one of the poorest, with a per capita gross national income of \$960. Ethiopia aims to reach lower–middle–income status by 2025.

¹ <https://data.worldbank.org/indicator/NY.GDP.MKTP.KD.ZG?locations=ET>

² <https://www.worldbank.org/en/country/ethiopia/publication/ethiopia-poverty-assessment-poverty-rate-declines-despite-challenges>

³ "Statistical report on the 2013 national labour force survey". The Federal Republic of Ethiopia Central Statistical Agency; 2014. Retrieved from: <https://www.ilo.org/surveyLib/index.php/catalog/2363/related-materials>

⁴ <https://www.cia.gov/the-world-factbook/countries/ethiopia/#economy>

⁵ Ibid

To facilitate this work, the Ethiopian Government has constructed a series of industrial parks that focus on the production of goods for export. The parks are designed to connect to transport links for exports and the supply chain and connect efficiently to key services such as water and electricity, as well as offering tax incentives and customs facilitation. These are aimed at attracting investment from major brands and companies from Europe, the US, and China. Currently, Ethiopia has approximately 200 garment-producing factories, of which approximately one-quarter are export-orientated. The sector employs approximately 62,000 workers, of which it is estimated 75–85 percent are women⁶. The baseline study that ILO commissioned for this program found an average of 77% of the total workforce in a factory were women⁷.

The garment sector has been identified as a key sector for development by the Ethiopian Government. The garment sector has been identified as a key sector for development by the Ethiopian Government. Ethiopia established free trade agreements with the US and the European Union. As a relative newcomer to the garment sector, Ethiopia offers international brands a new destination for sourcing as they look for new markets to diversify from higher production costs in the more established garment-producing companies. The high levels of new workers entering the job market each year offer strong potential for additional growth in the sector, and the government has set ambitious goals for the levels of exports to grow each year⁸. The garment sector faces several challenges if Ethiopia is to meet the goals of GTPII. These include low productivity, underdeveloped working conditions, and low wages.

The COVID-19 pandemic has added to pressures on employment and manufacturing in Ethiopia. A rapid survey of the labour market conducted in August 2020 by the Jobs Creation Commission (JCC) and ILO found that unemployment was up and precarious in the informal sector was growing as the formal sector shrunk. Eighty percent of businesses also reported weaker demand. Ethiopia closed land and air borders on March 23rd, 2020 and reopened them on September 23rd, 2020. ILO carried out a series of measures to support the Government of Ethiopia's response in both this and other projects, including direct money transfers, supplying PPE equipment, and conducting studies on the impact of COVID-19. Ethiopia has also been experiencing civil conflict which began in the Tigray region in October 2020. For the majority of the year, this has been confined to the northern regional state of Tigray. More recently though there are signs the conflict is spreading which is affecting the garment and textile industries. Linked to the conflict, on November 02, 2021, the White House released a statement to the United States Congress informing them of their decision to terminate the designation of Ethiopia as a beneficiary of the African Growth and Opportunity Act (AGOA).

⁶ Oya, C. & Schaefer, F. (2021). The politics of labour relations in global production networks: Collective action, industrial parks, and local conflict in the Ethiopian apparel sector. *World Development* 146 (2021) https://www.researchgate.net/publication/352509336_The_politics_of_labour_relations_in_global_production_networks_Collective_action_industrial_parks_and_local_conflict_in_the_Ethiopian_apparel_sector/link/60d84e79458515d6fbc0c927/download and ILO (2020). Covid 19 and the garment and textile sector in Ethiopia. https://www.ilo.org/wcmsp5/groups/public/---africa/---ro-abidjan/---sro-addis_ababa/documents/publication/wcms_751045.pdf

⁷ Abebe, G., Manie, G. & Getahun, T. (2021). A baseline report for the ILO programme

“Advancing Decent Work and Inclusive Industrialization in Ethiopia”. Policy Studies Institute

⁸ BSR. (2017). Ethiopia's Emerging Apparel Industry: Options for Better Business and Women's Empowerment in a Frontier Market. https://www.bsr.org/reports/BSR_Ethiopia_Scoping_Study_HERproject.PDF

Our Approach

COLLABORATION AND COORDINATION TO ENSURE BETTER WORKING CONDITIONS

The Programme operates on national, regional and factory levels, involving different ILO departments and key global institutions, namely Better Work, SCORE, Vision Zero Fund (VZF), LABADMIN, and INWORK to address the key challenges to advance decent work in Ethiopia as one Programme.

1 BETTER WORK has more than a decade of experience in advancing working conditions and competitiveness in the global garment industry.

2 SCORE is an ILO's modular training and in-factory coaching, which teaches quality management, efficient use of resources and industrial engineering concepts to boost firm productivity.

3 THE VISION ZERO FUND (VZF) was founded by the Group of Seven (G7) countries and aims to prevent work-related deaths, injuries, and diseases across the global supply chain.

4 LAB ADMIN/OSH BRANCH supports the strengthening of labour administration in building more effective inspection systems and enhancing the capacity of the labour inspectorate in strategic compliance planning and implementation

5 INCLUSIVE LABOUR MARKETS, LABOUR RELATIONS, AND WORKING CONDITIONS BRANCH (INWORK) provides technical assistance to ILO constituents and expands their knowledge on issues related to wages, working hours, workplace conditions, collective bargaining, and contracts.

Sustainable and Inclusive Compliance

Better Work Ethiopia (BWE) provides its core services to registered factories for a full cycle of one year. The factories are composed of local and Foreign Direct Investment (FDI) factories across the country.

After registration, factories get an initial advisory for the first 100 days. An unannounced assessment is then conducted, and a report is released within one (1) month, on the Better Work (BW) portal system. Based on assessment findings, each factory, with the support of a BW Enterprise Advisor, works on the development of an Improvement Plan (IP) and remediation, throughout the remaining months. Depending on factory needs and identified issues, tailored training programs and seminars are delivered. BW develops a Progress Report towards the end of a cycle (11th month), where achievements and challenges of a factory during the year are captured.

Coverage

The assessments evaluate over 250 questions or issues related to eight topics on international and national labour regulations below.

International Labour Standard	National Labour Standard
Child labour	Compensation

Discrimination

Forced Labour

**Freedom of association and collective
Bargaining**

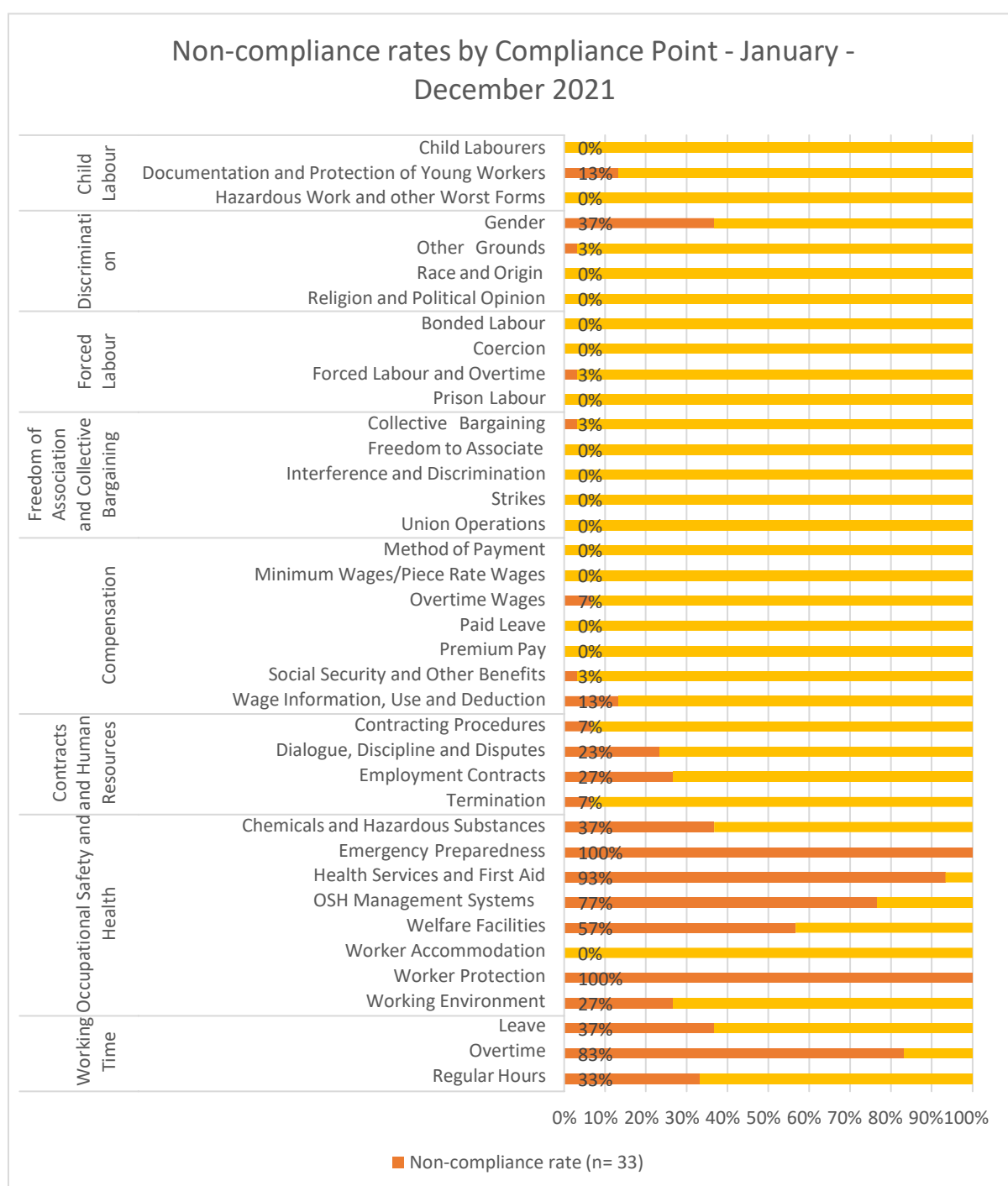
Contract and Human Resource

Occupational Safety and Health

Working time

Compliance assessment- 2021

The Programme conducted 30 regular unannounced factory assessments to provide an overview of factory performance in meeting national and international labour standards and using management systems. About one thousand two hundred eighty-three (1,283) issues were identified. Out of these issues, seven hundred thirty-three (57%) are remediated, while two hundred fifty two (20%) are in progress and two hundred ninety-three (23%) are pending. The majority of the issues (746) are related to the OSH management system and non-compliance issues. Other non-compliances relate to working hours, overtime, compensation, contracts and HR.



Core labour standards

The clusters on **discrimination, child labour, freedom of association, and forced labour** are based on the International Labour Standards. For Ethiopia, since the core, ILO Conventions are ratified and considered part of the country's laws the application is like that of the other clusters. As indicated in the table below issues related to these clusters account for a very low share. Especially in the FOA and Collective Bargaining (CB) clusters, this could relate to the inadequate development of unionization in factories.

The registered factories are formal industries that don't hire workers under the age of 18, there was no child labour indicated in assessments so far. However, there were areas of improvement needed in terms of proper age verification during recruitment as the assessment reveals 13% non-compliance on documentation and protection of young workers. The factories have significantly improved their systems and now require different documents such as certificates of national examination in addition to a national ID.

During recruitment, there is discrimination between genders. The non-compliance rate is 37% as based on the BW assessment. The finding shows that some vacancies mention gender preference.

There were no non-compliances recorded on Freedom of Association and Collective Bargaining since almost all factories that underwent assessment in the reporting year don't have unions. Workers in these factories don't have an awareness about their rights and the role of unions in the workplace; hence they have not taken the initiative to associate or form a union.

		NC rate	inverse
Child Labour	Child Labourers	0%	100%
	Documentation and Protection of Young Workers	13%	87%
	Hazardous Work and other Worst Forms	0%	100%
Discrimination	Gender	37%	63%
	Other Grounds	3%	97%
	Race and Origin	0%	100%
	Religion and Political Opinion	0%	100%
Forced Labour	Bonded Labour	0%	100%
	Coercion	0%	100%
	Forced Labour and Overtime	3%	97%
	Prison Labour	0%	100%
Freedom of Association and Collective Bargaining	Collective Bargaining	3%	97%
	Freedom to Associate	0%	100%
	Interference and Discrimination	0%	100%
	Strikes	0%	100%
	Union Operations	0%	100%

National Labour Standards

Occupational Safety and Health

Since the inception of the program, it has been observed that most of the factories are not fulfilling their OSH legal obligation. In 2021, out of the 30 factories which were assessed, about 62% of the non-compliance are related to OSH. The BW assessments conducted in 2021 revealed concerning specific non-compliance issues in several OSH areas. Emergency preparedness and worker protection have the highest non-compliance rate, a staggering 100%. All factories have non-compliance on one or more issues regarding emergency preparedness and workers' protection.

Occupational Safety and Health	Chemicals and Hazardous Substances	37%	63%
	Emergency Preparedness	100%	0%
	Health Services and First Aid	93%	7%
	OSH Management Systems	77%	23%
	Welfare Facilities	57%	43%
	Worker Accommodation	0%	100%
	Worker Protection	100%	0%
	Working Environment	27%	73%

Emergency Preparedness: 73% of the factories, don't have sufficient fire detection and alarm systems. While in 80% of the factories emergency exits and escape routes are not clearly marked and posted in the workplaces; and in 77% of the factories, emergency exits were found inaccessible, obstructed, and/or locked during working hours.

Worker Protection: In 77% of the assessed factories, workers were not found properly using personal protective equipment (PPE) and machines showing that they were not effectively trained and encouraged on the usage. At the same time, 67% of the factories were not providing workers with all the necessary personal protective equipment and clothing.

Health services and first aid compliance points followed closely behind at 93%. Additionally, significant non-compliance was identified in OSH Management Systems (77%) and Welfare Facilities (57%). Worker's awareness of OSH is limited as they are not trained on all relevant OSH regulations and all occupational hazards relevant to their work.

In general, throughout Better Work Ethiopia interventions, factories' attitudes/outlooks changed from a quick-fix mentality towards seeking sustainable change, hence the improvement of OSH management systems. In addition, factories are demonstrating improvement in their OSH practices. A few of the issues where the program saw significant improvements include the provision of appropriate Personal Protective Equipment (PPE) to workers; ergonomic requirements; conducting periodic emergency drills; and establishment and registration of OSH committees.

Contracts and Human Resources

Most factories maintain HR policies and procedures, including disciplinary and termination protocols, as well as grievance handling and dispute resolution mechanisms. However, there are significant gaps in effectively communicating and implementing these policies. Issues concerning employment contracts also arise, with instances of contracts not meeting legal requirements in terms of forms and contents. Additionally, concerning worker welfare, instances of bullying, harassment or humiliating treatment have been reported in 7 out of the 30 assessed factories

with 23% non-compliance rate. These findings highlight the need for more robust enforcement and oversight of HR practices within participating factories.

Working time and compensation

The 2021 assessment revealed that, many factories exceed the legal limit for regular daily or weekly working hours, often extending them through rearranged working time. Unfortunately, this practice frequently leads to complaints from workers about the lack of voluntariness in overtime (OT) assignments. Moreover, compensatory rest days are often not provided in these instances. Additionally, adherence to laws regarding annual leave is limited in many factories, with most either failing to grant workers their entitled annual leave or limiting it to a mere two to three days. The non-compliance percentage for overtime is 83%, leave 37% and regular hour is 33%.

		NC rate	inverse
Compensation	Method of Payment	0%	100%
	Minimum Wages/Piece Rate Wages	0%	100%
	Overtime Wages	7%	93%
	Paid Leave	0%	100%
	Premium Pay	0%	100%
	Social Security and Other Benefits	3%	97%
	Wage Information, Use and Deduction	13%	87%
Contracts and Human Resources	Contracting Procedures	7%	93%
	Dialogue, Discipline and Disputes	23%	77%
	Employment Contracts	27%	73%
	Termination	7%	93%
Occupational Safety and Health	Chemicals and Hazardous Substances	37%	63%
	Emergency Preparedness	100%	0%
	Health Services and First Aid	93%	7%
	OSH Management Systems	77%	23%
	Welfare Facilities	57%	43%
	Worker Accommodation	0%	100%
	Worker Protection	100%	0%
Working Time	Working Environment	27%	73%
	Leave	37%	63%
	Overtime	83%	17%
	Regular Hours	33%	67%

Key advisory and Learning Activities.

Advisory and Training

The Programme conducted a total of two hundred forty-three (243) advisory sessions to thirty-eight (38) registered factories. For factories that are new to the system (on their first cycle), the initial advisories focused on supporting them set up systems (mainly OSH management system), while the other advisory sessions focused on the development of comprehensive improvement plans (IPs) and sustainable remediation of findings. More than thirty-two (32) IPs were developed and implemented by factories and twenty-nine (29) final Progress Reports were released on the BWE portal system. Through the advisory, factories are guided to improve working conditions, management systems, and regular social dialogue. Factories within their second and third cycles are provided with advisory visits, to address the issues included in the assessment report through identification of root causes and proper setting of corrective actions.

The Programme encourages social dialogue in factories, to improve workplace issues and cooperation on OSH and grievance handling. Details of the advisory and Training service is annexed to this report.

Key Progress



Social Dialogue

One of the foundations for continuous improvement is regular dialogue between workers and managers to resolve issues that affect the factories. The program encourages social dialogue in factories to improve workplace issues and cooperation. Specifically, OSH-related dialogue through OSH committees. Through advisory, factories were supported to establish OSH committees with equal representation of workers and management. These committees are equipped with tools and methods to conduct self-diagnosis and risk assessment. These committees, nor similar types of committees that equally engaged workers and managers had not existed in most of the factories before the interventions.



Addressing OSH Deficits through partnership

The programme partnered with deficits different stakeholders to address OSH deficits that are beyond the factory's control. The programme also organized multi-stakeholder workshops in

three regions: SNNPR (Hawassa), Addis Ababa and Oromia regions. Carrying the theme of “Addressing Major OSH Deficits”, these face-to-face workshops created conversations where participants in the workshops discussed major OSH deficits faced by factories in the Industrial Parks and developed sustainable strategies to address them. The programme is also provided financial and technical support to revise the Occupational Safety and Health Directive of Ethiopia. The revision is one of the key requests from the factories.

The programme has been able to adapt the intervention to provide support for factories and partners to respond of COVID. The programme obtained funding from BMZ to provide bridging salaries for over 40,000 workers from 42 local factories to help reduce the threat of layoffs or reduced salaries.



Grievance Handling

Factories are guided to form grievance committees after extensive trainings for workers and managers. As part of advisory sessions, EAs facilitated briefing sessions on grievance, covering core functions of grievance mechanisms, criteria for effective mechanisms and workers’ engagement. The factories are now strengthening their grievance mechanisms and making them more gender-responsive. Due to the advisory sessions and follow-ups by EAs, factories are now strengthening their grievance mechanisms.

Results of Advisory – Grievance handling

- Five factories amended their grievance procedures and included details such as clear options for submitting grievances anonymously; fair review and appeal process; and communication of changes made and/or resolutions of grievances.
- Two factories established grievance committees constituting workers and management that were non-existent before. One factory has employed a full-time grievance officer. Moreover, the factory communicated grievance procedure to workers through posting a grievance handling flow-chart; and regularly communicates it to workers through audio announcements, to encourage them to use the available grievance mechanism.
- One factory revised its grievance procedure by incorporating a mechanism of ensuring non-retaliation from management for raising complaints; while one other factory revised its disciplinary procedure by incorporating the right to defend oneself before termination.
- One factory aligned the training on grievance mechanism with sexual harassment prevention training (SHP) given to middle and top-level management. In addition to strengthened grievance mechanism in place, it has noted improvements in sexual harassment prevention, an increased number of reporting of harassment incidences.

Testimonies

“Two staff members from HR attended the seminar on grievance mechanism and in return facilitated the training to thirty (30). In addition, the factory started to use [the] grievance box as an additional intake mechanism for grievances and placed four grievance boxes in the factory. Furthermore, the factory arranged a grievance desk, in the canteen, for workers to forward their grievances to the assigned staff in person – an opportunity for workers who would like to convey

their grievances in person. The factory is working on expanding the grievance intake mechanisms, to give opportunity for workers to forward their grievances and solve issues on time.”

Ayele; HR executive at Hirdaramani Garment PLC

“After the discussion, we had on grievance mechanism, the factory has revised its procedure. The revised procedure is uniform, regardless of the problems raised by workers. Simplification has also been done to the flow chart. The grievance mechanism flow chart is prepared both in English and Amharic languages and is posted at several places in the factory to [provide] workers [a visual] understanding [of] it. Additionally, the discussion has led us to register each complaint.”

Jayaprasada; HR head, Ashton Apparels

Lessons Learned

- **Continuous Dialogue:** Building trust and creating better understanding between workers and managers are critical to addressing noncompliance and to build culture of continuous improvement.
- **A comprehensive approach** – operating at the factory, sectoral, and national level involving key stakeholders offers significant value-add to support factories to address non-compliances that are beyond their control. In addition, it allows the programme to use the evidence generated at the factory level to influence policy at the national level.
- **Occupational Safety and Health** – The inclusion of OSH in the programme offered ILO a timely entry point for the COVID-19 response and enhanced the relevance of the programme at this time.
- **Broad partnerships** allowed the programme to have better outreach and scale. In addition, collaborating with brand partners to support and influence factories to work on improvement areas.
- **Sustainable capacity building system at all levels:** The programme moved its focus from one-time training to coaching and mentorship which helped to build a common goal to be a higher performing and effective team.
- **Business Case of Freedom of Association, Collective bargaining:** Evidence from Ethiopia, as well as different countries, shows that respecting fundamental rights at work helps to unlock widespread potential benefits for productivity improvement and sustainable changes. There is a need to document the learnings at the enterprise and national levels.

Priorities in 2022

- **Occupational Safety and Health:** Build partnerships and systems to support factories to address issues such as fire detection and control systems, first aid boxes, and heavy-duty machinery installation permit and period inspection.
- **Rights Protection:** work closely with factory, sectoral and national partners to ensure workers’ rights and benefits during factory closure and downsizing
- **Social Dialogue:** analyze how to engage sectoral/national level social partners in BWE factory level interventions; setting up bipartite committees in unionized factories;
- **Strengthening the Grievance mechanism at the park level** and create awareness-raising and facilitate referral linkages.

Partnership

Donors



Key Partners

Government



Ministry of Labour and Skills

Ministry of Industry

Ethiopian Investment commission

Ethiopian Kaizen Institute

Bureau of Labour at the regional levels

Employers



Confederation of Ethiopian Employers Federation

Investors Association

ETGAMA

Workers



Confederation of Ethiopian Trade Unions

Business Comm



Brands

Annex I

Training and Advisory Service

Training service is one of the core services rendered to factories to improve working conditions; enhance relationships between workers and managers, create better platforms for workplace communication and cooperation, and increase the business performance of factories. The Programme provided training on various topics based on the needs of the factories and gaps identified from compliance assessments. Drawing on the learnings from the COVID pandemic, the Programme used predominately classroom training complemented by virtual modality. Sixty three (63) training sessions (both classroom/in person and virtual/online) were organized on fifteen (15) different training topics. The Programme also extended itself to provide, tailored, new, training topics to meet the needs of the factories. A total of 1,429 (942 Female) top level managers, middle level managers, supervisors, team leaders and operators participated in different training sessions.

63 Training sessions

15 Training topics

1,429 (66% Female) workers and managers trained on different cross-sectional topics, including the following:

- **210 (130 Female) – 11 rounds SST Training organized**
- **18 (10 Female) – workers trained on Strategic Human Resource Management**
- **256 (94 Female) – mid-level managers trained on Sexual harassment and prevention (SHP)**
- **218 (76 Female) – Sexual harassment and prevention**

Summary of trainings provided by the programme

Face-to-face Trainings and Industry Seminars

- **Supervisory Skills Training (SST)**

The Supervisory Skills Training is a three day highly interactive training that helps the existing and potential supervisors acquire knowledge on workers' rights, supervisors' role and responsibilities and professionalism at the workplace to develop skills in effective listening, communication, time management and work allocation. Ultimately, SST aims to achieve improved productivity. In the reporting period, eleven (11) rounds of SST were delivered to two hundred and ten (130 Female) supervisors, industrial engineers, and line leaders. In addition to the pre/post-tests, administered at the beginning and end of the training, a four-month post training evaluation was conducted in five factories, to track the behavioural changes in terms of communication, building a good relationships, improved leadership skills, correcting poor performance and giving constructive feedback to workers under their supervisions.

Trained supervisors confirm the training enhanced their self-confidence, motivation, and communication skills, in turn, improving relationships with the workers under their supervision and leading to enhanced planning and time management skills. Furthermore, shouting and verbal harassment decreased in the lines managed by trained supervisors. The immediate result of the training can be shown by taking into consideration the pre/post training results as a sample.

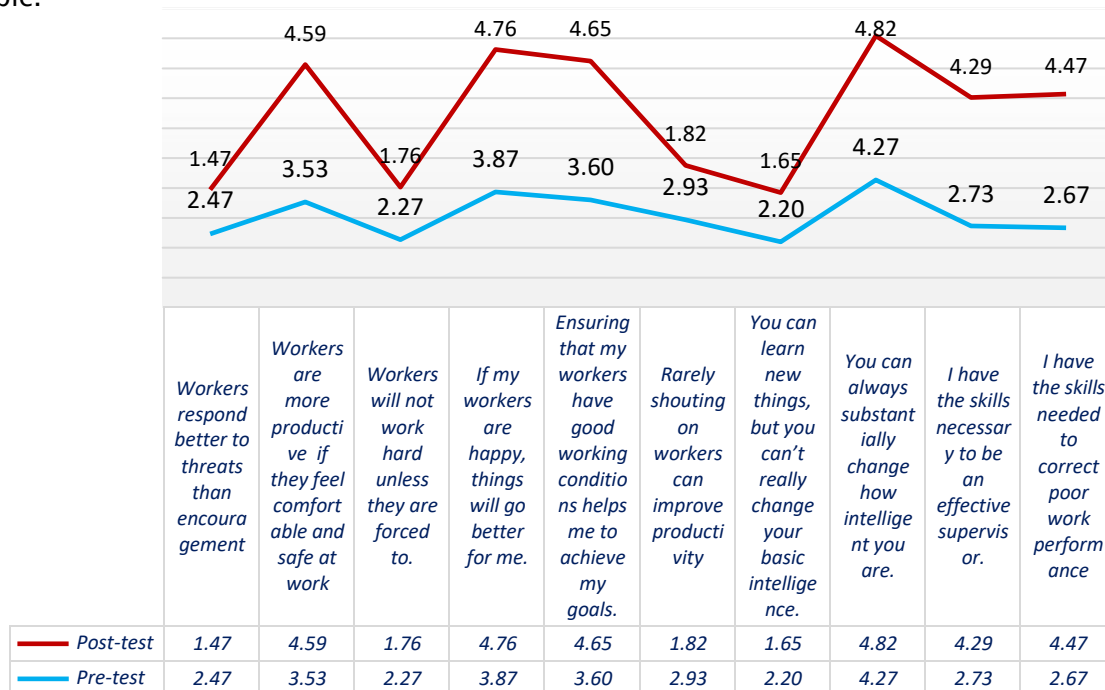


Chart 2: Summary of the pre-post training test result

In addition, trained supervisors mention the training helped them personally and professionally by increasing their knowledge and skills.

“The training equipped me with tools to praise and motivate workers and avoid shouting on the factory floor.” **A training participant from Hawassa**

“I gained a lot of new learnings from the training in my role as a supervisor; such as the skill to plan and manage my time effectively, to believe more in teamwork and to improve my communication skills. It also helped me to effectively mentor and coach a worker by successfully sharing my personal experience and learning.”
Alemayehu Mengiste; Supervisor and Mentor in Indochine Garment Factory

“Before this training, I believed in the need, for some degree, of shouting as necessary for production, now I know managing people is all about give and take based on rational thinking.”
Training participant from Bole Lemi

- **Sexual Harassment Prevention (SHP) Training program**

The SHP training program is a comprehensive package, designed for garment and textile factories, with the view to create awareness for both employees and supervisors on what constitutes sexual harassment, relevant laws governing sexual harassment, company policies about prevention of sexual harassment and the creation of a respectful workplace. This training was provided at four levels: Orientation for Top management, training for middle level, supervisors, and workers.

- ***SHP for Middle Level Managers***

The middle level managers training is a half-day training to enable participants to identify the different forms of sexual harassment, understand middle management's responsibility to address sexual harassment and how to deal with cases of sexual harassment. A total of two hundred fifty six (256) middle level managers (94 Female), such as HR managers, assistant managers, compliance managers, Welfare officers, production and quality executives and counsellors attended the training.

After the end of the different training sessions, some participants said that such kind of training is provided for the first time in their factory and that it helps identify existing preventive mechanisms in the factory and offer ideas to fill in the gaps. Most participants in one factory underscored the importance of reporting cases of sexual harassment and how reporting mechanisms should be transparent and accessible to workers. Moreover, the need to strengthen antiharassment and grievance committees in the factories was indicated by participants. Two interviewed training participants confirm this training programme helped their factory strengthen its workplace culture and investigation procedures, reduce compliance risks and decrease inappropriate behaviours.

"As a compliance department, the training helped us to reflect on ourselves, our policies and procedure and our area of focus (women workers). As a company, the training programme brought different changes. First, it increased motivation and informal conversation about sexual harassment in the workplace. Second, it helps us identify inappropriate behaviours and collectively work on the implementation of preventive measures. Third, the confidence of the members of the Anti-Sexual Harassment committee has increased and they became very active. Fourth, the fear of workers to report cases of sexual harassment has reduced and as a result, there is increased reporting of cases."

Bizunesh Abebe; Human Resources Manager at Silver Spark factory

"Before the training, I thought the victims of sexual harassment are only women and now I got a better knowledge of inappropriate behaviours in the workplace."

Thomas Getachew; Compliance Executive at Silver Spark

"I gained a lot from this training, especially on the impacts of sexual harassment on workers and management and how to solve cases of sexual harassment as an HR guardian."

Fitsum Habtamu; Junior Executive Human Resource at Jay Jay

- ***SHP for Supervisors***

This half day training focused on the creation of awareness of the rights and responsibilities of supervisors, in preventing and addressing sexual harassment in the factory. A step-by-step guide was provided to help supervisors protect workers from sexual harassment and avoid inappropriate behaviour at the workplace. In the reporting period, the Programme trained 50% of supervisors in all of the four targeted factories. A total of two hundred eighteen (176 Female) supervisors attended this classroom training virtually.

According to some training participants, this training helped them clearly understand the nature of sexual harassment and the existence of a Sexual harassment prevention policy in their factory and their responsibilities as supervisors in tracking incidences of sexual harassment in the

workplace. Moreover, trained compliance managers from targeted factories confirm the training helped them know more about investigation procedures, the importance of confidentiality in handling cases of sexual harassment and greatly improved their decision making. Two factories reviewed their Sexual Harassment Policies considering Better Work Model policy and translated it into local languages to post in the factory.

“The training helped me understand the proper behaviour men and women should demonstrate in the workplace. It also gave me the tools to protect myself and the line operators under my supervision. As much as possible, I try to stop inappropriate behaviour on the production floor and solve problems quickly. If the issue is beyond my capacity, I consult with the counsellors and compliance and HR.” **Tsigederda Bekele; supervisor at Indochine Apparel factory**

“This training made me realize that I can be heard in the factory, if, I become the victim of sexual harassment. During our break time, we exchange information about sexual harassment.”

Training Participant from Antex Textile PLC

“The concept of sexual harassment was very new to me; I did not know anything about its form and indicator behaviours. After taking the training, I understand the nature and forms of sexual harassment.” **Team leader from Hawassa**

- **SHP for Workers**

The Workers' level training deals with the rights and responsibilities of workers (operators) in preventing and reporting sexual harassment in the factory. Information was provided to workers on how to prevent and address sexual harassment, as well as, how to seek help when such matters arise. This training was provided by factory in-house trainers who took Training of Trainers (ToT) on SHP. To facilitate the learning for operator level training, the Programme produced an animated video in Amharic with a relatable character, which is instrumental for such training. During the reporting period, a total of two hundred and seventy (270) operators (260 Female) were trained by in-house trainers in four factories.

Interviewed trainers indicated that the training increased their awareness about sexual harassment, how to protect themselves from unwelcome and inappropriate behaviour in the workplace and outside. It also increased workers' confidence to report cases.

Alemeshet Lesanework, is an operator, working for the past year and two months, in the cutting section at Antex Apparel PLC. This is her first time participating in this kind of training.



Pic 1: Alemeshet Lesanework, Antex Apparel PLC

“Before this training, I had a very limited understanding of sexual harassment, its forms and the measures to be taken in the incidence of sexual harassment both in and outside of the workplace. Whenever I faced unwelcome conduct of a sexual nature, I used to think it was because of the way I dress or behave. I now understand those actions were not my fault and I know how to protect myself from unwelcome behaviour. I am very happy I received this training. It helped me build my self-confidence, know about my rights and responsibilities, in terms of sexual harassment, along with, where and how to report if I encounter cases of sexual harassment. In addition, the training helped me behave professionally in the workplace.”

- **Training of Trainers (TOT) on SHP**

The one-day TOT on Sexual Harassment and Prevention (SHP), is designed with the view to equip factory in-house trainers with relevant training delivery and facilitation skills to cascade down the Sexual Harassment and Prevention training at the operator level. The TOT was delivered to potential in-house trainers of the targeted factories, after the supervisory level training is completed, to have more reach of trained operators in the factories. Thus, during the reporting period, two rounds of TOT on SHP were provided to twenty six (19 Female) in-house trainers from three factories.

Training participants express the ToT equipped them with the necessary facilitation skills to rollout the training to operators.

“As an HR officer, I have delivered many trainings using the same training methodology, today I have learnt different facilitation skills, which will help me change my methodology and make it very interactive.” **Training Participant from Addis Ababa**

“I have taken Sexual Harassment Training for the first time from BetterWork and participated in the TOT on SHP. Before the two trainings, I thought sexual harassment only takes a physical form. Now I have a better understanding of the three forms of sexual harassment; the ToT increased my confidence and equipped me with the relevant training skills. The change in my communication skill and confidence is very visible.” **Frehiwot Admase; Human Resource at Jay Jay Textiles PLC**

Training of Trainers (Generic and Subject specific)

This ToT, is a one-day training, especially designed based on the request of one factory to address some of its noncompliance issues. It has the objective of building the capacity of factory in-house trainers by introducing them to basic facilitation skills, steps in preparing and delivering training and creating a platform to practice their facilitation/training skills. The training addresses other topics, namely, the causes of workplace harassment in general and Sexual harassment in particular and their preventive measures; the barriers to workplace communication, the ways to improve effective workplace communication; the essence of regular working time, the voluntary nature of overtime work, the circumstances in which overtime work is allowed and compensation for overtime under the Ethiopian Labour law. A total of nine (9) female in-house trainers took part in the training.

Participants said that the TOT equipped them with the necessary facilitation/training tools and techniques and increased their self-confidence to facilitate training for supervisors and operators. Thus, the trained trainers facilitated eleven (11) training sessions for supervisors on workplace harassment, workplace communication and working time. As a result, workplace harassment has reduced and the confidence of workers to report cases of harassment has increased.

Basic Rights and Responsibilities of Workers and Workplace Communication Training

Designed by combining basic rights and responsibilities training and workplace communication for operators, this training is a half day course; to orient workers with their rights and responsibilities and minimum working conditions in light of the national labour law and create an understanding of the importance of workplace communication, the major challenges of workplace communication and workable solutions to improve workplace communication in the factory. A total of seventy four (69 Female) operators took part in this training during the reporting

period. Training participants said that this training increased their understanding of their rights and responsibilities, as well as, the root causes that influence effective workplace communication.

New Trainings: Human Resource Management and Inter Cultural Communication Trainings

- Strategic Human Resource Management Training (SHRM)

The Strategic Human Resources Management (SHRM) training is a two-day training, which is a newly designed training topic for SIRAYE Programme based on the Ethiopian context. The main objective of the Strategic Human Resources Management course is to help textile and garment factories to develop and implement HR strategies that are integrated with their respective factory business strategies. It also supports factories to adopt the HR function, a strategic approach on a day-to-day basis that ensures the HR activities support the achievement of business strategies continuously. During the reporting period, the Programme provided one session of SHRM training for human resource managers and officers. A total of eighteen (18) HR officers/managers, (10 Female), took part in the training.

Training participants confirm the training is very relevant to improving HR practices in the factories, as it mainly focuses on practical issues. They further state that the training served as a platform to share their experience and learn from each other regarding HR practices and challenges. As a follow up action, trained HR officers/managers agreed to conduct HR audits in their respective factories based on the learnings of the training

- Intercultural Communication Training

This one day training is specifically designed and implemented in factories to address intercultural issues. It targets both local and expatriate managers at different levels to raise awareness of intercultural communication and increasing tolerance and mutual cultural understanding. One session of this training was provided to ten (7 Female) local and expatriate line leaders and middle level managers. The programme additionally supported the development of a handbook for expat orientation in collaboration with EIC, Amhara BOLSA and Bahir Dar University, to reduce intercultural misunderstandings between local and expat staff and ensure industrial peace in industrial parks.

Participants stated that the training allowed them to bring the local /expatriate managers and line leaders together to identify the barriers to communication and cooperation, understand the root causes and propose creative solutions to address intercultural issues in the factory.

Industry Seminar on Working time and Leaves in light of the Ethiopian Labour law

Upon the request of the factories and the learnings from different assessments, an Industry seminar on working time and Leaves, based on the Ethiopian labour law, was conducted for Better Work Registered factories found in the Hawassa Industrial park. It had the objective of creating a common understanding and having a discussion on the practical labour issues related to working time and leave. A total of seventeen (17) management representatives (5 Female) attended the seminar, where participants explored in-depth discussions on the practical issues of working conditions enshrined under the Ethiopian labour law.

The seminar, on working time and leave, created a very good platform for factories to share their experiences and good practices on various issues such as working time, sick leave and maternity leave.

Testimonies

"I got my answers for most of my questions. We need your help in implementing the learnings."

Participant from one factory in Hawassa Industrial Park.

"I got clarity and lessons on some issues, such as: giving a maternity letter to pregnant women who are going on maternity leave, the ambiguity of annual leave and overtime work on public holidays."

Tihut Fekade; Assistant Compliance Manager, Hela Indochine

Virtual/Online Training and Industry Seminars

- ***Rights and Responsibilities of workers in light of the National Labour law Training***

This course is a two hour awareness creation training, which is designed to give participants/operators a strong understanding of Ethiopian Labour Law, regarding their rights and responsibilities and minimum working conditions and how to apply them in their day-to-day personal and work life. Participants were provided with an opportunity to actively participate in different activities such as group work and knowledge quizzes. During the reporting period, A total of one hundred thirty eight (138) female operators attended this training.

Training participants indicated that the training created a better understanding of the minimum working conditions and their rights and obligations provided in the national labour law.

- ***Leadership Skills Training***

This training is a two-hour interactive training, targeting top and middle level managers. The main objective of the training is to support managers in leading more productive and effective factories. The training aims at enabling participants to perform better in their respective roles – as leaders and managers – supporting supervisors and workers in improving their performance to create an effective and friendly working environment that leads to a more productive factory. A total of seventy (25 Female) top and middle level managers from twenty one factories participated in this virtual training. Participants state the relevance of the training in building the capacity of managers, who then become effective in leading their factory by engaging their workers at different levels.

- ***Effective Grievance Mechanisms***

One of the learnings from the COVID pandemic, for our Programme, is the need for delivery of services through both classroom and virtual modalities. To this end, the Programme organized a virtual seminar on effective grievance mechanisms. It aimed at enabling managers and members of the grievance committee – to recognize the benefits of a more effective grievance mechanism at the factory level that will respond to the needs of male and female workers – and develop the

capacity of participants to analyse the strengths and weaknesses of existing grievance systems in their factories and introduce tools, policies, and approaches to improve such systems. In addition, it had the objective of introducing factories to the new e-learning tool kit on grievance handling, which was developed by the Programme in collaboration with the Training Centre of ILO (ITCILO). A total of forty six (46) management representatives and members of the grievance committee (23 Female) participated in this seminar.

- **Labour Law Orientation and BWE Assessment Tool (CAT)**

The Programme organized a virtual orientation session on the national labour law targeting top to middle level managers. The industry seminar had the aim of orienting participants about the major contents of the Ethiopian Labour proclamation, minimum labour conditions (leaves, working time, OT, and compensation) and facilitating discussion of the practices and experience, among participants from different factories, for them to learn from each other. The session also highlighted the content of the BWE Compliance Assessment Tool (CAT) and the assessment methodology used. Seventy four (74) participants (26 Female) from twenty three (23) factories took part in the industry seminar.

Annex II

Addressing OSH Deficit

The Better Work component of the programme promotes dialogue through OSH committees. Through advisory consultations, these committees are equipped with tools and methods to conduct self-diagnosis' and risk assessments.

Enterprise Advisors (EAs) delivered tailored OSH capacity building trainings during advisory sessions to fifteen (15) factories. The topics covered in the sessions include the roles and responsibilities of the OSH committee, identifying occupational safety hazards, risk assessments, emergency preparedness, and proper use of PPEs and machine guards, immediate action in case of an accident, identification of good and bad OSH practices in the workplace, chemical handling and fire safety. Additionally, EAs liaising with SCORE, facilitated OSH training sessions in five factories. The trainings were delivered by SCORE trainers.

Results of Advisory – OSH remediation of issues and management system upgrades

- In the reporting period, four, new, OSH committees have been established and registered with the local authority. The committees are carrying out their roles and responsibilities.
- Two OSH committees have been re-structured in two factories. The committees are now active and conduct monthly meetings. To date, there are 35 OSH committees established (with more than 50% women participation) in the BWE registered factories, whereas 28 of them are registered at BOLSA.
- Six factories have conducted risk assessments by the engagement of the OSH committee. The OSH directive indicates that OSH committees should conduct risk assessments at least quarterly. Risk assessments cover all the processes and workstations and are a process of hazard identification and analysis of associated risks. After the risk assessment:
 - In one of the factories, the required PPEs have been identified and supplied to concerned workers.
 - Improvement was taken for areas related to falling hazards through OSH assessment and the issue was solved.

- Three factories have improved their preventive and mitigation action capability. Furthermore, these committees have adopted BW's daily/weekly OSH checklist and put it into practice.
- Some factories have been exercising self-diagnosis of workplaces as well, by involving committees. This exercise is a bit different from risk assessment since it covers more issues than hazards and risks, but the process is not as thorough as risk assessment. In view of this;
 - Eight factories conducted self-diagnosis, where, areas of improvement, apart from issues indicated in the final assessment report, are highlighted and management noted the issues to provide corrective actions.
 - Two out of eight factories have included the identified issues as part of their comprehensive risk assessment activity, where the identified issues were taken as hazardous.
 - Four factories conducted specific self-diagnosis on their welfare facilities, where the OSH committees identified key issues that need to improve. All the issues raised during the self-diagnosis were taken as a note by management for further improvement of the facilities.
 - One factory that did not have a hazard/risk management and control procedure, has developed a procedure that describes a systematic approach to identifying hazards. A structure to prioritize risks based on potential impact and likelihood and hierarchy of controls that are selected for effective control of hazard/risk.

Testimonies

“The discussion and diagnosis of the status of welfare facilities were productive in terms of identifying issues that the factory should improve. It has enabled us to improve the quality of drinking water for workers and has increased the number of toilet stations, together with revising the cleaning schedule of toilets. The factory has now increased the cleaning program of water containers from once per week to twice; drinking water stations located near workers are directly connected to the main water reservoir instead of manual refilling, which avoids contamination. All Toilets used to be closed for cleaning purposes at a similar time, which causes challenges for workers. The cleaning program has been modified to provide alternative toilets for workers, while some are undergoing a cleaning process. Additionally, as management, we have taken an immediate step to maintain damaged toilet stations to provide more access and avoid waiting periods. A joint visit to the facilities has been conducted with the OSH committee to verify the improvements.”

Thomas Getachew, Silverspark

“BWE assessment and advisory services have contributed to the market opportunity of the factory. The factory was able to increase its compliance level after working on the improvement plan following the BWE assessment. As a result, it helped us prepare for and easily pass other brand audits. We appreciate BWE services.”

Manager of one local factory

“BWE advisory services have enhanced OSH Committee members' ability to identify root causes of issues. The factory was able to use Root Cause Analysis (RCA) on different issues and take appropriate corrective actions after the EA introduced RCA activities. We have found it very useful and have been using it in various discussions.”

Compliance executive of an FDI factory



Annex III

Women Leadership Development Program (WLDP)

The women's Leadership Development Programme is a collaborative intervention between Better Work and SCORE, to equip textile and garment factory female workers with relevant knowledge and skills to take up senior leadership positions. Specifically, this intervention aims to build the capacity of potential/women supervisors, create a pool of trained women supervisors, offer career progression opportunities for women workers, increase line productivity and reduce gender imbalance at managerial levels. This intervention targets potential women supervisors /line leaders/operators, who will take on supervisory or managerial roles in the future. Women leadership training, which comprises both the soft skills/leadership training and technical training, were provided to selected potential women supervisors for five days. The five days training is followed by intensive three months mentorship and coaching.

During the reporting period, 74 women operators, line leaders and trainee supervisors took part in five days of supervisory and technical skills training, in three sessions and three months of mentorship/coaching.

The participants took pre/post training tests and training satisfaction data was collected at the end of the training. To support the trained women workers in the three months of mentorship/coaching, the factories selected mentors who are senior supervisors/industrial engineers and different capacity building trainings were provided. To this end, workplace coaching and mentoring training was provided to 41 (21 Female) factory mentors. To effectively support the three months mentoring process and by the requests of the factory mentors, two rounds of a three-day Supervisory Skills training was provided. A total of 53 participants (33 Female) took part in these trainings.

To implement this training, the Programme prepared different tools such as mentoring checklist and mentoring agreement, an action plan and baseline tools. During the mentorship period, continuous face-to-face and virtual follow up and coaching were conducted by Better Work/SCORE trainers and factory mentors. Most of the trained workers practised both leadership and technical skills in the selected pilot lines as 'trainee supervisors'.

Pre/post test results administered at the beginning and end of the five days training showed increased knowledge (both leadership and technical skills), change in attitude and confidence of participants, which can be shown in the results attached below.

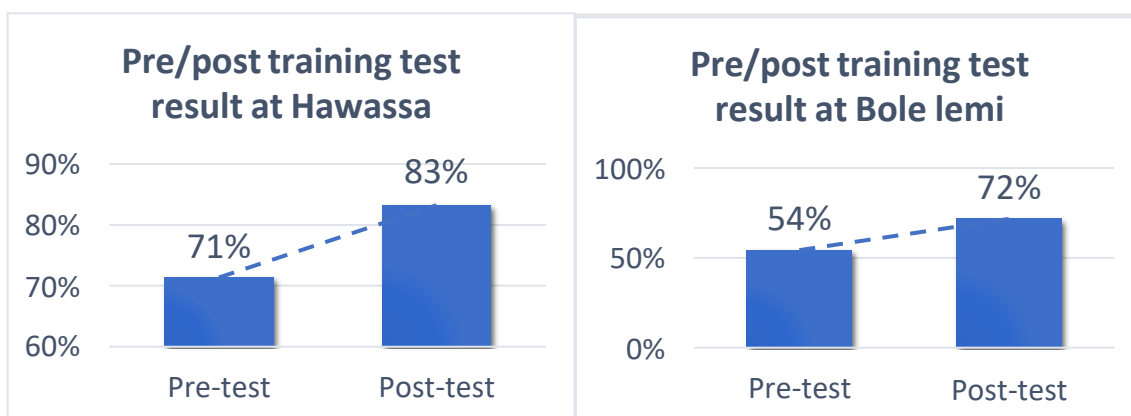


Chart 9: Pre and post-test result WLDP

At the end of the five day training sessions, participants stated that the training helped them build confidence, acquire new skills and knowledge and change their attitude on the importance of building relationships, to effectively manage workers as a future supervisors.

*“The training is very relevant. It is good if new workers receive such kind of training when they join a new factory.” **Training participant from Bole Lemi***

*“The training helps me tap into the skills and assets I didn’t realize I have. It is also helping me fill any skill or knowledge gaps to practice leadership.” **Training participant from Hawassa***

*“Before the training, I was working as a trainee supervisor and I believed in shouting and being serious. After the training, I understand that problems can be solved professionally. The training also helps us to protect ourselves from sexual harassment, improves our self-confidence and amplifies our self assurance to be successful. The technical skills help me understand technical issues in the factory and address problems skillfully.” **Trained Woman leader from Ashton Apparel Factory***

Trained women leaders officially graduated, after five (5) days of soft and technical skills training and three months of mentorship. At the end of the three months mentorship cycle, the Programme organized an experience sharing workshop to capture the achievements, lessons obtained and challenges of the intervention in factories, in the first round. In the workshop, factory representatives presented their experiences, lessons learned and programme outcomes/successes of their respective factories.

This intervention brought concrete results; in the improvement of productivity, quality and workplace organization, in the piloted lines of the participant factories. The following sample table shows the summary of results and achievements in targeted factories at Bole Lemi Industrial Park, reported at the experience sharing workshop.

Name of Factory	Area of improvement	Before the intervention	After the intervention
Bole Lemi Factory 1A	Production Efficiency	55%	77%
	Rework	4.8%	4.5%
Bole Lemi Factory 2J	Production Efficiency	66%	72%
	Rework	25%	12.5%
	Rejection	2%	0%

Bole Lemi Factory 3S	Production Efficiency	850 pieces per day	1000 pieces per day
	Rework	4%	2%

The following table demonstrates a summarized, key Qualitative improvement, in targeted factories in Hawassa Industrial Park:

Area of improvement	Before the intervention	After the intervention
Line Efficiency	37.3%	52.9%
Rework	16.7%	8.2%
Reject	9.8%	5.2%
Absenteeism	10.5%	5.2%
No. of Accident	0.5%	0.0%

In addition to the quantitative outcomes, the targeted factories also reported the following key results:

- ✓ Improved communication skills
- ✓ Improved leadership and technical professional skills of the women leaders
- ✓ Created a sense of inspiration and positive thinking in workplace
- ✓ Improved time management skills
- ✓ Enhanced problem solving and conflict resolution skills
- ✓ Improved women leaders' relationships with workers under their supervision
- ✓ Increased self-confidence and taking new roles and responsibilities of women leaders
- ✓ Increased skill in organizing natural team meetings and visual management of KPI's

Furthermore, **56.5%** of the trained mentees who went through the three (3) months mentorship/coaching are in the pipeline to be promoted in Bole Lemi targeted factories. Similarly, **66.7%** were promoted and **20.8%** are in the pipeline to be promoted in Hawassa targeted factories.



My name is Meserte Taye, I've been working at Ashton factory as an operator for the last five years. When I was working as an operator, I had only one responsibility, after I become a trainee supervisor, I took on various responsibilities towards the work and the workers under my supervision. There is a clear difference between being an operator and a supervisor. When I work as an operator, I have less responsibilities, I was not concerned with the production, output, and inputs. I was only responsible for my individual work. When I started working as a supervisor, all the above issues became my concern. I took a five day supervisory and technical skills training, organized by ILO. The training has benefited me in many ways. Primarily, it gave me the insight on how to work with operators professionally, as well as, with my supervisors and other colleagues; it also helped me to manage production lines.

After taking the mentorship for the past three months, I apply what I have learnt with close follow up and support from my mentor. This Programme has helped me to become a professional supervisor."



"I am Eden Girma, working in Ashton as industrial engineer for the last five years. Currently, I am working as a mentor, supporting mentees. The supervision training, organized by ILO, is very relevant for the position I am currently working on. It really helped me develop leadership skills. It enhanced my knowledge on how to work well with workers, effectively communicate and retain them in the company along with training and coaching them for their next level. I would like others to get this training since I personally benefited a lot from it. Meserte is one of my mentees, who was an operator for five (5) years, who has now been promoted to trainee supervisor. She has improved a lot after the training and mentorship and she is now working as a professional supervisor leading the production. One of the benefits of supporting the mentees and applying the knowledge I acquired from the training, is how it serves me as an input for my professional growth and future. Before the training, I was a high-tempered person, now, I believe in effective communication."

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*"Before the training, I was leading two production lines, after the training and mentorship, I became a line supervisor." **Trained Woman leader from Jay Jay***

*"We are very productive after the training. Before the training, workers were afraid of taking responsibilities and lacked confidence. Now they're confident and their leadership skills have improved. I see real changes in me and operators; now we are leading operators professionally, by being close to them, and I have a plan to work on the six (6) lines I am leading to bring real change." **Mentor on WLDP***

*"After the supervisory training, I met with the mentees twice a week to address problems in production lines. I also observed them when they practice what they have learnt. All of my mentees are now supervisors." **Mentor on WLDP***