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TERMS OF REFERENCE (TOR) FOR LOCAL CONSULTANCY

General Information

Services/Work Description:	Improved participation and benefit for women in manufacturing sector
Project/Programme Title:	Industrial Development Programme
Duty Station:	Addis Ababa and frequent travel to 4 regions
Type of the Contract:	National Consultant
Supervisor:	National Programme Coordinator (NPC)
Duration:	3 months
Hiring Unit:	Ministry of Industry
Expected Start Date:	1 October 2016

1. Background

The Government of Ethiopia is currently implementing various industry friendly policies and strategies that responds to the vision of transforming the structure of the economy and placing the country amidst the middle income countries by 2025. For the industry sector in particular, GoE states that the objective is to “.....strive to realize the vision to make our country Africa’s leading and globally competitive light manufacturing industry sector, accelerating the growth and the role of strategic heavy industry development, laying the foundation to create an industrially developed country, thereby enabling its peoples to benefit through an environmentally sustainable sector by 2025”.

The country is one of the fastest growing economies in the World and in Africa with a sustained annual average GDP growth rate of 11% for the last 12 years. Since July 2015 the country has started implementing the 2nd 5-year Growth and Transformation Plan that helps to realize its vision of becoming a middle income country by 2025. Manufacturing is among the top priority sub sectors which are on the front line of sustaining the growth and transforming the economy in the next 10-20 years. The priority sectors for GTP2 are agro processing industries, chemical and pharmaceuticals Industries, textile & garment industries, leather and leather products industries, metal engineering industries, ICT and electronics industries, petrochemical industries and biotechnology Industries.

While manufacturing growth has accelerated in the last 5 years its share of GDP remains less than 5%. Over the same period, the manufacturing export performance remains relatively low at 12% of national exports in 2014/15 which is substantially lower than the target set.

In 2012/13, the industry sector created 22,697 new jobs of which 18% were for women. Women comprise the biggest employment share of textile, leather and agro processing sectors though challenges exist in terms of low productivity and low utilization of industrial capacity. While the proportion of women employed in the industry sector increased from 7.3% to 8.4% from 1999 to 2005 the percentage employed in agriculture increased, over the same period, from 71.8 to 75.5%. This performance difference across sectors has not been examined but would benefit from detailed analysis.

Women owned manufacturing enterprises are also coming into the picture despite the challenges faced in accessing capital for investment and supports for improving competitiveness and growth which inhibited their diversity of engagement and varieties, size and value in export trade.

In the next 5 years, the Ethiopian Government envisages the manufacturing sector to grow at 22% annually and to lead the overall GDP growth rate of 11%/year. The textile and garment, pharmaceutical, and leather and leather products sub-sectors are expected to generate 56.2%, 42.4% and 35%, respectively, of the employment created in GTP 2.

The manufacturing sector is highly constrained by low productivity and low wages that have impact on incentives and capacity. Increased participation and benefit from the sector has potential to make a significant contribution to women in the manufacturing sector in terms of productivity improvement and international competitiveness of enterprises. Women now head more than one in every five household in Ethiopia, that is, 22% of all households (CSA, 2014) and the conditions (for example, flexibility) for their employment in manufacturing take on some importance.

2. Problem Statement

The Ethiopian Government through its second Growth and Transformation Plan aims to ensure equitable and inclusive growth in which youth and women as well as all community can gain benefit from growth in the manufacturing sector. It envisages creating 750,000 jobs (Employment Opportunity) in the medium and large scale manufacturing industries by 2020. Among the new job opportunities to be created in the textile and garment; leather and leather products; food and beverage and pharmaceutical industry, 60% of the low and medium skilled, and 30% of the high skilled jobs are expected to be held by women. In addition, there is significant potential to increase their participation in the top management positions. There is no clarity on the impact of policies on women's choices of occupation where minimum wage is also a policy issue. Besides, it is not clear whether this impacts women differently than men. Women are also far less likely than men to be involved in professional and skilled activities.

Yet, the informal economy in Ethiopia is more attractive to Ethiopian women than the formal ones. There is no comprehensive data on the proportion of women employed in each of the priority manufacturing sectors. There are indications that women have moved back into the agriculture sector from the manufacturing and service sector. There is no clear indication where women are employed along and in the manufacturing value chains. There are some studies on the skills that are required at each of the manufacturing stages of the priority sector value chains but not yet concretized to inform decision makers and support greater involvement of women in the manufacturing sub sector. There is some evidence of rising representation of women on the boards of domestic manufacturing companies in Ethiopia but better quality information is required, especially within manufacturing enterprises.

In the meantime, there is no clarity on the impact of policies (Cost of Doing Business) on women's choice of occupation. The demand for finance is a challenge in the manufacturing sector especially for that of women owned enterprises but it is not still clear whether this impacts women differently than men. If there were more women in manufacturing and in leadership of manufacturing enterprises, there is lack of understanding and clarity about the impact on investment, diversity of enterprises activity, growth, the informal sector etc. There is no minimum wage

for workers in Ethiopia and this may have greater impact on women.

Evidence suggests women are still a disadvantaged group as compared with men and in both rural and urban settings. For instance, while male unemployment level for the economically active part of the population stood at only 2.3% female unemployment rate is 4.9% i.e. the number of female unemployed population is twice as much as the number of unemployed male. Women are also far less likely than men to be involved in professional and skilled activities (12% and 20% of employment), and much more likely to be in service/sales and elementary occupations. There is also twice as much women as men involved in elementary occupations and twice as many men as women employed in skilled primary economic activities (agriculture, forestry, and fishery).

More than half of employed women in urban areas, and two-thirds in rural areas, are either self-employed or unpaid family workers. Women are also more likely than men to be in unpaid family work, with this disparity highly pronounced in rural areas. Furthermore, a substantial share of employed women also report working in activities for household consumption, particularly in rural areas. In rural households, activities such as domestic work, fuel/firewood collection, water collection and purchasing goods for the household are 'female' activities involving women about 92.5% of the time as compared to an average of only 8.5% of men taking part in these activities (CSA, 2013). A recent World Bank report (2015) indicated that Ethiopia has relatively low wages for skilled and unskilled workers in the manufacturing industries and labour migration is prominent in the textile sector where low wage workers especially women migrate to Middle East.

3. Objectives of the Study

The main objective of the study is to develop a better understanding of critical gender issues in the manufacturing sector at various levels of the value chains in the priority sub sectors and to come up with possible interventions. The study is expected to give an overview of the diversity of gender dynamics in the manufacturing sector; insight into interventions / crucial 'windows of choice' for the inclusion of a gender perspectives into the manufacturing sector. Here are the specific objectives:

- a) Identify and examine existing situation, outlook and emerging constraints to increase participation and benefit by women, through employment and business development, in the accelerated expansion of the industrial sector and manufacturing sub-sector over GTP II and GTP III and identify practical and strategic solutions for removing or modifying the impact of those constraints.
- b) Design and develop a knowledge base and information framework that builds understanding and solutions for improving women participation and benefit in the industrial sector, manufacturing in particular, in Ethiopia, across all regions, enterprises (including all stages of the value chain) and all priority sectors.
- c) Assess the current assumptions, cultural attitude and prejudice that make women inclusion and exclusion in the manufacturing sector.
- d) Identify and examine the situation and outlook for women in leadership of manufacturing (from basic operators to the highest career ladder in industry) as both employees and business owners and produce incentives to build improved leadership opportunities at both an operational and company board level.
- e) Analyze the industry/university relations and recommend ways of making the relationship gender sensitive as well as to strengthen networking among stakeholders.
- f) Analyze how gender diversity improve the performance of the manufacturing industry in selected domestic and FDI companies to generate convincing business cases for women inclusion.

4. Scope of the study

- I. Analyzing priority sub sectors in the manufacturing sector with a gender perspective. This consists of the following major issues for examination:
 - a. Participatory drawing of the respective manufacturing priority sector's value chain maps including the support services and measuring the position of women in each value chain
 - b. Collect gender disaggregated quantitative/ qualitative data at each manufacturing value chains.
 - c. Conducting overlays of the women in respect to their labor productivity, age group, education level, annual income, skill composition, social status, work ethics, leadership, etc. for manufacturing
 - d. Full analysis of the financial and non-financial benefits of women working in the manufacturing sector and compare with basic living costs.
 - e. Women's voice and bargaining power within manufacturing enterprises
 - f. Different duties, responsibilities, capabilities of men and women and their respective roles in the manufacturing sector
 - g. Review and identify different policies, strategies and directives that facilitate participation and benefit of women in the manufacturing sector
 - h. Assess the Availability of a productivity improving conducive work environment for women in the manufacturing sector
 - i. Measuring and assessing the quality of support services available and delivered to women in the manufacturing sector of Ethiopia
 - j. The availability and accessibility of export and investment incentives and uptake by women entrepreneurs.
 - k. Promotion and support for women to go into the manufacturing sector
 - l. Women owned factories or women dominated factories that have benefited from different financial and non-financial supports under MoI.
 - m. Manufacturing sectoral organizations and their existing structure and capacity to examine issues affecting women in manufacturing
 - n. The main intended beneficiaries or stakeholders of the manufacturing sector and position of women in these target groups
 - o. The structure and demand trend for products or services that women are now providing and could potentially provide for manufacturing over the decade ahead.
- II. Identifying windows of opportunities to empower women in manufacturing sector including:
 - a. Areas of improving the enabling environment and local performances to have an impact on women in manufacturing.
 - b. Employment opportunities and working conditions for men and women in manufacturing
 - c. Women's market access and barriers to easier market access including both foreign and domestic markets
 - d. Good practice identification from local or international best cases on women economic empowerment in the manufacturing sector.
- III. Identify key barriers, (political, social, cultural and economic), to engage and benefit women into and within the manufacturing sector including:
 - a. The barriers to entering manufacturing from women's perspective

- b. What women's social, cultural and political conditions that are facilitating and /or constraining women formal employment, their labour productivity and career development opportunities within the priority sectors?
 - c. What gender support services needed to put in place within part of the industrial park of strategies and /or within institutions with the participation of public –private stakeholder?
 - d. Perception of women who are in the manufacturing sector in general
 - e. Issues affecting particular stakeholders in the chain, such as gender equality issues and discrimination
 - f. Whether or not there are specific production processes or marketing chains in manufacturing where women adequately represented or excluded
 - g. Allocation of public expenditure towards the needs of women and men in the manufacturing sector.
- IV. Interventions and their impact – With more benefits, stability, and fewer risks (for women) or ways to manage risk what would be the impact including examination of:
- a. Ways of reconciling economic and gender objectives, i.e. profit and economic growth versus equitable distribution of benefits and social cohesion)
 - b. How can interventions improve the situation/position of women and how can they be supported to make a more effective economic contribution Interventions that are strategic and market-driven solutions where the actions, while focused in the manufacturing sector can also generate positive gender outcomes
 - c. Recommend ways to make factory Human Resource Systems gender responsive and how gender aspects could better be incorporated in these systems for an improved participation and benefit of women and improved competitiveness in the manufacturing sub-sector.

5. Deliverables

- a. Inception report with clear and agreed methodology and approach
- b. Survey of women in business of manufacturing and women employees.
- c. Draft comprehensive scoping study of women in the manufacturing sector of Ethiopia both in soft and hard copies
- d. Comprehensive gender sensitive Action plan/policy matrix for GTP 2 and GTP 3 document to boost the participation, involvement and realize benefits to women and the manufacturing sector under the study
- e. Validate the scoping study and gender sensitive action plan on 2 national validation workshops
- f. Final report on women in manufacturing analysis and strategic plan for the next 10 years.
- g. Mechanism of designing M & E especially tracking of employment opportunities for youth and woman during GTP2 period (60% for lower scale and 30% for medium).

6. Expected outcomes

- a. Improved understanding on current and potential contributions of women to manufacturing industries in Ethiopia
- b. Improved understanding of the constraints faced by women in manufacturing at both an employment and business level and proposed strategic solutions for policy development
- c. More informed industrial policy development in the context of inclusiveness and gender participation
- d. Strategic plan for the implementation of women inclusive projects.

7. Timeframe (Duration)

The assignment is expected to be finalized within 3 months. The proposed level of effort is presented as follows

Activities	Time line
inception report and methodology design	End of 2nd week
workshop	3 rd week
Draft report.	End of 8 th week
workshop	9 th week
Draft final report	10 th week
Final report	11 th week

8. Working and contracting arrangements

The Ministry of industry will lead and coordinate the assignment, including facilitating access to relevant reports and reference materials through the national steering committee. The study is to be carried out with an international consultant, whereby the national consultant is to closely work along with the international consultant, who will be leading the study.

The team will also be supported by the Ministry of Industry (MoI)-policy and program directorate, women affairs, as well as respective sectoral directorates and institutes. Expertise required

The consultant must present the following qualifications:

A. Technical Competency

- The consultant must have rich local experience and expertise in Industry policy analysis, gender specialization, socioeconomics including labour markets; sociology, survey design and data collection and analysis, quantitative/qualitative;
- The consultant must possess Master's Degree in gender studies
- Must have at least 10 years of relevant experience in the area
- In depth knowledge and good understanding of the manufacturing sector in Ethiopia, the policies and strategies, and how it affects and may affect women differently;
- Integrity, timeliness, openness to learn, willingness to have long term engagement with GoE
- Experience in Africa is desirable

B. Functional Competencies

- Outstanding communication skills in English
- Positive and constructive approaches to work with energy
- Demonstrate openness to change and ability to receive and integrate feedback
- Excellent written and verbal communication skills
- Strong time management and meet established time lines

C. Language and Other Skills

- Excellent knowledge of English, including the ability to write reports clearly and concisely and to set out a coherent argument in presentation and group interactions
- Capacity to facilitate and communicate with different stakeholders
- Computer skills: full command of Microsoft applications (word, excel, PowerPoint) and common internet applications

9. Criteria for selecting the best offer

Upon the advertisement of the procurement notice, qualified individual consultant is expected to submit both technical and financial proposals. Accordingly, individual consultants will be evaluated based on cumulative analysis as per the following scenario:

- Responsive/compliant/acceptable, and
- Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation. In this regard, the respective weight of the proposals are:
 - a. Technical Criteria weight is **70%**
 - b. Financial Criteria weight is **30%**

Criteria	Weight	Max. Point
Technical Competence (based on CV, Proposal and interview (if required))	70%	100
▪ Criteria a. Educational relevance: close fit to post		10 pts
▪ Criteria b. Understanding the scope of work and organization of the proposal		50 pts
▪ Criteria c. Experience of similar assignment		30 pts
▪ Criteria d. Previous work experience in Africa/ Ethiopia		10 pts
Financial (Lower Offer/Offer*100)	30%	30
Total Score	Technical Score * 70% + Financial Score * 30%	

10. Payment Milestones and Authority

The prospective consultant will indicate the cost of services for each deliverable in US dollars **all-inclusive¹ lump-sum contract amount** when applying for this consultancy. The consultant will be paid in three installments, at signing of contract and submissions of clear roadmap (20%), 2nd to be paid at receipt of draft report (30%) and final installment to be paid after validation of report and submission of final report in soft and hard copies (50%). Payment will be effected after approving authority confirms the successful completion of each deliverable.

¹ The term "All inclusive" implies that all costs (professional fees, travel costs (international & local, field mission), living allowances, communications, consumables, etc.) that could possibly be incurred by the Contractor are already factored into the final amounts submitted in the proposal

11. Confidentiality and Proprietary Interests

The consulting individual shall not either during the term or after termination of the assignment, disclose any proprietary or confidential information related to the consultancy service without prior written consent. Proprietary interests on all materials and documents prepared by the consulting firm under the assignments shall become and remain projects/property of the Ministry of Industry of Ethiopia.

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