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**Stemming Irregular Migration
in Northern and Central Ethiopia**



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Summary of Lessons Learned and Recommendations

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1. CONTENT OF THIS DOCUMENT

This document presents a summary of the lessons learned and recommendations related to the EU-funded Programme SINCE: *Stemming Irregular Migration in Northern and Central Ethiopia*. Chapters 2 and 3 illustrate general recommendations lessons learned that have been developed by the ARS projects evaluation team in charge of the final evaluation of the Programme. Chapter four contains lessons learned and recommendations extracted and summarized from four case studies prepared by Cadena international development projects and confirmed during the final evaluation field visits in the 5 SINCE intervention areas¹.

2. GENERAL LESSONS LEARNED

The SINCE Programme recognized the need to work holistically on wage employment promotion by tackling various aspects in view of identifying models and intervention strategies to be replicated and disseminated in the future.

The Programme has been able to experiment with forms of partnership between public and private stakeholders (Multi Stakeholders Platforms and Public Private Partnerships) with the aim of identifying new practises of engagement with the private sector to expand public services and facilitate job-matching. In addition, the issue of Decent Work was tackled with particular reference to 5 basic principles of the ILO Agenda that were disseminated through the creation of Memorandum of Understanding (MoU) with the companies involved by the 5 projects. Finally, in line with National Technical & Vocational Education and Training Strategy 2008, the Programme used Apprenticeships as a tool to facilitate work opportunities in those sectors identified in the SINCE inception phase.

One of the challenges in the implementation of the SINCE Programme was the selection of committed and motivated beneficiaries, particularly in urban areas where informal daily work is abundant, but also due to the fact that the value chain identified not always corresponded to the interests of the beneficiaries in the selected areas. The projects Steering Committees improved over time their selection capacity reinforcing their links to Technical and Vocational Education and Training (TVET) institutes in an effort to improve the quality and relevance of what they offered through teachers' capacity building, equipment of workshops, and support in job placement and job coaching. These measures combined with the introduction of additional selection criteria improved the selection process and the targeting of beneficiaries.

Occupational Safety and Health has proved to be a good entry point to increase the awareness of private companies on the importance of Decent Work. A practical guide has been designed to enable organizations to implement the Occupational Safety and Health Management System to make their production and operating systems safer, more efficient and quality focused. Also, the job creation-oriented Public Private Partnership (PPP) framework has huge potentials in terms of facilitating the application of Decent work principles, and the efficient use of resources for promoting demand-driven TVET and job matching.

The difficulty of promoting wage employment, emerged as common across the different 5 SINCE granted projects and it is mainly related to three aspects: i) Beneficiaries dropouts due to

¹ To access the four case studies, follow this links:

- The SINCE Programme Public Private Partnership Case Study https://ambaddisabeba.esteri.it/ambasciata_addisabeba/resource/doc/2020/10/since_programme_ppp_case_study_light.pdf;
- The SINCE Programme Public Employment Services Case Study https://ambaddisabeba.esteri.it/ambasciata_addisabeba/resource/doc/2020/10/since_programme_pes_case_study_light.pdf;
- The SINCE Programme Apprenticeship Case Study https://ambaddisabeba.esteri.it/ambasciata_addisabeba/resource/doc/2020/11/since_programme_apprenticeship_ase_study.pdf;
- The SINCE Programme Decent Work Case Study https://ambaddisabeba.esteri.it/ambasciata_addisabeba/resource/doc/2020/10/since_programme_decent_work_case_study_light.pdf

unfavourable working conditions (especially for women); ii) Low wages offered; High competition to secure the limited available wage jobs, especially in areas with a low level of industrialization.

Beneficiaries traceability has emerged as one of the crucial aspects to consider in view of improving training and job placement. Traceability first of all positively increase people registered and subsequently placed in the labour market since it allows to identify individual paths and follow-up on their implementation over time. At the same time the continuous contact with the beneficiaries allows to identify the reasons for dropping out from training and from job and therefore find solutions to the problems occurred.

Despite some difficulties faced, the Programme strategy, based on strengthening different elements of the wage employment system, was particularly interesting in terms of experimenting with new practices and identifying bottlenecks, obstacles, and good practices to guide future initiatives in the same field. This is especially the case of the established Multi-Stakeholders Platforms (MSPs) and Public Private Partnerships which are recognized as an essential tool to allow exchange of information, practices and collaboration between public and private actors, while disseminating Decent Work principles and increasing awareness of the different roles and responsibilities.

3. GENERAL RECOMMENDATIONS

- R1.** Promote digitalisation of job registration, job matching and traceability by engaging Universities in future initiatives in the field in view of strengthening the Labour Market Information System and the beneficiaries' follow-up mechanism considered crucial to put Public Employment Services (PES) in condition to play their role effectively.
- R2.** Establish a monitoring mechanism to follow-up on the promotion of Decent Work principles. The responsibility of this mechanism could be placed in the hands of the local Bureau of Labour and Social Affairs (BoLSA) and/or Employers Federation to improve the actual application of the Decent Work principles promoted.
- R3** On the basis of the SINCE experience and challenges encountered, define and disseminate clear guidelines and criteria for beneficiaries' selection with example of the adaptations to the 5 local contexts involved by the Programme. There is a need to identify different paths for wage and self-employment to cater beneficiaries' expectations especially in areas where there is attraction to trade and self-employment.
- R4.** Continue the support to Labour Market Assessment and related new/improved TVET short term trainings which proved instrumental to create wage employment opportunities. At the same time, it would be important to expand soft skills training particularly appreciated by most private companies/employers in all Programme implementation areas.
- R5.** In view of increasing sustainability, the SINCE Programme should work on the dissemination of all the methodologies and practices developed by the 5 projects and establish contact with the Democratic Federal Republic of Ethiopia Job Creation Commission (DFRE JCC) and relevant Ministries to design new initiatives. This is especially crucial in light of a new initiative recently funded by the World Bank and implemented by the DFRE JCC which will support 15 pilot PES in different urban and rural areas. Building on the experience of the PES supported by SINCE, the DFDR JCC could potentially play the role of coordinator among Ministries and take advantage of the existing networks and resources in view of transitioning PES from BoLSAs to Job Centres in agreement with the Ministry of Labour and Social Affairs (MoLSA), the Ministry of Urban Development and Construction (MUDC), and the Ministry of Youth (MOY).
- R6.** Engage in a more stable way with Chambers of Commerce and Employers' Federations is strongly recommended as they are considered as a key player closer to the business world

and therefore better able to assess their needs and connect with job seekers. In this framework, the possibility to assign the job placement services to these entities (or at least involve them in a more structural way) could be taken into consideration for future initiatives.

R7. The Italian Agency for Development and Cooperation should take into account for the formulation of its new initiative in the same field the following elements:

- Include a capacity building component to strengthen the PES system at National Level involving the DFRE JCC and MoLSA and using the existing coordination platforms.
- Work on guidelines and procedures and establish a common framework for TVET and BoLSA to operate with clear role and responsibilities.
- Continue the support to the Multi-Stakeholders Platforms established. The quality of the dialogue space created by the 5 projects was particularly appreciated, recognizing that through the SINCE Programme it has been possible to identify pathways where private and public stakeholders can cooperate in view of common objectives.
- MoUs for PPP should address financial aspects related to the coverage of apprenticeships in view of shifting this responsibility to the private sector.

4. LESSONS LEARNED AND RECOMMENDATIONS

4.1 Lessons Learned and Recommendations on Public Private Partnerships

Lessons Learned	Recommendations for New Actions
Stakeholders and Mandates	
<p>Engagement of the appropriate mandated stakeholders in the public and private sector is key for training and job-placement.</p> <p>Through the strong private sector engagement, appropriate short-term training was designed, while the involvement of local kebeles ensured that the right SINCE beneficiaries were selected.</p> <p>The identification of the private sector stakeholders, who are indicating the number of available jobs, is crucial for the operations of the other SINCE Programme stakeholders involved.</p> <p>Appropriate identification of available jobs can only be done with strong involvement of the private sector stakeholders.</p>	<p>Continue to assess the basic stakeholders' roles and responsibilities. Job creation related stakeholders and their mandates should be continuously assessed and aligned for successful implementation. The most important roles and responsibilities are linked to training provision and the private/public sector employment registration, although additional stakeholders can be identified according to the specific context.</p> <p>Expand Short term training Short term training opportunities should continue and expand through the collaboration between TVET institutions and PES for unskilled and unemployed jobseekers. It should be possible that besides SINCE beneficiaries other jobseekers could join this kind of training. This needs to be balanced with the existing TVET programmes and the recognised Certificate of Competence at the end of the training.</p>
Memorandum of Understanding	
<p>Roles and modalities for job-matching depend on the expertise and skills of the stakeholders involved by the MoU in each SINCE specific area.</p>	<p>MoUs Replication & continuation Through the MoUs, facilitated by the MSPs, the short-term skill training was implemented successfully. This also increased the success of the job matching. An opportunity</p>

<p>Nonetheless, the basic stakeholders to be involved by the MoU are BoLSAs (PES centres), TVET institutes and private sector partners, working together to identify and encourage jobseekers to register, while providing training, apprenticeship and possible future job opportunities accordingly.</p> <p>As crosscutting issue of the SINCE Programme, gender was mainstreamed also in MoUs and equal opportunities were provided for both women and men to enrol in the training programmes and to obtain jobs.</p>	<p>should be created for other sectors, through the use of a centralized system which applies the same methodology, curricula and minimum criteria that will be officially certified. The technical and the soft skill training could be incorporated in MoUs or PPP agreements, as they have proven to be one of the SINCE Programme successful components.</p> <p>Define clear roles and responsibilities MoUs need to inform which stakeholder will manage the PPP. Similarly, the different stakeholders in the MSP could organise a joint budget, as all members of the platform benefit accordingly. The MSP chair might rotate but should be normally managed by the public sector stakeholders, as the PPP needs to represent the interest of the public at large.</p> <p>Renewal and adjustments of Memoranda of Understanding. MoUs need to express more specifically the strategies for sustainability. Adjustments can be based on ‘action’ research. The MoU should be revised regularly through the MSP and elaborated where needed by the different stakeholders, involving new ones if needed.</p> <p>Consider Universities expertise to be involved to elaborate Labour Market Information (LMI) Stakeholders were capacitated to understand their relevance and contributions to overcome different job creation challenges. This methodology activated the PPP and increased the number of PPPs that have been established. Involved stakeholders will need to expand their capability to capture Labour Market Information. In this view, cooperation with Universities could be considered for their expertise in this area.</p> <p>Support the sustainability of signed job creation-oriented MoUs Special consideration should be provided to MoUs sustainability also related to local context and sector specific circumstances. Especially for apprenticeship, as the Labour Proclamation states, the companies should agree to pay the apprentice an established amount for a fixed period of time.</p>
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Multi-Stakeholders Platform (MSP)	
<p>The Multi-Stakeholders Platform is key to success. The main objective of the MSP is to facilitate the matching of unemployed trained SINCE beneficiaries with employment opportunities on a temporary or, more successfully, permanent base. The communication among stakeholders regarding relevant job information created the necessary synergies and started to function efficiently in some SINCE Programme implementation areas, such as Tigray Regional State. Various stakeholders have been added to the MSP in order to scale up impact and the numbers for job matching. Good examples come from the Industrial Park Development Corporation in Amhara Regional State and Tigray Regional State.</p> <p>Knowledge of labour absorbance capacity of private sector. Before SINCE there was an information and networking gap between PES centers and the private sector, also including the large companies. Due to the lack of communication, there was no up-to-date information available on the actual absorption capacity of the local private sector. The 17 SINCE established MSP have reduced the gap of knowledge on labour absorbance capacity of the private sector</p>	<p>Expand private sector incorporation through sectoral associations Agreements with sector associations need to be established to reach out to more private sector companies. This can be done through, for example, the Employers Federations, Industrial Park Development Corporations, One-Stop Shop Centers and the Chambers of Commerce.</p> <p>Continue to digitalize LMI and expand at national level trough MSP approach Labour market information gathering through MSP should continue, as observed in Amhara Regional State and Oromia Regional State SINCE Programme implementation areas. This should be expanded and integrated at national level, which will provide a general standard which can be adjusted to the sectoral, local, urban or rural setting. There are options to digitalize the captured data which would make the application throughout the country easier.</p>

4.2 Lessons Learned and Recommendations on Public Employment Services

Lessons Learned	Recommendations for New Actions
Public Employment Service implementation	
<p>SINCE Capacity to address systemic challenges The SINCE Programme showed that it is possible to support PES implementation addressing challenges at three interrelated levels:</p> <p>1. Identification of the sectors with the potential for developing wage employment opportunities Addressed by Extensive Labour Market Assessment (LMA) and through the formulation of new or improved tailored TVET technical short term training programmes aligned to the identified sectors created an overview of</p>	<p>General recommendations</p> <ul style="list-style-type: none"> ▪ Strengthening multi-stakeholder job-creation oriented platforms ▪ Need to capacitate the PES centers with material and human resources ▪ Need to improve the intake procedures of jobseekers and employers that are posting vacancies ▪ Involvement of Chambers of Commerce for their knowledge and connections with the Private Sector ▪ Need to capitalize on the tripartite MoUs ▪ Scale up pilot level efforts in the SINCE Programme that pertain to digitalization of job registration, job matching and

<p>potential wage employment opportunities.</p> <p>2. Identification of appropriate beneficiaries of the Programme</p> <p>Addressed by setting clear selection criteria in each Programme implementation area and involving all relevant stakeholders in the selection process increased appropriate beneficiary selection.</p> <p>3. Lack of a strong PES system in the Programme implementation areas to hasten the job registration and job matching processes</p> <p>Addressed by establishing job-creation oriented sector specific platforms which played a significant role in directly linking trained beneficiaries to on-the-job training and wage employment opportunities in the selected sectors.</p>	<p>traceability</p> <ul style="list-style-type: none"> ▪ Linkages with TVET service providers and Universities is crucial for the PES centers ▪ Create a PES database that can be interconnected through the Ministry of Science and Higher Education (MoSHE) Intranet installation at every Ethiopian University.
<p>Beneficiaries identification</p>	
<p>Trainings to PES officers involved in the unemployed selection process showed that there is the need to:</p> <ul style="list-style-type: none"> ▪ Capitalise on specific purposes for which the unemployed are selected ▪ Set identification/selection criteria in a transparent and participatory manner and making it convincing to all involved ▪ Contextualise the generic unemployed identification and selection process to local conditions ▪ Provide information related to available jobs and making this information available in the rural areas. 	<p>Expand tailored training and orientation services:</p> <ul style="list-style-type: none"> ▪ Promote tailored technical trainings on the basis of job market assessments in view of matching beneficiaries with and available job opportunities ▪ Provide orientation to beneficiaries on salary expectations. ▪ Give orientation to the wage employment nature of some sectors, and their implications in terms of rules and work ethic.
<p>Public Employments Services functions</p>	
<p>Registration of jobseekers showed the importance of:</p> <ul style="list-style-type: none"> ▪ Making efforts to empower the PES in such a way that it can deliver its full range of services ▪ Promoting the digitalisation of job registrations ▪ Engaging at the Woreda level Labour and Social Affairs Offices in the registration of jobseekers ▪ Enhancing the capacity of sub-city level PES offices to engage in the registration of jobseekers. <p>Job matching showed that:</p> <ul style="list-style-type: none"> ▪ Technical support is required for the local BoLSA offices to learn how to activate the existing systems ▪ PES has started job-matching through direct communication with private companies, which are mostly members of the platforms ▪ The SINCE Programme intervention paved 	<p>Scaling up and strengthening sector-specific job-creation oriented platforms which include PES.</p> <p>Scaling up and strengthening sector-specific job-creation oriented platforms initiated by the SINCE Programme that have a communication process related to the employment needs within the sectors, including the TVET institutes and PES in view of sharing the information.</p> <p>Require companies to provide full information on the job vacancies (LMI) that they want to post in order to increase the matchmaking chance between the jobseeker and the posted vacancies.</p> <p>Foster regular communication with TVET and University.</p> <p>PES centres should establish regular communication with TVET institutes and University career officers on how to register</p>

<p>the way for the development of scalable pilot level automated systems</p> <ul style="list-style-type: none"> ▪ The need to increase the visibility of the PES centres through facilitating cooperation with large companies and Industrial Parks. <p>Traceability showed that:</p> <ul style="list-style-type: none"> ▪ The use of a database to properly register and trace beneficiaries caused a drastic increase of the number of people that could be matched towards jobs ▪ The traceability of jobseekers per sector differs, especially when it includes seasonal jobs such as jobs in the construction sector 	<p>graduates for employment opportunities</p>
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4.3 Lessons Learned and Recommendations on Apprenticeship

Lessons Learned	Recommendations for New Actions
Apprenticeship system	
<p>Apprenticeships do not necessarily lead to permanent wage employment and the SINCE experience has shown that before choosing the sectors it is important to consider the following trends:</p> <ol style="list-style-type: none"> 1. Employment in the construction and metal sectors does not guarantee permanent wage employment 2. Employment in the textiles and leather sectors is guaranteed, but the wages often don't comply with the SINCE Programme beneficiaries' expectations 3. Employment in the agri-business sector is available but not always in the area of origin of the SINCE Programme beneficiaries, meaning they would need to relocate to other areas. <p>Through the Multi-Stakeholder Platforms, the SINCE Programme was able to create common understanding regarding the relevance of the apprenticeship with the involvement of several institutions: BoLSA, TVET and private companies.</p> <p>Capacity building of all stakeholders created more transparent working relations between public and private partners.</p>	<p>Apprenticeship guidelines, manuals and directives should be developed considering different stakeholders in order to support the hosting of apprentices.</p> <p>According to the Ethiopian Labour Proclamation no. 1156/ 2019 it is mandatory for companies to provide apprentices with a clear contract and basic payment. Nevertheless, it was difficult to persuade companies to cover expenses for apprentices. In most situations the SINCE Programme implementing partners covered transport and per diem allowances.</p> <p>In this framework future initiatives should develop guidelines for the payment of apprentices in the different sectors, which includes coverage of transport cost. It would be also important to increase the awareness of the companies involved, so they can understand that the benefits will outweigh the expenses incurred for the apprentices.</p> <p>TVET institutes could sensitize their graduates on the requirements of apprenticeship and refer to the relevant Labour Proclamation articles, while linking with Multi-Stakeholder Platforms and PES to arrange apprenticeship opportunities.</p> <p>Labour and Social Affairs offices should be strengthened to register and follow-up with</p>

	the TVET graduates in the PES system and orient them towards apprenticeship.
Securing Jobs After Apprenticeship	
<p>Effective aspects in securing jobs Three aspects have proved effective in securing jobs after apprenticeship:</p> <ul style="list-style-type: none"> ▪ Previous consultations with companies in a certain sector to verify the number of workers needed ▪ Short term trainings that last for three months and includes a one-month cooperative training increased the chance of SINCE Programme beneficiaries to be offered a job ▪ The mindset of SINCE Programme beneficiaries towards wage employment and the skills developed towards working full days and reporting in sick days was appreciated by companies. <p>Application of cooperative training with short-term skill training The combination of the existing TVET cooperative training in addition to the apprenticeship agreement with private companies has been crucial to match SINCE Programme beneficiaries with job opportunities.</p>	<p>Developing skills aligned to the employers' needs Continuous supervision during apprenticeships is necessary to monitor progress and build skills that are in line with the potential employers' requirements. That would help to create a strong relationship between the apprentices and the employers identifying potential paths for the insertion in the company.</p> <p>Use established connections with Industrial Park Development Corporations (IPDCs) to absorb TVET short term trainees SINCE Programme beneficiaries were well oriented on the use of occupational safety equipment and gained soft skills on work ethics that are appreciated by IPDCs. Use existing connections to promote future initiatives could be instrumental for large numbers of jobseekers to be absorbed by IPDCs companies.</p> <p>Facilitate Company rewards for the successful facilitation of apprenticeships and job placements. All foreign investors could be requested to use the apprenticeship scheme, where jobseekers are trained on-the-job and receive a contract with a minimum payment and transport coverage. Companies that pay for their apprentices could be rewarded through tax compensation mechanisms</p>

4.4 Lessons Learned and Recommendations on Decent Work

Lessons Learned	Recommendations for New Actions
Decent Work Promotion	
<p>The Programme has specifically supported Decent Work promotion through the adoption of the 5 following minimum Decent Work principles:</p> <ul style="list-style-type: none"> • Written Employment Contracts (including timing of salary payment) • Occupational Safety and Health Policy measures • Leave Regulation according to Labour Law (sick, annual, maternity, etc.) 	<p>Continue promoting Decent Work based on the SINCE lessons learned with particular reference to:</p> <ul style="list-style-type: none"> • Inclusion in the MoUs with private companies and in PPP tripartite agreements of the obligation to abide to the 5 Decent Work principles • Identification, based on the specificity of the local context, of a key stakeholder to be in charge of

<ul style="list-style-type: none"> • Career advancement possibility and incentives policies • Employees participation and complaint response mechanisms. <p>The following effective practices for the Promotion of Decent Work Principles can be highlighted as SINCE lessons learned:</p> <ul style="list-style-type: none"> • The practice of signing MoU agreements with private companies that oblige them to adhere to the decent work principles specified in the signed agreements. • The inclusion of agreed five minimum decent work principles in specific PPP tripartite (Private companies, TVETs and Local BoLSA) agreements. • The assigning of the mandate to a responsible implementing partner to support the promotion and awareness creation of decent work principles to the stakeholders. • Awareness creation targeted at SMEs on the selected five minimum decent work principles and gender mainstreaming. • The provision of OSH equipment for the SINCE beneficiaries during short-term training has been particularly appreciated by the private sector. 	<p>promoting awareness on Decent Work principles and monitor the application of the 5 principles</p> <ul style="list-style-type: none"> • Distribution of regular promotion material on Decent Work with special focus on employment to employers and jobseekers • Provision of OSH equipment to apprentices to show to private companies the benefits of working in a safe environment. <p>Promote and enable effective grievance mechanisms in accordance with the guidelines of the Ministry of Labour and Social Affairs - in accordance with the amendment of the Ethiopian Labour Proclamation No. 1156/2019:</p> <ul style="list-style-type: none"> • Discuss with relevant mandated stakeholders how businesses should implement the grievance mechanisms in an organised manner and how to establish a union for employees. • The promotion of grievance mechanisms should be focused on awareness creation on the relevance and establishment of workers' associations and trade union representations from the employees' side within the companies the beneficiaries are employed by.
<p>Employment contracts promotion</p>	
<p>Textile and Garment sector The large private companies linked with the SINCE Programme have practiced employment contracts that have clear annexes dealing with leave regulations, career advancement opportunities and occupational safety and health policies</p> <p>Construction sector Seasonality and the complexity of the working situation related to wage employment is a key challenge for waged employment. The employment contract guarantee is intermittent, seasonal and project based.</p> <p>Metal Works sector In the metal works sector, the practice of a written employment contract is not universal. SME's are hesitant to practice employment with written contracts due to their limited capacity.</p> <p>Leather sector The SINCE beneficiaries linked with cluster</p>	<p>Recommendations for BoLSA or the PES level:</p> <ul style="list-style-type: none"> • Provision of regular training on decent work principles and how to implement them in contracts • Conduction inspections to verify the existence of signed agreements with employees in companies. <p>Recommendations for the large companies level:</p> <ul style="list-style-type: none"> • Provide copies of the signed employment contract to the employees where all provisions are specified • Verify employment contracts with the labour inspector in order to confirm if contracts are updated using the amended version of the Labour Proclamation • Replace employment letters with an employment contract within a

<p>SMEs had inconsistent use employment contracts although, in general, the leather sector enterprises that are linked with the SINCE Programme have practiced the signing of written employment contracts along with leave regulations.</p> <p>Agribusiness sector Potential employers linked with the SINCE Programme are aware of the employment contract through the SINCE awareness activities, although the provision of written employment contracts is not uniform across companies and cooperatives.</p>	<p>specified period of time and followed up by the BoLSA labour inspector.</p> <p>Recommendations for the SMEs and cooperatives level:</p> <ul style="list-style-type: none"> • Although, SMEs have limited capacity to conduct permanent contracts, SMEs should focus on their level of capacity to undertake employment based on time limited employment contracts with clearly defined written contracts. • Cooperatives should create awareness of employment contracts for members and employees. •
<p>Occupational Safety and Health Policy (OSH) measures promotion</p>	
<p>Textile and Garment sector The private companies participating in the SINCE Programme have practiced some occupational and health policies before the SINCE Programme. In line with this, the textile and garment sector is observed to have better occupation safety and health facilities as compared to other SINCE involved productive sectors.</p> <p>Construction sector In general, the practice of occupation safety and health policy varies between companies.</p> <p>Metal Works sector The existing situation of occupation safety and health policy varies with different companies</p> <p>Leather sector There is a limited internal capacity of cooperative based cluster establishments to provide a full set of occupational safety and health equipment. Some SINCE-supported private companies have partially implemented occupation safety and health policies.</p> <p>Agribusiness sector The existing situation of the occupation safety and health policy varies between different companies.</p>	<p>Expand the support to OHSP promotion that showed a good capacity to attract the interest of the private sector:</p> <ul style="list-style-type: none"> • The visibility of safety measures on the workshop and the overall working environment of the textile and garment sector companies would be used as reference for other sectors. • The difference between international companies and locally owned companies regarding the OHSP implementation could be minimised through awareness creation in accordance with international labour law. It is recommended that standard rules & regulations per sector and degrees of implementation based upon the investment capacity of a company be established. • Labour inspectors should provide accreditation for the level to which companies are implementing the OHS standards. • In the metal works, construction and agribusiness sectors, the implementation of OHSP is partly dependable on the working environment of sectoral enterprises; therefore, inspection is recommended to assess the existing gaps in accordance with the new Ethiopian labour law. • In the leather sector, private companies have partially implemented OHSP. Thus, there should be supportive measures for cooperative enterprises and obligatory measure for larger

	enterprises in the leather sector.
Leave regulation promotion according to labour laws	
<p>Soft-skills training to increase knowledge The short-term soft skills and vision development trainings component has been used in providing detailed information on wage-based employment to the SINCE beneficiaries in accordance with labour law employee rights.</p> <p>Textile and Garment sector Due to the SINCE intervention, in this sector, some local companies started the practice of including leave regulations in accordance with the new labour law; whereas the international companies are implementing leave regulation policies according to the old labour law.</p> <p>Construction and Metal Works sectors In these sectors, annual leave and other leave categories are included in the written employment contracts with medium and large companies; however, SMEs are often not considering leave regulation policies as employees' right.</p> <p>Leather sector The few assessed leather enterprises practiced leave regulations before the SINCE Programme.</p> <p>Agribusiness sector Leave regulations are included in employment contracts; however, most employees are not familiar with the details of leave issues because they did not receive copy of their contract.</p>	<p>Continue promoting leave regulations according to the new labour law:</p> <ul style="list-style-type: none"> • Large companies and cooperative based enterprises have included leave regulations within written employment contracts; however, there is inconsistency in the practice of leave regulations using the new labour law. Through BoLSA and its decentralised offices at the zonal/sub-city and woreda levels implementation of the updated Labour proclamation should be monitored and enforced. • At the SMEs level, leave regulations are based on the owners' own initiative, but not regulated as an employee right. Therefore, capacity building and financial capacity enhancement is needed.
Career advancement opportunities and incentive policy promotion	
<p>Textile and Garment sector In general, career advancement opportunities are based upon employee's performance and predesigned career structures.</p> <p>Construction and Metal Works sectors Seasonality and the complexity of these sectors is a key challenge for practicing career advancement opportunities. However, in the metal works sector, some SME's have shared a lesson in upgrading employees and apprentices.</p> <p>Leather sector Implementation of day care incentives with one of the enterprises linked with the SINCE Programme in Addis Ababa, is a lesson to be replicated in other companies in order to enhance women's (who had under-five years of age children) participation in the industry.</p> <p>Agribusiness sector</p>	<p>Provide clear criteria and support for career advancement:</p> <ul style="list-style-type: none"> • In the textile and garment sector, the existing practice of career advancement opportunity could be improved by providing clarity on what the assessment criteria are for promotion. • Day care incentive practices for mothers who have under-five year old children is shown to be an important and a productive means to minimise the employee turnover of female workers in industry sectors and foster their career advancement opportunities.

<p>It was not possible to find detailed and clear information to draw lessons regarding career advancement possibilities in the agribusiness sector.</p>	
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