



International
Labour
Organization

► **Terms of Reference**

Technical assistance for enhancement of productivity and decent work outcomes in the textile and garment sector

12 months resident consulting assignment in Accra, Ghana

Other info

ILO Ghana

March 2023 – Application deadline

► 1. Background

Productivity Ecosystems for Decent Work (PE4DW) is a global multi-country programme with operations in Ghana, South Africa and Vietnam. It is funded by the governments of Switzerland and Norway through the Swiss State Secretariat for Economic Affairs (SECO) and the Norwegian Agency for Development Cooperation (NORAD) respectively. The programme seeks to promote productivity growth for decent work, combining different approaches that strengthen productivity drivers across policy, sector, and enterprise levels.

<https://www.ilo.org/empent/Projects/productivity-ecosystems/lang--en/index.htm>

The Programme will address productivity and decent work deficits across policy, sector and enterprise levels for win-win solutions that improve productivity and that ensure, through social dialogue and workplace cooperation, that gains from productivity growth and decent work are distributed equitably. For this purpose, the Programme has selected a “slice” of the local productivity ecosystem, i.e., 2 sectors and associated segments of the overall ecosystem in which the potential for productivity growth and decent job creation are aligned with feasibility to intervene.

A sector selection study has been conducted and two value chains chosen for project implementation, one of them being textiles & garments (T&G). A Sector Systems Analysis was performed to identify the key constraints contributing to underperformance in the T&G value chain and address these to improve productivity, job creation and better working conditions in these value chains.

► 2. Problems identified and proposed solution

Textile sector challenges

The textile and garment sector in Ghana is suffering from chronic underperformance despite comparative advantages. A deep structural issue is the low level of productivity of the sector. The reasons for this are diverse and are linked to structural problems at the macro level, such as deficient policy frameworks and regulations, and the sector or meso level where sector organizations capacities are limited. However, the most critical area is the micro level where the SMEs active in the sector struggle to gain contracts and remain profitable due to a series of challenges: i) Scarcity of management skills, especially in industrial organisation and cost control, ii) Poor quality control systems, ii) Limited access to markets due to inadequate marketing iii) informality of subcontractors and suppliers iv) Outdated technology and poor maintenance of machines and v) lack of proper productivity measuring systems vi) competition of local industries with cheap imports from China vii) high cost of raw materials and difficulties in sourcing viii) limited access to capital to invest

this sector. As a result of these, the sector is unable to compete favourably in the global marketplace.

Proposed solution

One of the most frequently voiced demands by the social partners is the lack of experienced international experts in the country that can contribute to provide advice and training directly to Ghanaian SMEs. These advisers would help beneficiary companies firstly to understand first-hand where the bottlenecks for productivity and decent work are, and then enable a process of knowledge transfer, technology adoption and upgrading of both management and workers skills to achieve orders and gain markets. Therefore, the proposed solution is to engage an external collaborator that can deliver these services on a long term basis, as first step to establish similar advisory services in government agencies thus ensuring the sustainability of this approach.

► 3. Objectives

Objectives

The **objective** of this call is to recruit the services of a specialist to provide support the improvement of productivity, business sustainability and working conditions of the textiles and garments industries in Ghana.

The specific objectives are the following:

1. Delivery **macro level** improvements in productivity in the textile sector:
 - a. **Revamping of the regulatory and policy framework:** Provide inputs to the drafting of policies and regulations for the textile sector that can improve productivity, raise salaries, and improve working conditions.
 - b. **Technical advisory:** Provide general advice to ILO and social partners, on an ad hoc basis, around questions linked to technical aspects of the garment and textile industry.

2. Delivery of **sector level** improvements in productivity in the textile sector:
 - a. **Measurement of productivity:** Introduce systems for productivity measurement at sector and enterprise levels that enable benchmarking and a close follow up of the effect of improvements on productivity. Provide support on industrial engineering and best practices such as process optimisation, line balancing, standard time, measurement of efficiency using tools e.g. SMV, GSD

3. Delivery of **firm level** improvements in product in the textile sector:
 - a. **Productivity and Decent Work Audit (PDWA):** Development of a productivity and decent work audit that would serve to identify bottlenecks in terms of productivity and working conditions among companies of the textile and garment sector.
 - b. **Delivery of advisory services on productivity and working conditions:** Based on the issues identified in the PDWA, delivery or tailored recommendations to PE4DW beneficiary SMEs on potential upgrades in areas such as industrial organization, production processes, quality control, product development, human resources, etc. Build business cases for the most transformational recommendations.
 - c. **Delivery of training for skills upgrading on productivity for social partners:** Plan and supervise the organization of trainings yearly for workers and/or managers of beneficiary SMEs in the textile sector.
 - a. **Courses on skills for production for workers and floor supervisors:** Courses in areas linked to machine operation, garment manufacturing techniques, OSH, or any other related area
 - b. **Courses on business management for business owners and managers:** Courses in areas linked to marketing, cost calculation, business management, human resources, or any other related area.
 - d. **Strengthen market access:** Plan and supervise the implementation of market access activities that improve the ability of firms and informal operators to gain direct buyers or engage in subcontracting schemes and/or find better suppliers.

► 4. Deliverables

Considering the above-mentioned specific objectives, the consultant will deliver the following products:

1. **Segmented database of potential beneficiary firms in the textile and garment sector**
2. **Productivity and Decent Work assessments and improvement plan for enterprises**
3. **Recommendations from enterprise-level findings that could improve the business environment and policy frameworks**
4. **Summary of other recommendations and technical advice for the garments sector**
5. **Skills development for industrial productivity in the textile and garment sector:**

- **Training programs for textile and garment operators**
 - **Training programs for middle level managers & supervisors**
- 6. Systems development and training for measurement of productivity and progress**
 - 7. Requirements and trainings to expand market access for Ghanaian enterprises**

For the delivery of these products, ILO may provide additional short term technical support.

► **5. Consultancy modality and timeline**

The consultancy will cover a period of 12 months starting after the signature of the contract. This is a full-time consultancy engagement that requires physical presence in Accra, Ghana, with frequent travel to the field. Field trips costs will be covered by the ILO on the basis of the requirements of the activity.

The chronogram and concrete timing for the delivery of each product will be proposed by the consultant in his/her technical proposal but it is expected that no later than three months the following elements are delivered:

Deliverable	Deadline
<ul style="list-style-type: none"> • Inception report & work plan • Segmented database of beneficiary firms • Design of one training program • Draft measurement system proposal • Productivity & Decent Work Audit system • 1st Progress report 	1-3 month

At the same time, every three months the consultant will submit, alongside the deliverables attained, a progress report summarizing all actions undertaken during the period.

► 6. Payment arrangements

The payment arrangements proposed for the assignment are as follows over the 12 months period:

Deliverable	Payment terms
(i) Delivery of inception report and work plan	15% of the total amount
(ii) Delivery of 1 st progress report	10% of the total amount
(iii) Delivery of 2 nd progress report	25% of the total amount
(iv) Delivery of 3 rd progress report	25% of the total amount
(v) Delivery of 4 th and final progress report	25% of the total amount

► 7. Application process

The consultant is requested to submit the following:

1. Brief technical Proposal (maximum 10 pages) that includes:
 - Description of the technical approach to achieve the goals of the TOR.
 - Current Curriculum Vitae (CV) (with references) of the consultant.
2. Financial Proposal: Total financial package for the duration of the consultancy, specifying a monthly rate and breakdown of other costs.

The application should be sent in an electronic format to **Onoma Asiedu (asiedu@ilo.org) and Christina Addo (owusuc@ilo.org) by 30th April, 2023, midnight (UTC).**

All proposals will be evaluated on the following criteria:

- (i) Quality of technical proposal
- (ii) Quality of financial proposal
- (iii) Qualifications of proposed staff

► 8. Qualification requirements

The suitable consultant should have the following background:

- Degree in industrial engineering, related professional technical degree, or business degree with demonstrable technical exposure
- At least 7 years of hands-on experience in textile operations and business management.
- At least 5 years of providing advisory services for the textile and garment industry in industrial organization, upgrading of productivity of productive processes and business management practices or related fields.
- Experience designing and facilitating training in the textile sector, for both operators, supervisors and managers.
- It will be of advantage:
 - Understanding of development cooperation technical systems and processes. Experience working in international development would be valued.
 - Experience advise and providing inputs to policy makers for the elaboration of policies, regulations and other framework documents that promote creating an conducive environment for textile and garment development
 - Experience with labour issues at the factory level, including conflict resolution, wage setting, incentives management and other issues linked to rights at work and social justice.
 - Experienced in methodologies to equip MSMEs with international best practices for productivity, quality and competitiveness through strategies such as business formalisation, standardization, benchmarking, and Kaizen.
 - Experience of working in the T&G sector in Ghana or other African countries will be an asset.
 - Experience working with informal textile and garment actors

The chosen consultant will be notified one week after the deadline of the application. Unsuccessful applicants will be added to a consultant roster and might receive future calls for expressions of interests (please indicate if you do not wish to receive these).

► **9. Confidentiality statements and copy rights**

All data and information received from ILO for the purpose of this assignment are to be treated confidentially and are only to be used in connection with the execution of these Terms of Reference. All intellectual property rights arising from the execution of these Terms of Reference are assigned to ILO. The contents of written materials obtained and used in this assignment may not be disclosed to any third parties without the expressed advance written authorization of ILO.