



# LIWAY

## LIWAY MID-TERM REVIEW SUMMARY

June 2021

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Consortium Partners



Funded by



## I. INTRODUCTION

Mid-Term Review (MTR) of the Livelihoods Improvement for Women and Youth (LIWAY) programme was conducted between 26 April to 14 June 2021 by Fair and Sustainable Ethiopia. The MTR generated critical findings and recommendations for the programme and served as an important learning platform.

The objective of the MTR was two-fold:

- Assess the LIWAY programme from the start of the programme until the end of 2020.
- Learn from the process and results to improve the programme for the rest of the implementation period.

This is the summary of the final Mid-Term Review report of the LIWAY programme.

## II. METHODOLOGY

The MTR team conducted a desk study of programme documents. The consortium partners in cooperation with the MTR team, selected eight interventions to research in-depth, two per LIWAY system, of which the MTR team conducted five case studies. The MTR team did 30 interviews, with the consortium partners, Sida, technical support organisation (Agora Global), implementing partners of the selected interventions, government officials, and people from the target groups.

## III. KEY FINDINGS

### 1. RELEVANCE

The review found that LIWAY has done systematic and in-depth market system and constraint analysis. The sector strategies and interventions are clear and well-defined. The **constraints identified are the most important constraints that hinder economic opportunities for wage or self-employment seekers**. As most interventions are still in the pilot phase and need to take-off, results are illustrative and not fully representative at this stage.

The programme has been **in line with government policies**, as was also confirmed by the government officials and institutions. This has underlined the relevance of the programme and **increased the chances of future support and policy influencing**.

### 2. EFFECTIVENESS

At the impact level, the LIWAY programme expects to achieve an increase of income of poor people in Addis Ababa, resulting from wage employment and self-employment. The programme is currently at take-off stage. Many interventions have been piloted; first results are visible but are too limited to draw firm conclusions.

Based on the eight interventions, the MTR team projected the potential to meet the programme objectives:

- **Labour System:** the MTR team observed that although the labour system strategy identifies relevant constraints in the market system and focuses on cutting exchange costs of job matching, the potential of addressing these valid constraints needs more effort.
- **Medium & Large Enterprise (MLE) System:** the MTR team sees the potential to improve business performance as the two researched interventions directly focus on achieving this objective.
- **Micro & Small Enterprise (MSE) System:** the MTR team sees more potential to achieve its expected results. The constraints identified by LIWAY directly affect the business performance of MSEs. The researched interventions show that results are good; MSEs get better access to information and access to the market. Looking at an increase of income of the target group, the MSE sector is doing better than the others.
- **Skills System:** it is too early to see tangible results in achieving the main programme and sector objectives. Looking at 'signs' of take-off, interventions have contributed to tackling some of the main constraints in the sector.

### 3. EFFICIENCY

The collaboration among the consortium partners is going well, even though at the start of the programme there had been some challenges. Moreover, the LIWAY team has embraced adaptive management. These adjustments have contributed to the efficiency of the programme.

The implementing partners of the LIWAY programme have contributed to the programme in cash and in kind, this is a valuable approach to raise the efficiency of the programme. If implementing partners are fully convinced about the business strategy and they see their future role and performance enhanced, then these contributions will increase the efficiency of the programme.

The process from an intervention idea up to approval of the intervention could be more efficient, though measures have been taken to shorten it to a maximum of three months. During intervention implementation, the programme can also be more efficient in some cases. The MTR team observed that the implementing partners that were satisfied about the efficiency of the procedures, also showed quicker results.

### 4. IMPACT AND SUSTAINABILITY

At programme impact level, increase of income for poor people in Addis Ababa, the LIWAY programme results are still limited (see above).

At lower levels, there are some signs of market adoption, adaption, and scale-up (expand and respond). **The implementing partners of the eight researched interventions all have changed their business model as a result of the programme.** Some added a new group of customers, others have made a mind-set change or considered adding new services. **It seems obvious that the LIWAY**

programme has played a catalytic role in this change. This is also demonstrated by the fact that all implementing partners have committed and co-invested in the LIWAY programme.

There are a couple of **signs for sustainability**. Some of the new business models of the implementing partners have proven to work well and are increasing the income or creating additional jobs. Others still have to prove their contribution to sustainable impact.

There are some **examples of crowding-in** (e.g., new businesses entering the market or other sub-cities starting with similar services) and **changes at policy level** (e.g., government started to subsidise certain services that were started in the LIWAY programme). That shows **results are sustainable and create a more enabling environment**.

## IV. RECOMMENDATIONS

### Programme Management

- The MSD design process should be leaner, with shorter decision-making and hands-on monitoring. The LIWAY team should revise its steps in the intervention design phase.
- During implementation it is important to remain flexible and proactive. To achieve this, frequent contact with implementing partners, instead of only focusing on the progress of the intervention, is important.

### LIWAY Systems

- Labour System: designed Interventions of this system are relevant and with great potential towards the achievement of LIWAY objectives, more effort may be needed for the maximum utilisation of this potential.
- MLE System: critically review the assumption that company growth will lead to additional jobs and income improvement of staff.
- MSE System: focus on facilitating MSE policy and regulation change, as well as prioritise the current interventions and constraints that are worked on.
- Skills System: strengthen the collaboration with the Federal TVET Bureau and start talking with them on the possibilities of rolling it out to other regions.

### MRM and Learning

- The MRM system should monitor systemic changes at all different levels of the ToC. At the lower levels to make sure that interventions' market triggers are taken up and the right people are reached. At highest impact levels test the assumptions underlying these results.
- Link MRM with a clear organisational learning strategy, emphasising communication, skills building, learning, and knowledge sharing among the consortium partners. That strategy should include a practical action plan and structure (e.g., regular meetings).
- LIWAY staff should get into direct contact with the target group for data quality purposes.

## Collaboration with Implementing Partners

- Focus should remain on the government as partners and on engaging them systematically. LIWAY must help implementing partners to work more with government. Building a strong network in the government bodies can help in addressing the structural challenges of working with government partners. Keep in touch with government staff that were trained by LIWAY and transferred to another position. They can be the ‘ambassadors’ for the LIWAY programme.

## Gender

- Systematically review, update, and implement the gender strategy of the programme and update the MRM tools from a gender perspective.
- Arrange and provide training and best experience sharing to the technical LIWAY staff on gender transformative practices.

## V. MANAGEMENT RESPONSE TO MTR

### 1. PROGRAMME MANAGEMENT

- Minimise the intervention design process, and the upper limit should be three months (half the current average). LIWAY will continue to be flexible and adaptive management will continue to be the key principle.

### 2. LIWAY SYSTEMS

- Changed terminology to reflect our four systems and developed an integrated theory of change. Following the MTR recommendation, a refinement of the results framework to capture the different nature of the results across the different programme sectors was proposed and approved by Sida. Accordingly,
  - Labour and MSE will retain the intention to capture (with different degrees of contribution as is normal in MSD programmes) the number of people who have realised increased incomes as a result of programme activities within the programme lifespan.
  - MLE will measure (with a similar approach to contribution) the increased productivity of labour-intensive firms, which will be the metric for which the LIWAY programme is accountable within its lifespan. LIWAY will then engage in research to make realistic projections of the eventual impact in terms of the number of people whose incomes will have increased as a result of these productivity increases – through both higher wages and new jobs.
  - Skills will aim, through systemic changes in the skills system, to increase the number of members of the target group graduating with improved quality skills relevant to LIWAY’s three target systems within the programme’s lifespan. This is the objective for which this component will be held accountable. Research will then be conducted to project the eventual dividend for those people in terms of how many of them will

realise increased incomes and within what timeframe. It is worth noting that we expect the number of skilled target group graduates to be far greater than those who would have gone on to earn more income within the programme timeframe.

### 3. MRM AND LEARNING

The LIWAY programme will monitor systemic changes at all the different levels of the ToC to assess if market triggers are taken up and the right people are reached. In doing so, the programme will assess the highest impact levels and test the assumptions underlying these results on the top of monitoring the results for the intended target groups.

### 4. CONSORTIUM COLLABORATION

Consortium management has been a complex reality with different internal procedures and frequent staff turnover. Even though the LIWAY consortium partners have agreed upon division of roles (specific systems implementation leadership), cross-learning and collective responsibility to achieve the programme's overall objective is absolutely essential.

### 5. COLLABORATION WITH IMPLEMENTING PARTNERS

The LIWAY programme will continue using the network and reliable relationship with Government of Ethiopia (GOE) partners to influence decisions pertinent to the systems and to address structural challenges. LIWAY will conduct a training on MSD to selected and key GOE partners and will continue to be flexible in strategically addressing needs of the GOE partner bureaus and offices.

### 6. TARGET GROUPS

As LIWAY matures as a programme, the measurement of poverty will be refined by considering evolving contexts. And also, in line with the LIWAY MTR recommendation, the original definition of the target group is revised. Therefore, the expanded LIWAY programme will aim to benefit **young women and men within the 15 to 35 age range** and adult women with an **individual income of below 3,000 ETB/month**.

### 7. GENDER

LIWAY will recruit a full-time gender specialist who will support all systems and will continue to systematically review, update, and implement the gender strategy of the programme and update the MRM tools from a gender perspective. The technical team of the LIWAY programme will also conduct gender analysis before the design of any intervention and make it a criterion for approval of the intervention.