



LIWAY

PROGRAMME RESULTS OVERVIEW 2021

MARCH 2022

Consortium Partners

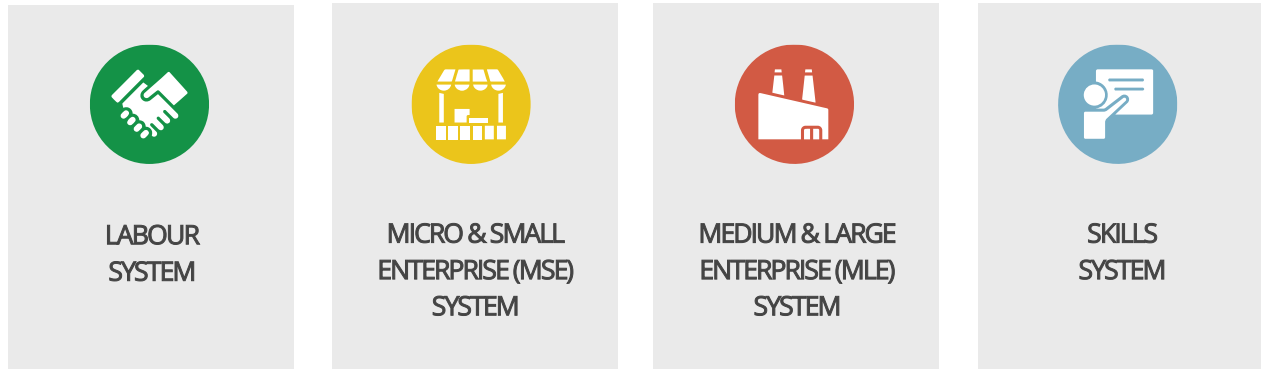


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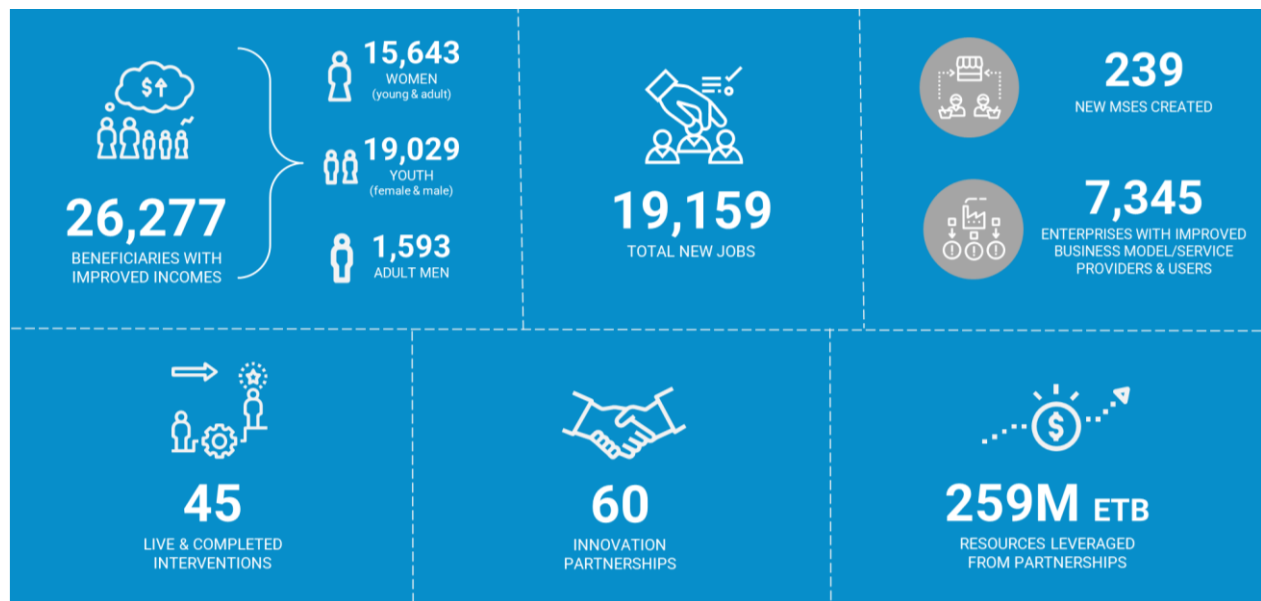


The Livelihoods Improvement for Women and Youth (LIWAY) programme aims to contribute to sustainable poverty reduction and social stability in Addis Ababa by increasing incomes through improved wage and self-employment opportunities for 200,000 poor people, including at least 100,000 women and 150,000 youth.

LIWAY WORKS IN FOUR INTERRELATED MARKET SYSTEMS



KEY RESULTS TO DATE



OUR APPROACH

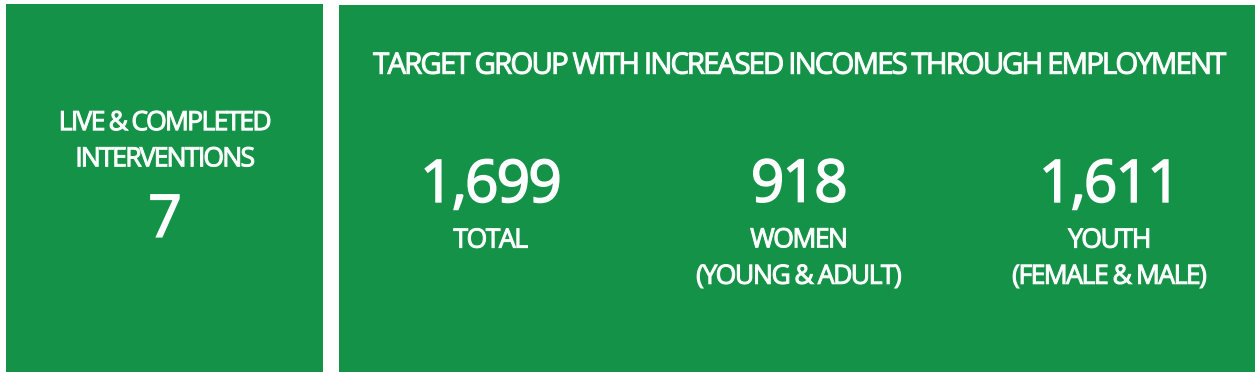
We work in partnership with diverse market actors to address the root causes of market failure that disadvantage or exclude poor women and youth from wage and self-employment opportunities. Our aim is to make existing systems work better for our target group, while demonstrating benefit to public and private actors that play a role in the systems to ensure sustainability and continued improvement beyond the programme period. Our role ranges from establishing linkages and dialogue between different actors, to engaging in direct research and advocacy, to sharing investments to test innovative models with high potential for sustainability and large-scale impact. We share lessons learned and best practices to encourage involvement of other market actors to scale solutions and develop new innovations to maximise impact for the target group.



LABOUR SYSTEM

Improving access to better paying wage employment

KEY RESULTS TO DATE



INTERVENTION FOCUS AREAS

- Innovative solutions to improve access to job information for the target group.
- Development of physical and online platforms to improve job matching.
- New models to reduce childcare costs and increase women’s participation in the workforce.
- Policy and regulation reform to create an enabling environment for pro-poor childcare services.
- Alternative ways to verify identity, skills, and trustworthiness for employment.
- New insurance mechanisms to alleviate employer risk concerns.

HIGHLIGHTS

In 2021 the labour system increased income through employment for **1,277** women and youth by implementing a variety of interventions in partnership with both public and private partners. The interventions that made the biggest contribution to these results were a pilot job fair that created **959** new jobs for women and youth, an intervention in response to COVID-19 that created **141** jobs through disinfection training and services for laid off domestic workers, and a digital job matching intervention for overseas employment, which matched **72** target group members to jobs.

There has also been good progress with development of a guarantee fund that has enabled **50** domestic workers to start new jobs without the need for references, and development of pro-poor childcare services, which have provided care for **55** children to date.

There are several indications of systemic change through LIWAY’s activities in the labour system, which include willingness of market actors to test new business models and commit financial, human, and physical resources for pilots, as well as invest in adaptations/improvements and service expansion. In addition, other market actors have begun to engage in activities that will help interventions move towards greater scale.

FEATURED INTERVENTIONS

JOB FAIRS TO ENHANCE JOB MATCHING

Pilot of a job fair to bring together employees and job seekers. Includes promotional activities, job readiness testing for job seekers, job search soft skills training, and panel discussions on labour market research, trends, experiences, and potential improvements.

To date **32** employers and **3,315** job seekers have attended and **959** job seekers (453 female) have been matched with jobs.

Partner(s): Mela Events Planning and Management PLC, Aha Psychological Services and BoLSA.

DIGITAL JOB MATCHING

Digitisation of the Bureau of Labour and Social Affairs (BOLSA) manual job seekers registration and job matching service to improve registration, training, assessment, and placement of job seekers for both domestic and overseas employment.

To date **12,025** job seekers have registered, **959** of which have been trained and assessed. **72** job seekers (31 female) have been matched for overseas employment.

Partner(s): BoLSA, Minab IT Solutions

FINANCIAL GUARANTOR SCHEME TO REPLACE CHARACTER REFERENCING

Pilot of a financial guarantor insurance product where money is placed in a blocked bank account as financial security for the employer. A portion of the employee's monthly salary goes towards their financial guarantee deposit until they save enough to guarantee themselves.

To date **50** domestic workers have benefitted with access to employment due to the scheme.

Partner(s): Enat Bank, TaskMoby

TEMPORARY JOB CREATION THROUGH DISINFECTION TRAINING AND SERVICES

Training on disinfection service provision for domestic workers and job seekers to create employment opportunities in response to COVID-19.

To date **603** domestic workers have been trained, of which **428** (223 female) have obtained work.

Partner(s): TaskMoby



FEATURED CASE STORY

New childcare model uses surplus space on public institution compounds to deliver pro-poor childcare services, enabling women like Tiruye to participate in the workforce with confidence that her child is well cared for.

[FIND OUT MORE](#)



MSE SYSTEM

Reducing barriers to business entry and growth and stimulating innovation

KEY RESULTS TO DATE



INTERVENTION FOCUS AREAS

- Availability of accessible and affordable physical and online spaces for production and trade.
- New financial products and requirements suited to MSEs.
- Availability and relevance of business-related information for MSEs.
- Value chain partnerships to create new business opportunities.
- Policy and regulation reform to create an enabling environment for MSEs.

HIGHLIGHTS

In 2021 the MSE system increased incomes of **5,106** beneficiaries in new and existing MSEs, of which **2,717** are women and **3,983** are youth. The greatest contributions to improved employment and incomes of poor women and youth came from an intervention that improves access to information for MSEs, which benefitted **3,232** poor people during the year, as well as a fruit and vegetable intervention that benefitted **350** people, and public private partnership bazaar and digital marketing services interventions, which benefitted **259** and **158** MSEs respectively. Progress was also made in interventions focused on improving access to finance, which include an intervention on retail trade opportunities for women and a digital payment intervention.

Indications of systemic change include implementing partners' willingness to adopt and invest in new models, as well as in service improvements and platform adaptations. New models are starting to be replicated, such as the public private partnership bazaar model by private actors. Also, new proclamations have been developed and other actors are emerging in the digital/ecommerce space.

FEATURED INTERVENTIONS

ACCESS TO INFORMATION FOR MSEs

Pilot of a subscription-based information platform tailored for MSEs. Includes the Megbia portal for B2B and B2C, a construction portal, a call centre, and technical training to improve awareness and information seeking behaviours of women and youth.

To date **4,821** MSEs have greater job and market potential due to access to information through the platform.

Partner(s): eBiz Online Solutions PLC

DIGITAL MARKETING SERVICE FOR MSEs

Pilot of an ecommerce platform (HelloMarket) that extends MSE reach and provides improved payment and product storage and delivery capabilities. Includes technical and marketing training and access to customer feedback and information on preferences.

To date **1,099** MSEs are accessing the digital marketplace and have sold over **45,000** products worth over **11 million ETB**.

Partner(s): BelCash Technology Solutions PLC

FRUIT AND VEGETABLE FOR JOB CREATION

Business model where a private market actor provides quality products at fair prices to target MSEs, as well as on-the-spot product delivery on an agreed schedule. Includes several improved services, such as advance supply credit, technical and marketing skills, and promotion and marketing services.

To date **415** women and youth have received business and technical training, and **350** beneficiaries have increased incomes.

Partner(s): Omotic Organic Foods

DIGITAL PAYMENT FOR JOB CREATION

The model enables sustainable self-employment through an agent model for sales of mobile top up (electronic vouchers) and other services. Includes technical and management support services for agents and access to working capital to buy float.

To date **80** women and youth have increased their income by becoming mobile top up agents.

Partner(s): PayWay, Awash Bank



FEATURED CASE STORY

New public private partnership bazaar model provides a regularly held and promoted affordable event for MSEs to expand their reach and sales, benefitting women like Arsema.

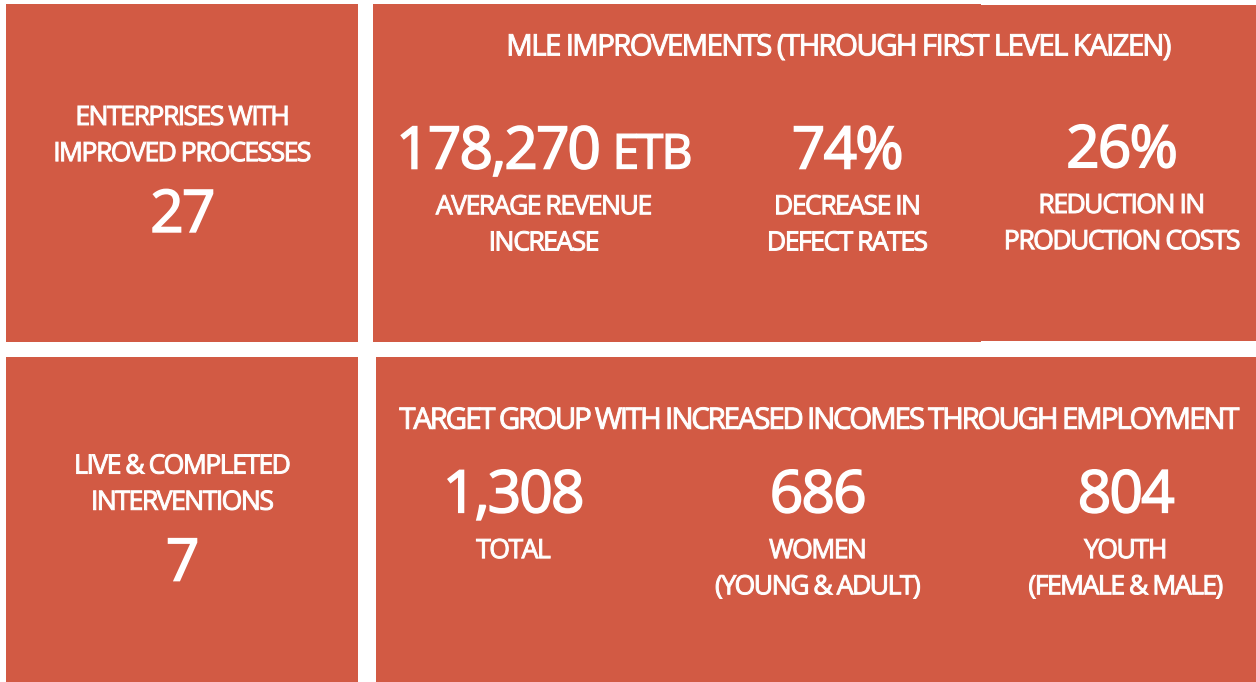
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MLE SYSTEM

Creating more and higher paying jobs through growth of medium and large enterprises

KEY RESULTS TO DATE



INTERVENTION FOCUS AREAS

- Improvement of the HR function to increase employee performance and firm productivity.
- Development of internal and external production management capabilities.
- Strengthening domestic input supply and linkages between domestic input suppliers and manufacturers.
- Improvement of sales and marketing capabilities of manufacturing firms.

HIGHLIGHTS

In 2021 the MSE system improved processes of **13** enterprises, six of which were through scale up or advanced implementations of Kaizen principles and seven were through a wastepaper recycling intervention. The wastepaper recycling intervention also increased incomes of **1,250** poor people during the year including 666 women and 756 youth, who were trained in sorting, handling, and transporting wastepaper to establish their own businesses. In addition, Kaizen training was delivered to **86** production management trainees.

Signs of systemic change are beginning to emerge in the production management and input supply intervention areas, which are the most mature. Specifically, the interventions demonstrating signs of systemic change are Kaizen principles implemented in the production management of firms and wastepaper collection and recycling.

FEATURED INTERVENTIONS

IMPROVING PRODUCTION MANAGEMENT OF FIRMS (KAIZEN)

Pilot to train and certify local consultants on the Kaizen approach. Trainees consult manufacturing firms on production management improvements using the Kaizen approach.

To date **19** enterprises have improved business processes through implementation of first level or advanced level Kaizen principles, and **58** women and youth have increased income.

Partner(s): Ethiopian Kaizen Institute

WASTEPAPER RECYCLING FOR INPUT SUBSTITUTION

A more efficient paper collection system and access to raw materials through expansion of existing services to include more office buildings, increased collection locations, and an agent network that provides income opportunities for the target group.

To date **1,250** poor people have benefitted through training to establish wastepaper collection businesses and **8** enterprises have improved processes.

Partner(s): Addis Ababa Solid Waste Management Agency (AASWMA)

INPUT SUPPLY INFORMATION AND MARKET LINKAGE

Creation of a comprehensive online input supply information platform for the textile and garment sector that links domestic input producers with manufacturers.

To date data has been collected from **100** manufacturing firms and input suppliers for potential use of the information platform.

Partner(s): Ethiopian Textile Industry Development Institute (ETIDI)

HR PROFESSIONAL DEVELOPMENT

Classroom-based HR training and certification programme that includes internships with manufacturing firms to gain practical experience, create demand for HR skills in the sector, and lead to ongoing HR management improvements in firms.

HR practitioner training has commenced and will be finalised in the first quarter of 2022.

Partner(s): Ethiopian Management Institute (EMI)



FEATURED CASE STORY

The management of the Coffee Processing and Warehouse Enterprise (CPWE) showed strong commitment to changing conditions through implementation of the 5S's of the Kaizen approach. As a result, several gains have been realised including increased revenue and reduced costs. They were also able to employ 13 new employees (8 women, 5 youth).

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SKILLS SYSTEM

Improving skills development to unlock wage and self-employment opportunities

KEY RESULTS TO DATE



INTERVENTION FOCUS AREAS

- Quality improvement of trainers, curricula, and content within the skills system.
- Coordination and engagement of relevant stakeholders in the skills system.
- Marketing and improving perceptions toward TVET programming.
- Institutional strengthening of TVET colleges.

HIGHLIGHTS

In 2021 the skills system supported **13,271** women and youth to access wage and self-employment opportunities, of which 8,951 are women and 9,791 are youth. These results were achieved through targeted interventions focused on strengthening skills service provision and increasing capacities of institutions and individuals working within the skills system. In addition to creating employment opportunities, several employers and/or manufacturing firms improved productivity and quality of production and added value to their services as a result of increased workforce capacity.

The skills team also facilitated several activities relating to the enabling environment, including supporting relevant market actors to develop and implement various directives and manuals. **Eight** directives and manuals have been developed to date in collaboration with the federal TVET agency, Aha psychological and behavioural private firm, and the federal TVET trainer institute.

There are several signs of systemic change, including adoption of and investment in new models, curricula, and methods, incorporation of new curricula in regular course offerings, and regular curricula updates, as well as increased employer engagement and interest in replication.

FEATURED INTERVENTIONS

DEMAND-DRIVEN SKILLS SERVICE DELIVERY

Demand-driven skills service delivery conducted coordinated labour market assessments (CLMA) with participating TVETs and use the findings of the CLMA to improve/develop curricula and delivery of market-oriented skills.

To date **6,756** people (1,351 wage and 5,405 self-employed) are linked to jobs.

Partner(s): Addis Ababa TVET Agency

PROFESSIONAL NANNIES TRAINING FOR QUALITY CHILDCARE SERVICES

Development of improved training materials for nanny training in consultation with key stakeholders such as childcare service providers, as well as development of linkages with potential employers.

To date **1,250** target group members have been trained, and **912** are engaged in jobs as professional nannies.

Partner(s): Nave Hotel and Tourism College

WORKFORCE DEVELOPMENT BY SETTING UP SATELLITE TRAINING CENTRES

Pilot in the leather sector where a satellite training centre is established in the compound of each targeted leather company. Curricula are designed in cooperation between the TVET and company experts and delivered by trained company experts with technical oversight by the TVET.

Due to increased access to trained employees, the three participating leather shoe companies have generated **33 million ETB** from 110,000 pairs of school shoes, and two of the companies have generated an additional **589 million ETB** by producing 842 pairs of military shoes.

Partner(s): Leather Industry Development Institute (LIDI)

SUPPORTING INDUSTRIES WITH TAILORED AND TRAINED WORKFORCES WHILE CREATING EMPLOYMENT FOR TARGETS

Improved and required training materials were developed to enable firms to successfully pivot in response to COVID-19 by producing sanitisers and alcohol-based cleaning products that adhere to WHO standards.

To date training of trainer (ToT) was provided to **107** participants from **31** target industries, which was cascaded to **734** target groups in the **31** industries.

Partner(s): Food, Beverage, and Pharmaceutical Industrial Development Institute (FBIDI)



FEATURED CASE STORY

Access to skills and start up support enable young women like Yewbdar to successfully start and grow businesses.

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