LI WAY
PROGRAMME RESULTS OVERVIEW 2022
30 MARCH 2023
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 257,000 poor people, including at least 128,500 women and 192,750 youth.

**LIWAY WORKS IN FOUR INTERRELATED MARKET SYSTEMS**

- **LABOUR SYSTEM**
- **MICRO & SMALL ENTERPRISE (MSE) SYSTEM**
- **MEDIUM & LARGE ENTERPRISE (MLE) SYSTEM**
- **SKILLS SYSTEM**

**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.

**CORE PRINCIPLES OF OUR APPROACH**

- **M**arket-based approach
- **I**nnovation & experimentation
- **A**daptive management
- **S**haring learnings
- **L**ong-term sustainability
- **I**mpact at scale
KEY RESULTS TO DATE

KEY RESULTS ACHIEVED TO DATE

- 77,894 beneficiaries with improved incomes
- 41,498 (53%) women (young & adult)
- 61,782 (79%) youth (female & male)
- 4,292 adult men
- 63,595 (82%) total new jobs
- 14,299 (18%) maintained jobs
- 45 live & pipeline interventions
- 149 innovation partnerships
- 94 private
- 55 public
- 294.3M ETB resources leveraged from partnerships

2022 RESULTS & TRENDS TO DATE

CUMULATIVE

- Labor
- MSE
- MLE
- Skills
- Total

Consortium Partners
LABOUR SYSTEM
Improving access to better paying and decent wage employment

KEY RESULTS TO DATE

<table>
<thead>
<tr>
<th>Live &amp; Completed Interventions</th>
<th>Target Group with Increased Incomes Through Employment</th>
</tr>
</thead>
<tbody>
<tr>
<td>11</td>
<td>14,776 Total</td>
</tr>
<tr>
<td></td>
<td>7,058 Women (Young &amp; Adult)</td>
</tr>
<tr>
<td></td>
<td>14,027 Youth (Female &amp; Male)</td>
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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 2022 the labour system increased income through employment for 13,027 target group members through the implementation of a variety of core interventions in partnership with private and public partners. Interventions focused on improving labour exchange infrastructure made the biggest contribution to the creation of new jobs. In particular, the gig work connection platform created 6,044 jobs, improved job matching services for MSEs created 3,991 jobs, and online and offline job matching created 2,312 jobs.

Income surveys were conducted with 188 randomly selected employed participants who had previously been jobseekers. 92% of respondents reported an increase in monthly income. 47.6% of respondents that had used the gig work connection platform reported an average monthly income of more than 3,000 ETB, with the highest income being 65,000 ETB. Likewise, about 46% of respondents who secured new jobs using improved job matching for MSEs reported a monthly income between 3,000 ETB and 6,000 ETB, with an average of 5,774 ETB.

Indications of systemic change include market actors’ willingness to commit resources to pilot, maintain, and expand services, as well as new market entrants with similar models and features, for example, new tech-enabled job matching service providers and gig work connection platforms.
FEATURED INTERVENTIONS

GIG WORK CONNECTION PLATFORM (CREATING EMPLOYMENT OPPORTUNITIES THROUGH A DIGITAL CONNECTION PLATFORM)

Enhancement of a digital gig work connection platform (GoodayOn) to include those less comfortable with technology and without smartphones by adding a call centre and SMS service, in addition to intensive marketing to attract more gig workers and employers.

To date, more than 35,000 gig workers and 5,500 employers have been registered and 6,044 job opportunities have been created.

Partner(s): GoOnline Digital Advertising PLC

IMPROVED JOB MATCHING SERVICES FOR MSEs

All-inclusive platform (Freelance Ethiopia) to match women and youth with varying academic backgrounds with MSEs seeking quality employees, which includes an enhanced Telegram bot, web portal, call centre, and SMS service.

The enhanced Telegram bot has reached 206,233 subscribers, job postings have increased by 288% from the baseline, and 3,991 new jobs have been facilitated.

Partner(s): Masero Technologies & Advertising PLC

ONLINE AND OFFLINE JOB MATCHING

Facilitation of job matching through online platforms including a mobile application and web portal (ensira.com), as well as through offline platforms, which include a call centre and movable job corners to cater to jobseekers without smartphones and internet connectivity, as well as for digitally illiterate users.

To date more than 15,000 users have been registered through the web portal and call centre and new jobs have been facilitated for 2,312 jobseekers.

Partner(s): TradEthiopia Commissioning

AFFORDABLE CHILDCARE SERVICES TO ENHANCE WOMEN’S EMPLOYABILITY

Two models are being piloted which involve the use of surplus space for the provision of affordable childcare services. The first of which is public childcare services with four public schools and TVET colleges, and the second of which is a public-private partnership with Bole Lemi Industrial Park and Employees Cooperative.

To date 128 women/parents have accessed these childcare services, enabling them to remain in their jobs or gain new employment.

FEATURED CASE STORY

An improved digital job matching platform is creating employment opportunities for youth like Meklit who now has increased understanding of the labour market needs, experience in different jobs, and income to pay for her education.
MSE SYSTEM
Reducing barriers to business entry and growth and stimulating innovation

KEY RESULTS TO DATE

<table>
<thead>
<tr>
<th>TARGET GROUP WITH INCREASED INCOMES THROUGH BUSINESS START-UP OR GROWTH</th>
</tr>
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<tbody>
<tr>
<td>TOTAL</td>
</tr>
<tr>
<td>THROUGH NEW MSEs</td>
</tr>
<tr>
<td>THROUGH EXISTING MSEs &amp; WAGE EMPLOMENT IN MSEs</td>
</tr>
<tr>
<td>WOMEN (YOUNG &amp; ADULT)</td>
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<tr>
<td>YOUTH (FEMALE &amp; MALE)</td>
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<table>
<thead>
<tr>
<th>LIVE &amp; COMPLETED INTERVENTIONS</th>
<th>11</th>
</tr>
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<tbody>
<tr>
<td>NEW ENTERPRISES ESTABLISHED</td>
<td>3,197</td>
</tr>
<tr>
<td>LOANS TO MSEs</td>
<td>767</td>
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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 2022, the MSE system surpassed its annual projection for increased income of target group members, achieving 179% of its target. Incomes of 14,817 target group members increased during the year from self-employment in new and existing enterprises and new jobs resulting from business growth. The results were driven primarily through three mature interventions, namely Public-Private Partnership Bazaar Service for MSEs, which benefitted 2,144 target group members, Digital Marketing Service for MSEs, which benefitted 5,557 target group members, and Access to Information for MSEs, which benefitted 4,194. During the year, a new intervention was introduced that is expected to benefit a significant number of MSEs and change the landscape of Ethiopia through the provision of non-collateralised digital loans.

Indications of systemic change include market actors’ willingness to commit resources to pilot, maintain, and expand services, as well as replication and adaptation of interventions, such as a new private-private bazaar model, and new market entrants providing digital marketing services.
FEATURED INTERVENTIONS

PUBLIC-PRIVATE PARTNERSHIP BAZAAR
Increased MSE visibility and sales through a PPP bazaar that is sustainable due to private sector ownership of the business model. The bazaar is affordable, conveniently located, regularly held and promoted, and includes support services (e.g., marketing training).

To date 1,256 MSEs (70% women-owned) have benefitted from the bazaars and have generated combined on-spot sales of 5,577,786 ETB.

Partner(s): ASHENGO PLC, BoLEID, Hyatt Regency Hotel

DIGITAL MARKETING SERVICE FOR MSES
Pilot of an e-commerce platform (HellooMarket) 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 1,366 MSEs are accessing the digital marketplace and have sold over 73k products worth over 16.3 M ETB.

Partner(s): BelCash Technology Solutions PLC

ACCESS TO INFORMATION
Youth and women led MSEs access business and market information through a subscription-based platform tailored for MSEs, enabling them to grow and create more jobs for unemployed youth and women.

To date 5,039 MSEs have subscribed the A2I-KEFTA platform, of which 1,176 have been trained to better utilise it. The call centre is handling nearly 24,000 service calls per year since its launch and more than 3,000 MSE profiles have been uploaded to the platform to promote their business to a wider audience through various channels.

Partner(s): EBIZ Online Solutions Plc, BoLEID

NON-COLLATERALISED DIGITAL LOANS FOR MSEs
Pilot of a new business model to build a financial ecosystem that integrates a digital lending system and credit scoring technology to facilitate non-collateralised digital loans for MSEs.

To date 200 MSEs have received non-collateralised loans valuing over 6 million ETB.

Partner(s): ONE Microfinance Institution S.C., BelCash Technology Solutions PLC, Ethio Score PLC.

FEATURED CASE STORY
Rosa’s dreams of having her own business are realised with the help of digital marketing service HellooMarket, which also enabled her to retain staff and grow the business during the challenges of COVID-19.

FIND OUT MORE
MLE SYSTEM
Creating more and higher paying decent jobs through growth of medium & large enterprises

KEY RESULTS TO DATE

<table>
<thead>
<tr>
<th>TARGET GROUP WITH INCREASED INCOMES THROUGH EMPLOYMENT</th>
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<tbody>
<tr>
<td>15,086</td>
</tr>
<tr>
<td>6,191 WOMEN (YOUNG &amp; ADULT)</td>
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<tr>
<td>11,207 YOUTH (FEMALE &amp; MALE)</td>
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<table>
<thead>
<tr>
<th>LIVE &amp; COMPLETED INTERVENTIONS</th>
<th>ENTERPRISES WITH IMPROVED PROCESSES</th>
<th>MLE AVERAGE INCREMENT IN CAPACITY UTILISATION RATE</th>
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<tbody>
<tr>
<td>7</td>
<td>20</td>
<td>36%</td>
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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 2022, the MLE system surpassed its annual projections achieving 247% of its target for increased income through employment. In total 13,778 target group members realised increased incomes during the year. The results were achieved predominantly through the waste recycling interventions that have achieved systemic changes, which have resulted in a more sustainable and inclusive market system for women and youth. This includes the Wastepaper Recycling for Input Substitution intervention, through which 10,601 jobs were created and the Waste Plastic Recycling for Input Substitution through which 751 jobs were created. In addition, 28 businesses improved their business performance through Kaizen and improved wastepaper and plastic inputs supply in 2022.

Indications of systemic change include market actors’ willingness to commit resources to pilot, maintain, and expand services, as well as replication of the waste recycling model.
FEATURED INTERVENTIONS

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 172 MSEs have been organised, of which 117 are active and collectively generated 107 million ETB in revenue in 2022. A total of 11,851 jobs have been created.

Partner(s): Addis Ababa Cleaning Management Agency (AACMA)

WASTE PLASTIC RECYCLING FOR INPUT SUBSTITUTION

Expansion of the wastepaper recycling model to include waste plastics and provide additional income generation opportunities for women and youth.

To date 75 MSEs have been organised and a total of 751 jobs have been created in 2022.

Partner(s): Addis Ababa Cleaning Management Agency (AACMA)

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 20 enterprises have improved business processes through implementation of first level or advanced level Kaizen principles, and 2,469 women and youth have increased income.

Partner(s): Ethiopian Kaizen Institute

E-COMMERCE ADOPTION TO IMPROVE TRANSACTIONS OF MANUFACTURING FIRMS

Intervention to connect e-commerce companies with MLEs in order to foster strategic relationships in enabling e-commerce enterprises to better provide their services and train/coach MLEs in their transition into the digital market.

Activities to link e-commerce companies and MLEs (e.g., workshops) have commenced.

FEATURED CASE STORY

Flexible Packaging Manufacturing PLC was one of five MLEs to participate in the pilot intervention to improve production management for enhanced productivity and quality. As a result, several gains have been realised including an increased capacity utilisation rate and revenue. They were also able to employ 29 new employees and increase incomes of 101 existing employees.
SKILLS SYSTEM
Improving skills development to unlock wage and self-employment opportunities

KEY RESULTS TO DATE

<table>
<thead>
<tr>
<th>TARGET GROUP WITH INCREASED INCOMES THROUGH WAGE OR SELF-EMPLOYMENT</th>
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</thead>
<tbody>
<tr>
<td>TOTAL</td>
</tr>
<tr>
<td>THROUGH WAGE EMPLOYMENT</td>
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<td>WOMEN (YOUNG &amp; ADULT)</td>
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<td>YOUTH (FEMALE &amp; MALE)</td>
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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 2022, the skills system increased income through employment targets were surpassed and 143\% of the annual target was achieved. During the year, the skills system facilitated increased income through employment of 9,945 women and youth. Incomes have grown from zero during baseline to a current monthly average of 2,800 to 3,600 ETB. In addition, 129 MSEs were supported in 2022 to maintain their jobs with better income, which at baseline was 1,500 ETB and after programme support has increased to a monthly average of 4,500 ETB.

The predominant contributors to the results are interventions focused on improving the quality of trainers, curricula, and content, as well as coordination and engagement within the skills system. These include Career Development Centre for TVET Trainees and Graduates, which benefitted 1,688 women and youth in 2022, Domestic Workers Professional Training for Improved Employment Opportunities, which benefitted 1,169 women and youth, and TVET Trainers’ Industrial Attachment Programme, which benefitted 1,931.

Indications of systemic change include 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

CAREER DEVELOPMENT CENTRE FOR TVET TRAINEES AND GRADUATES
Addresses the employability skill gaps of TVET trainees and graduates in Addis Ababa.
To date **2,420** women and youth have been trained, of which **2,286** have secured employment.
Partner(s): Aha Psychological Services PLC, as well as 12 TVET colleges.

DOMESTIC WORKERS PROFESSIONAL TRAINING FOR IMPROVED EMPLOYMENT OPPORTUNITIES
Focuses on improving the professional and employability skills of women by piloting the development and delivery of professional and market-oriented training for domestic work.
To date **1,960** women and youth have been trained and **1,619** are engaged in jobs as domestic workers.
Partner(s): Venus Domestic Work TVET Institute and CoC Centre

TVET TRAINERS’ INDUSTRIAL ATTACHMENT PROGRAMME
Aims to enable TVET colleges to start arranging industrial attachment programmes for TVET trainers.
To date **2,020** women and youth have been trained, of which **1,931** have secured employment.
Partner(s): Metal Industrial Development Institute (MIDI)

SUSTAINABLE TVET GRADUATE EMPLOYMENT PROGRAMME
A robust and sustainable soft skills training model aimed at enabling TVET colleges to pilot and incorporate soft skills training components into their existing technical curriculum to increase the employability of graduates.
To date **1,200** women and youth have received soft skills training, of which **995** have secured employment.
Partner(s): Kepler Ethiopia, Tegbareid Polytechnic, Nefas Silk Polytechnic College

FEATURED CASE STORY
Soft skills training through the Sustainable TVET Graduate Employment Programme intervention enables young people like Bezawit to secure and excel in employment.