



St Mary's University

School of Graduate Studies

Thesis in Project Management

Effectiveness of Market System Development (MSD) approach in improving livelihood of women and youth. The case of Livelihood Improvement for Women and Youth programme in Addis Ababa.

By

Kalkidan Yemane Kassa

June 24, 2022.

Addis Ababa.

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DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Dr. Muluadam Alemu (PhD). All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted for any degree.

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ENDORSEMENT

This thesis is submitted to St. Mary University, School of Graduate Studies for examination with my approval as a university advisor.

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Advisor

Signature

St. Mary's University. June, 2022.

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Acronyms

1. AAER - Adopt, Adapt, Expand and Respond
2. ATG - Agriculture Transformation Ghana
3. B2B - Business to Business
4. BoJCED - Bureau of Job Creation and Enterprise Development
5. BoLSA – Bureau of Labour and Social Affairs
6. COC - Certificate of Competency
7. CSA- Central Statistics Agency
8. CSO – Civil Society Organization
9. CP – Consortium Partners
10. DAI – Development Alternatives Incorporated
11. DJM - Digital Job Matching
12. DEEPEN- Developing Effective Private Education in Nigeria
13. DFID- Department for International Development
14. EKI - Ethiopian Kaizen Institute
15. EP - Enterprise Partners
16. ETB - Ethiopian Birr
17. FBPDI - Food, Beverage and Pharmaceuticals Development Institution
18. FCDO - Common Wealth and Development Office
19. GoE - Government of Ethiopia
20. GTP - Growth and Transformation Plan
21. ILO - International Labour Organization

22. IP – Implementing Partners
23. JCC - Job Creation Commission
24. KII - Key Informant Interviews
25. LIDI – Leather Industrial Development Institute
26. LIFT - Land Investment for Transformation programme
27. LIWAY- Livelihood Improvement for Women and Youth
28. MADE - Market Development in Northern Ghana programme
29. MC - Mercy Corps
30. MEAL - Monitoring, Evaluation, Learning and Accountability
31. MFIs - Micro Finance Institutions
32. MIDI – Metal Industrial Development Institute
33. MSD - Market System Development
34. MSE – Micro and Small Enterprise
35. MORINGA - More Income Generated for Poor Families in Indonesia
36. M4P - Making Market Work for the Poor
37. NMDP - Samarth-Nepal First MSD program
38. PEPE - Private Enterprise Program in Ethiopia
39. PLC – Private Limited Company
40. SCI - Save the Children International
41. SDC - Swiss Agency for Development and Co-operation
42. SDG - Sustainable Development Goals
43. Sida - Swedish International Development Cooperation Agency
44. SLLC - Second Level Land Certification
45. SNV - SNV Netherlands Development Organization
46. STARS - Strengthening African Rural Smallholders

47. TNS - Techno Serve

48. TVET – Technique Vocational Education and Training

49. UK - United-kingdom

50. UNESCO – united Nation Educational, Scientific and Cultural Organization

51. VGC - Vocational, Guidance and Counseling

Abstract

Many development actors and donors are shifting their project/program implementation approach from conventional type to market system development approach (MSD). MSD differs from much conventional development cooperation and aid in its emphasis on identifying the underlying causes of market system dysfunction. Market systems approach is a valid one for promoting economic development, improved access to services and poverty reduction. Different MSD programs have been implemented in Ethiopia with especial focus on rural context. Nevertheless, no studies have been conducted to investigate its and effectiveness in urban context. Therefore, this study aims to examine the and effectiveness of MSD approach in employment creation and income increment of women and youth in Addis Ababa. Besides, systemic and behaviours changes of partners, roles of partners, challenges and lessons from MSD programme implementation were examined. Qualitative descriptive study and case study research strategy were used. Five target groups, 5 consortium partners staff and 4 implementing partners were selected using purposive sampling. Data were collected through key informant interview, focus group discussion, non-participatory observation and secondary sources review. The study has used thematic data analysis. The findings of the study clearly revealed that MSD approach is feasible and effective in creating employment and increasing income opportunities of women and youth target groups in Addis Ababa. However, the impact of conventional ways of project implementations and lack of awareness and skills on MSD, affected MSD project/programme implementations. In most of the interventions, there are a couple of signs for sustainability and this have been ensured through the effective partnership with different local market actors. Even though there are challenges to this newly practiced approach; the research concludes that with a maximum effort in awareness creation, capacity building of actors and practice of adaptive management; MSD approach could bring changes in system, create employment and income opportunities for target groups (poor women and youth). Finally, hence the goal of MSD is benefiting the poor; it is aligned with current Ethiopian government priority of unemployment reduction. For that reason, the researcher recommended that donors, development practitioners and implementing partners to shift their traditional ways of project implementations to MSD approach.

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Sustainable and transformative approaches are needed to allow young African men and women to have access to decent and dignified employment opportunities. One approach used by numerous donors across different economic sectors in international development to create impact at scale is Market System Development (MSD). (Smoji and Muntasir, 2020).

MSD is a coherent approach to understanding and intervening in market systems so that they perform better. In so doing, it aims to create sustained improvements in the livelihoods or wellbeing of large numbers of poor women and men. Since 2005, the MSD approach has been applied in diverse sectors from agriculture to finance to water & sanitation in almost every region of the globe, to create jobs, raise incomes and improve access to services.

The market systems development approach provides the scope and flexibility to ensure development programmes address some of the more pervasive challenges faced by development practitioners. The potential of the approach to address these challenges is explored in different studies. The key lies in using its principles and frameworks to understand the underlying causes of these challenges (why?), to identify the system level changes required to address them (what?), and to guide interventions that can bring about sustainable change (how?). (Springfield, 2011).

Market systems development is an approach that aims to improve the long-term efficiency and inclusiveness of the systems that matter most to poor women and men: those systems upon which their livelihoods rely and those that provide access to basic services. Programme strategy needs to be consistent with this aim.

M4P/MSD is an approach to developing market systems so that they function more effectively, sustainably and beneficially for the poor. Its key principles are systemic change based on understanding of the market system in a sustainable way through facilitative approach to brought large scale impact (Springfield, 2011).

A market system is made up of many ‘supporting functions’ and ‘rules’ around core supply/demand transactions, which shape how well a market works for women and men. A market systems approach seeks to identify and remove constraints that inhibit the growth of more inclusive markets. The goal of such project approach is impact that is both scalable (able to be replicated by actors beyond those the project period) and sustainable (aligned to people’s incentives sufficiently that they continue to adopt new practices and behaviours without the ongoing involvement of the project). Rather than the ‘direct delivery’ of key market functions (e.g. building and administering skills training centres), projects usually partner with a small number of actors to first test out new ways of working (e.g. proving a viable business case to private sector skills providers) and if successful, look to scale these up by getting others to replicate the innovation. (Smoji and Muntasir, 2020).

The concept of M4P/MSD and details of the approach are well stated by (Tschumi and Hagan, 2008). ‘Making Markets Work for the Poor’ is an approach to development support that was advocated and supported by the Swiss Agency for Development and Co-operation (SDC) and the Department for International Development (DfID). M4P is an approach to developing market systems so that they function more effectively, sustainably and beneficially for poor people, building their capacities and offering them the opportunity to enhance their lives.” The rationale behind the M4P approach emanates from a position that market system has a role in reducing poverty. The agencies argue that the lessons learned from a range of development experiences and the success of M4P in practice have led them to adopt the approach. M4P/MSD works to improve the market systems in such a way that they can work for the poor, such as helping public investment catalyse private investment is critical element in poverty reduction. (Ghebru1, etal., 2021).

This rationale for MSD can therefore be expressed as a simple theory of change/framework.

- i. Interventions facilitate positive and sustained changes in the behaviour of market actors (Intervention).
- ii. This contributes to changes in the structures and functions of the market system in ways that make them more inclusive, efficient and productive (Market system change).

iii. These changes lead to pro-poor growth and improved access to inputs and services (pro poor growth or improved access to basic services).

iv. Finally this contributes to sustainable poverty reduction at scale (poverty reduction).

The rationale for a market systems approach is; it involves large numbers of interdependent actors exchanging information, products and services: constantly trying to predict what the others will do, and responding according to their context, skills and resources. These actors are not just businesses; they include public agencies and institutions, as well as civil society organizations. Out of those interactions different functions emerge and evolve, such as production, transformation, aggregation, transportation and financing. (Conroy and Kessler, 2019).

Moreover, M4P/MSD is an approach aimed at effectively and sustainably improving the lives of poor people by understanding and influencing market systems. Applicable to development agencies and governments working in economic and social fields, it is defined by several characteristics: such as

- An approach that provides guidance on understanding the poor in market systems (analysis) and how to bring about effective change (action).
- A focus on developing market systems, by addressing underlying causes (rather than symptoms) of weak performance.
- An ambition to unleash large-scale and systemic change.
- A commitment to sustainability. This means considering not just the existing alignment of market functions and players but how they can work more effectively in the future, based on the incentives and capacities of players to play different roles.
- A facilitating role for external agencies; seeking to catalyse others in the market system (while not becoming part of it themselves).
- A means to complement and strengthen established development methodologies.

A study on MSD programme find out that most MSD programmes are operating well and delivering impressive results despite many operating in highly difficult, volatile and dysfunctional contexts. At the level of pro-poor growth and improved access to services, there is convincing evidence that MSD programmes are achieving sustained, lasting outcomes. Its analysis and credible examples confirmed that by working through local system actors many programmes

achieve systemic change that leads to economic growth and sustained benefits for the poor in various ways. (Cortes and Albu, 2021).

Therefore, this research paper assessed the effectiveness of MSD approach in improving livelihood/employability of women and youth in LIWAY programme.

Livelihood improvement for women and youth (LI-WAY) programme is a seven-years program implemented by a consortium of partners (SNV Netherlands Development Organization as a lead, Mercy Corps, Techno Serve and Save the Children International (SCI) and funded by Swedish International Development Cooperation Agency (Sida). The overall objective of the program is to contribute to sustainable poverty reduction, improved gender relations and social stability in Addis Ababa. Specifically, the program aims to improve the livelihoods of 200,000 poor people, of whom at least 50% are women and 75% young people, by increasing incomes and improving access to economic opportunities in Addis Ababa. The project has two phases: inception phase (from July 2017 to May 2018); and implementation phase (from June 2018 to July 2024). LI-WAY did finalize its diagnosis and sector selection during the inception phase. The implementation started on 1st June 2018. Accordingly, the program has identified four major systems such as small and microenterprise system, labor market system, skill development system and medium and large enterprise system. Each consortium partner is responsible to implement one of the sectors and Save the Children leads on skill development, Mercy Corps leads on labor market, SNV leads on small and microenterprise and Techno Serve leads on medium and large enterprise systems.

1.2. Statement of the problem

Currently, many development actors and donors are shifting their project/program implementation approach from conventional type to making market work for the poor/, market system development approach. Market system development approach focuses on what problems do people/firms have, why is not their environment providing solutions to these problems and why is not the market system working for the underserved and M4P/MSD has addressed all these questions. M4P/MSD has started from market analysis of principal markets led to the identification of key supporting functions and rules and for each identified sector/areas. Small number of these

supporting functions and rules were prioritized to pilot interventions to test theories of change or generate further learning (Springfield, 2015).

Most of development projects have been implemented to increase number of employment opportunities, increase incomes and improve livelihood with traditional ways of project implementation approach which mainly address the symptoms of the problems. These kind of projects did conduct analysis but not to the required level of depth. These projects mainly have been implemented with non-governmental organizations or government organizations as a form of subsidy. They lack clear picture on how they are going to change the market system in which it responds to the largest poor. They are just designed to be implemented with in specific project time period and usually when the fund stopes and the donor exits, sustainability and scalability of changes will be in question. Moreover, relevant market actors who will bring a change in the market systems are ignored. For that reason, MSD projects become prominent in addressing the root causes, bring systemic changes and ensure sustainability and scale ups.

Comparing traditional approaches with MSD approach; MSD projects operate in a complex environment which goes beyond the project's control and which adds challenges to delivering sound, sustainable, developmental results. (Ghebru et al., 2021). MSD differs from much conventional development cooperation and aid in its emphasis on identifying the underlying causes of market system dysfunction. Instead of reacting to observed problems or symptoms with quick fixes (such as grants and subsidies), MSD programmes aim to permanently improve the terms of participation for poor women and men. This is achieved by engaging with local market actors (both businesses and governments) as partners to bring about enduring changes in incentives, rules, norms or supporting functions of the system. When this works, the impact is more likely to achieve both scale and sustainability. (Cortes & Albu, 2021).

The MSD approach becomes relevant when critical market functions are absent, weak or producing undesirable effects such as exclusion and vulnerability. Like any strategy for system change it represents 'an intentional process using purposeful interventions to (permanently) alter the status quo, by shifting the underlying structures and supporting mechanisms which make an identified system operate in a particular way. These can include policies, routines, relationships, resources, power structures and values. (Cortes and Albu, 2021).

The 2016 and 2019 BEAM Exchange review revealed that; market systems approach is a valid one for promoting economic development, improved access to services and poverty reduction. However, this was alarmed with recognition a lot more can be done to generate more robust documented evidence of the impact of MSD approach. The evidence base is growing and describes results at different results levels and comprises a diverse typology of documents, indicating that market systems approaches are producing results at different levels and evidenced in different ways. However, the composition of the evidence base also indicates that there are quality/confidence limitations to the evidence documents and there are therefore ways that the evidence base could be strengthened. (Conroy and Kessler, 2019).

Different MSD programs have been implemented in Ethiopia with especial focus on rural context. The available evidences are focusing on impact of MSD in rural contexts and even very limited evidences are available which focuses on rural contexts. Hence, there are very few MSD urban programmes; the impact/effectiveness of MSD programmes in employment creation and income increment in urban context is not examined. For that reason; this research assessed how effective MSD approach is in urban context specifically in employment creation and income increment of women and youth in Addis Ababa. A case study on LIWAY programme; which has been implementing different pilot projects/interventions to achieve its objective was assessed. Moreover, many development actors are shifting their direction to MSD approach and assessing the effectiveness of MSD approach in employment creation and income increment in urban context would help credible evidence to enhance donors and implementers interest to follow the approach, to sustain different designed interventions and to bring impact at scale.

1.3. Research questions

- How effective MSD approach is in employment creation and income increment of women and youth?
- What are the systemic changes/behavior change in market actors happened in LIWAY program?
- What are the roles of different market actors in implementing the MSD programme?

- What are the main challenges and lessons while implementing the program using MSD approach?

1.4. Research objectives

1.4.1. General Objective

The general objective of the study was to assess the effectiveness of MSD approach in creating employment and increasing income of women and youth in Addis Ababa.

1.4.2. Specific Objectives

- To understand the process of MSD approach implementation in LIWAY programme.
- To examine effectiveness of M4P/MSD approach in creating employment and increasing income in LIWAY programme.
- To assess systemic changes and behavior changes happened in market actors; by LIWAY interventions.
- To analyze how LIWAY works with different market actors and stakeholders and involve the poor.
- To understand the major challenges and learnings of MSD approach in LIWAY program implementation.

1.5. Operational definition of terms used

In this research the following terms are defined as the following

- Capacities: - are a measure of the relationship between the resources an actor has (or has access to) and the resources required for a behavior change.
- Conventional/ traditional project implementation: - is project implementation approach which focuses on direct support and direct implementation.
- Core Market: - the main market that performs in the system.
- Demand side: - are those who need/require products/services from suppliers of the core markets.
- Donor: - are bodies who fund the project (in the case of LIWAY it is Sida).
- Employment: - creating job opportunities which are paid and could be either self or wage employments.

- Effectiveness: - is the degree to which something produces the intended result which are employment creation and income increment.
- Facilitator: - are those partners who temporarily supports the implementation of the agreed intervention to be implemented by the implementing partners.
- Implementing partners: - are partners who have signed contractual agreement with LIWAY programme to implement the agreed intervention or business model/new products.
- Incentives: - is the 'benefits' dimension of an actor's and defined as all the benefits an actor expects to gain from a behavior change, after taking into account of all the costs of the behavior change.
- Income increment: - increase in income from nil to some amount and salary increment more than 3,000 ETB and other benefits.
- Interventions: - are activities undertaken by a facilitator, usually with partners, to effect market system change (with one or multiple partners).
- LIWAY target groups: - those who are in the age of 15-35 youth (male & females) and adult women who are above 35 years old.
- Livelihood: - is people's capacity to generate and maintain their means of living, enhance their well-being and that of future generations. These capacities are contingent upon the availability and accessibility of options which are ecological, economic and political and which are predicated on equity, ownership of resources and participatory decision making.
- Livelihood outcomes: - consist of, but are not limited to, more income, increased wellbeing, reduced vulnerability, improved food security and more sustainable use of the natural resource base.
- Livelihood in LIWAY: - measured in employment creation and income increment.
- Market actors/players: - are different bodies who are engaged and performing in the broader market.
- Making market work for the poor or market system development: - is a new project implementation approach which leads the project to systemic changes, with the focus of sustainability and scalability.
- Supply side: - are actors who are supplying/ providing different products/services to the core markets.

- Supporting functions: - are the different functions that supports and have effect on the core market to perform well.
- Supporting rules: - are the formal and informal rules which supports/affects the core markets.
- Systemic change: - is the change in structure or behavior of market actors; so that the market responds for the needs of the poor.
- Thick markets: - markets characterized by a level of competition in which a significant number of market players and/or relatively few 'absent' supporting functions and rules exist (though they may still be poorly performed).
- Thin markets: - markets that are relatively uncompetitive in which there are few market players and/or a large number of 'absent' supporting functions and rules.
- Unemployment: - lack of paying jobs.

1.6.Scope of the study

The study was conducted in Addis Ababa and it has focused on the four identified systems of LIWAY programme such as micro and small enterprise, labor market, skill development and medium and large enterprise systems. The LIWAY programme has been implemented for the last four and half years. It has got additional two years' extension period. So that, the results achieved so far were examined. The study has covered LIWAY target groups who are women and youth. For LIWAY youth are defined as age 15-35 for both men and women and adult women who are above 35 years old. Those who are unemployed and who earn monthly income less than 3,000 ETB were targeted. On top of this different implementing partners who have been working with LIWAY programme were part of this study. The study highly encouraged the participation of women and youth, implementing partners and four systems intervention leaders, stakeholders and different market actors.

1.7.Limitation of the study

The limitation of this study was, most of the respondents were involved in the programme in one or another

way. Because of the current restructuring at government offices, key persons from relevant stakeholders could not be available and they were not part of the study. Hence, the research used qualitative study, large number of survey questionnaire were not administered. For that reason, the research report, lacks the representation of the entire population and could not generalize the findings of the research to all urban MSD projects and programmes. More over lack of different literatures in MSD in Ethiopian urban context, limit the researcher not to review MSD in urban contexts. These limitations will have impact on the quality of the collected data, data reliability, research report quality, missing the achievement of research objectives; findings, conclusions and recommendations might not be applicable to similar projects/programs; lack of comparison between prior studies and new findings and the like.

1.8.Significance of the study

The findings of the study helped to find out and provide evidences and learnings on the effectiveness and success of M4P/MSD approach in ensuring systemic change, bringing long lasting, sustainable and scalable changes in LIWAY program and beyond. The findings have indicated that how different market actors could be involved in development projects; target groups are empowered to be self-reliant (get employment and income increment opportunities) and markets started responding to the poor. The study also helped, the program/project implementer to assess progresses and achievements and evaluate the impacts it has made so far and it could take corrective measures accordingly. The study has generated learnings and would help donors, development actors to design MSD projects and market actors to adapt and adopt the approach and successful business models, take different considerations while designing projects with MSD approach, addresses root causes, bring market system changes, benefit target groups at scale and in a sustainable way.

CHAPTER TWO

LITERATURE REVIEW

2.1. Unemployment in Ethiopia

Inclusive and sustainable economic growth is very crucial for the success of the implementation of the Sustainable Development Goals (SDGs). Although the global economy continues to grow, it is doing so at a slower rate and unemployment is growing. Hence there is a need for more progress in creating more work that is decent for all. One fifth of the world's youth were not in education, employment or training. Decent work is crucial to achieving inclusive economic growth, since such work is more than just a source of income and social protection. Also, across all country income groups, young people aged 15-24 years' experience a higher unemployment rate than the rest of the working-age population. For instance, of the 5% global unemployed in 2018, youth were three times more likely to be unemployed than adults. Moreover, it is widely recognized that youth employment and economic empowerment are essential components of strong societal foundations. (Oshora et al., 2020).

The Federal Democratic Republic of Ethiopia has developed a comprehensive job creation strategy to reduce unemployment in a market that sees about 2 million new workforce entrants each year and which aims to create 14 million jobs by 2025. However, the rapid spread of COVID-19 will harm the implementation of the strategy unless a new strategy can be put in place that minimizes the risks to the implementation of the wide ranging and comprehensive strategy (Oshora et al., 2020). In order to address the issue of unemployment; the current Ethiopian government the office of the prime minister has established one office called Job Creation Commission (JCC) and it is mandated the commission with the authority to lead the job creation agenda, coordinate stakeholders, monitor and evaluate performance.

The rapid spread of COVID-19, the present protests as a result of the political instability and ethnic problems across the country will lead to an increase in unemployment and the loss of many lives. Policymakers therefore need to emphasize and assure an increase in economic growth and investment in order to create more jobs in line with the increasing demand for jobs, particularly by young people. Moreover, the government must address the ongoing ethnic problems and political instability before it hits the economy adversely. (Oshora et al., 2020).

Thus, LIWAY programme is designed with the objective of creating employment opportunities for 200,000 women and youth in Addis Ababa. And this will contribute to poverty reduction of the country. LIWAY programme has been applying MSD approach and this study has assessed effectiveness of the approach in creating employment and increasing income of women and youth.

2.2. Unemployment rate at national urban level

The central statistics Agency (CSA) June, 2018 survey result reveals that unemployed population in urban areas of the country was 1,770,294 with unemployment rate of 19.1 percent. This means that about 19 persons are unemployed out of 100 economically active persons aged ten years and above. The differentials of unemployment rate by sex demonstrate female unemployment rate (26.4 percent) is more than double as compared to male (12.2 percent). The total unemployment rate depicts a declining trend from 17.5 percent in March, 2012 to 16.8 percent in March, 2015 and thereafter increases from 16.9 percent in April, 2016 to 19.1 percent in June, 2018. As compared to the absolute figure with the April, 2016 survey findings of 1,509,227 unemployed persons, an increment of 261,067 persons have been shown within the interval of two years up to June, 2018. As regards by sex, females are more affected by the incidence of unemployment than males in all survey periods. (CSA, 2018).

2.3. Youth Unemployment Rate in Urban Areas

According to the national context, youth comprises those persons' age 15-29 years. The rate of unemployment for youth 25.3 percent covers 1,096,936 youth unemployed population, which was higher than that of the total, adult and older age categories. Female and male youth unemployment rates were 30.9 percent and 19.0 percent, respectively. The overall youth unemployment rates show a fluctuating trend from March, 2012 to June, 2018. The same is holds true for each sex during the last five survey periods. However, female youths are characterized by higher percentage of unemployment rate compared to their male counterparts. (CSA, 2018). LIWAY programme planned to benefit 200,000 women and youth (50% women and 50% men) and 75% youth and 25% adult women.

2.4. Making Market Work for the Poor (M4P) or Market System Development Approach (MSD)

The M4P/MSD approach is based on recognition that economic poverty is the result of the structure of market systems in which poor participate. When markets work efficiently and produce equitable outcomes for the poor, they are a powerful vehicle for delivering growth and poverty reduction. The M4P/MSD approach aims to sustainably improve the lives of the poor by analyzing and influencing market systems that affect them as business people, consumers and employees. It works to identify the underlying causes, instead of symptoms, of why markets do not work for the poor. M4P activities aim to facilitate change to the behavior, capabilities, incentives and relationships of market actors in order to improve target market systems and create the conditions for markets to be continuously strengthened after the M4P intervention is completed. (Springfield, 2011).

A market system is a multi-function, multi-player arrangement comprising the core function of exchange by which goods and services are delivered and the supporting functions and rules which are performed and shaped by a variety of market players. (Bear and Grant, 2020).

Market system development is improving the lives of the poor, stimulating growth and expanding access means transforming the systems around them. Market systems development recognizes this reality and provides a coherent, rigorous approach to understanding and intervening in market systems so that they function more efficiently and sustainably for poor women and men. (Springfield, 2015).

2.5. M4P/MSD and conventional project approaches

According to (Springfield, 2015) M4P/MSD is a flexible approach to development rather than a defined instrument like that of conventional project implementation approach. It has application in both economic and social fields. Building on a wide range of experience and learning, it recognizes both the achievements and limitations of many conventional (i.e. more direct delivery) approaches and the growing number of diverse, successful applications of M4P. In terms of the methods of implementation, M4P programs play a facilitative, adaptive role, aim to contribute to

systemic, large scale and sustainable changes that positively affect the poor. In addition, MSD has played acting as a catalyst to stimulate, but not displace, market function/players, and will have large scale impact ‘crowding in’ market players and activity. In order to achieve the outcomes of MSD, it requires rigorous analysis of complex social, political or economic systems and program designers think and ensure the incentives and interests that encourage individuals to undertake particular roles or functions in systems. MSD also assess the incentive and capacity of market players that have impact on the market.

DEEPEN is a good example which shows the shift of implementers interest from conventional to MSD approach. It is a DFID-funded program making use of the ‘Making Markets Work for the Poor’ (M4P) approach to create an enabling environment for private schools, particularly those that educate poor children, to improve learning conditions and raise performance standards. (Bano et al., 2016). The experiences from Asia where government made strides to reduce poverty level, challenges Africa to adopt some of the M4P branded development model in smallholder agriculture. Since there is overwhelming evidence that the smallholder as potential markets for different value chain are not well understood, there is need to invest into an M4P guided holistic and multi-disciplinary research to identify the underlying factor that prevent markets from working effectively for the communal smallholder farmers in Zimbabwe. (Mutambara et al., 2015). The above two project experiences have showed that many funding agencies have been shifting their approach from conventional project implementation approaches to M4P/MSD approaches and evidences have been generated and showed that MSD approaches are becoming effective in result, in creating systemic, large scale and sustainable changes and which finally involve and benefit the poor. Accordingly, project in Ethiopia which follows MSD approaches; their impact and how MSD helped them in achieving their goals should be evaluated. For that reason, this study also assessed the effectiveness of MSD/M4P approach in LIWAY program implementation in Addis Ababa urban context.

2.6. Changes in supporting functions and rules

LIWAY has been working with different partners including government, private and civil society organizations which is also depending on the nature of the core market that needs to be addressed. Therefore, the research has assessed the role of these market actors in bringing the desired change

in the programme. The changes in the supporting functions and rules were examined. MSD projects have been implemented with the objective of bringing changes in the core market functions and rules. So that, markets could improve products and service which finally results in becoming inclusive and address the poor. Literatures related to change in supporting functions and rules are presented as follows.

2.6.1. Changes in Supporting Functions

As described by (Springfield, 2015); supporting functions are a range of context and sector specific functions that inform, support, and shape the quality of the core function and its ability to develop, learn, and grow. MSD programmes have been showing changes in supporting functions. At lower levels, there are some signs of market adoption, adaption and scale-up (expand and respond). The implementing partners of the eighth researched interventions all have changed their business model as a result of the programme. Changes in supporting functions could be explained as; some added a new group of customers, others have made a mindset change or considered adding new service. 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.

Evidence from the MORINGA project revealed that MSD programmes have resulted in change in income and increment. The project applies to World Vision's Inclusive Market Systems Development (iMSD) approach, a hybrid push/pull programming approach to market development that is based on both 'making markets work for the poor' (M4P) and traditional value chain development programming. At its core, this approach focuses on facilitating changes within market systems, in partnership with private actors, to make markets work more inclusively for poor farmers. The target is to increase the income of 4,000 farming families by 2022.

The 'pull' side focuses on the market system, by improving commercial functionality of the market to operate more sustainably and beneficially for people living with poverty. It works with the private sector to change behaviors and 'pull' poor people into markets as producers, employees

and consumers. The ‘push’ side focuses on households and individuals, developing strategies to help people living with poverty to equitably participate and benefit from market systems. On the ‘push’ side, the program works on training in nutrition, improving practices related to farming as a business and financial literacy, and encouraging coaching, information and knowledge sharing, collective bargaining and social protection, all to assist with better engagement in the market system.

The project has successfully increased household income for farming families using the iMSD approach. Most farmers have increased their income, with the highest percentage (of total adopters) delivered by moringa seeds (90%), but in terms of value, the maize intervention has brought the largest increase in income per family (A\$706 OR 490 USD per HH). The maize intervention has also contributed the largest number of users (639 HH – 65%) and beneficiaries (273 HH – 48%) to the program. The effectiveness of project partners’ introduction and investment in the new business models is proven. Overall, most project partners have facilitated agricultural information to the farmers and provided a supporting function on the ground that has been identified in each project. Key project private sector partners (PSPs) are Syngenta (for maize), MOI and recently PT Morifa (for moringa seeds) and PT Timurasa and CV Pondok Daya (for pili nuts). Project success in facilitating market linkages with PSPs resulted in the adoption of business models and improved agricultural practices by at least 987 farmers. The project is successfully working with the private sector in delivering change, with each intervention demonstrating success in different degrees and aspects.

Changes in the market system were also observed at farm level. On the ground, the availability of partners’ hybrid maize seed was reported to have improved significantly, and some farmers switched to partners’ products. Those farmers either switched from other hybrid seed brands/types or from a local maize variety that is usually obtained through a retaining method. In terms of input/market access approaches, partners have implemented more activities at a rural level, as well as ensuring product availability (by demo plots and other means of communication). In terms of key areas of change in access, the adoption of hybrid seeds becomes the pivotal point that drives changes for the beneficiaries. At least 639 farming households are estimated to have adopted business models introduced by the project. 228 farmers were known to adopt the introduced innovation based on project monitoring activities. 90% of adopters (205 out of 228 households) in

this intervention have enjoyed an increase in income of Indonesian Rupiah Rate (IDR) 0.6 million (A\$59 OR 41 USD) per household. An interesting fact related to the moringa intervention is that female-dominated households perform the best in contrast to either male-dominated or balanced households. Elements of poverty have been strategically addressed in the moringa sector. The assessment concludes that; the project increases household income for farming families using the iMSD approach. Most farmers increased their income, with the highest percentage (of total adopters) delivered by moringa seeds (90%), but in terms of value, the maize intervention has brought the largest increase in income per family. Overall, most project partners provided agricultural information to the farmers, together with various elements of support on the ground that have been identified by the project.

The project's success in linking farmers to markets with private sector partners (PSPs) and improving market information to farmers has resulted in the adoption of the business model by at least 987 farmers. However, the adoption of GAP and/or good post-handling practices are still lacking. The extended project partnering with the private sector delivers evidence of impact. The project has successfully worked with private sector partners in delivering change. (World Vision and QED-Research Consulting, 2020).

2.6.2. Changes in Supporting Rules

Despite their importance in consolidating changes in market systems, rules and regulations are often ignored by MSD projects. This is often due to the way project teams are structured, how projects are designed and implemented, and their limited understanding of the political environment and its underlying incentives. Based on a review of six market systems projects and one business environment reform project as well as some complementary desk research, the paper has demonstrated why the rules of the game are important and how programmes can address their underlying constraints. The research shows that this can be done through a more solid analysis of the political economy and its stakeholders; finding strategic entry points to create momentum (e.g. building on existing formal rules); using incremental steps with local stakeholders; working with political stakeholders' incentives and continuously innovating within the context of the business environment. Rather than shying away from the challenge, MSD practitioners need to change their mindsets and recognize that influencing the rules of the game can often have a significant catalytic

effect on systemic change. It is not about changing a country's entire regulatory or legislative system, but rather working on key milestones that can support a clearer line of impact. When projects address some of the key constraints within the rules and regulations sphere, they have a huge opportunity to bring meaningful, wide-scale and sustainable change that can create inclusive market growth and more and better jobs. (Bentchikou, 2020).

Change in supporting function was supported by evidence from Land Investment for Transformation (LIFT) programme. This project was implemented in rural Ethiopia. A case study was conducted in Land Investment for Transformation (LIFT) programme. The programme was implemented using MSD approach on land certification (Second Level Land Certification/ SLLC). It was supported by UK Aid, was 14 million Euro and five years' programme. It was planned to be implemented in four regions Amhara, Oromiya, SNNPR and Tigray regions. SLLC proposed market friendly solution that allows rural land holders to further increase investment on their land. But there were underline constraints which hinders not to use their land. The major constraints were limited financial access (micro finance institutions/MFIs only provide group loans with maximum loan size of 15,000 ETB and farmers tend to borrow money from money lenders with high interest rates); the regulatory environment did not allow small holder farmers to use their land certificate as collateral/ guarantee. Thus, the programme using MSD approach designed different interventions to address the above mentioned constraints. LIFT programme was one of the most successful MSD programs and at the end the programme achieved impact and broaden systemic change. The regional government offices did revise their proclamation. The revised proclamation permits farmers to use their SLLC as a form of collateral for accessing credit from micro finance institutions. Amhara region pave the way to other regions, MFIs started to provide individual credit service for smallholder farmers using the SLLC as collateral and they buy in the new product (providing credit using SLLC as collateral) from the programme. The biggest change is that; proclamation now allows for the use of land rights as collateral. Amhara and Oromiya regions pilot this and Benishangul Gumuz region is on the way. Finally, federal level government body advocate for the introduction of the article allowing SLLC as collateralization of land use right. (Fiestas and Begashaw, 2021).

In order to ensure change in MSD programmes LIFT programme has suggested the following

- Clear vision and understanding what success look like for the programme
- Ensure buy in and actively engage public sector stakeholders
- Select the right partners with the right incentives
- Identify and engage champions of change
- Apply methodological and adaptive approach
- Generate strong, credible evidence and communicate results widely.

This research assessed how LIWAY interventions has been engaging relevant key stakeholders starting from the beginning of its projects, inform policy influencers at different level with concrete results and evidences, tracking instances of systemic changes bring (change in supporting functions and rules) how it uses champions of change in its implementation. It will also track how the programme is working on the side of supporting rules; which intends to bring changes in rules, regulations and policies which helps the market to be more responsive and inclusive.

2.7. Adaptive Management

MSD follows adaptive management, so that the unpredictable nature of it need to be flexible and presents a strong case for an experimental and adaptive approach. This approach aims to bring systemic change is defined as transformations in the structure or dynamics of a system that leads to change in behaviors of large numbers of market actors. It starts from understanding where market systems are failing to serve the needs of the poor, identify the root causes and acting to correct those failings. Accordingly, interventions which could address the root causes, brings systemic changes and result in change in target groups will be designed to be piloted with identified market actor. The other main focus of this approach is sustainability; delivering sustainable outcomes by better aligning key market functions and players with the incentives and capacities to work more effectively. Sustainability is not just about maintaining the status quo achieved by a project intervention, rather it is how the market actors adapt and adopt the business model by themselves, believe that it is profitable and keep doing it without the external supports. Seeing the success of the pilot interventions; more actors will adopt the intervention and more competitive market will be created. If the pilot project has failed, lessons will be taken and interventions will be modified and adaptive management allows to do this. (Springfield, 2011).

According to (Kessler and Kasheem, 2018); Adaptive management has increasingly become an area of interest for development practitioners. This has led to a strong demand for simple processes and tools to foster continual learning and evidence-based decision making. As market systems programmes work in a rapidly changing environment, organizations need to set up systems which allows decisions to be made in real time.

“Adaptive Management” starts with the recognition that the context of any programme or initiative that pursues systemic change is difficult to understand, in the first place and changes frequently (and should if the project is making a difference). Therefore, at the very least programme staff should be ready to react to new information in their efforts to become more effective. At the most, adaptive management calls for programmes that use a systemic approach to take an additional leap into embracing a purposefully experimental, hypothesis-based approach. “Adaptive Programming” is then a description of a project that is using adaptive management approaches successfully. (Byrne et al., 2016).

As described by (Allen et al., 2011); the justification for an adaptive approach to managing natural resource problems lies in the need to address three basic types of uncertainty

1. Changes in environments because they are simply dynamic, independent of our efforts to influence them;
2. Uncertainty related to our imprecise ability to analyze systems (both in understanding their existing states and in understanding their dynamics);
3. The difficulty of identifying changes that have resulted from our indirect interventions.

Jason Eaves stated that, according to United States Agency for International Development (USAID), Adaptive Management comprises the following three components:

1. Analyze learning from implementation and/or pause and reflect on opportunities
2. Inform decision making
3. Follow through on decisions reached to manage adaptively.

As to (Allana, 2017); adaptive management has increasingly become an area of focus for market systems development practitioners in recent years. Managing in this way involves experimentation amidst ambiguity, changing plans, and extensive knowledge management. According to BEAM Exchange, 2016 study four aspects needed to enable adaptive management: knowledge, leadership, operations (tools, procurement, budgeting), and culture (local and organizational). USAID also says, organizational culture, processes and resources are the enabling factors for adaptive management.

The researcher has recognized the relevance of adaptive management in market system developments. For that reason, level of flexibility and adaptive management practice of LIWAY programme were examined.

Every project and its approach should be evaluated, in order to know whether the project has achieved its intended goal or not and at the same time reason for success and failure will be evaluated and lessons will be documented. Evaluations have two primary purposes: improving program implementation or proving program effectiveness. Improving: evaluation used for 'improving' practice is typically focused on how and why change has happened and how the program can adapt and improve (i.e. organizational or programmatic learning) in order to maximize its effectiveness (Cortes and Jenal, 2013). This requires significant focus on the processes and changes in the system (e.g. rules, incentives, relationships, capacity, and practice) rather than the final impacts at the household or enterprise level (e.g. income or poverty). Due to the experimental nature of many M4P/MSD programmes, evaluation that provides real-time information to facilitate adaptive management can help contribute to improved program performance. Indicating the importance of evaluation, this research also would like to assess the effectiveness of M4P/MSD approach in LIWAY program implementation objective (creating employment and income increment). Therefore, it was evaluated against either intervention have followed MSD approaches like started from diagnosis, identifying root causes in core market, supporting functions and rules; design systemic interventions which results in systemic changes; sustainability and scalability. All these steps lead all interventions to contribute to employment creation and income increment of women and youth target groups of the programme. Having the

result of the evaluation, the program could decide on continuing or cancelling the implementation of the intervention, scaling up, replicate or improve the business models.

Many M4P program apply a 'portfolio approach' where multiple interventions are implemented under one program. A testing and piloting approach is applied where successful interventions are pursued further and/or replicated, and unsuccessful interventions are dropped. In evaluating such multi-standard program, there is an option of either evaluating the entire program's impact (i.e. 'top-down' measurement, which assesses the key changes in indicators at the impact level and then analyses the factors at the market level that have driven this change) or focusing on a handful of interventions (i.e. 'bottom-up' measurement, whereby intervention-based monitoring is applied to assess whether and how interventions have achieved market level change and the extent to which this has led to an improvement in the performance and inclusiveness of the market system). (Cortes and Albu, 2021). This study has used non-probability purposive sampling. As indicated in the literature, LIWAY program portfolio has also a number of interventions in its prioritized four systems and since the study could not cover all, the researcher chooses the interventions purposively.

MSD programmes and projects have been engaging different market actors from public, private and CSO organizations. So that, changes could be sustained beyond project duration and more target groups could be impacted/ reached at scale. Giving due attention for partners' selection and engagement is vital in MSD programmes and projects. There was a lesson from Nepal first program MSD approach in disrupted markets. An end-line evaluation was conducted for Samarth-NMDP program which was funded by DFID. It was implemented from 2012 to 2018. An important factor in the success of interventions was a more strategic choice of partners (typically national-level processors or wholesalers) who had the willingness, resources and skill to forge links with regional-level partners. By facilitating these partnerships between actors in different parts of the market system, rather than offering largescale subsidy directly to local-level players as it had tended to do earlier in its lifecycle, Samarth was able to overcome multiple interlocking constraints which had eluded first phase interventions. Although Samarth continued to provide financial resources to 'buy down' the risk of experimenting with new models, these resources were matched

by greater commitments from private sector partners. A key conclusion from the evaluation is that the MSD approach can work in a disrupted market environment such as Nepal. (Hedley, 2020).

LIWAY programme also have been working in thin and disrupted markets using MSD approach. Thus, it has the experience of cost sharing with implementing partners to share their risk while piloting new business ideas/products. This is also supported by cost-share from the partner side, which could also initiate and strengthen the sense of ownership from the implementing partner sides. Besides, the four sectors in LIWAY are working to address interlinked constraints of the market. The cost-sharing practice of IPs were examined.

MSD programmes and projects have been working on capacity development and strengthening of implementing partners and key stakeholders. So that, they could perform better. Strengthening African Rural Smallholders (STARS) is a five years (2016 – 2021) project implemented by ICCO Cooperation in partnership with Master-card Foundation and ICCO Terrafina. Through a market system development approach, the project focuses on improving access to finance and markets for more than 200,000 smallholder farmers in Ethiopia, Rwanda, Senegal and Burkina Faso. The evaluation has indicated that STARS programme was successful. The MSD approach helped the programme in different ways. Such as organizations supported by STARS have been achieving their goals in a financially and institutionally sustainable way. Organizations acquired necessary skills and commercial incentives; skills and knowledge improvements observed and better service provision, improved productivity and production for improved livelihood achieved. (Royal Tropical Institute, 2021).

2.8. Factors/determinants for effective market system development approaches

Different assessments on MSD programmes have identified and indicated different factors/determinants for effective MSD programmes implementation. The following are the major ones extracted from different sources

- Monitoring and documentation in the intervention need to be strengthened to support the case of attribution.

- Most MSD programmes targets 40-60% women and this indicates Gender integration in MSD should be given due emphasis.
- Rethink sector selection.
- Even though most MSD programmes have been implemented in rural settings; considering an urban setting for faster scale and innovation is necessary.
- Projects need to recognize youth incentives and opportunity costs.
- MSD programmes and interventions/projects should start with clear strategy on which/that puts the target group in to focus. Sectors should be selected based on relevance and opportunity for the targets.
- Look below the surface and understand the root causes not just symptoms and always ask why?
- Be adaptive/adaptive management is required in MSD programmes. Be creative, adaptive and flexible.
- Ground a pilot design in contextual realities.
- Facilitate and convene strong partnerships.
- Align the incentive of the private sector with programme objectives.
- Adopt a “thinking and working politically” approach.
- Gather credible evidences and clearly communicate successes and challenges.
- Clear value proposition for partners and se out vision for future.
- Assess the partner will and skill to implement the proposed intervention.
- Do not rely on one partner.
- Be realistic about the time frame needed to get results.
- In MSD it is okay to stop and step back and start again.
- Continual assessment of the validity of assumptions and of the effectiveness of interventions and adjusting interventions accordingly.

This research has assessed the challenges/factors for the effectiveness of implementation of the MSD approach in LIWAY context.

2.9. Lessons from MSD programmes and projects

Evidence based learnings and adaptive managements are one of the core components of MSD approach. For that reason, regular monitoring of changes, evaluations, reflective sessions are conducted and learnings are generated, used for decision making and documented. Facilitating Inclusive Growth in Ethiopia Enterprise Partners (EP), a GBP 43 million component of private enterprise program in Ethiopia (PEPE), would focus on DFID appointed DAI Global UK Ltd as the managing contractor for EP and a market systems development (MSD) approach was adopted to advance export-led growth and increase access to financial services for small-scale productive and women-owned enterprises. EP's mandate was in line with the priority sectors identified in the GTP II (2016-2020), including the textiles and garments, leather shoes and leather products and horticulture sectors as well as industrial zone development. (Bear and Grant, 2020). EP has identified the following major lessons while implementing the project using MSD approach.

- MSD Programme Role in Continuously Understanding Market System Change: - EP played an instrumental role in shifting government of Ethiopia (GoE) thinking around partnering with the private sector to achieve development objectives by taking on a number of critical roles. Its analyses of market system dynamics and change and the sharing of this information offered policymakers insight into the determinants of competitiveness in agro-industry export markets.
- MSD programmes must position themselves as a credible source of market system intelligence as did EP and put in place analysis, planning and monitoring systems designed to inform and influence industry stakeholders.
- MSD programme as a policy influencer: - by leveraging unique positions to influence policy from the ground up. They must do their own due diligence of understanding of the political economy, driving policies and plans and institutional arrangements around which policies get implemented.
- MSD programmes may need to directly deliver services to stimulate (kick start) wider market system changes. It could be speeding up the development of market system, building the capacities of consultants' trainers, ICT companies or other key players to enable them to perform this specialized functions in future.
- MSD as a strategy for sustainable impact at scale: - the solution to underperformance in one market system is often found in solving a problem in an interconnected market system.

EP formulated strategies, identified interventions, selected appropriate partners and finally took a view on how change is likely to unfold as a result of programme support. “Expect the unexpected and adopt accordingly”.

- MSD programmes play the role of policy influencer. Players can play a unique role of informing and supporting policy choices from the bottom up with evidence on how incentives/sanctions influenced private sector behaviors in support of government policy. On top of this MSD programmes wear the hat of policy influencer/ supporter in order to create effective feedback loops from experience back to policy in order to create the right enabling environment for inclusive economic growth.
- Effective MSD programmes should be able to stimulate internally the process of learning, adapting and changing. So that staff can be effective at stimulating these same processes within the market system they seek to improve.

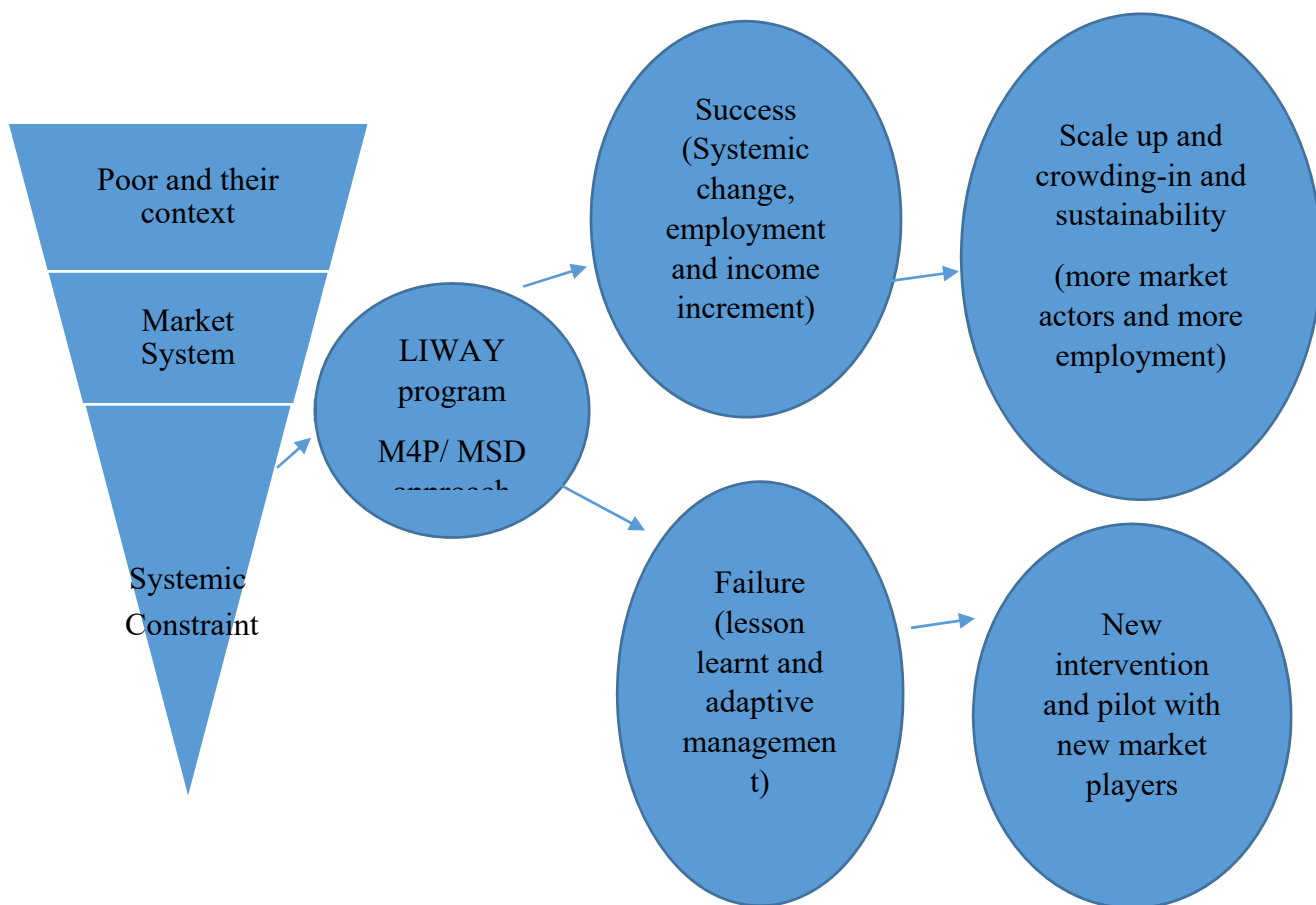
Another comprehensive lesson was generated from review of Market Development in Northern Ghana (MADE) programme. Funded by the UK Foreign, Commonwealth and Development Office (FCDO) and implemented by a consortium led by Nathan Associates London Ltd., MADE was a £15.98m Market Systems Development programme that sought to improve the incomes and resilience of poor farmers and small-scale rural entrepreneurs in the Northern Savannah Economic Zone by improving the way in which markets work. Programme interventions focused on market facilitation, where key players in market systems were encouraged to work more effectively. There are lessons from MADE programme which were learnt across its three phases. These lessons are presented as a contribution to improving the design and management of the Agriculture Transformation Ghana (ATG) programme. (White and MacCarthy, 2020).

- Carefully assess program assumptions.
- Develop a programmatic, systemic response to working in thin markets. Detail understanding of the nature and dynamics of selected markets and capacity of market actors.
- Focus on agri-businesses that can link smallholder farmers to markets.
- Diffuse knowledge and build management capacities in communities.
- Develop and formalize agribusiness model.

- Apply adaptive management which also includes developing contingency plan to COVID.
- Invest in quality partnerships.
- Improve partner selection to improve scale.
- Promote labor markets for private agriculturalists such as pilot internship programs.
- Pay careful attention to gender and social exclusion in market systems.
- Improve enterprise level monitoring.
- Conduct regular pause and reflect sessions.

This research has assessed the lesson learns from LIWAY program and major lessons are presented in the report.

2.10. Conceptual Framework



CHAPTER THREE

RESEARCH METHODS

3.1. Research Approach

According to (Nassaji, 2015); qualitative and descriptive research methods have been very common procedures for conducting research in many disciplines, including education, psychology, and social sciences. Thus the study had used qualitative descriptive type of research. Hence impact of MSD approach in urban livelihood programs are under examined, qualitative approach helped to understand this under researched area and assist the researcher to deeply understand the concept of MSD approach in urban context and its effectiveness. Besides, M4P/MSD project approach has different steps which need to be followed and applied in the implementation of the interventions; qualitative descriptive approach was used to analyze sequence of events and processes under MSD approach. Qualitative method was used in order to have more detailed thoughts into how the intervention impact the market systems and benefit the beneficiaries and their families. Experiences of implementing partners, consortium partners and target groups on MSD was also best understood through qualitative approach. Moreover, qualitative approach helped to see the qualitative measures of MSD interventions such as behavior changes, market system changes, changes in supporting rules and functions and market competitiveness. This would contribute to improve the richness of qualitative evidences on impacts of MSD programmes.

3.2. Research Design

Case study research design was used. Hence the study aimed to deeply assess the effectiveness of MSD approach in LIWAY programme; it chooses case study. So that, the study has assessed the LIWAY programme and data were collected from direct observation of the project, it shows the paths/process the project has been going which leads to desired project outcomes. Case study helped the researcher to have and apply different study methods like interview, direct observation and reviewing of documents of the LIWAY programme. The project approach/MSD was examined deeply and holistic understanding on effectiveness of MSD in achieving the program objective.

3.3. Sampling Method of the Research

This study has used non-probability sampling technique which is purposive sampling. In this study the researcher believed that she can obtain a representative sample by using her sound judgment, which resulted in accessing relevant and detail information from relevant and key participants from consortium partners, implementing partners and target groups/beneficiaries. These samples have been engaged in the implementation of LIWAY programme directly and beneficiaries were targeted by different interventions of LIWAY programme. Samples were selected from youth group (age 18-35 both male and female) and adult women who are above 35 year's old who are benefiting from the programme. On top of this; interventions, implementing partners who have been implementing the interventions of LIWAY programme and four LIWAY programme implementing consortium partners were targeted purposively.

3.4. Data Collection Methods

The study used and utilized both primary and secondary data sources. Primary data were gathered through key informant interviews using semi-structured interview questions, focus group discussions, and non-participant observation methods. Secondary data sources such as organization documents, project reports, intervention design documents, system and other strategic documents, baseline data, end-line assessments, mid-term evaluation report document, meeting proceedings, intervention management tools and monitoring reports were reviewed.

3.4.1. In-depth Interview (KII and FGD)

The interview guide consists two main parts. The first part of the interview guide focus on demographic characteristics of respondents. These are sex, age, income, level of education, place of residence of target groups and position and roles of LIWAY consortium partners and implementing partners. The second set of questions focused on exploring the effectiveness of MSD approach in LIWAY programme. Some of interview guide questions were developed from different researches and the questions were adopted and modified based on LIWAY programme context. To ensure the validity and reliability of the answers, the researcher conducted the interview and review documents until data saturation. The interview guides were used for KII and FGD.

3.4.2. Non Participant Observation

To strengthen the primary data; non participant observations were used. Using observation guide checklist, the researcher observed the sampled interventions. The researcher presents in person at different implementing partners and used the guide to observe how MSD is implemented and practiced in different designed interventions with implementing partners and how it brings system changes which finally have result in creating employment opportunities and increasing income for target groups. Five interventions were purposively selected and these were implemented with three public/government institutions and two were implemented with private actors. The main observed aspects of the interventions were achievement of planned activities, progress of implementation, major outcomes/results, number of employments, systemic changes/ behavior changes of market actors, challenges and overall level of implementation status of partners.

3.4.3. Document Review

Document review were used and it helped to get more information on the status and progress of interventions, outcomes in systemic changes (in supporting functions and rules), target reach (employment creation and income increment), challenges, lessons and practices of adaptive management. The reviewed documents are systemic change monitoring reports, periodic project reports, case stories, intervention management tools, strategic documents and the like.

3.5. Data Collection Procedure

According to (Creswell, 2009), data collection method in qualitative study are expected to allow closeness between the researcher and the research participants so that the researcher can understand the issue from the participant's point of view.

According to (Fair and Sustainable, 2021); it has used qualitative method to conduct mid-term review of LIWAY programme. Accordingly, primary data were collected through: interviews (Key informant interviews (KIIs) were held with programme stakeholders and with the implementing partner(s) of the selected interventions and focus group discussions (FGDs) were held with the programme management team of the LIWAY programme, the four consortium partners and their team. FGD was also conducted with selected small groups (3-4 persons) of the target group (women and youth) of the selected interventions.

Thus, in this study in-depth interview, non-participatory observation, FGD and documents review were utilized to collect data. Interview questions (KII and FGD) and observation guide were developed in accordance with the objectives and the research question of the study.

All the tools were piloted before the actual data collection and some required correction was made, tools revised accordingly and missing points were incorporated. The initial interview guides were very long for both consortium partners and implementing partners. For that, reason similar questions were reduced and the questions were re-organized. Under interview guide for implementing partners; questions related to scale up which is linked with other competitors' interest in copying similar tested models and barriers for them not to copy the model were incorporated after the pilot test. Questions related to role of LIWAY in the different interventions were minimized in the interview guide for target groups. Semi-structured interview was carried out by the researcher herself in convenient places and due to COVID 19, social distance was maintained. Non-participatory observation was conducted by the researcher and areas to be observed were listed out and continuous observation did take place against the list (observation checklist). Data collection was completed in April, 2022 and all the data were gathered until data saturation.

3.6. Subjects or participants of the study

The participants of the study who did take part in the research were intervention managers and team leaders from LIWAY program implementing consortium partners (SNV Netherlands Development Organization, Save the Children International, Techno Serve and Mercy Corps); implementing partners who have signed agreement with consortium partners to implement specific interventions (Aha psychological service plc, Opportunity Industrialization Center Ethiopia (OICE), NAVA hotel and tourism training institution and MG consultancy); LIWAY target groups (women and youth).

3.7. Method of Data Analysis

In this study the data collected from in-depth interviews of KII and FGD, observation and reviewing of documents were analyzed. The researcher pursued the following steps for the data analysis of this study. First, the recorded data through in-depth interviews were transcribed in to a

total of 46 pages. Then transcripts in Amharic language translated into English language of 35 pages without losing their originality and data analyses were performed by using thematic analysis.

According to (Crawford et al., 2008) thematic analysis is appropriate when the researcher aims to examine the data in order to discover common themes and thoughts from more than one participant and to convey their experience. The study was conducted with the aim to explore the effectiveness of MSD approach in LIWAY programme. Thematic analysis requires following a series of steps while analyzing the data. In this study after data collection the data was directly described and categorized based on the common responses. Then these common responses and thoughts were categorized in a more categorical and analytical level of coding. The researcher has used manual coding and gave codes for each response texts. Then similar responses were grouped together and sub-coding was given. By using these codes and categories; the information was reduced as much as possible. In the next phase codes were analyzed on how they combine to form themes and the themes are extensively reviewed until a set of potential themes have achieved. Finally, the potential themes analyzed in terms of making meaningful contribution to answering the research questions and objectives.

The five major themes were demographic characteristics of respondents, partnership and intervention design, MSD effectiveness, sustainability and adaptive management and challenges and lesson learns. Finally, analysis and findings were written under each themes.

3.8. Research Ethics

The researcher has ensured that the following points were considered while the research was conducted.

- Permission was requested from respondents/participants.
- The purpose of the research and activities involved in the research process were communicated to all participants and respondents.
- Consent prepared, requested and confirmed.
- Respondents were informed about their right to refuse or withdraw from the process.
- All responses and profile of respondents kept confidential.
- Privacy of respondents was ensured.

- The researcher has ensured that relevant respondents and participants were consulted, informed and necessary permission/approval obtained.
- COVID 19 precaution measures were considered and followed.

CHAPTER FOUR

DATA ANALYSIS, FINDINGS AND DISCUSSION

In this chapter; data analysis, interpretation and the major findings of the study were discussed and presented in relation with research questions. The chapter is organized into the different sections/themes which are narrated and supported with one table and three figures. In order to briefly explain the findings, some direct quotes were presented.

4.1. Demographic characteristics of respondents

The demographic profiles of the respondents who took part in the main study, comprises age, sex, educational background, place of residence, income and responsibility/role and is shown in table one. The demographic characteristics are purposively selected and helped to analyze the effectiveness of the MSD approach.

Table 4.1: - Representation of respondents

S. No	Partner organization selected for interview	Number of respondents/interviewed			Positions/role in the project	Remark
		Female	Male	Total		
Implementing partners						
1	Aha Psychological Service PLC	0	1	1	Researcher and project focal person	
2	NAVA	1	0	1	Human resource and project focal person	
3	OICE	0	1	1	Managing Director	
4	MG Consultancy	0	1	1	Managing Director	
Consortium partners						
1	Techno Serve	0	1	1	Senior program officer	
2	Mercy Corps	3	0	3	2 Market system advisors and 1 innovation fund advisor	

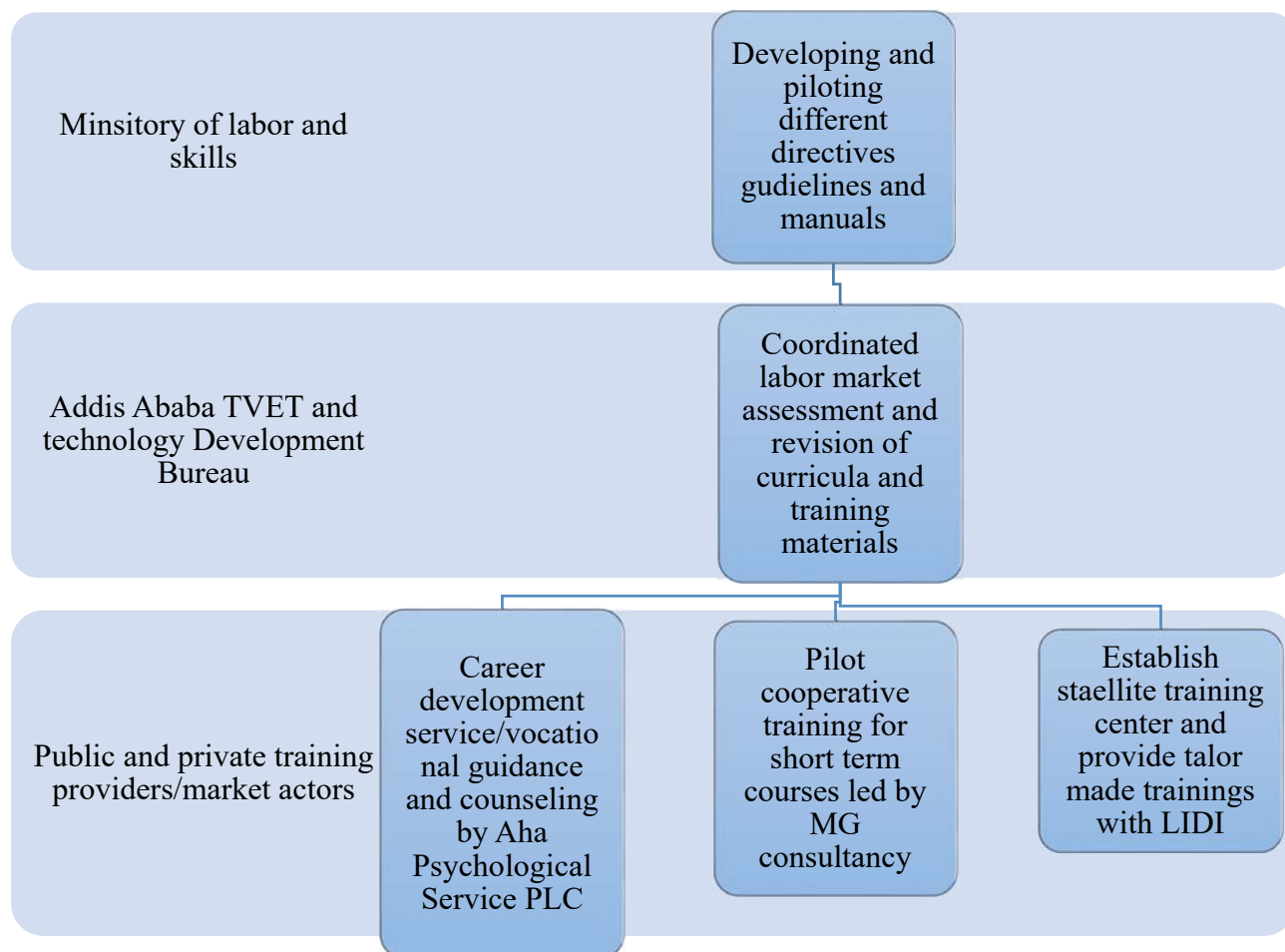
3	SNV Netherlands Development Organization	1	0	1	Micro and small enterprise system team lead		
Target groups/beneficiaries		Female 18-35	Male 18-35	Female >35	Level of Education	Current salary	
						1500-2000 ETB	2000-3000 ETB
1	NAVA	2	0	2	Certificate		2
2	OICE	2	1	3	Certificate		3

A total of 14 interviewees were conducted for implementing partners, consortium partner members and beneficiaries'/ target groups of LIWAY programme. The interviewees were from four consortium partners (1 senior project officer from Techno serve, 2 market system advisors and 1 innovation fund advisor from Mercy Corps and 1 team leader from SNV). The four implementing partners participated in the interview are under skill system. Accordingly, 1 researcher/project focal person from Aha Psychological Service PLC, 1 finance manager/project focal person from NAVA hotel and tourism training institute, 1 executive director from Opportunity Industrialization Center Ethiopia (OICE) and 1 managing director/project focal person from MG Consultancy have participated in the interview. Moreover, 5 target groups/beneficiaries of the different project were participated in the interview. All the target groups (4 women and 1 man) are in the age category of 15-35 years old. The education back ground of all target groups is below 10th grade and have certificate in different short term courses; 2 of them (1 woman and 1 man) have certificate in garment, 1 woman have certificate in hairdressing and 2 women have certificate in hotel and tourism management. Besides, all the target groups have received certificate of competency (COC) Two of the target groups (2 women) are married and have one children each and three of them (2 women and 1 man) are not married. All the target groups are residents of Addis Ababa. All target groups have mentioned that there are several reasons for unemployment. The main causes are lack of required skills (technical and soft skills), child care issue for women and lack of opportunity to access the required skills. Most of the available trainings could be accessed by those who can

afford to pay the tuition fee. Since these target groups do not have sufficient income; they were not able to pay for the training and join the trainings they aspire to have. Prior to the project, all of the target groups (4 women and 1 man) were unemployed and hence they became targeted through different projects of LIWAY programme, their skills become improved (both technical and soft skills) and all have secured jobs. The average monthly income of the target groups ranges between 2,000 to 3,000 ETB. Besides securing jobs, the soft skill trainings helped them to improve their communication skill, create networks and social interactions, improved self-care and increase self-confidence. They all have mentioned that they have received satisfactory support from the projects.

The researcher has conducted non participatory observation and the below interventions under skill system were observed.

Figure4.1



The interventions observed through non-participatory observation have been implemented with four implementing partners under skill system. These are improving functions and platforms to positively impact TVET graduates with Ministry of labor and skills (former Federal TVET Agency); Demand driven skill service delivery with Addis Ababa TVET and Technology Development Bureau; Career development center for TVET trainees and graduates with Aha Psychological Service PLC; strengthening cooperative training for enhanced employment of women and youth with MG consultancy and workforce development through satellite training centers with leather industrial development institute.

Moreover, the researcher has made focus group discussion with 3 males and 3 female team member of skill system/ Save the Children. The team comprises role of 4 markets system development specialists (3 females and 1 male); 1 male monitoring and evaluation advisor and 1 male skill system team leader. Four of the team members have been working in LIWAY programme more than three years and 1 team member have been part of the team for 10 months.

4.2. Intervention Design and Partnership

4.2.1. Intervention designs processes

Market assessment is the base for suggested systems and intervention designs. Based on the findings of the market assessment LIWAY programme has designed four different systems. (LIWAY, 2018). Accordingly, each system has developed strategic documents from which identified business areas are prioritized and interventions are designed accordingly.

The three key learnings from a market system approach for decent work outcomes are; start with clear strategy on which/that puts the target groups in to a focus (selecting sectors based on relevance, feasibility and opportunity), look below the surface to find the causes to decent work deficits, ask why and propose solutions to address root causes not just symptoms and practice adaptive management. (Ripley and Hartrich, 2020). Intervention ideas are designed based on their relevance, opportunity and feasibility (spring field, 2015). Accordingly, skills system and the other three systems in LIWAY programme have developed strategic documents.

The analysis of the principal market of skills delivery, led to the identification of key supporting functions and rules. The key supporting functions and rules were then prioritized and further analyzed to design a series of pilot interventions to test theories of change or generate further learning. (Save the Children, 2021). See the below skill system donught (figure 4.2.1.).

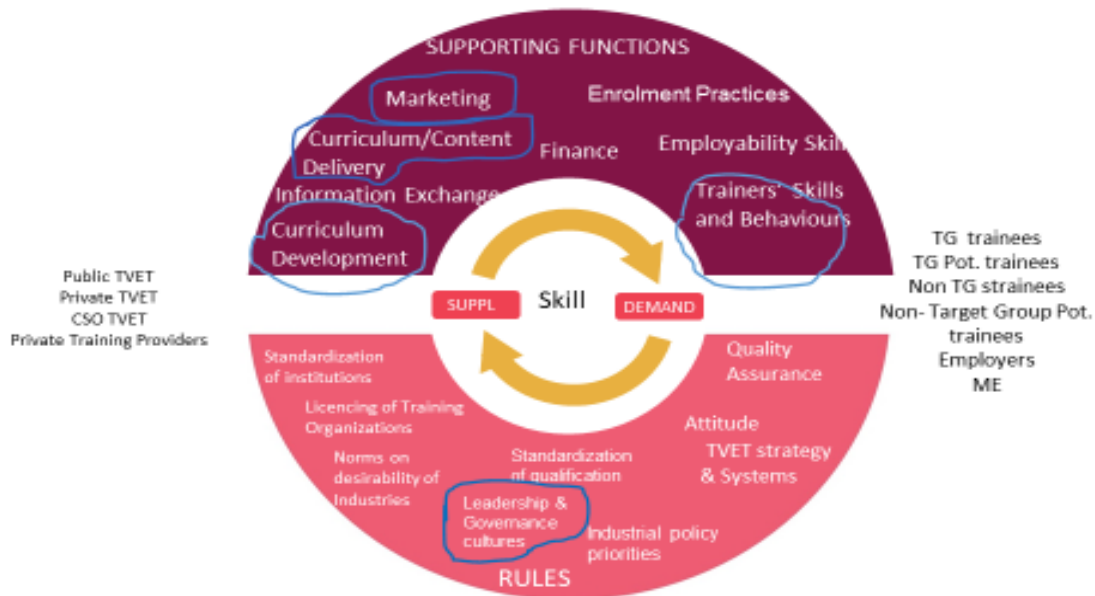


Figure 4.2.1

Respondent 1 from skill system said that “skill system has developed strategic document in which the principal market (skill development system) has prioritized constraints and categorized its intervention areas in four major pillars.

In MSD approach every designed intervention is checked against relevance, opportunity and feasibility. (Spring field, 2018).

All responses from interview and FGD has explained that LIWAY intervention design process considered relevance, opportunity and feasibility. The findings from non-participatory observation also confirmed that the three components are considered in intervention design processes.

Relevance: - always focuses on how relevant is the intervention for target groups. All the sampled interventions are designed in way they could address the basic constraints of the prioritized systems and at the same time they all are relevant to the target groups in terms of addressing their constraints like skill gaps, access to information, access to finance, access to job matching services and other basic services.

Respondent 1 from consortium partner (CP): - “relevance is the core point we are looking for when we prioritize intervention ideas. If its relevance for the target group is less, its probability to be selected is very low”.

Respondent 2 from CP: - when we see relevance; we consider how big the impact for the target groups and ask these questions; is it scalable by others so that the service expanded beyond the pilot time, coverage of different geographic areas and diverse target groups? How inclusive the intervention is in terms of gender, age, disability and other parameters.

Opportunity: the types of opportunities created for the target groups through different interventions. All the designed interventions have been creating wage and self-employments/job opportunities which are also ensuring that the objective of the programme has been meet/achieved.

Feasibility: - the feasible/workability of the suggested interventions/ its practicability? In LIWAY the designed interventions are feasible and go through the check analysis. All interventions are designed to address the root causes which negatively affect target groups and the market actors in both demand and supply sides. They are cost effective, aligned with government priority, feasible in terms of available implementing partners'/market actors, aligned with already established system, available resources, context feasible and creating changes.

Respondent 5 from CP: “in LIWAY, feasibility is measured using the sustainability framework and envisioning the future, looked at in terms of technical aligned with the target groups’ conditions and positions (education, information, skills, time and the like) and potential impact (how big the change expected to the target groups)”.

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 program. 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 program. (Fair and sustainable, 2021).

In intervention design and co-creation of the intervention/business model with implementing partners, cost share is one major discussion point. Cost share (match contribution) is one of the pre-requisite of LIWAY programme. Hence most projects were dependent on aids and running to

generate revenue, the concept of sharing cost was new. LIWAY appreciates the initiation of partners to cost share; somehow indicate their willingness and ownership to pilot the suggested business model, and this also contribute for the sustainability of the model. All LIWAY partners have agreed to share a cost either in cash or in-kind (material, space and staff time). Managing the documentation of in kind cost share were not given due attention.

Respondent 4 from CP: “this is also challenging for private as well as public partners due to two reasons the first one due to a mindset that a donor funded development programs should pay for everything based on the classic way doing programs, LIWAY focused on showing them the benefits they are going to generate from the interventions, how they are going to benefit even after the program finalized by adopting and scaling the activities.

Respondent 2 from CP: “the partners should cost share during implementation for different reasons. The one is to see their interest and vision to continue the intervention for the future. The other reason is that they have to believe that they will invest and could get financial return for the future. LIWAY has been cost sharing to share the risks as a result of new ideas that the business will face”.

Respondent 3 from CP “Financial contribution of partners is one of the signs of their commitment whether they are fully convinced by the proposed business model. But this is not always true. It depends on the prevailed context and type of the intervention in questions. If we do not have proof of concept-business cases, we may need to demonstrate without asking the partners financial contribution.

All implementing partners agreed that; match contribution creates sense of ownership from the beginning of project design to the end of the project and even beyond the project period. There must be some defined monitoring system on the practicability of it, especially in the case of governmental organizations as they are specifically under their program budget. But gap in tracking cost share is witnessed.

4.2.2. Creating partnership

All the respondents from consortium and implementing partners have shared their practice how LIWAY has established partnership and design interventions. The evidence revealed that LIWAY

programme has the practice of forming partnership through different approaches and implementing partners have been engaged in the co-creation of intervention designs. The responses were verified by key informant interview.

“Finding sweet spot for partnership”. Work with partners who are already modeling innovative practices and find ways to amplify their work to drive behavior change. (Byrne, 2021).

According to all respondents of consortium partners; there are several ways for LIWAY programme to create partnership with different market actors, who will become an implementing partners after having partnership with the program. The first option is that; LIWAY programme consortium partners have designed an intervention based on the diagnosis report at the beginning of the program and approach potential partners with the designed interventions. The second one is when LIWAY programme is approached by potential partners who have new/innovative ideas/business models. According to Opportunities Industrialization Center for Ethiopia (OICE); “the involvement of OICE in the program began before 11 months, and OICE interested because the major objectives and its service provision in skill training are in line with the targets of LIWAY programme. OICE approached skill system and requested for partnership”.

The third one is call for proposal or application for those national and international partners for competitive based recruitment for some interventions that the programme could not find partner. Call for application/proposal method helped to onboard competitive multiple partners and identify the best partner in competitive way. According Aha Psychological Service PLC; “the formal partnership with LIWAY started in 2018 with a study on ‘Behavioral Insights Research Regarding Female Job Seekers in Addis Ababa (By Techno Serve LIWAY Consultancy, 2018). This opened the door and communication with LIWAY. The study recommended different intervention areas. Having this information, we submitted a proposal for the innovation fund having an innovative idea of “establishing a career development center for TVET graduates in Addis Ababa”. We were interested with this; as the study has peeped us the areas that need to be addressed.

MG consultancy has shared its experience as; “it was in 2020 that I read about Livelihood Improvement Women and Youth Programme (LIWAY) on ethio jobs website. MG consultancy was very interested to apply since the journey of the consultancy services has relevant experiences to be part of this big programme. Since then I was trying to apply innovative fund for radio program

with one of LIWAY implementing partner called Mercy Corps, the project idea that I brought to broadcast was very good however, there was a big challenge to exactly know and count the targets in number. This mainly requires online audience survey and at the time being the technology to count the radio listeners was the major challenge thus, we as MG Consultancy could not proceed on the designed project. Through this connection MG was invited to reapply for other innovative ideas by the programme owners. Having the second opportunity MG worked tirelessly and came up with workable idea and get acceptance and started implementing a one-year project on June, 2021”.

In MSD, partners need to express the will to implement the agreed approaches as well as the skills (technical, financial and managerial capacity) to deliver results. (Ghebru et al, 2021). As LIWAY follows the market system development (MSD) approach, it has a standard stakeholders mapping and selection tools. The primary ones are

- a) **Will/Skills matrix:** the in-depth analysis of the two pillars “Skills”- assesses the capacity of potential partner (its technical, physical, HR, financial and the like) and the “Wills” part assesses the incentives of potential partners (incentive can be financial or non-financial; what drives partners’ engagement beyond the pilot? It covers rewards, value additions like social, financial or recognition.
- b) **The sustainability Matrix:** - stakeholders mapping tools documenting who does and who pays aspects. (Who does and who pays now, who will do and who will pay in the future?) is assessed. (Spring field, 2015).

Based on the standard assessment criteria; experience of potential partners, capacity, incentive, level of buy in by the partner and incentive to carry out the business model without the programme support/sustainability analysis conducted and future plans are assessed. And the partner who have the best capacity and willingness were selected based scores.

Respondent 3 from CP: “In most of our interventions, we conduct in-house assessment and also sometimes conduct assessment by external researchers to identify the detail problem, what potential partners exist and what kind of target groups will be served. In thin markets and some risky businesses, we enforced to approach potential partners and negotiate the idea to work with. Then we use different MSD frameworks such as will/skill matrix to identify the willingness and

skill/capacity of the partners to implement a specific intervention. Sustainability analysis framework- who does who pays and who will do who will pay: helps to assess the incentives, capacity, history and momentum of the implementing partner and to design an intervention strategy.”

Capacities are a measure of the relationship between the resources an actor has (or has access to) and the resources required for a behavior change. In other words, they are the resources an actor both has and needs to adopt the behavior change. Importantly, capacity is not limited to finances; it accounts for all the physical, natural, labour and skills, social and political, and informational resources an actor might need to take an action. An analysis of an actor’s capacity is a comparison of the resources they have, or have access to, with the requirements of a behavior change, in one or more of the following categories: financial, physical, natural, labour including skill, social and political and information. (Spring field, 2018).

Incentives: - without really understanding incentives, it is difficult for programmes to design successful interventions, or to measure what went wrong when interventions fail. The ‘benefits’ dimension of an actor’s incentives is defined as all the benefits an actor expects to gain from a behavior change, after taking into account of all the costs of the behavior change. Importantly, the concept of benefits includes avoidance of loss, protection of the status quo, as well as increases to the actor’s resources. Benefits are the overall outcomes (in terms of quality, quantity, rate or timing) that a behavior change is expected to have on the actor’s resources, in one or more of the following categories financial, physical incentive, natural, labour, social and political and information. (Spring field, 2018).

Following the different assessments and consultations made with different potential partners, the programme team help partners to see their incentive (social, political, financial); discuss how the programme share risk by cost share, show partners how the designed business model/intervention enhance/ improved their services/products.

There are a number of ways for influencing and onboarding potential partners. The major ones are; clearly showing the incentive and the value additions of partners’ engagement into the business model co-development process, de-risking through co-financing, provision of information that are not apparent /known by the partners. Example, MSEs as new potential markets (if effectively

included) expanding their business and income, show (technical and financial) the risk they are taking could be paying off in the future (by taking some risks and with the LIWAY de-risking).

Again different studies and impact assessments conducted on MSD have emphasized that working through partners could help a project to bring systemic changes, address more target, achieve scale and ensure sustainability. Rather than key delivery of market functions, MSD projects usually partner with small number of actors to first test out new ways of working and if successful look for scale up by getting others to replicate the innovation. (Somji and Duffind, 2020). Development organizations are playing facilitative role which is temporary and support market actors to change their behavior. (Ledgerwood, 2021).

Partnership is critical in leveraging public and private resources to drive impact at scale and sustain growth. (White and MacCarthy, 2020). LIWAY programme has been partnering with different market players which ranges from public, private and civil society organizations. MSD approach depends on collaboration, this ensures the strengthening of the market system change in both demand and supply side market actors. So that, targets could be met at scale. The nature of collaboration depends on the type of the organization and it differs from partner to partner. The response of the respondents also examined the nature of collaboration of each actor. Accordingly; all respondents have agreed that government actors: - the commitment and collaboration of government partners depends on the leadership and commitment of the organizations. So that, if the leaders of the organizations are willing and committed, there is high chance/likelihood for the partnership to be effective. To the opposite, where there is weak leadership and less commitment and engagement of leaders; there is weak or loose collaboration. Besides, some leaders or focal persons would like to have personal benefit other than that of organizational benefit.

As a show case; Food, beverage and pharmaceuticals development institutions (FBPDI) is one of the implementing partner that has implemented a pilot intervention with LIWAY programme and did exhibit strong managerial and leadership commitment. To the opposite, intervention “X” implemented with one other government organization who has very poor commitment and low engagement; which has negative impact on the implementation of the pilot project. Personal leadership commitment has impacted the progress and effectiveness of pilot project implementations. An evidence from LIFT programme showed that, identifying and engaging

champions of change at different levels was one of the success criteria for the programme. (Fiestas et al., 2021).

Respondent 3 from CP; “even some leaders link the opportunities created by the interventions with personal benefit and because of that “one planned target TVET college” was replaced by other TVET, this did happen because; instead of picturing organizational benefit/incentive; the leader was interested to have personal benefit. The other thing is in some partners’ commitments and collaboration is not long lasting and it is active during the project period and they cannot take their commitments long. Which affects the sustainability. In some partners’ institutional capacity and flexibility is appreciated.

An impact assessment on Moringa project, revealed that the extended project partnering with the private sector delivers evidence of impact. The project successfully worked with private sector partners in delivering change. (World Vision and QED-Research Consulting, 2020). LIWAY programme private market actors: - if they understand their incentive, they accept the partnership opportunity and become willing to test/pilot the business model. They are also willing to incorporate and address feedback throughout the project management process.

Respondent 5 from CP: “the partner influencing process is ongoing; it continues beyond the initial onboarding. Through learning and adaption, including the partners will be ongoing until they are fully institutionalizing the proposed business model into in their own organizational structure and systems (plan, budget and the like).

Respondent 1 from CP; Most of the time it is challenging to onboard potential partners due several challenges they are dealing with in the medium and large enterprise system/growth firms, it is not their priority to focus on activities that will concentrate on system level changes rather than dealing with their day-to-day challenges. We try to influence them by showing how our interventions theory change will bring an improvement in their productivity and efficiency and maximizing their incentives. If the partner is a government entity, we will focus on how that government organ will be enabled to play its roles and obligations and strengthen the private sector.

Once potential partners identified; what motivates /incentivize them to engage with proposed change/business model/, there will be co-creation process so that partners’ engagement will not be

temporary. With continues capacity building supports the capacity and performance of the implementing partners improved.

According to all respondents of consortium partners and implementing partners; LIWAY implementing partners have both strengths and weakness. The major strengths are they have rich technical skills and expertise in the business areas and the subject matter. Their strong skill and experience is knowing their business. But they do not know how to sell themselves and do not see themselves being bigger and stronger.

Even though, the program shares risks to test new business model; most of the implementing partners are weak in taking initiative to pilot new business ideas. They struggle to change their usual way of doing business. On top of this, most of them are donor affiliated and dependent on aid to implement the new ideas independently and they are not willing to invest even if they have the resource. Once they have agreed to pilot new ideas using MSD approach; the gap in skill and experience in MSD approach and project implementation practices; hinders their progress towards adopting the business model and the overall implementation process.

Respondent 1 from CP; “in my opinion, the weakest part is lack of collaboration between the stakeholders and focusing on business incentives only which is reflected by short term engagement and collaboration. Most of the partnership poses the required level of skills and experience, whenever we face such kinds of challenges we tried to improve the skill set by incorporating capacity building and incorporate partners which can contribute in that aspect.

Respondent 2 from CP: “if the other parameters are right like the wills, the project build the capacity of partners. Through that the capacity and skills of implementing partners get improved.

Their gaps were addressed through different means and these are

- Providing skill and technical support by accessing technical assistances
- Organizing learning and experience sharing workshops
- Holding frequent discussion, regular follow up, support and monitoring
- Capacity building works (trainings)

Other programmes evaluation also supported the capacity building works in MSD programmes. Organizations supported by STARS programme have been achieving their goals in a financially

and institutionally sustainable way; organizations acquired necessary skills, commercial incentive, skills and knowledge improvement, better service provision, improved productivity and production for improved livelihoods. (Royal Tropical Institute, 2021).

4.2.3. Capacity building of implementing partners

If an implementing partner does not have the required capacity, the LIWAY team can support the partner in building their capacity. This has for instance been done with Penda (waste paper management). They received training by an external consultant on how to work with women waste paper collectors. In other cases, capacity building is done ‘on the job’, by co-designing the business model and coaching and mentoring during intervention implementation and LIWAY programme has built the capacity of companies in the growth sector via the Ethiopian Kaizen Institute (EKI). (Fair and Sustainable, 2021).

As MSD approach is new both globally and nationally; there is limited MSD program in the urban setting; for that reason, local experts and contextualized resources should be available. So that, knowledge, skills, expertise and experiences could be easily shared between and among actors. All respondents confirmed that; there is limited local technical experts/specialists in the area. Besides, the LIWAY programme staff have learned about the MSD approach from few senior staff who have MSD experiences, through implementation process and external TA support by Agora PLC.

Hence MSD is also new approach in Ethiopia; different programmes and projects designed using the approach have to be supported with MSD experts and should share the global experiences. LIWAY programme has recruited an external technical assistance provider; which could provide different support throughout the programme period and Agora PLC has been providing this support. According to the responses of different systems Agora PLC’s technical support was differently rated. All systems agreed that; Agora’s TA is relevant and is invaluable due to their high level of expertise and lack of local experts that serve as TA. They bring international experience, have been providing technical supports including training/on job and short term trainings related with MSD approach, guidance and giving direction in sector strategies development and consulting on new idea development and decision on the go no go, reviewing in house assessments and researches conducted by external researchers and provide concrete

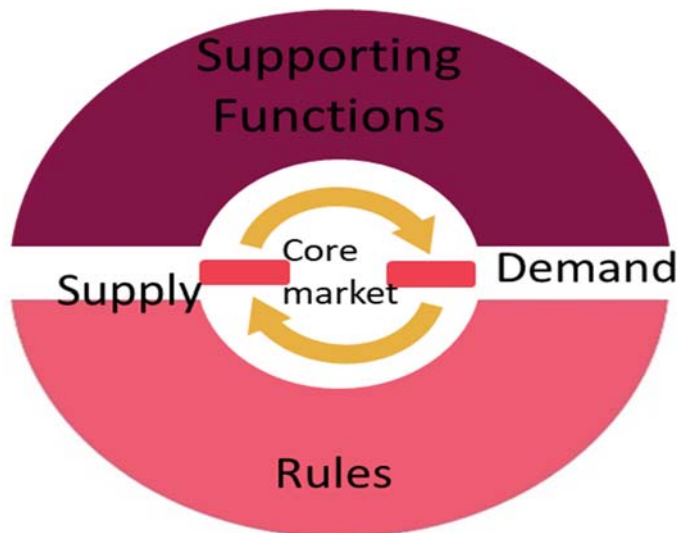
feedback for the improvement of research reports/documents. Hence Agora has assigned different individuals for each system, the level of support depends on the expertise and experience of assigned individual. For that reason, some TA's are not providing the level of support as expected by the LIWAY team and have gap in providing hands on support. But most of the team members are providing relevant and context specific supports which show ways to address implementation challenges.

Most of the programme staff are not aware if consolidated resources are easily available or not. And even some do not know where to get the available resources on MSD. Senior MSD experts explained that, since there are global learning and sharing platform, resources are available. However, contextualizing into local context is needed. BEAM Exchange is a website which provides different global learnings on MSD.

4.3. Effectiveness of MSD approach

Market system change is a change in the way core functions, supporting functions and rules perform that ultimately improves the poor's terms of participation within the market system. (Springfield, 2015).

Figure 4.3.1. Supporting markets and functions of core market



In order to bring systemic changes in the principal market; interventions are designed to bring changes in both supporting functions and rules. And interventions under LIWAY programme are

categorized under supporting functions and rules and have showed changes in both supporting functions and rules side.

As cited by (Lomax and Shah, 2018); the goal of Market Systems Development (MSD) programmes is to change systems so that they work better for poor, or otherwise disadvantaged, people. In practice, changing systems means changing the behavior of people and organizations market actors within those systems. To achieve this, MSD guidance encourages practitioners to analyze the incentives and capacities of different market players. If change is in a firm, government or individual's own interest and abilities, it is more likely to last beyond the timeframe of the programme's support, as well as to spread to other actors with similar incentives and capacities, thus achieving MSD's dual aim of sustainability and scale.

Findings from BEAM exchange 2021 assessments showed that; much explicit attention was given to business behaviors and practice changes. This is the core of good MSD implementation and where most effort has been used to achieve programme results. In addition, MSD programmes represented in the assessment are operating well and delivering impressive results despite many operating in highly difficult, volatile and dysfunctional contexts. At the level of pro-poor growth and improved access to services, there is convincing evidence that MSD programmes are achieving sustained, lasting outcomes. (Cortes and Albu, 2021).

The market actors who have been engaged in implementing LIWAY interventions are able to change some of their behavior, which also results in change in supporting functions and rules. Among the sampled interventions, all have showed behavior changes and instances of changes have been tracked during the implementation period.

All implementing partners agreed that; there are changes in the way the partners work. They have been piloting new models and start providing products and services. LIWAY has showed them new way of doing business and diversifying business areas while addressing root cause of markets and benefiting different target groups. The overall changes and instances of changes that happened with different implementing partners are; delivery demand driven skill training based on cost sharing schemes, development of national level vocational, guidance and counseling (VGC)

guideline, Woreda level job linkages of target groups, engagement and collaboration of relevant government stakeholders like Job Creation and Enterprise Development bureau in working on self-employment, enterprises have showed commitment in hosting trainees in cooperative trainings and employing targets.

Respondent 1 from IP: “yes, previously Aha was engaged in only consultancy and research works and now it moves to piloting projects through LIWAY innovation fund”.

Respondent 4 from IP: - after starting implementing project with LIWAY, the training institution was able to fulfill different requirements and become a COC center. On top of this different code of conducts (like child safeguarding) were developed and communicated to staff and trainees.

4.3.1. Changes in Supporting Functions

Each LIWAY system (consortium partners) has presented changes in supporting functions as follows: -

Skill System: has been documenting different instances of changes and happened behavioral changes through regular monitoring of interventions. Some of the changes are Leather industrial development institute (LIDI) in partnership with three co-partners have established satellite training centers and provide trainings for new and existing employees in the companies’ premises; government and private sector collaboration promoted (between LIDI and the three private industries namely Anbessa, EFFICOS and Tikur Abay shoe factories); Kepler International a CSO and Tegibared and Nifas silk poly technique colleges started working together on soft skill training component; Metal industrial development institute (MIDI), private industries and TVET colleges have been working together in trainers’ industrial attachment program. In addition to the created synergy; curricula and training materials are revised based on the findings of market assessments, product and services are diversified; private sector become involved and engaged in livelihood improvement programs (directly and indirectly). Moreover, private sectors also engaged in TVET capacity building, curriculum development revision, experience and expert sharing.

Moreover, changes in infrastructure are seen (like product development centers established with a private partner called Skyline leather training institution; soft skill training center established in the pilot two public TVET colleges, career development center established and has been providing vocational guidance and counseling supports, NAVA hotel and tourism training institute become

certificate of Competency (COC) center and the like. Moreover, curricula and training materials were revised based on labor market assessment for some prioritized level based and short term courses in TVETs.

According to OICE, “in respect of our organization; strategically the organization expressing a change in behavior form donor base organization to a social enterprise that provide its service based on cost sharing scheme.

Respondent 1 from CP: “the other behavioral change is; implementing partners started to adapt the piloted business model and budget allocation is one indicator. (FBPDI allocated 200,000 ETB for scale up of the pilot project and Kepler international has allocated its own budget, has established soft skill training center and start providing training for three non-pilot TVET colleges”.

Medium and Large Enterprise System: hence actors’ behavior change depends on the nature of the introduced business model and system; medium and large enterprise system has been facing difficulties to see behavioral changes in actors. Respondent from this system revealed that behavioral changes of market actors become a challenge and the changing process is time taking. As the respondent said that “this is one of the thing that we did not progress very well, based on the learning from the previous activities we were not able to change some important aspects of the program. And we are reviewing our system strategy and assumptions”.

Micro and Small Enterprise System: - has started documenting system changes at various levels: For example, Belcash Technology Solution Plc, the implementing partner for digital marketing service (the e-commerce) has moved from small project based intervention that has been institutionalized into its organizational system (represent major institutional investment-financial, technological and HR) and they are expanding the service nationally and internationally. The intervention also contributed in terms of shaping the national policy agenda (ecommerce regulation).

Labour System has also witnessed, behavioral changes in its interventions. For example, in the job fair intervention; bureau of labor and social affairs has copied the job fair business model and integrated it in its annual plan.

The above responses are also supported by five examples of programmes explored by evidence (BEAM Exchange) and they give credence to these findings. It is clear that market systems approaches are highly applicable, being used in diverse sectors from silage and fodder markets in Pakistan, to business advocacy and policy reform in Nigeria. Each case also demonstrates that working through local system actors it was possible to achieve systemic change that benefits the poor in a variety of ways. For example, working with government agencies and private sector input supply businesses in Malawi to improve access to inoculant for farmers; or working with animal feed firms to promote good rearing practices to pig farmers in Indonesia. Finally, the examples reinforce the findings from the analysis of the Evidence Map that programmes can achieve systemic change that leads to growth and poverty reduction. (Conroy and Kessler, 2019).

4.3.2. Change in Rules

In market systems development, the rules of the game include the formal (legislation, standards and general guidelines) and informal rules (social norms and cultural behaviors) regulating a socio-political ecosystem. Improvements in rules can be achieved at all levels and can include policy development, application and enforcement, as well as awareness raising activities. As norms and values play a key role in formal rules being accepted and applied, these informal rules need to be deeply understood when trying to change formal rules. Depending on the cultural context, informal rules may in fact, even be much more powerful than formal rules. This is because norms and beliefs shape social behaviors that incentivize and motivate people to behave in a certain way. Paying attention to these incentives is critical to changing mind-sets and in turn, creating and maintaining regulatory changes. (Bentchikou, 2020).

In 2021 around half of the programmes reviewed by BEAM exchange, reported successes in changing policies. This includes changes to government, institutional and organizational rules and regulations. It also includes the changes to priorities that guide their own and others' actions. Such successes are often prized for the scale of impact to which they contribute, even though benefits are very difficult to measure. In all these cases, there was evidence either of direct attribution (i.e. the programme was a key determinant or driver of the change) or contribution, i.e. the programme contributed to the policy change as part of a broader set of factors. (Cortes and Albu, 2021).

The findings of this research also supports the different empirical evidences. Instances of changes have been seen and tracked in supporting rule parts. To mention some; skill system has been implementing “Improving platforms and functions to positively impact TVET graduates project with Federal TVET Agency (Ministry of Labor and Skills). Different directives and guidelines were developed at Federal TVET Agency level with the engagement of TVET and Industry experts. A total of eight documents were developed and some are;

- Public Technical and Vocational Education and Training Institutions Internal Income Generating Utilization and Administration Directive.
- Technical Vocational Institutions Trainers Motivation Implementation Directive.
- Technical and Vocational Education and Training Institutions Internal Assessment Implementation Directive.

The development of these documents will have impact in other prioritized areas of skill system constraints. For example, skyline leather fashion training institute has been working with two poly technique colleges in product design and development. The skills and capacities of the TVET trainers’ improved and they have started providing improved services for small and micro enterprises in the production of leather products. In order to make sure the sustainability of the services provided by TVETs, they have planned to provide the services with minimal payment. But the current rule does not allow TVETs to generate income. Once TVET institutions Internal Income Generating Utilization and Administration Directive is approved and endorsed; they will have legal ground and be allowed to provide service with minimal payment.

Respondent 2 from skill system; “proclamation on higher education training and research institutes and industry linkage is under development and it will be endorsed after approval by parliament house of people representatives. Once it is approved and endorsed, it will help different institutions to collaborate and enhance the public private partnership”.

Besides the formal rules there are also informal rules and social norms which affects the market systems and the poor. According to respondent from skill system: in Ethiopian culture roles are assigned culturally and reproductive and domestic roles are assigned for women and productive roles outside of home is assigned for men. For that reason, men are discouraged to participate in domestic works whether it is paid or not. “Domestic Workers Training for improved Employment

Opportunities and Quality Services” pilot project has been implemented with Venus Domestic Work Institute. This intervention has witnessed that twenty (20) men target groups have joined the training programme and linked with jobs in the area. These men did break the social norm and become positive deviants through working in paid domestic works. Besides, the informal rules are also addressed in one of skill system intervention. EMD Construction Finishing Institute is one of the LIWAY implementing partners and it has been engaged in providing trainings in construction finishing works. Most of the trainees of this college were men because the trainings are assumed to be labor intensive and they are less preferred by women. But in this intervention, women targets are encouraged to be trained in the area and they become successful in securing jobs and good in delivering quality services.

A respondent from medium and large enterprise system confirmed that; so far no change is observed in the rule part.

Respondent from labor system: responded that there is no change regarding the informal ones. When we see the formal rules we observed changes on interventions that Government Partners are leading for instance digital job matching (DJM) Overseas employment. There are some directives improved that ease for sending job seekers to be linked with 5 foreign employers/previously, Ethiopian Government has signed agreement with 3 foreign employers.

An evaluation of Land investment for transformation programme did used MSD approach to identify sustainable market friendly solution that allow rural land holders in Ethiopia to further increase their use in their land. The underlying constraints were financial access and the regulatory environment did not allow small holder farmers to use their land as collateral. This project is one of the successful MSD programmes which has brought changes in rule. Because of this intervention; Ethiopia’s first level land certification program has been hailed as one of the more successful and cost effective land registration programme in Africa and elsewhere. Second level land certificate (SLLC) helped micro finance institutions to offer individual loan product that could be better tailored to the needs of rural land holder farmers. SLLC was used as collateral/guarantee; MFI’s increase payment terms and eliminate the need to rely on group liability. As a result of this intervention; Amhara and Benishangul Gumuz regions have approved a new rural land administration and utilization proclamation number 152/2018. The revised proclamation permits

farmers to use right to SLLC as a form of accessing credit and the revised proclamation now allows for the use of land rights as collateral. Moreover, advocacy works have been done for the introduction of article allowing SLLC as collateralization of land use right has been done at federal level. (Fiestas et al., 2021).

4.3.3. Income and other benefits of MSD programmes

Most MSD programmes' objectives and intervention strategies show a strong poverty focus. BEAM exchange has reviewed 11 projects in different countries and the review found ample data about changes in the incomes of people living in poverty i.e. as a result of increases in sales of produce, of wages earned, or of more and better jobs. Beyond income, we saw evidence of MSD programmes creating transformative change (in self-esteem, in social capital, in local influence) in people's lives. (Cortes and Albu, 2021).

Respondent from MSE: "the evidences generated from the partners' reports, survey of the target groups, and learning from the stakeholders' revealed that the interventions piloted have contributed to the changes in income and economic opportunities. Target groups get organized, skilled, provided loan access so that they become self-employed. Provided operational space /working and retail through the development of physical and digital exchange platform, got technical and business skills, increased sales income. They also provided warehouse service so that their space challenges partially responded.

Respondent from labor system: "some interventions like Job Fairs; open doors for job seekers and employers as well as job matching service providers to have face to face interaction and linkages/job matching".

Respondent from skill system: "the different interventions in skill system created a way for target groups to improve their skill and as a result they could get job opportunities in wage and self-employments.

LIWAY 2021 annual report has indicated that; the programme has facilitated the creation of increased jobs and incomes for 26,277 beneficiaries, of which 15,643 (60% of the total) are women (young and adult), 19,029 (72% of the total) are youth (female and male) and 1,593 are adult men. These results are driven primarily by the skills system, followed by the MSE system. The labour

system is showing signs of system change that is expected to lead to more scale, and impact on poor women and youth in the MLE system is expected to be slower than other systems because the pathway is less direct. (SNV, 2021).

Implementing partners and target groups have also confirmed that the projects have resulted in other benefits which directs them to different opportunities. The benefits are job readiness trainings, joining TVETs based on their interest and potentials regardless of peer pressure and family influences, job linkage, capacity building in job search, goal setting, free training and trainings with cost share with employment opportunity. Skill improvement is also the continuous advantage for target groups.

Respondent 1 (target group), said that “I was sitting at home without any hope. I have heard about the training opportunity from the Woreda office and I came to register. I have received short term training on hair dressing and get certificate. I have also received my COC certificate. Now I am hired by a privately owned women hair salon with 2,000 ETB monthly salary. Besides, the employment opportunity, now I am able to pay for home assistance who will look after for my three year’s baby girl. Now I am confident enough that, I will achieve my goals and working towards that which is having my own women hair salon. The life skill and entrepreneurship training components also helped me to improve my communication skill, think outside of the box and to see business ideas”.

Respondent 2 (target group); said that “I was working in Arab country for the last 11 years. I was registered by the Woreda office as a job seeker and I have heard the information about through Woreda officers. Hence, I went to Arab country in my early ages, I was not able to complete my education more than 8th grade. I have used the opportunity to be trained on hotel and tourism management and received certificate. I have also received my COC certificate. Now I am able to work at privately owned day care service provider center and have 2,700 ETB monthly salary. I appreciate all the service I have received from the training institution and the project”.

Respondent 3 (target group) said that “I have heard the information from my sister. My sister took the training opportunity in previous round and I am the last batch. I have received the short term training, get certified and employed in private day care center with monthly salary of 2,500 ETB.

Now I am working and also continue my education in extension program. All the technical training and the soft skill trainings build my capacity and helped me in securing job”.

In addition to job and employment creation, the different interventions have resulted in improving the performances of implementing partners’/market actors in different ways. For example, training centers were established and fulfilled with required facilities, staff and institution capacity built, business way of doing changed and improved, demand driven services and products are delivered, skills improved and productivity increased. Since all interventions are working to address different constraints and bottle necks; they result in positive changes and improved product and service production and delivery. For that reason, training and employment opportunities are created for target groups.

Respondent from medium and large enterprise system; “it is limited so far because of focusing on improving the partner’s capacity and efficiency hopefully it will come to our target group in the coming periods”.

Respondent from labour system; “some partners changed/added services in addition to their primary role. Example, Mela events planning and management was originally an event organizer but now it is managing different projects after LIWAY supported job fair. They are also thinking to make job fair as one component of their future activity and to scale up in different regions. Improves business performance of the implementing partners indicates that positive change”.

According to skill system; by improving the standard and quality of skills delivery and aligning curriculum to meet the skills demanded by employers, youth and women have become better employees and increase the productivity and efficiency for companies. This could have three significant results:

- Firms requiring higher skilled staff to grow become more competitive and can recruit more of the target group as their skills improve.
- If target beneficiaries are able to access better and more relevant skills training they will be able to access more and better paying jobs.

- If target beneficiaries are able to access improved TVET and enterprise development training they can start, improve and grow their own businesses in response to market demand (Save the Children/skill systems, 2021).

Respondent from skill system: - confirms that skill system TOC is feasible and results has been achieved. For example, “Workforce Development Through Satellite Training Center” project was implemented with Leather Industrial Development Institute (LIDI). In this intervention, the above two TOC are achieved. This intervention benefited both new and existing staff. The three co-partners Anebasa, Tikur Abay and EFFICOS have established satellite training centers and have been providing theoretical and technical trainings in the center. The planned training benefited new entrants in terms of acquiring new required skill and give opportunity to be recruited in those companies. Existing staff were also trained and their skills improved. As a result, they have got promotion based on their level of expertise and experiences which results in salary increment. Those companies are highly benefited in terms of conducting market assessment and revising their curriculum and training materials, industry experts have received training of trainers (TOT) trainings, experience shared and they have trained the staff based on their own standards. These all helped the companies in improving the required staff skills and this results in the companies increased productivity. These all create new employment opportunity for new target groups. The companies also increased their revenue because of the well-equipped staff; they could deliver their orders in timely manner and as per standards.

According to Aha Psychological service plc; there are significant changes in customer satisfaction. Aha has got a capacity building for other services of the PLC, made it visible to the markets and got similar assignments as a result of this project. New business opportunities and partnerships were established in areas related to TVET programs like developing the national VGC guideline, presenting papers on VGC at annual conferences of partners TVETs, it introduced the patterns of pretesting for TVET trainees at the registration and posttest job readiness test (JRT) before graduation.

Moreover, OICE agreed that because of the intervention and its integrated approaches of soft skill in provision of services are shown great satisfaction by trainees and Skyline confirmed that “we

have been informed in many ways that a lot of sectoral enterprises are satisfied by the project outputs”.

4.3.4. Unintended outcome

By creating additional jobs and increasing income LIWAY stabilized the livelihood of unemployed people in Addis Ababa. This will decrease the risk of unrest and social tension and thus contribute to peacebuilding. (Fair and Sustainable, 2021).

All the respondents confirmed that; so many unintended/ unplanned changes are observed; to mention some

- Nava hotel and tourism training institute capacity was built through the process of piloting intervention and it became COC center.
- The intervention with Ethiopian Tourist & Trading Enterprise (ETTE) contributed for it became center of excellence for handicraft works and inclusion of disabled targets.
- Partnerships in TVET trainers’ industry attachment programs, results in sharing expertise between TVETs and industries.
- Aha Psychological Service PLC has been piloting “establishing career development center” project and has been providing vocational and guidance service for TVET trainees and graduates. The pilot project give experience for Aha to work on vocational guidance and counseling (VGC) areas. This has opened the opportunity for Aha to be selected by Federal TVET Agency (ministry of labor and skills) and UNESCO to develop national level VGC guideline. Once the guideline is approved and endorsed, VGC will be integrated in the TVET system, all TVET colleges will provide vocational guidance and counselling service for their trainees.

Respondent from medium and large enterprise: “yes, unintended results have been tracked, in some of the interventions in medium and large enterprise system; the firm owners and employee become motivated to fabricate some machines and equipment’s where their activities bottlenecked”.

Respondent from labor system: “yes, we observed some unintended results in interventions. In piloting the Job fairs intervention, there are some NGOs that copy our model for similar target

groups to expand it in regions/SNNPR and requested our IP to work with and share her experience with them”.

Respondent from MSE system; explained some examples from micro and small enterprise system. Self-initiated networking and cooperation among the target MSEs; self-arranged shared retail space on regular shops and sharing bazaar space; business to business (B2B) linkage among the implementing partners; target MSEs rolling over the information about the interventions to subscribe to Kefta Information platform; target MSEs providing business to other fellow MSEs when they secure more orders (from Hello market or Kefta information platform) and the invoice requirements for engaging in e-commerce potentially excluded the informal business, that originally thought to create economic opportunities.

More over the mid-term review of LIWAY programme report indicated that; an unintended outcome of Kaizen intervention (from medium and large enterprise system) that needs to be mentioned is the application of Kaizen by employees in their personal life at their homes. One of the person’s interviewed claims that his home is much better organized after he took the training. He also witnessed that many colleagues have taken Kaizen to their homes. (Fair and sustainable, 2021).

4.3.5. Role of LIWAY’s interventions in strengthening the business enabling environment

According to the respondents; LIWAY interventions showed new ways of working, shared new/improved business ideas, de-risking to test pilot interventions, built the capacity of implementing partners to undertake the implementation of business model. Thus, the interventions have been improving access to opportunities for the target groups of LIWAY programme. To mention some of the major activities/business areas which create more opportunities for the target groups are testing new business models such as access to finance/saving & credit associations which address the financial constraints for new business entrants and business expansion, pre-financing trainings, so that trainees could take trainings and will pay back the tuition fee when they secure jobs.

Implementing partners summarized their achievements as follows; capacity building supports, integration approach of soft and hard skill trainings at one institution, the percentage and number

of COC qualified trainees has uplifted by the intervention, awareness created on the importance of VGC services, development of psychological tests and national VGC guideline, understanding the real challenges of enterprises in finding the right workers and addressing their need, establishing workable platforms between TVET and enterprises and so on.

In other area, LIWAY programme has conducted different researches in TVETs pitfalls and opportunities, child care and small and micro enterprise taxation system areas. The studies have been validated by different relevant actors. Accordingly, an external market actor is on board to conduct the researches, public private dialogues are conducted and evidence based advocacy works are planned to be carried out in the mentioned three areas. These will help to generate strong, credible evidences and communicate the results widely.

According to medium and large enterprise system: some of the prioritized areas in this system, could not influence the enabling environment as expected, the challenges the system has faced are beyond its reach and ability “FOREX challenges of companies” would be a good example.

Respondent from labor system: “LIWAY interventions twinkle into the works of the Government and Private physical and digital employers and they are currently started to change their systems. For instance, Ministry of Labor and Skills has scaled up the LIWAY funded DJM platform for overseas employment and named it National Recruitment Platform. Many private partners are improving their systems after LIWAY support to be reached by the job seekers”.

4.3.6. Internal and external coherence of LIWAY programme

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. (Fair and Sustainable, 2021).

According to all of the respondents; LIWAY programme has four systems (labour, skills, MSE and MLE) which have been administered by the four consortium partners. The coherence and linkage between systems and interventions are progressing well and showing good results. Skills system is cross-cutting to the three of other systems; so that addressing market constraints in skill systems will result in addressing other systems constraints either directly or indirectly. As a show case, “Improve Product Design & Development skill of TVETs” pilot intervention has been

implemented with Skyline leather fashion Training Plc”. TVET trainers’ skills has been improved in product design and development, so that they could provide technical assistance for micro and small industries which have skill gaps in pattern making, design and finishing. This intervention primarily addresses the skill gaps and it keep contributing for MSE system; so that MSEs start receiving different support from the colleges and this strengthen the working relationship between the TVETs and MSEs. At the same time MSEs skills improved and they could deliver quality products for their end users. This ensures their increased productivity, increased income and providing new opportunities for new entrants (job seekers). This is a good example to show linkage between systems and interventions.

Respondent from skill system: “professional nanny training intervention has been implemented by skill system and child care intervention has been carried out by labor system. These two interventions could show the linkage and integration between intervention among systems. Those nannies who are well training through nannies’ professional trainings; have been accessing job opportunities in the different child care service providing centers. At the same time accessing trained nannies will no longer be a challenge for child care centers.

Above all interventions collectively contribute for system change and that is why the programme started to see signs of systemic changes. But strong emphasis should be given for the linkage between the four systems and interventions under each systems.

4.3.7. Time Feasibility of MSD Approach

According to (Peach, 2020) interventions should be realistic about how much time frame is need to get planned results.

All of the respondents confirmed that; the pilot projects designed in LIWAY lacks time to show results with in the intended project period. Hence MSD approach by itself starts from changing the system and making the market functional, it requires feasible time. First step is working on the market system and bringing change in the system (behavioral change of market actors) and this will take more time. Assessing the LIWAY programme interventions; this process was given less time. Once the behavior changed observed; the market starts responding to the poor and become inclusive. Because of lack of time feasibility; all planned results could not have been seen and achieved during the project period. Rather, projects track instances of systemic changes which are

leading to the main planned changes in the system and the targets as well. Hence, time was a question; most of the pilot projects are extended without cost. Because of less time feasibility, political instability and COVID 19 impact; the LIWAY programme itself has got two years' extension.

Respondent1 from CP: “we learnt that the time feasibility is one of the aspects for screening the interventions and onboarding partners”.

Respondent 2 from CP: “MSD approaches should consider adequate time and some interventions need more time than expected to see the result or systemic change in general. So we may see systemic changes even after the close up of the program”.

All implementing partners have also emphasized on the importance of time flexibility. When interventions are designed the time feasibility should be properly assessed. In some of the interventions some preliminary activities took more time than that of the actual works. Thus, this should be considered whenever it is recognized. In addition, hence intervention approval process took much time, there will be high inflation which also impacts the actual implementation (difference will be created between planned and approved budget and actual cost at the time of implementation).

4.3.8. MSD approach and government priorities

According to (Ghebru et al., 2021); working at the right levels and building the right relationship especially with government is one of the factor for success of MSD programmes. Government of Ethiopia is working towards poverty alleviation and the main goal of MSD approach is poverty reduction; all designed interventions/pilot projects using MSD approach are in line with government priorities and contribute to poverty reduction either directly or indirectly. The identified constraints and systems in the LIWAY programme are in line with government priorities and work to address both demand supply side actors' problems.

According to all respondents; the government of Ethiopia is designing different strategies to address urban unemployment and LIWAY programme is also designed with the objective of increasing income and improving livelihood of 200,000 women and youth in seven years in Addis Ababa. Thus, it will contribute to the biggest goal of the government which are reducing

unemployment and poverty reduction. LIWAY programme also works in line with other government bodies like job creation commission (JCC), bureau of labor and social affairs (BOLSA) and the like. The midterm review of LIWAY programme reports also supported this finding. The governmental organizations that participate in the LIWAY programme are positive about it. For instance, JCC: “Private sector development key for our government to develop the Ethiopian economy. The LIWAY is right on the map.” JCC has the mission to create 20 million jobs, hence, LIWAY's objective is in line with their work. Furthermore, the 11 sub-sectors on which JCC focuses fit with those in the LIWAY programme (example textile and garment, agro-processing, SME manufacturing, trading). This is also because of the fact that LIWAY was part of the committee that advised JCC on which sectors to focus. JCC is building a community for the private sector to address their needs by the government. They have regular meetings with the LIWAY management to see if there are also opportunities for the LIWAY programme to support these enterprises. BoLSA underlined the importance of the LIWAY programme to create links between job seekers and employers. This is in line with their mission and they are, therefore, satisfied with the cooperation with LIWAY. The same counts for bureau of job creation and enterprise development (BoJCED). (Fair and sustainable, 2021).

Respondent from MSE system: “despite lack of knowledge about the MSD, the intrinsic value of the MSD is in line with the government policies and programs. MSD is all about sustainability, scalability, inclusion, cost efficiency and effectiveness one can safely say that it is in line with government policies and programs. With limited resource expected big changes. It is about the poverty reduction, about access and system changes”.

On top of this, stakeholders buy in of LIWAY programme; indicated that the programme is in line with government agenda. The number of partnership that the LIWAY programme have witnessed that the approach and the designed programme have got buy in by implementing partners and stakeholders. LIWAY has partnered with 60 public and private market actors to deliver 45 live and completed interventions. (SNV, 2021). LIWAY programme has six government signatories and has got buy in by all relevant stakeholders. Other non-pilot/non-target market actors are copying the model (expand) and this witness the buy in of the approach by different actors.

Respondent from MSE system: “there are interventions that have got buy-in and have been progressing well. For example, public private partnership (PPP) bazaar took longer time to take-off/onboard the partners. But now the buy-in is not only by the partners, but also the non-partners are copying, adapting and expanding the service”.

Above all, all respondents confirmed that LIWAY’s programme role is facilitating and supporting government policies and strategies.

The study indicated that MSD approach is feasible to be implemented in urban context. The main indications of its are poverty reduction is the priority of our country, collaboration among private and public institutions, bridge gaps in each system and address constraints in each system, allows new concepts to be tested. MSD is also key for changing societal culture, polices and procedure by addressing the rules parts of the equations. But it is true that the practicability/ workability of the approach highly depends on acceptance by public and private actors. On top of this, poor working culture and negative perception towards change affected it. The knowledge gaps could be addressed through different capacity building works. There are available opportunities and resources which could facilitate the implementation of MSD approach. The main ones are availability of market actors, existence of different system dysfunctionality, human capital/ technical expertise in the subject matter under the four systems. The available resources are some online documents from Agora, Springfield and BEAM exchange.

All implementing partners responded that; the overall infrastructure of the institutions, human resources, technical expertise, willingness, experiences, financial resources, different supports from development organizations and willing private sectors to collaborate in different project ideas could be considered as available resources for the effective implementation of MSD programmes.

Respondent MSE system: “the BEAM Exchange is a specialist platform for knowledge exchange and learning about using market systems approaches to reduce poverty. Online learning materials, webinars videos and the like are freely available”.

4.4. Sustainability and Adaptive Management of MSD approach

4.4.1. Sustainability

A core rationale for the MSD approach is that interventions not only reach scale, but by creating

lasting systemic change, they have an impact that is enduring. If MSD lives up to its name, impact does not decline after interventions end but continues to grow as businesses adopt and adapt innovations, and the wider market system expands and responds to the new opportunities. (Cortes and Albu, 2021).

LIWAY programme mid-term report revealed that, there are a couple of signs for sustainability. Some of these business models already have proven to work well (example e-commerce platform and Hello-market) are increasing the income or creating additional jobs. Others still have to prove their contribution to sustainable impact (example payment for the tender services of Ebiz by MSEs, additional companies that are interested in the Kaizen philosophy to improve their production management). (Fair and sustainable, 2021).

According to all respondents of consortium partners; some of the interventions are high likely to continue the improved business models after the exit of each projects and this will be ensured through resource allocation and structural change; planning and reporting changes and benefited target groups. Interventions which involve private sector actors with a business incentive are much likely to continue, however interventions with government partner only and private partners with seeking for short term advantage is very unlikely to sustain.

Respondent from labour system: “I think Job fairs to enhance job matching and digital job matching (DJM) for overseas employment are among the interventions that will continue after the closure of the projects. The implementing partners have incentive to continue the interventions and these interventions will work for low and medium skilled job seekers”.

Respondent from MSE system: “the e-commerce intervention will continue beyond project period because the service is tested and working well for all stakeholders. The access to information intervention provided business/market information to enterprises. The project facilitated the development of information platforms that works well. Infrastructure such as e-commerce platform, warehouse facility, information platform, (web-based, off-grid, call center and the like) will sustain and support for access to retail space (on rent or renovating old buses, shared production spaces and the like)”.

Respondent from labour system: “public childcare services will continue because they are seeing the business model feasible”.

Skill system confirmed that; most of the interventions under the system are likely to sustain; especially the approval of the different developed directives, guidelines, manuals and advocacy works will help the systemic changes to sustain.

All implementing partners have also given their opinion towards sustainability and their plan to sustain the newly piloted business models. Accordingly, OICE is ready to implement the intervention as a social enterprise and cost sharing schemes, Aha psychological service plc has planned to test and implement fee based VGC services and MG consultancy is identifying potential partners who could provide employment opportunities, partnership requests are also coming from Enterprises and MG’s radio programme is also a big asset in advocating and informing employment issues. These are a very good signs to continue beyond the target plan and project durations.

To the opposite half of the implementing partners (2 out of 4) are not confident in the ways that other market actors are copying the improved business models. As to the implementing partners, there are a number of reasons which affects other market actors not to copy the model. For that reason, experience sharing and learning workshop should be organized and learnings have to be shared between actors who have tested the different interventions and who do not. Seeing the changes and the benefit of the pilot actors, new competitors could develop interest to copy the business models.

4.4.2. Adaptive Management

MSD programmes and their partners work in competitive and entrepreneurial spaces where risk and unpredictable economic forces shape incentives and behaviors. To engage effectively with stakeholders and deliver results, MSD programmes need to be managed adaptively: using iterative learning and analysis to pivot strategies and reconfigure activities as contexts change. This means areas of work get re-prioritized, theories of change are adjusted, indicators get modified or added to reflect what is happening in the market system. (Cortes and Albu, 2021). A review of different MSD programmes suggested that, projects must be flexible and able to adopt to changes in the broader environment which will affect the implementing environment. The review of different

MSD projects/programmes the range of challenges highlighted the need for adaptable and opportunistic interventions to address broad systemic constraints to reaching target groups/beneficiaries. (Ghebru et al., 2021).

The study revealed that adaptive management is one of the key pillars in the MSD approach. In the LIWAY programme, this management style has been embraced and implemented by the consortium partners. The LIWAY team has made various changes in interventions: changes in timing, implementing partners, interventions (example, because of identification of new constraints or policy changes), and also in budget. Interventions are being adapted or terminated if it is clear that one of the implementing partners is not able to deliver as agreed upon in the contract or when an intervention is technically going well, but results are insufficient. Together with the implementing partner, the LIWAY team will look at the context and assess why the intervention is not working or what hinders the process. Based on these outcomes, it was decided to adjust the intervention or terminate it. (Fair and sustainable, 2021).

Adaptive management is one of the biggest component of MSD approach and it has been exercised by LIWAY programme at different levels. As all respondents of consortium partners confirmed that; the programme is open for new interventions, un successful partners are changed and replaced (in one of the intervention Akaki poly technique college was replaced by Misrak poly technique college after the agreement is signed). Business model modalities are improved, changing models, cost and no-cost extensions allowed, periodical review of system strategic documents and result chains, dropping interventions if it is not progressing, revision of plan for change/expand and withdraw intervention, target and income revision by the programme. Age of youth target groups were 15-29 and this is revised to 15-35 years old. In addition, income of target was changed from 1,500 to 3,000 ETB.

Respondent 1: “adaptive management allows to fail but fail fast. It allows to park, drop and change the strategy based on the context or leaning. Enables to start, park or drop interventions in response to changing circumstances (COVID-19, partners’ compliance (technical and financial) and the like. (Bentchikou and White et al., 2020) have emphasized that, in MSD programmes it is okay to stop, to step back, understand why things are not moving as planned, adjust strategic plans and start over.

“Expect the unexpected and adopt accordingly”, (Marshall Bear and William, EP, Grant September 2020). COVID 19 pandemic would be a good example for this. The study finds that, as any other programme, LIWAY programme and its interventions are highly impacted by COVID 19 pandemic and for that reason adjustment in strategies and plans were done. To mention some, interventions were designed to reduce the impact of COVID 19 which indirectly have contributed for maintaining workforce in available jobs and also supported some industries to remain competitive in the market (prevent closure of industries and reduction of number of staff). In addition, the business of some target groups were highly impacted by COVID 19 and for that reasons, LIWAY helped them to have business shift and has covered some of their costs. For example, women target groups who were engaged in women hair salon business were highly impacted by the pandemic and also the COVID 19 related restrictions affected the business. LIWAY programme supported these target groups to develop a business shift plan and financial support was provided. Thus, the target groups were changing their businesses to selling fruit and vegetables (seasonal serials like maize “fresh bekolo” which were highly consumed at rainy seasons).

Respondent from skill system: “Federal TVET Agency (ministry of labor and skills) planned to develop three documents but they have revised their plan and eight documents were developed”. Adaptive management is greatly practiced by both the fund provider and implementing partner organizations whereas the uncertainties in the business, political and economic environment makes it a little bit challenging. The midterm review of LIWAY programme findings also supported this. 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. (Fair and sustainable, 2021).

Respondent from CP: Sometimes there are challenges to practice adaptive management. Sometimes there are different parties to be consulted and decide on the go or no go decision of changes and that have its own process. For this reason, dropping or parking interventions as well as deciding to continue is a time consuming process and difficult.

According to (Ledgerwood, 2021) when taking a market systems approach, development organizations are facilitators of market development external change agents whose role is to support market actors to change their behavior. The primary role of facilitators is to address constraints to catalyze the market system to function more effectively and inclusively. Facilitation is therefore a temporary role. In the longer term, the strategic purpose of facilitation is not to have any continuing role in the market system.

All respondents agreed that, the MSD approach allowed actors to practice adoptive management, give facilitative role for consortium partners and market actors are owners of projects. MSD tries to engage all actors that have role in a certain system; there is high partner/stakeholders involvement. MSD model and Adopt, Adapt, Expand and Respond (AAER) visualization at the design stage of interventions helps to have clear picture and see the outcome (systemic changes, sustainability and scale ups). Programmes and projects/interventions designed using this approach require less investment and they are less capital intensive. It allows the chance of implementing one business model/intervention with multiple market players “do not put all your eggs in one basket”, works on both demand and supply side actors. (Ghebru et al., 2021) has also supported this idea as; “do not rely on one partner”.

Respondent labor system: “in donor dependent community and government like Ethiopia, it is very difficult to implement MSD programs. All stakeholders could not easily understand the nature of programs and could not respond positively. It is challenging to continue with some of the Government partners and there is intervention dropped due to this. It is relatively easier to work with private partners and once they believe that they could get incentive after some time. In general, MSD is effective but it is slow and time taking process”.

Respondent from MSE system: “MSD creates inspiring thinking like changes at scale, beyond the project period; co-financing of the partners (moving from free-grant to risk sharing/cost sharing is quite fascinating change in perception and in practice). On top of this adaptive management flexibility, learning and adapting is the beauty of MSD that inspires me most. One allowed to fail, but fail fast”.

Respondent labor system: “I appreciate the concept of MSD because the ultimate goal is to improve livelihood and income of target groups and implemented by different market players”.

All implementing partners have also recognized the relevance of adaptive management practice. Flexibility has been seen in changing the target quota specified under the project, budget shift from activity to activity, time and cost extensions, reviewing performances and changing modalities and the like.

4.5. Challenges and lesson learn of MSD approach

4.5.1. Challenges

Hence MSD approach is new and especially loosely tested in urban context a number of challenges have been faced throughout the project management process. All consortium partner respondents agreed that project implementation through MSD approach has been a challenging processes. The main challenges are MSD skill constraint (partners expect the blueprint plan and results- limited opportunities for change), finding partners having the right mix of capacity and incentives, working culture and perception, unstable structural and staff turnover problem by most government institutions, low cost share practice by most actors, dependency on aid programmes and direct delivery/traditional/conventional ways, expectations of direct support by target groups, thin markets and the like. All implementing partners also agreed on the main challenges and express their view as; the approach is different from providing handouts or direct support to partners and beneficiaries. Creating understanding on the project nature is challenging and time taking. Much of the project time is consumed in negotiation, providing orientation and reconnecting with missed partners.

Respondent from medium and large enterprise system: “the major constraints are shifting from the classic way of doing development projects into MSD approach, which requires readiness of partners and government bodies. Moreover, finding partners which are interested to invest and share contribution is also challenging”.

Respondent from skill system: “there are different challenges including government policies, procedures and working cultures that hinder the implementation process of MSD interventions. Private companies are also reluctant to try new things in their business that affects expanding the target and geographical area as a result of MSD programs. Expectations from target groups are also another challenge since target groups have some financial expectation they adapt through conventional projects”.

On top of the mentioned challenges; all have agreed that Covid-19 affected the capacity and incentives of the implementing partners due to its impact on the economy.

4.5.2. Lessons

The followings are the summarized main lessons explained by respondents of all consortium partners

- Look below the surface to find the causes to decent work deficit
- Start with clear strategy on which that puts the target groups into focus and solutions to address root causes not symptoms
- Ground a pilot design in contextual reality
- Facilitate and convene strong partnership
- Align incentives of the private sector with programme objectives
- Capacity building of market actors (public, private and CSOs)
- Monitoring and documentation in the interventions needed to support the case of attribution.
- Gather credible evidence and clearly communicate success and challenges
- Carefully select systems/sectors and intervention designs
- Considering urban settings for faster scale and innovations
- Work through partners and channels with outreach
- Adopt a “thinking and working politically” approach
- Continual assessment of the validity of assumptions and the effectiveness of interventions and making adjustment to the interventions accordingly.
- Exercise adaptive management at all level

On top of this implementing partners have also shared their lessons from their respective projects. The major ones were need based training delivery; strategically foreseen and began to provide its service as a social enterprise in training delivery, collaboration with stakeholders, introduction sessions and repeated meetings have meaningful impact in onboarding and engaging key project actors, recognize flexibility and adaptive management in MSD project implementations.

NAVA training institute has shared its lesson as follows: most of women targets were coming for training with their children and they could not give full attention for the training. Recognizing that

challenge, the training institution has established mini day care center and that helped the women to leave their children at the center and focus on their training without distraction. Hence all of the targets groups (100%) were females; challenges were coming from their husbands. Some husbands were not happy for that their wives are taking trainings, do not allow them to participate in the training and engaged in paid works. In order to address these challenges, NAVA conducted assessment on how women are supported by their husbands and came up with the idea of recognizing best husbands. Accordingly, the training center has officially recognized and awarded positive and supportive husbands. This results in motivating other husbands.

CHAPTER FIVE

SUMMARY OF KEY FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1. Summary of key findings

- Market assessment is the base for programmes/projects implemented using MSD approach. It helps to understand the market constraints from both demand and supply side actors and constraints are identified from supporting functions and supporting rules aspects. Accordingly, major constraints of the principal market are identified and prioritized. This is followed with development of clear sector selection, sector strategy development and intervention designs based on relevance, opportunity and to the targets.
- LIWAY programme has been implementing its prioritized sectors and interventions in partnership with different market actors such as private, public and CSOs. These partners are identified through three ways such as LIWAY approached potential partners, partners approached LIWAY programme and LIWAY officially communicate call for application/proposal requests. Those interested partners are assessed and selected based on their capacity and incentive and will/skill analysis and sustainability analysis matrixes are used. Once the partnership is created implementing partners have both strengths and weaknesses. For that reason, LIWAY has been conducting different capacity building activities to improve their performance. Hence onboarding and selecting implementing partners is time taking process; MSD programmes/projects should have awareness creation works for different market players, conduct regular follow up and monitoring and support the required level of supports; doing these performance of implementing partners could be improved.
- Hence MSD approach is an effective approach, lack of knowledge and skills on MSD by both consortium partners and implementing partners affects the implementation. A number of MSD resources are available globally. But, since the approach is new to Ethiopia; contextualized resources should be available. Especially resources on MSD programmes/projects in urban contexts are few. BEAM Exchange is one of the global learning and sharing site on MSD. The researcher emphasized that, global experiences should be contextualized to local contexts.

- In LIWAY programme, results and outcomes started to be tracked and reported. The intervention management tools and regular reviews of interventions and sectors helped to track changes and take corrective measures as required. Actors behavior change have been observed. Major changes are new ways of doing businesses, diversifying products and services, improved public, private partnerships, more jobs created for target groups, allocation of resources for adapting the business model and scale up. Moreover, the different directives and guidelines are developed and evidence base advocacy works are under way to have policy influences.
- LIWAY programme also witnessed that, target groups have been benefiting from this approach. The main benefits are skills improved, job linkages, new employments, improved incomes, access to child care services, access to better information, access to finance and working spaces. Besides, the soft skill trainings improved communication and networking skills and the like.
- Unintended outcomes like development of proclamations and directives, improved service provision results in promotion of two implementing partners contributed for they to become COC center and center of excellence.
- MSD programmes/projects have followed different steps and processes. For that reason, serious attention should be given for time.
- MSD aims to create lasting changes and if awareness creation and capacity building of market actors are properly implemented; partners could prove that newly designed business models are successful. So that, more actors will be interested to copy the model and the implementing partner itself will allocate resources to sustain and scale the model.
- Markets are dynamic and changes are happening now and then. Using iterative learnings and analysis (reviewing assumptions, sector strategies, theory of changes, intervention progresses and the like) helped to practice adaptive management.
- MSD approach has been positively contributing to improve the livelihood (employment creation and income increment) of women and youth. Hence the approach started with market assessment, it clearly identifies the root causes which hinders the market system to be not inclusive and also prioritize the challenges of the poor. Then sectors and interventions are prioritized based on the result of the market assessment. The designed

interventions have the potential to challenge the status quo of the current market and help market actors to perform better. The approach gave a facilitative role for development partners/donors and capacitated implementing partners, mostly local market players, to perform better. For that reason, actors' behavior change exhibited, ownership created and services/products become inclusive for the poor. At the same time, poor women and youth constraints like lack of skills, access to information, access to finance, access to child care services, job linkage and the like could be addressed through different designed interventions. In MSD, the designed interventions have been gone through feasibility check analysis and most of the piloted interventions confirmed that market system changes are happening which results in access and growth to pro-poor services. Which finally contributes to poverty reduction.

- In countries like Ethiopia, the MSD approach has been newly practiced. For that reason, introducing the approach to different market players and key stakeholders is a time-taking process. Moreover, piloting different interventions with different actors and evaluating the success of such interventions, are becoming the base for scale up or design improved version of business model. This research revealed that, MSD approaches have significant contribution but mainly depends on the willingness, skills and performance of market actors.

5.2. Conclusion

The study finds that the MSD programme/project approach is effective in creating employment opportunities and increasing income of women and youth target groups. In MSD, market assessments are the base for sector selections and interventions designs. The different market constraints of target groups which are contributing for the high number of unemployment are properly understood and interventions are designed towards addressing those challenges. Besides, designed interventions helped to address the bottle necks of the market actors which negatively impacted their services not to respond to the target groups/ exclude the poor. Funders/development actors should make sure that market assessments are conducted with the participation of relevant stakeholders and interventions are designed as per the findings of market assessments.

The MSD approach encourages implementers to work with different market actors (public, private and CSOs). Partnership helped the MSD programme/projects to increase their impacts in terms of

creating systemic changes on the market, sustaining and scaling improved way of doings/ improved business models. Thus, working through partnership should be effectively practiced and different awareness creations, capacity building works, learning and experience sharing practices have to be planned and conducted. So that, partners' skills improved, capacity and practices of market players built, which results in better implementation and results.

Moreover, the end goal of MSD approach is improving the market systems in such a way that they could work for the poor. This goal is highly aligned with the Ethiopian government priority which is reducing the rate of unemployment with special focus on youths and women in urban areas. Thus, LIWAY programme using MSD approach and engaging different market players have been creating employment opportunities and increasing income for poor women and youth. The programme also has been working with different government bodies (BOLSA and JCC) who have been working on job creations and linkages. Thus, the study concluded that LIWAY programme using MSD approach has been contributing for poverty reduction agenda of the country and the study inform and encourages other donors and development practitioners to design projects using MSD approach. To support this, government bodies should collaborate for the smooth implementation of different projects and make decisions in identified areas (could be approval and endorsement of proclamations, directives and rules). Besides, government should take initiative to promote MSD approach results and encourage development actors to design MSD projects/ programmes.

Finally, implementing different programmes/projects through MSD approaches are challenging and iterative process, but if applied with proper market assessment, engagement and participation of market actors, relevant stakeholders and the poor; onboarding the right partners with capacity and incentive, documenting learnings, getting buy in by relevant stakeholders and practice of evidence base adaptive management; it could significantly contribute to improve the working lives of women and youth in urban areas. Overall, MSD approaches should be highly applied and practiced in urban contexts.

5.3. Recommendations

The research would like to give recommendations for different actors such as LIWAY programme, donors/development practitioners, implementing partners (private and public actors) who are and will be engaged in implementing MSD approach.

- Awareness creation on MSD approach for potential private market actors, development practitioners and government partners. As a result, MSD skill constraints would be addressed and partners would be able to differentiate MSD approach and other conventional ways of project delivery approaches.
- Thinking and working politically could help to engage key stakeholder, especially government partners. Besides, carefully choosing implementing partners, building the right relationship with them and invest in quality partnerships are advised.
- Accepting and taking risk and cost-sharing to try new ideas; could enable partners to try new ways. If it is successful, it could be replicated and if not, learnings will be generated and improved models could be designed. Besides, a system needs to be in place to track cost-share contribution of partners. So that, the total utilized resources would be known and recognized. This also encourage the ownership and accountability of implementing partners.
- Regular staff capacity development programs could support staff to be creative, flexible and adaptive.
- Engaging champions of change in implementations, so that they could help the smooth implementation and also facilitate and ensure the required decisions are made.
- Build the capacity of implementing partners, technology solution providers, consultants and the like. So that, they could be able to adapt and perform in the future.
- Understand that some MSD programmes/projects may need direct support to stimulate broader market system change. Moreover, balancing facilitation supports and direct supports is required. For that reason, partners will not be dependent on total project supports.
- Put on good practice values such as; know who to work with (partnership), right size activities (intervention design), design for wider change (scale up).

- Conducting regular review, reflect and learning sessions with implementing partners and key stakeholders helped to generate evidences, to share learnings, challenges and develop action plans. So, that all will have role in the implementation of the agreed action plan. On top of this; using monitoring, evaluation, learning and accountability (MEAL) techniques would inform adaptive management.
- Generate strong and credible evidence and engaged in evidence based advocacy works. So that, constraints that need policy influence could be presented for policy influencers and decision makers. Moreover, this can facilitate the changes in rules.
- All actors in MSD implementation must ensure that feasible time is allocated for designed interventions and make sure that the availability of locally contextualized resources. Working on documenting learnings and best practices, would help to have locally available resources. Moreover, conducting learning and experience sharing sessions/forums; would create potential for the programme/projects to communicating changes and addressing many actors.
- As employment creation is one of the issue that government and partners are struggling with, testing this approach through government initiative would address more poor women and youths.

5.4. Suggestion for future research

Even though this research has covered a number of topics and have indicated its findings; the following areas could be further investigated by future researches.

- The research has covered one MSD programme in urban context and other MSD programmes in urban context could be assessed and compared.
- Detail statistical analysis could be done using quantitative method of research.
- The research has addressed only specific target groups mainly men and women youth. Adult women were not part of the research. For that reason, comparative study could be conducted using experiment method (control and experiment groups); so that benefit to target groups would be better assessed.
- Because of the current restructuring process at government bureaus, key focal persons from stakeholder sides were not available. Thus, other researchers, could have information from stakeholders and government implementing partners.

- Mostly, global literatures were used and few local literatures were available. Thus, other locally available resources could be reviewed in next researches.
- Finally, gender and social inclusion components were not addressed and could be examined by future researches.

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Annexes

Annex 1

St Mary's University
School of Graduate Studies
Project Management

Interview questions for consortium partners' intervention managers and team leaders

I am Kalkidan Yemane who is studying Project Management at St. Mary University. I am doing my thesis with title on “Effectiveness of Market System Development (MSD) approach in improving livelihood of women and youth. The case of Livelihood Improvement for Women and Youth programme in Addis Ababa”. This interview is aimed to collect information from consortium partners' intervention managers and team leaders who have been engaged in the implementation of LIWAY programme and supporting and monitoring LIWAY's projects/ interventions with different implementing partners. All the information will be used only for the purpose of the study and will be kept confidential. The interview will take about 45 minutes to 1 hour. Kindly be informed that; you can withdraw from the interview whenever you want. I appreciate the time you gave me.

Interview Guide for LIWAY consortium partners' intervention managers and team leaders (Labor system, Medium and Large manufacturing system, Micro and Small enterprise system and Skill system).

A. General information

1. Name of organization(s):
2. Person(s) interviewed (title and role in LIWAY programme)

B. Interview questions

Partnership and intervention/project design

3. How do you map out potential implementing partners and choose them to work with? (capacity, incentive, will and skill, momentum)?

4. How do you influence and onboard potential partners?
5. How do you appreciate the collaboration with implementing partners?
6. What are their strong and weak points in terms of skills and experiences? If applicable, how did you improve the weaknesses of these partners?
7. How do you prioritize problems and suggested intervention areas? Consider your interventions and answer the below
 - How relevant is the intervention for target groups?
 - What opportunity will the interventions bring for the target groups?
 - How feasible/workable are the suggested interventions/ its practicability?
8. In the LIWAY programme the implementing partners already have to provide a cash contribution during the project implementation period. How do you reflect on that?

Skills and skill building:

9. How do you appreciate the technical support of AGORA (external consultant for LIWAY programme)?
10. Are there local technical experts/specialists to support the implementation of MSD interventions?
11. Are there resources available for implementing partners and stakeholders staff who are facilitating the approach in different implementations?

MSD Effectiveness

12. Which important changes occurred during the implementation of the LIWAY interventions under your supervision? Approach, choice of activities, budget allocations, choice of target groups, choice of market stakeholders, choice of partners, other?
13. Are there changes in supporting functions, including provision of infrastructure, information about what is happening in the market, availability of skills and technology?
14. Are there changes in the rules governing transaction, including formal standards, regulations and laws, as well as informal rules and norms (respond)?
15. To what extent does the programme/interventions meaningfully contribute to a change in income/ improved livelihood?
16. How many targets have been reached out through your interventions (trainings and job linkages)?

17. What does the improved performance of implementing partners look like in enhancing employment opportunities for target groups?
18. What are the role of LIWAY's interventions in strengthening the business/project enabling environment to improve access to opportunities to the target groups?
19. How do you evaluate the internal and external coherence of LIWAY programme (between interventions and systems)?
20. Is the time allocated for different designed interventions feasible to see results?
21. What are the lessons learnt from your interventions?
22. Have you also observed unintended or unplanned results, positive and/or negative, beyond the theory of change and result chains? If yes, can you give specific examples?

Sustainability and Adaptive management style:

23. Looking at the different improvements that you experienced so far for the different stakeholders, which ones are likely to continue in the future after closure of LIWAY? For who? For who not? Why? Why not?
24. How is flexibility and adaptive management practiced in interventions management? What is easy and what is difficult? Why?

MSD appreciation

25. How do you appreciate this MSD concept so far? Or how do you see perceived MSD approach in your interventions?
26. Do you think that MSD approach is in line with government policies and programmes? How?
27. Does the MSD approach has buy in by key stakeholders and implementing partners?
28. Is the approach feasible given the working culture of the society, policies and procedures of different bodies?
29. What resources are available to facilitate the MSD approach implementation?

Challenges

30. What are the major challenges/ constraints to implement MSD approach projects?

Any other comment and suggestion?

Thank You.

Annex 2

St Mary's University
School of Graduate Studies
Project Management

Interview Questions for implementing partners

I am Kalkidan Yemane who is studying Project Management at St. Mary University. I am doing my thesis with title on “Effectiveness of Market System Development (MSD) approach in improving livelihood of women and youth. The case of Livelihood Improvement for Women and Youth programme in Addis Ababa”. This interview is aimed to collect information from implementing partners who have been implementing LIWAY projects/ interventions. All the information will be used only for the purpose of the study and will be kept confidential. The interview will take about 45 minutes to 1 hour. Kindly be informed that; you can withdraw from the interview whenever you want. I appreciate the time you gave me.

Interview Guide for Implementing partners **(private sector, government institution and civil society organizations at implementation level).**

In most of the topics discussed, the focus will be on changes that occurred. The research will investigate whether these changes relate to programme results (effectiveness and sustainability) and the like.

General information

31. Name of implementing partner
32. Person interviewed (title and role in LIWAY project)
33. Business type

Partnership History

34. Can you explain briefly the history of your involvement with the LIWAY programme?
When and how did it start? Why were you interested in the LIWAY programme?
35. Understanding of MSD Approach and how does you differentiate from conventional approach?

Support from LIWAY:

36. What are the support did you receive from LIWAY and which was your own contribution (time, expertise, money) during implementation?
37. What was the role of LIWAY in strengthening the business enabling environment to improve access to opportunities for the target groups?
38. What do you consider aspects still to be improved in this collaboration with LIWAY?

Role of implementing partner in LIWAY:

39. What has been your role in the implementation?
40. Did your role or support change during this collaboration? If yes, why?
41. What resources are available to facilitate the pilot project implementations with MSD approaches? (could be own resources from partner or general from other sources).
42. In the LIWAY programme the implementing partners have to provide a cash contribution during the project period. Does match contribution create sense of ownership for the project? How do you reflect on that? Is that practical or not? Why?

Outcomes:

43. As a result of this collaboration with LIWAY; what have been the key changes for you as a business? How did these changes happen? List 2-3 most important changes and specify these changes clearly. You can choose from the below options
 - Do you believe that there is a change on return for investment on this intervention?
 - Change in behavior
 - Job creation and improved market relations
 - Is there any new revenue realization, due to the intervention, new margin of profit, sales gain, service income, etc.?
 - Does the intervention generate new business opportunity/ increase in business volume? What type? How? (got more orders, new market /sales segment, tendency or observation of customer retention, new customer base/sourcing, etc.)
 - Any changes that you observed on your customer satisfaction (target group as well as other customers)?
44. What were your biggest achievements in the LIWAY projects/interventions?
45. What are the lessons learnt from your intervention?

46. Does your intervention address the underlying constraints identified and contributing to system change?
47. How do you plan to continue implementing the intervention beyond the pilot? (technical & readiness, etc.)?

Market system:

48. As a result of this collaboration with LIWAY, did any change happen in the market system in which you operate? How did this happen? If not, why? Check whether they have seen that other similar types of businesses have also changed their performance. If so, why?
49. Are there competitors that copy the practice changes of the pro-poor innovation that you made or offering variant business practice? Who and how many are these?
50. Do you think there are barriers to entry faced by competitors and new players (late adopters)? If yes, what are the key barriers?
51. How do you see and practice flexibility and adaptive management during the project implementation period?

Target group:

52. Which were your target groups (clients) addressed by LIWAY projects? Can you specify them?
53. What were the major challenges in relation to targeting and target groups expectations about the projects?
54. Have you seen any change on the targets? Or what changes have you witnessed about them (could be behavior, skills improvement, improved participation, improved decision making power and income increment).
55. In your view which were the main benefits for the target group? These benefits could be better incomes, improved skills, more or better jobs or others.

Challenges:

56. What are the major challenges to implement MSD projects? What are the major constraints to implement LIWAY projects/interventions? Can you share with us challenging experiences in partnership with LIWAY?

Other observation, comments, and suggestions?

Thank you.

Annex 3

St Mary's University
School of Graduate Studies
Project Management

Interview questions for target groups

I am Kalkidan Yemane who is studying Project Management at St. Mary University. I am doing my thesis with title on “Effectiveness of Market System Development (MSD) approach in improving livelihood of women and youth. The case of Livelihood Improvement for Women and Youth programme in Addis Ababa”. This interview is aimed to collect information from target groups who are targeted through LIWAY programme through different pilot interventions/ projects. All the information will be used only for the purpose of the study and will be kept confidential. The interview will take about 30-45 minutes. Kindly be informed that; you can withdraw from the interview whenever you want. I appreciate the time you gave me.

Interview question for Target groups

Socio economic characteristics/ back ground information

1. Age in Years _____
2. Sex _____
3. Marital status _____
4. Number of children/dependents _____
5. Place of residence _____

Program related questions

6. Education level
7. If not educated or lower level education; what was the reason for not accessing education and other trainings?
8. Were you employed before you become targeted through LIWAY Intervention/ previous employment? If employed, what kind of job/occupation? Previous income?
9. What are the major challenges to get jobs or change jobs?

10. Current salary and other benefits at your job? Do you own any asset?
11. How do you hear about this project and how you become part of this project?
12. What are the services you have accessed and benefited through these LIWAY interventions? How relevant is the service you have received through this intervention?
13. Does this product/service help you to overcome the main challenges in your life? Why (not)?
14. Have you observed any change in this project/ LIWAY project?
 - Do you have decision making power in different scenarios after the intervention? Work, church, social groups, school and the like?
 - Is your income increased and skill improved, improved livelihood?
 - Have accessed more job opportunities or market opportunities?
15. What are the opportunities created for you because you are part of this intervention, or targeted by the project?
16. From your point of view, is the project feasible on the ground and benefit the target?
17. How do you appreciate the service you have received through the project?
18. How do you appreciate the role of LI-WAY and what can be improved?
19. How do you appreciate the implementing partner who implement the project? What can they improve?
20. Any other comment?

Thank You.

Annex 4

St Mary's University
School of Graduate Studies
Project Management
Observation check list

I am Kalkidan Yemane who is studying Project Management at St. Mary University. I am doing my thesis with title on “Effectiveness of Market System Development (MSD) approach in improving livelihood of women and youth. The case of Livelihood Improvement for Women and Youth programme in Addis Ababa”. This checklist is designed to collect information from consortium and implementing partners in LIWAY programme. The checklist is used to gather information from different partners and assess how they are implementing different interventions using MSD approaches.

Name of consortium partner: -

Name of implementing partner: -

Intervention title: -

Intervention manager: -

Observer: -

Observation date: -

S.No	Planned activities	Progress of implementation (%)	Outcomes/ results	# of trained targets	# of employed targets	Budget utilization (%)	Systemic changes	Challenges	Label of intervention (e.g. High, Low,...)	Remark/Future actions
1										
2										
3										
4										

Annex 5

Consent to Participate in Research Study

Short form Written consent (to be used with oral consent form)

Study title:

Interviewer: -

Short form written consent

I confirm that the researcher has explained the elements of informed consent to the participant.

The participants know and understand that their participation is voluntary, they can skip questions and with draw from the interview. The purpose of the research and the response confidentiality is well explained. In addition, procedures and required time is communicated.

Participant Name _____

Participant signature _____