

DCED Global Seminar 2024

Setting targets and ambitions for realistic
employment program design

October 2024

> Global employment creation challenge

400 million

Are without a job but want to work

23%

Of young people are not in employment, education or training (two-thirds women)

Source: ILO

GET INVOLVED

JOBSNOWAFRICA CAMPAIGN

Many young people in our communities are looking for a decent job! According to data from the International Labour Organization (ILO), **almost half of Africa's youth in the workforce were either unemployed or working poor in 2019**. Since the pandemic hit, more people are out of jobs than ever before, with women and young people impacted the most.

To address this urgent issue of unemployment, we've launched the JobsNowAfrica Campaign to help **create 15 million decent jobs in Africa** each year by 2025.

Sixty per cent of Africa's population is below the age of 25 and 67% is under 30. Africa needs about 15 million new decent jobs every year to absorb its booming young population. But Africa's youth is not being given the opportunities it needs to fulfill its potential and may reach crisis point if we do not act now.

The time to address unemployment in Africa is now!

[JOIN THE PEOPLE'S CALL TO ACTION ON JOBS IN AFRICA](#)

> Focusing on job creation alone is not enough. Low quality jobs are precisely what keeps people locked into cycles of poverty

1/3

Workers in the global workforce do not earn enough to lift themselves out of poverty

>2.3m

Deaths a year from occupational accidents

~75%

Workers in Africa and Asia in “vulnerable employment”

2/3

Global workforce are categorised as “informal”

> Balancing different employment objectives





Donor dialogues – ILO Systems Change Initiative

- ▶ Growing awareness of the need to create more *and* better jobs
- ▶ But this has not always translated into clear strategies or targets
- ▶ Why?
 - ▶ Job quality - different perspectives of what this means in practice
 - ▶ Job quantity - different ways to measure different types of employment effect
 - ▶ Pressures - to report numerically and show success

> Guidelines for presentation design and delivery



Mike Klassen in conversation with Mahlet Seifu
(Mercy Corps) and Nicola Fackel (Government
of Sweden)

54COLLECTIVE

Matt Ripley in conversation with Vasu Thakur
(54 Collective)

Followed by lessons on setting employment targets from both cases

Group work to reflect on these lessons – what can programmes / funders do differently?



The Donor Committee for Enterprise Development

LiWAY

Livelihood Improvement for Women and Youth (LiWAY)

Increasing incomes of poor women & youth in Addis Ababa

through improved wage and self-employment opportunities





Higher order impacts

Reduced conflict

Improved gender relations

Food security

Reduced land pressure

Programme objectives

Increased incomes for target group

Jobs

System performance level

Improved performance of formal and informal businesses and institutions

Market system level

Systemic changes in relevant sectors

Intervention level

LIWAY INTERVENTIONS



LIWAY

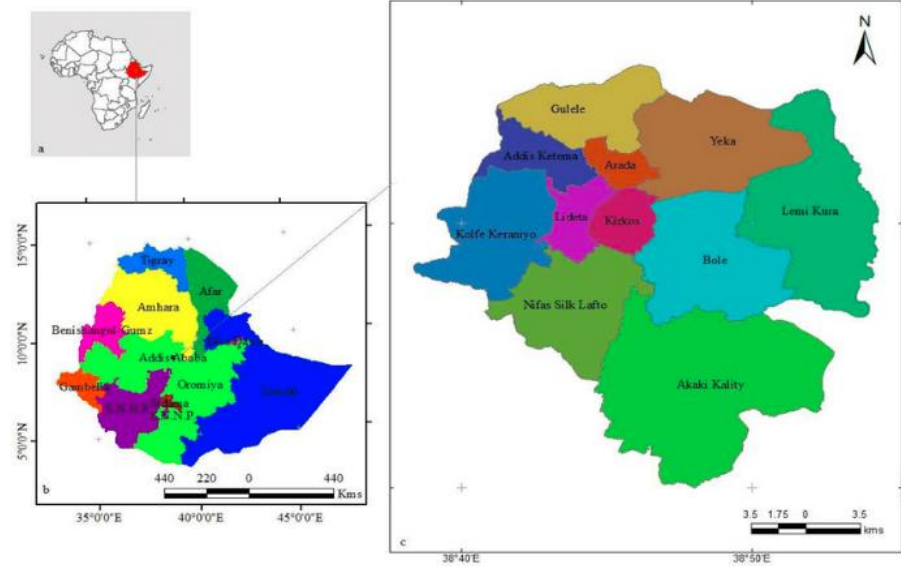
> LIWAY overview

Donor:- Sweden Embassy and EKN

Duration: July 2017-December 2024

Geography: Addis Ababa City

Implementing agencies:-



> Results over time

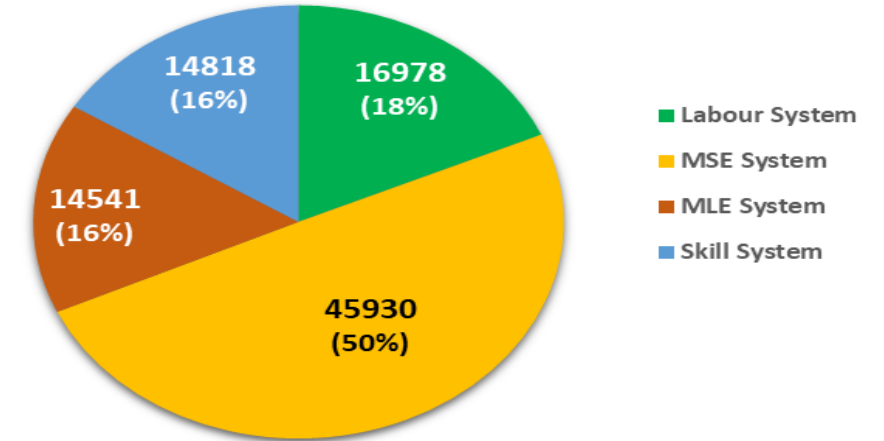


CUMULATIVE TO DATE

170,161



2023-Results by Market Systems





54 Collective

> How 54 Collective Drives Work (New or Improved)

Programs Pathways
Direct
54 Collective provides financial and technical assistance to young entrepreneurs (men and women
Direct
54 Collective supports startups who provide (youth) employment- Direct jobs of supported enterprises
Indirect
54 Collective supported startups directly provide solutions for (youth) clients that enables self-employment
Indirect
54 Collective supported startups directly provide solutions for (youth) clients that enables self-employment

> Four Business Model Archetypes Identified with Unique Pathways to Work Outcomes

1

Access to Finance

Improved ability of individuals and SMEs to obtain affordable and appropriate financial services (credit, deposit, payment and insurance). **Creates work through improving livelihoods of individuals or business expansion of SMEs**

2

Job Improvers

Improving levels of productivity (higher output per unit) for SMEs and end-users, including through efficiency gains. **Improves existing work .**

3

Value Chain Enablers

Encourages greater trade, access to value-added markets and efficiency savings for SMEs. **Creates work over time through business growth fuelled by efficiency gains.**

4

Market Access

Reduce or eliminate barriers to market access for individuals (self-employed & smallholders). **Creates work through enabling access to underserved markets and network effects**

> Access to Finance: Example



Income Increase and Business Growth

Individuals double their income, finance additional ventures, and increase household incomes.

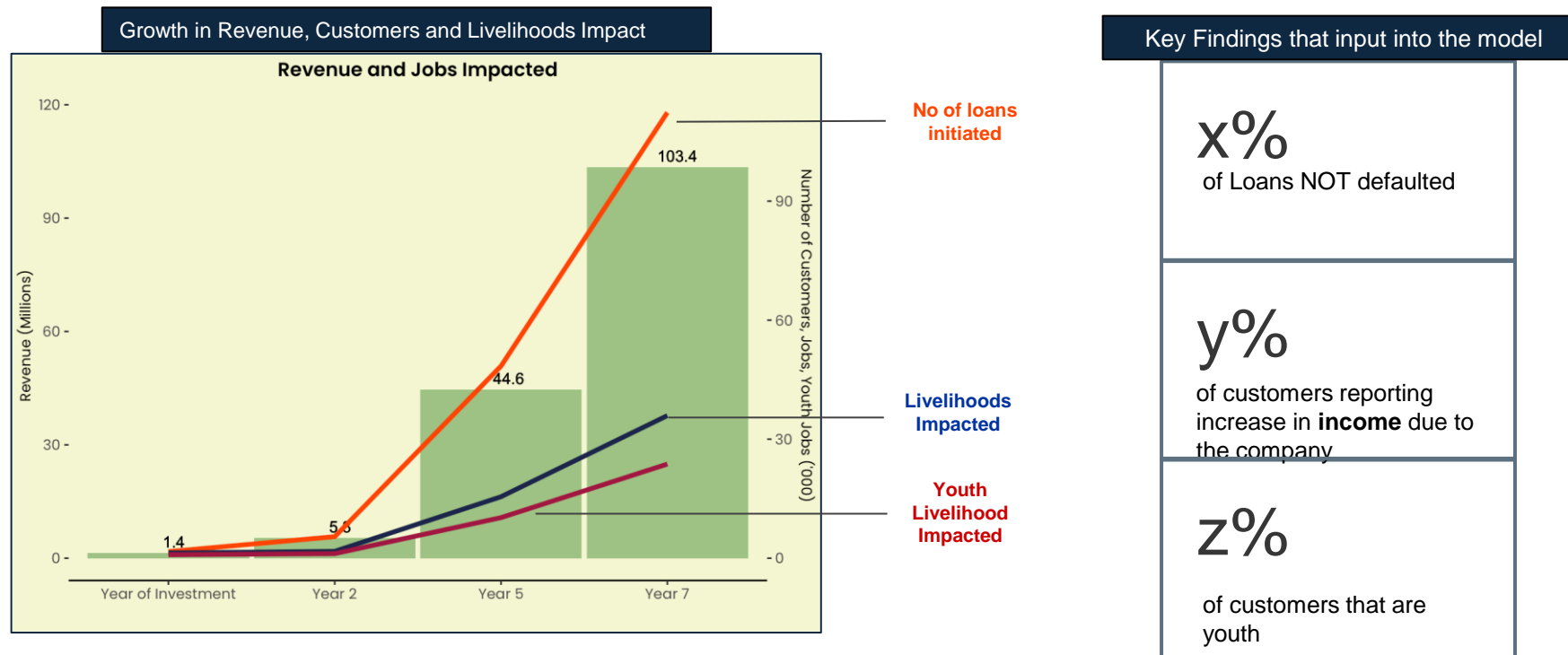


Financial Inclusion

Individuals invest in products that enable sustainable revenue generating activities.

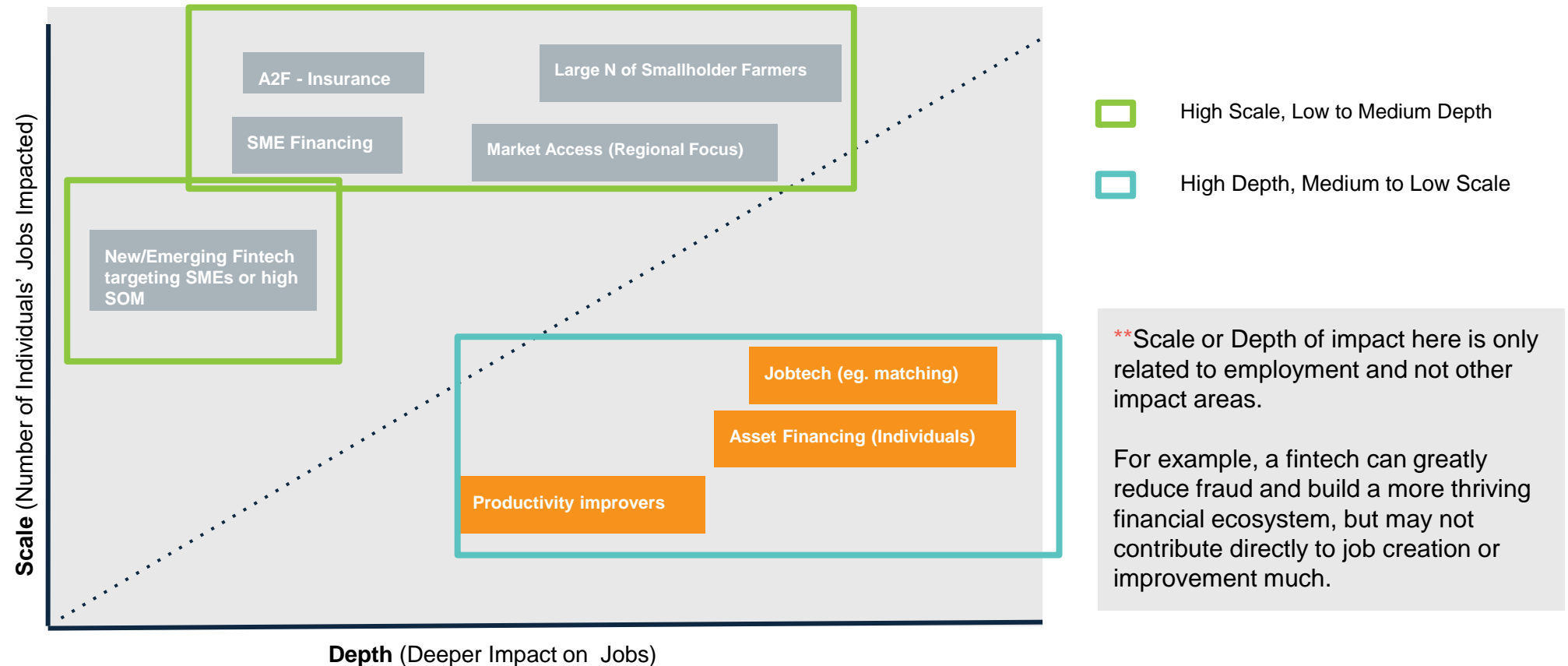
Company A provides **asset financing to SMEs and individuals** using alternative credit scoring. Core product is a motorcycle and vehicle loans for **drivers** and ride-hailing drivers.

> Access to Finance: Contribution to Improved Employment Outcomes



- We use a mix of the **company's operational data** (actual and projected) and **lean data research results** from their customers to understand their impact on employment outcomes of their customers.
- We did this for multiple company's across all archetypes to get a holistic understanding of our potential portfolio's impact.

> Business Archetypes Driving Employment Outcomes: “Scale” and “Depth”



> Setting realistic targets and ambitions

Learnings	Tips
Base targets on 'good enough' analysis	<ul style="list-style-type: none"> ▪ Understand the context (e.g. labour market) ▪ Build targets from the 'bottom up' ▪ Anchor targets on past performance
Clarify and align definitions	<ul style="list-style-type: none"> ▪ Clear success measures come from a shared understanding between donor and implementers ▪ Make any trade-offs explicit
Make evidence-based projections	<ul style="list-style-type: none"> ▪ Consider using scenarios and ranges ▪ Consider implications for measurement – level of precision vs available resources; timeframes
Introduce feedback loops	<ul style="list-style-type: none"> ▪ Keep targets achievable – not too conservative or overly ambitious ▪ Understand stakeholder 'pain points' ▪ Constructive dialogue, regular communications and framing the process as a shared 'learning journey' can help build trust