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MARKET SYSTEMS
DEVELOPMENT FOR
DECENT WORK

MARKET SYSTEMS AND JOB QUALITY:

WHAT DO WE KNOW AND WHAT CAN WE DO ABOUT IT?

RESEARCHED AND WRITTEN BY MARKETSHARE ASSOCIATES

AUGUST 2017

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ACRONYMS

Acronym	Explanation
ACIP	Afro-Colombian and Indigenous Program
AWEF	Arab Women's Enterprise Fund
BIF	Business Innovation Facility
CBO	Community Based Organization
DCED	Donor Committee for Enterprise Development
EELY	Enhancing Employability and Leadership for Youth
GLP	Global Labour Program
ILO	International Labour Organization
INTAJ	Improved Networks, Training and Jobs
KI	Key Informant
LEVE	Local Enterprise and Value Chain Enhancement
LSO	Local Support Organization
MRM	Monitoring and Results Measurement
MSA	MarketShare Associates
MSD	Market Systems Development
PROSHAR	Program for Strengthening Household Access to Resources
SAMMOW	Stimulating Agricultural Management and Marketing Opportunities for Women
SCOPE	Scaling Sustainable Consumption and Production of the Soybean Processing Industry
SMEs/MSEs	Small and Medium Sized Enterprises
SWM	Solid Waste Management
TA	Technical Assistance
VIP	Value Initiative Program
WE	Worldwide Enhancement of Social Quality
WFD	Workforce Development programs
Z:W	Zimbabwe: Works

EXECUTIVE SUMMARY



WHAT'S IN A JOB?



For years, the discussion in economic development circles has focused on generating jobs and increasing incomes. More jobs and higher wages are tangible, important and objective goals – but, as the 2013 World Development Report made loud and clear, the quality of these jobs is important tool¹. Low quality jobs can have considerable impacts on workers and keep poor families trapped in perilous living and working conditions. At their worst, they can limit a family's ability to survive and incur severe consequences on a worker's health. Bad jobs can result in limited career development or progression, reduced time spent with family or in providing necessary family care, and keep retirement at an eternal arm's length. As one roadside welder in Zambia articulated his plight on precarious health and safety conditions at his job, "my back always hurts, I am regularly electrocuted by our homemade welding gun, my eyes hurt at night, I've had a cough the past two months, I have burns on my arms, but this is part of the job."²

Despite inherent concerns with poor quality jobs, job and wealth creation remain ubiquitous goals in development programming³. Although – in part driven by the content of national development agendas and in turn, strategic donor agendas, job quality has rarely been high on the agenda of private sector development programmes. The topic is complex, multi-faceted and often subjective – and as a result, hard to measure and quantify in a harmonised way. The components of job quality which are most important to workers differ based on the sector (there are stark differences between tourism and agriculture, for example), segment of the value chain or market system (factory level or producer), and location (urban or rural). In practical terms, a project would address, measure, and report job quality changes in a completely different way for someone working at a formal IT service centre in a middle income country compared to an informal rural manufacturing plant in a low-income context.

This short note summarises learning generated by the Lab (ilo.org/thelab; @ILOTheLab). The Lab is an ILO global initiative that tests, scales and shares strategies to maximise the impact of market systems development interventions on decent work.

WHO THIS DOCUMENT IS FOR:

Market systems practitioners and donors looking to maximise the potential for decent work outcomes.

PURPOSE OF DOCUMENT:

To learn from and use the practical lessons and experiences in 18 projects to help guide practitioners and donors on a path toward more effectively tackling job quality in market systems programming.

¹ Employment opportunities and inadequate earnings and unproductive work are both decent work elements outlined in the ILO's Framework on the Measurement of Decent Work.
² ILO Lab: Extracted from Good Working Conditions, Good Business? An analysis of Zambia's Building Construction Market System. December 2015. http://www.ilo.org/empent/Projects/the-lab/WCMS_379140/lang-en/index.htm
³ More jobs (net additional jobs created) and better wages (net income) are also two of the three common impact indicators that are recommended for measurement for programmes using the Donor Committee for Enterprise Development (DCED) Standard.



Although there have been historical challenges in addressing job quality, the future seems brighter. The market systems development (MSD) approach is emerging as an approach that could be particularly well-suited to addressing the underlying constraints that prevent low-income groups from finding work, and especially decent work⁴. Although the MSD approach has much opportunity to address decent work, to date, relatively little is known about if or how better working conditions can result from such programmes.

Donors and MSD practitioners have picked up on this lack of evidence related to how MSD projects can address job quality and they have begun to demand it⁵. This study has thus been conducted in an effort to get to the bottom the evidence void and find out of what exists at the nexus of market systems and job quality.

work motivation – even though they strongly reflect employers' incentives and employees' well-being.

On the surface, **MSD projects seem to have a largely positive impact on job quality** - no negative outcomes, unintended or otherwise, were found in the researched projects. That's great news of course, but the evidence was also reviewed in terms of how rigorously it was collected. And because most of the evidence was determined to be of medium or weak strength, it's still premature to make definitive conclusions on how and where MSD projects can improve job quality most effectively. A quick snapshot of the quantity and rigour level of the evidence⁷ per job quality aspect is shown in figure 1 – lighter blue indicates weaker evidence and darker blue stronger.



IS THERE ANY EVIDENCE?

The good news is that, in researching a series of MSD projects which have addressed some aspects of job quality⁶, **there is growing evidence on how a market systems approach can contribute to job quality outcomes**. Projects were carefully selected to look at a range of job quality elements, however, the overwhelming majority of projects (83%) still focused on income & benefits. Beyond income and benefits, two other **aspects of job quality were regularly addressed: safety and ethics of employment** – especially safety at work and improving access to jobs for marginalised populations (e.g., women and youth) – and **skills development and training** – usually a core aspect of workforce development projects. On the other side, the **job quality aspects which were less represented** included **working time and work-life balance, security of employment and social protection, labour relations and social dialogue**, and **employment-related relationships and**

⁴ ILO LAB. A Market Systems Approach to Decent Work. http://www.ilo.org/empent/Projects/the-lab/WCMS_537328/lang--en/index.htm

⁵ Interest in evidence that supports the MSD approach to addressing decent work objectives was voiced as a top concern through formal and informal surveys of practitioners and donors by the Lab.

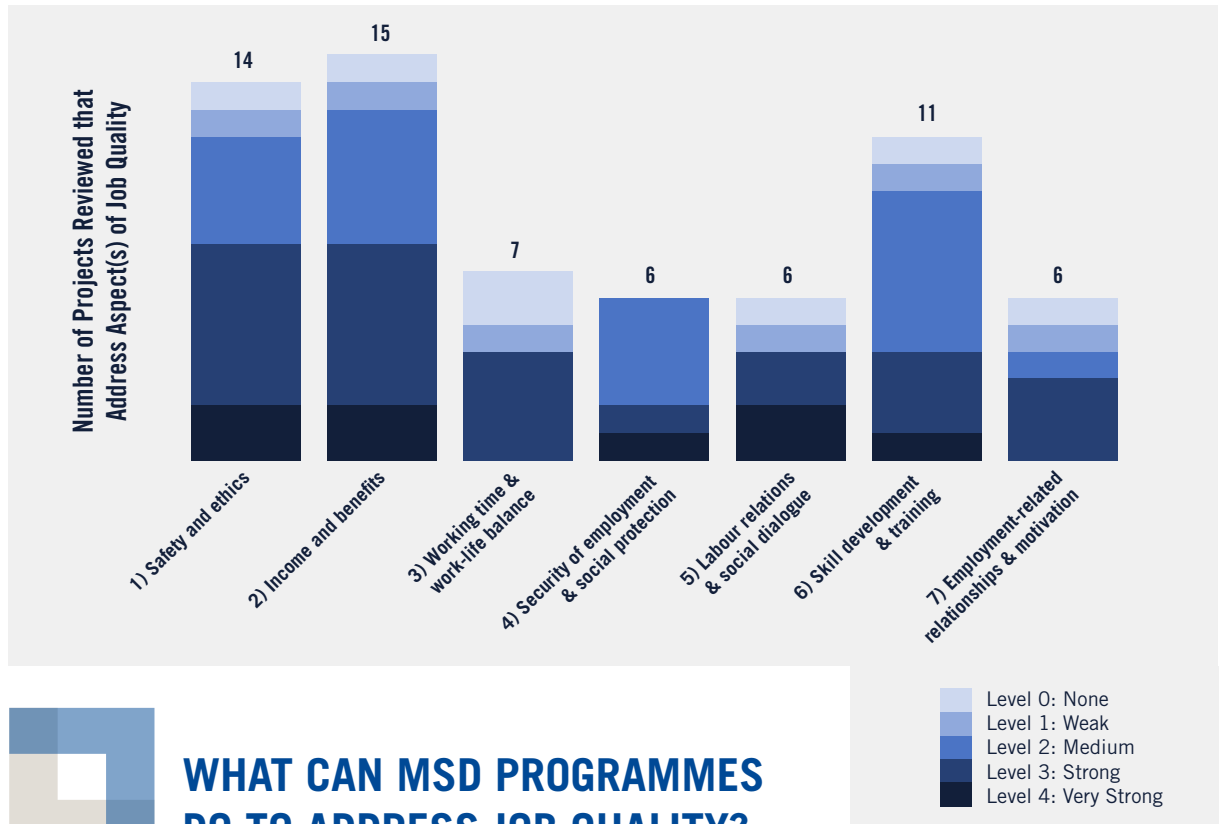
⁶ Over 100 projects were scanned with respect to their relevance to job quality outcomes and of this, 18 had documented changes in job quality and thus were reviewed in more detail for this study.

⁷ Evidence strength adapted the *Nesta Standards of Evidence*.





Figure 1: Evidence Heatmap of Job Quality Elements Addressed by Projects



WHAT CAN MSD PROGRAMMES DO TO ADDRESS JOB QUALITY?

The research is completed and the information mined, but is any of it useful for projects looking to better address job quality? Actually, quite a lot of it is and a number of common themes emerged which can help the MSD community better address job quality. Here are some strategies – many of which complement good MSD practice – which your programme might consider to strengthen its job quality outcomes.

- Select the highest priority working conditions to address.** It is rarely possible or desirable to try and address all seven job quality components in any specific project, even when there are deficiencies throughout. Take into account the project's context and mandate and knowing that trying to do too much can lead to accomplishing very little.
- Do not assume that income and benefits are always the priority** for your target group. Research their needs and values to assess which are their priorities. For example, some might be more motivated by health and well-being, more time off or feeling part of a group or collective voice rather than by a higher wage.





- Run up-front analysis before implementation to **select sectors with strong potential for improving working conditions**. You might consider analysing sectors to some of these key criteria:
 - Growing demand/high growth potential;
 - Products tied to quality of work and output;
 - End consumers who are conscious of how products are made;
 - Transparency in the supply chain;
 - Buyer-driven value chains where the buyers can influence supplier conditions;
 - Strong presence of medium or large enterprises that are more capable of driving job quality improvements; and
 - Participation by marginalised groups.
- **Build the business case to improve job quality**. If you can't make a financial case for improving job quality aspects, it will be a challenge to sell better working conditions to business owners. To get to scale, try communicating the case in high profile channels such as local news media and social media.
- Build **adaptive management** into project design and regularly **review and retest the assumptions** informing a project's strategy to addressing job quality and ensure that powerful incentives back the proposed changes.
- Create a constructive atmosphere of competition among firms to **foment a 'race to the top' on job quality**.
- **Address constraints at multiple levels of the system** (individual, firm and sector), on both demand and supply sides.
- **Work with the government to establish and enforce policies around basic working conditions**, particularly when the business case is not so strong or immediately provable.
- Maintain strong and consistent relationships to **build trust with private firms** which not only makes it easier to monitor working conditions but generally yields more accurate results to questions which are often sensitive for employers.





DONORS CAN MOVE THE NEEDLE TOO

Projects are limited in how far they can address decent work: After all, donors often mandate what projects deliver. And if projects aren't mandated to look at job quality, can they be expected to embrace and address it whole-heartedly on their own? The projects affirmed this dilemma, indicating that donors play an important part in driving to what extent they addressed job quality and how rigorously they measured it. Here are a few strategies that surfaced from the research which might help donors 'push' projects toward tackling job quality challenges more effectively.

- **Integrate job quality into the project design process** from the get-go. Even projects without a working conditions focus may find 'quick wins' in job quality improvements.
- **Approach target setting carefully.** We don't have all the answers on how an MSD approach can address job quality, so there is still a lot to learn. Avoid setting overly ambitious targets that may stifle project innovation.
- **Build in longer project timeframes (5+ years) and flexibility in sector selection** – including the possibility of working in largely informal sectors where working conditions are often worse.
- Leverage donor country offices to support policy change by **facilitating relationships and dialogue** with relevant government ministries, trade unions, employer organisations and other key stakeholders.
- Support **collaboration between different projects** by incentivising staff to collaborate with other projects and share learning outside of their immediate networks through webinars, case studies and blog posts accessible to the MSD community.
- Fund **post-project impact evaluations** with significant qualitative research and a focus on understanding the long-term impacts of job quality-improvement efforts.
- **Commission further research and support projects** to:
 - **Develop standard indicators for job quality** such that a series of projects can compare approaches and results between one another.
 - **Create or adapt monitoring and results measurement (MRM) tools** to capture the full range of project impacts on jobs and job quality, including: unintended impacts, changes in social norms, the strength of networks of trust with influential actors, and progress on creating or improving jobs in the informal sector.
 - **Unpack the impacts and importance of different job quality aspects to target populations** – going beyond the assumption of income as beneficiaries' main and only priority.



I. Introduction

Presently, there is much debate about the impact of markets systems development (MSD) projects – and when that debate veers towards employment, evidence (or the lack thereof) on job creation or worker incomes is most often raised. But what impacts can MSD projects have on other aspects of work? This question is rarely raised, perhaps because there has been no systematic review addressing a) what approaches MSD projects are using – if any – to address other aspects of job quality, b) the impacts of such interventions, and c) the strength and types of evidence that are being used to define impact.

Given the potential for an MSD approach to facilitate decent work, the ILO's LAB commissioned MarketShare Associates (MSA) to conduct this study to:

1. Understand **which of the seven aspects** of job quality as defined by the ILO⁸ have been addressed through an MSD approach, **what the impact** has been, and **how** this has been achieved.
2. Identify **key knowledge gaps** and potential areas for further research/action

MarketShare Associates MSA conducted a literature scan that identified over 100 MSD projects that could be addressing different aspects of job quality, out of which a total of 18 projects were selected for further review and inclusion in this study.

II. Methodology

This section outlines some of the key methodological decisions made in conducting the research. More details on methodology can be found in Annex II.

A. Key Research Questions

The aim of the research was to compile and synthesize the best available literature and information to answer the following questions:

- 1) Which aspects of working conditions have been addressed by projects using a market systems approach?
- 2) What has been the impact – both positive and negative – on target groups, in terms of sustainability, scale and pro-poor value?
- 3) How was impact achieved (the types of business models supported, and facilitation tactics used)?

B. Definition of working conditions

While there is no universally agreed-upon definition of 'working conditions', the ILO has made substantial progress on this front by outlining seven aspects of jobs that can define the quality of employment⁹. These have been adapted slightly for the purposes of this study, as described in the table below.

⁸ The seven aspects of job quality examined in this report are: Safety and ethics of employment, Income and benefits, Working time and work-life balance, Security of employment and social protection, Labour relations and social dialogue,

Skills development and training, Employment-related relationships and work motivation.

⁹ Adapted from pgs 21-22 of The ILO's *Small and medium-sized enterprises and decent and productive employment creation* report. International Labour Conference, 104th Session. 2015. Accessible at http://www.ilo.org/wcmsp5/groups/public/---ed_norm/--relconf/documents/meetingdocument/wcms_358294.pdf

Table 1: The Seven Aspects of Job Quality and Working Conditions

Working condition	Included in this study
1) Safety and ethics of employment	<ul style="list-style-type: none"> • Safety at work: occupational injuries, exposure to physical health risks • Fair treatment: access to employment & managerial positions across different groups, pay gap between subpopulation groups, other discrimination at work <ul style="list-style-type: none"> ◦ This includes promoting access to jobs or higher-level jobs for women, youth, ethnic minorities, rural populations, and people with physical or mental disabilities. • Child labour: b/w ages of 5-17 • Forced labour: involuntary work, work done under threat, bonded labour
2) Income and benefits	<ul style="list-style-type: none"> • Income: amount, regularity of payment • Non-wage benefits: paid leave, sick leave
3) Working time and work-life balance	<ul style="list-style-type: none"> • Working hours & arrangements: long hours, weekend & evening work, flexible work schedule, possibility to work from home • 'Work-life balance': commuting time, parental leave
4) Security of employment and social protection	<ul style="list-style-type: none"> • Security: contracts, perceived job security, formal vs. informal employment • Social protection: pension, unemployment insurance, medical insurance
5) Labour relations & social dialogue	<ul style="list-style-type: none"> • Industrial relations: membership in unions, collective bargaining agreements, self-owned organization
6) Skills development and training	<ul style="list-style-type: none"> • Training: job-related training, learning at work
7) Employment-related relationships and work motivation	<ul style="list-style-type: none"> • Relationships: quality of relationships with colleagues & supervisors • Workplace-related violence: physical, psychological or sexual violence • Motivation: job autonomy, feedback from supervisor, influence on org decisions, work intensity, intrinsic rewards (i.e. feeling that work is 'useful')

Importantly, the study excluded earnings from self-employment under area 3 above given that it is such a well-studied aspect of MSD programming and would threaten to overshadow the other areas of working conditions.

C. Sample selection

The research used key word searches to identify projects using a facilitative approach (i.e., minimizing distortion of market actors' incentives) to address job quality while aiming for sustainable impact at the sector or systems level.

An initial list of approximately 109 MSD/'MSD-esque'¹⁰ projects was compiled, which was then narrowed down as follows:

- 1) **ILO projects** were excluded, given the ILO's existing knowledge of them.
- 2) The following types of projects were prioritized:
 - a. Projects working in **sectors outside of agriculture¹¹ and access to finance**
 - b. Projects working to **address less-traditional working conditions** (i.e., other than the 'Income and benefits' and 'Skills development and training' aspects of working conditions).

Applying these criteria, a total of **18 projects** were selected for inclusion in the study.

¹⁰ Some of the projects did not label themselves as taking an MSD approach, but nonetheless appeared to apply the basic principles of this approach and so were included.

¹¹ This was not because there is less scope to improve conditions in agriculture, but rather that it has already been well-researched and there is greater self-employment in the sector (which was purposely excluded from study).

D. Types of evidence considered

The research team reviewed published evidence such as peer-reviewed journals as well as unpublished materials (e.g., internal project documents) and grey literature such as case studies, impact evaluations, blog posts. This was supplemented by information from key informant interviews.

MSA adapted the Nesta Standards of Evidence¹² - originally developed to assist decision-making by impact investors – **to rate the quality of evidence presented in the reviewed documentation.** These ‘ratings’ refer only to the evidence that the research team was able to access for this study.

E. Limitations

This study had the following limitations:

- **Availability of key informants:** since much of the research was conducted during December and January, obtaining responses to requests for information and KI interviews was challenging as many project staff were on holiday.
- **Varying methods of collecting evidence across projects and aspects of job quality:** projects had varying processes, objectives and standards for collecting monitoring data on job quality. This made it impossible to directly compare the achievements reported by different projects.
- **Reliance on self-reported data:** relatively few projects had independently generated or verified data on their job quality impacts. Thus, this study largely draws upon self-reported data.

III. Findings

This section first outlines cross-cutting findings on MSD projects’ approaches and impacts on job quality, followed by findings per working condition. More details on projects reviewed can be found in Annex IV.

A. Cross-cutting findings

1. Working Conditions Addressed through a Market Systems Approach

The standard of evidence for job quality impacts is generally weak, with little estimation of attributable impacts

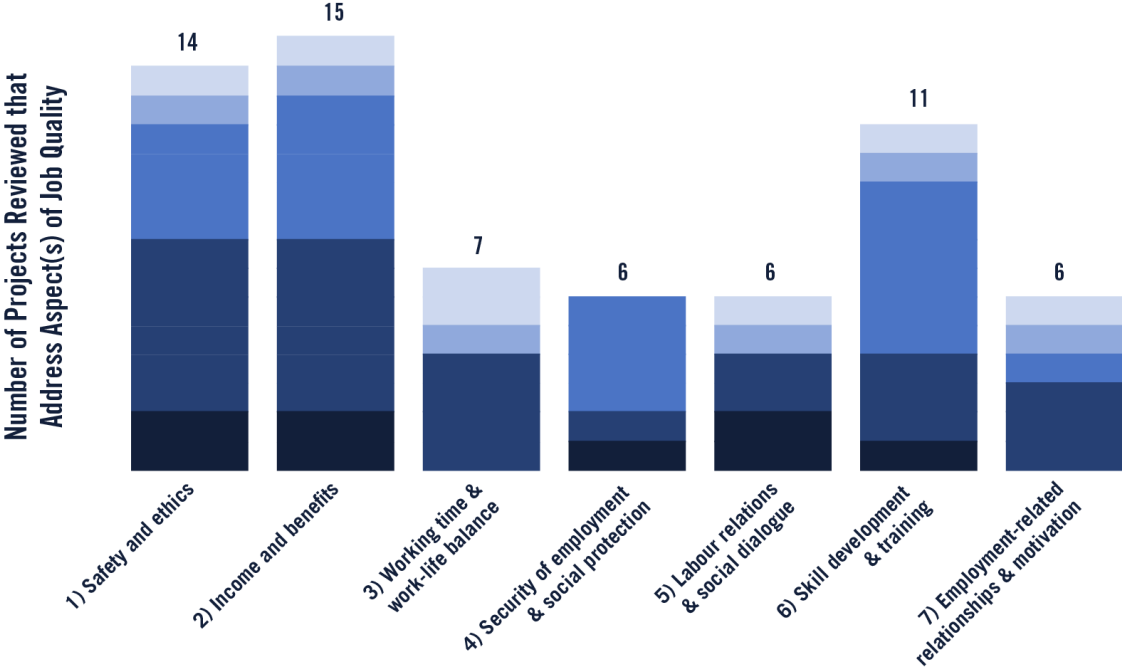
MSA adapted the following scale to rank the quality of evidence available from the studied projects:

Legend	Strength of evidence
	<u>Level 0:</u> No evidence exists of impact.
	<u>Level 1:</u> Anecdotal evidence is available that gives an account of impact. This can include ‘one-off’ stories or case studies of impact (i.e., of one or a very small sample of individuals), along with reasoning on why the intervention could have had an impact and why that would be an improvement on the current situation.
	<u>Level 2:</u> Data show change in target indicators against a baseline. Data may show some effect but there has not been an attempt to demonstrate causality.
	<u>Level 3:</u> Data show change in target indicators against a baseline and attempts to provide evidence of causality (i.e. that the results are due to the project’s efforts) through a strategy of plausible attribution. This can include reference to a comparison group, trend data, regressions or another valid methodology. This category can also include case studies that demonstrate changes in the target group or at the broader systems level, providing that a clear link between the project’s activities and observed changes can be shown.
	<u>Level 4:</u> Data show change in target indicators against a baseline, provides evidence of causality (i.e. that the results are due to the project’s efforts) and has been either produced or validated by an independent source that is not part of the project, such as a DCED Auditor or an independent evaluator.

¹² <http://www.nesta.org.uk/publications/nesta-standards-evidence>.

The evidence heatmap below depicts the quality of evidence available in the 18 projects selected for in-depth study. **The majority of evidence is of Level 2 or below.** However, a significant amount of Level 3 data that does at least attempt to demonstrate attribution of observed changes to projects’ work is also available, especially for the more commonly addressed aspects of job quality.

Figure 2: Evidence Heatmap of Job Quality Elements Addressed by Projects



‘Income and benefits’ is the working condition that receives the most focus by projects

Out of the total ‘universe’ of approximately 109 MSD or ‘MSD-esque’ projects identified, **most had income improvement as an ultimate outcome**, usually through creating new jobs or improving access to existing jobs. Both goals address the Income and Benefits working condition. Following that, a focus on **Safety and Ethics and to a lesser extent, Skills development and training were also highly prevalent.**

Among the 18 projects that were examined in detail, as demonstrated in the heatmap above, there is a strong concentration in three areas, despite efforts to generate balanced evidence across all seven working conditions.

As seen above, there is still a strong tendency to focus on improving incomes by MSD projects, perhaps because it is indeed aligned with the priorities of the poor: for example, a recent report concludes that especially for the rural poor, “in many cases their highest priority is more work and a better seasonal distribution of income-generating activities.”¹³ However, **simply asking people about their preferences might not be enough** to identify their priorities: people cannot identify things that do not exist in their environment (e.g. social protection).

Transformative change then requires other ways of assessing needs that ‘look further’ than what end beneficiaries state.

Indeed, the same study cited above found that “interventions which address multiple working conditions, while also tackling underlying management inefficiencies, are more likely to yield benefits both for workers and for the

¹³ Pg. 3. Mueller, B. & Man-Kwun, C. *Wage Labour, Agriculture-Based Economies, and Pathways Out of Poverty: Taking Stock of The Evidence. LEO Report #15.* April 2015. Prepared for ACDI/VOCA with funding from USAID/E3’s Leveraging Economic Opportunities (LEO).

enterprise. In particular, efforts to increase wages are best made in conjunction with efforts to improve farm/enterprise productivity as a whole.”¹⁴

Job creation and income improvement are key indicators, of course. These were initially mandated by pre-defined program goals, but now [several years into the program], we see both job creation and job quality as critical given the vulnerability of the populations we work with.

-Key informant

MSD projects likely also focus on income improvement because that is **the easiest indicator to measure and report on**. And even if there is an appetite within projects to address other job quality aspects, donors’ contracting and performance management systems may not permit this.

Two other working conditions that receive strong attention are ‘safety and ethics’, and ‘skills development and training’ working conditions

Other **aspects of job quality frequently addressed** either explicitly or at least considered¹⁵ by MSD projects include:

- **Safety and ethics of employment** – especially safety of working conditions, and improving access to jobs for marginalized populations, and in particular, women and youth.
- **Skills development and training** – many MSD projects address this via workforce development¹⁶ (WFD) interventions.

The remaining working conditions receive comparatively little focus

The working conditions that were rarely addressed by MSD projects include:

- **Working time and work-life balance** – projects focused on creating new work rather than trying to limit working hours. However, MSD projects that focused on improving enterprise and worker productivity likely created the space for this working condition to improve.
- **Security of employment and social protection** – while this was rarely an explicit focus of MSD projects, many have focused on creating jobs in the formal sector that are more likely to have from formal contracts and benefits.
- **Social dialogue** – despite the potential to address a range of job quality aspects through building open communication between different levels of management and staff, some projects viewed facilitating employees to self-organize as risky to the project maintaining good relationships with employers.
- **Employment-related relationships and motivation** – projects often assumed that high local unemployment rates would be a strong ‘natural’ motivator for employee recruitment, retention and performance, almost regardless of the type and quality of job offered. In reality, this was not always the case.

¹⁴ Pg. 4. Ibid.

¹⁵ By ‘considered’, we mean that the project is aware that it is impacting those aspects of job quality and staff are either formally or informally monitoring those impacts.

¹⁶ The World Bank defines a WFD program as “a national, regional, provincial or sector-based system that serves a dual function: of enabling individuals to acquire technical knowledge, practical skills and attitudes for gainful employment or improved work performance in a particular trade or occupation; and of providing employers with an effective means to communicate and meet their demand for skills.” Pg. 2. Tan, J. P., McGough, R., & Valerio, A. 2010. *Workforce development in developing countries: A framework for benchmarking*. Presentation Paper, Washington: World Bank.

2. Impacts on Working Conditions

MSD projects reported positive impacts on working conditions, but have generally poor evidence and rarely track unintended effects

Across the seven aspects of job quality, impacts of MSD projects appear mostly positive, and more sustainable than projects taking a 'traditional' or non-MSD approach. However, this is hard to state with much certainty because:

- As seen in the above heatmap, most evidence on job quality is of a level 2 or below, which is not sufficient to demonstrate causation.
- Post-project evaluations, which are the best way to identify sustainability of project impacts, continue to be rare.
- Projects rarely monitored for unintended impacts, both negative (e.g. displacement) and positive (e.g. indirect jobs created).

Negative unintended impacts seem more likely on aspects of job quality where there have been fewer interventions and therefore less evidence overall: for example, the impact of more paid work on women's unpaid care responsibilities (working time) and the effects of formalizing jobs in contexts of high taxes and bureaucracy (employment security) remain relatively unexplored. While KIs were open to discussing such impacts, their evidence was largely anecdotal since such outcomes were not monitoring at the project level.

3. How Impact has been Achieved

MSD projects work at multiple levels in target systems to address working conditions

As with MSD projects in general, the ones addressing job quality consistently tried to address constraints at multiple (individual, firm and sector) levels of the system, and on both the demand-side (e.g. by addressing constraints preventing business growth) and supply-side (e.g. by assisting training institutions to produce graduates with in-demand skill-sets), with one of the **'trickle down' effects being more and/or improved jobs**. The **Kuza project**, for example, tries to address supply and demand constraints facing the solid waste management (SWM) and micro-retail sectors in Mombasa, Kenya, to catalyze job creation for youth.

The most common intervention model¹⁷ entailed a mix of:

- **Supporting public and private sector training/technical/educational institutions** to provide higher-quality and more demand-driven training. This usually involved building their understanding of private sector needs, and helping to cultivate these relationships.
- **Supporting businesses through technical assistance and/or grants in identified high-growth sectors**, on the assumption that strengthening these businesses would create demand for labour. Often, graduates from project-supported training/educational institutions are also placed with these firms for on-the-job training.

While many MSD projects have concentrated on working with the private sector, **the ones prioritizing job quality also invested heavily in working with the public sector**. For example:

- **EcoVecindarios** helped to **create Bolivia's first national solid waste management law**, which requires businesses to dispose of their waste using certified waste management companies. This has encouraged many businesses in this sector to formalize and abide by other legal job quality requirements such as paying a minimum salary. EcoVecindarios also supports municipal governments in hiring and building capacity of waste

¹⁷ See for example Mercy Corps' INTAJ project model in Lebanon: https://www.mercycorps.org/sites/default/files/Mercy_Corps_Lebanon_INTAJ_2_Programme_Brief_2016-04-20.pdf

management technical specialists, and encourages municipalities to offer them long-term contracts (rather than hire them only as short-term consultants with little job security, which has historically been the norm).

- As part of its strategy to increase economic opportunities for ethnic minorities in Colombia, **ACIP** supported the central government and municipalities in **developing ethnic diversity policies**, including for the government's own recruitment. The government now funds a similar project to ACIP, also implemented by ACDI/VOCA.
- The **Global Labour Program (GLP)** works with unions and workers' groups across the world to **support campaigns for their governments to enshrine workers' rights in legislation**. In 2012, for example, GLP facilitated the South Africa portion of the five-year Labour Rights for Women (LRW) Campaign. This lobbied the South African government to ratify International Labour Organization Convention 183, which provides maternity protection of workforce members.
- In addition to promoting pro-female recruitment practices and a working environment that is conducive to female workers, **AWEF Egypt's** intervention in the ready-made garments (RMG) sector includes supporting partners in **lobbying the government for support to upgrade the industry**, with a focus on clustering (i.e. increasing horizontal/vertical linkages between large and SME firms). By improving the policy environment for the RMG sector and thus stimulating the industry as a whole, the project aims to increase the sector's demand for labour, including for female labour.

Where 'early adopters' or 'innovators' in the private sector were present, MSD projects focused on supporting them to lead the entire industry forward on job quality.

Box 1: BIF Myanmar's role in the introduction of a child labour policy within garment factories

BIF Myanmar facilitated industry conferences that brought together the Myanmar Garment Manufacturers Association (MGMA), international buyers and other supply chain actors, which provided a strong push for the MGMA to introduce a child labour policy. Child labour was a contentious issue within the MGMA but there was already willingness within MGMA's leadership to act on the issue. BIF also believes that the clear statements by international buyers in a public forum on the unacceptability of child labour anywhere in their supply chains built clear incentives for Myanmar factory owners to conform to this rule. In 2015, the MGMA announced the introduction of a child labour policy for factories during a garment industry growth event held in Yangon. This was followed by the publication of a Code of Conduct for factories that includes a statement on underage workers.

Appropriate sector selection is essential for market-based incentives to working condition improvement

For MSD projects wishing to address job quality, **selecting the 'right' sectors to work in was identified as critical**. Selection criteria usually included: growing demand / high growth potential; differentiated products tied to quality of work and output; end consumers who are conscious of how products are made; some transparency in the supply chain; a buyer-driven value chain governance structure in which buyers influence the production conditions of their suppliers; dominated by medium or large enterprises that are more capable of improving working conditions; potential for participation by marginalized groups.

This is echoed by a recent report on wage labour in agriculture-based economies, which found that interventions to improve job quality are likely to be more successful "in **sectors where product quality is important, or that target high-end market segments**, where better working conditions also lead to higher productivity to create a win-win. Also, those sectors which tend to be dominated by larger employers who can shoulder the fixed costs of investing in better working conditions can have great potential to create more and better jobs."¹⁸ **LEVE Haiti**, for example is trying to encourage quality differentiation of labour in the construction sector both by trying to improve the supply of high-quality training, and raising industry standards for labour.

¹⁸ Pg. 6. Mueller & Man-Kwun (2015).

However, the same report cautions that “these characteristics do not offer a guarantee for good labour practices [...]. For this reason, careful attention to context, but also sound regulatory mechanisms, incentives or monitoring to protect workers against unethical employers are essential. Most importantly, **programmers and policy makers should always be mindful of who will be able to access the jobs in question, and especially whether poor people will benefit from such employment.**”¹⁹

This principle was key in **VIP Indonesia’s** decision to focus on “mid-low value, high volume, geographically close markets for basic commodities. If VIP-Indonesia had focused on high-value markets, only a few of the most advanced producers would benefit [...] The profits to those business owners would have been higher, but the number of workers benefiting from improved working conditions and the number of consumers with access to more hygienic food would have been much lower.”²⁰

The **Zimbabwe: Works (Z:W)** project found that while it has been easier in recent times of severe economic distress to secure jobs for youth with SMEs (instead of larger employers), large corporates tend to take HR issues more seriously, making it easier to get buy-in on initiatives to improve job quality (e.g. sexual harassment training, having formal contracts)

Choosing ‘non-traditional’ sectors²¹ to work in also sometimes meant that projects had to invest in improving the perception of certain jobs or sectors, and/or the suitability of certain groups to work in those types of jobs. RisiAlbania focused on working with the media to encourage youth to consider less traditional jobs: its initial market research found that Albanian youth, like their parents, largely subscribed to the idea of university education and white-collar jobs being the prerequisites for success, with self-employment or employment in vocational occupations rarely seen as viable options.

Building the business case for better working conditions is often a prerequisite

Several projects tried to **build and communicate the business case for improving job quality to improve worker productivity and thus business profitability.** In **ACIP Colombia**, significant cost savings and improved brand perception experienced by companies who hired through ACIP’s workforce development project has led to greater uptake of the model by the private sector.

Box 2: Developing the business case for improved worker welfare in Myanmar

To demonstrate the commercial link between worker welfare and improved productivity and profitability, **BIF Myanmar** is supporting two consultancy firms in providing training to partners²² on a series of modules tailored to each factory’s individual requirements. The training begins with a detailed needs assessment phase, which engages factory owners, management, supervisors, trade union representatives and workers to understand each factory’s priorities and needs. In total, 22 days of group training is provided to these staff, and up to a further 12 follow-up days delivered to each factory. Follow-up days are scheduled between each module and are delivered by BIF and delivery partner staff. The training focuses on two themes:

* Human Resources – modules include team work & communication, roles & responsibilities, leave policy, reducing absenteeism - policy, tracking & communication, attendance bonus, health & safety, promotion & appraisal, engaging middle management, supervisor training, training your workers, promoting & linking pay with performance.

¹⁹ Pgs. 4-5. Ibid. Bold added.

²⁰ Pg. 10. McVay, M. *Value Initiative Program in Indonesia*. 2012. The SEEP Network.

²¹ As noted earlier, what is considered ‘non-traditional’ varies depending on the context and the reference group. For example, industries such as construction or ICT may be seen as non-traditional for women in many contexts, whereas ‘white collar jobs’ in manufacturing-based economies may be seen as untraditional for all groups.

²² Trainees include Production Managers, Quality Managers, Industrial Engineers, Trial Line Supervisors, HR Managers, Welfare Officers and/or Union Representatives, and Health and Safety Managers.

* Productivity - modules include up-skilling operator capacity, computation of productivity & quality baseline performance, cut to ship losses, internal customer orientation for quality improvement.

Early feedback from trainees suggests that the introduction of improved communication methods with workers and leave policy were the most useful HR modules. Early results from factories that have received the training indicate positive results (see Annex IV for project MRM data).

To further test the project's hypothesis, Tufts University is currently running a randomized control trial (RCT) that will seek to identify how training affects worker welfare, and how that in turn affects productivity. Given that the garment industry in Myanmar has a relatively small number of players (approximately 250 when the project began) that are relatively homogenous, BIF believes that such compelling evidence can trigger a shift in employees' working conditions.

However, improving **productivity may have unintended adverse impacts on the number of available jobs**. For example, the **VIP Indonesia** project found that some producers reduced their number of workers as productivity per worker increased. Sievers²³ also found that large formal firms employ a small proportion of the total workforce in developing countries, but offer them the best working conditions.

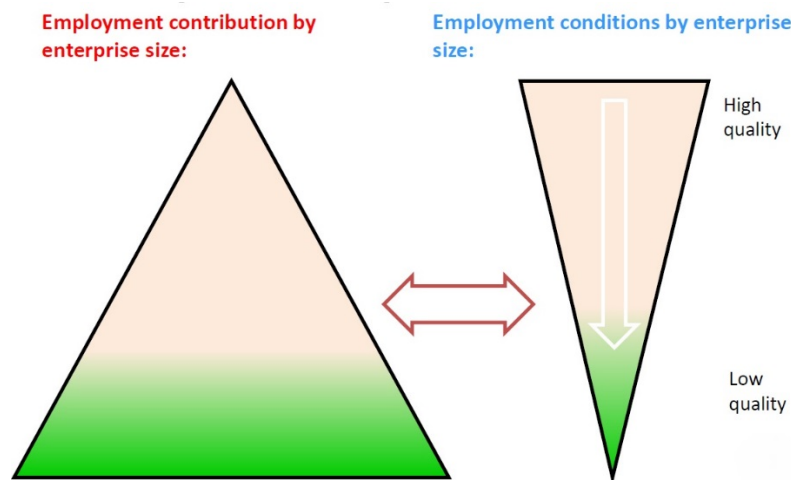


Figure 3: Correlation between enterprise size and quality of working conditions

Non-economic factors can also motivate businesses to offer better working conditions and should be considered in building the business case. For example, in **SCOPE**, far more MSEs that made the switch to 'clean' production equipment and equipment were motivated by non-economic factors (53% identified a cleaner kitchen or less smoke as their main motivation) than by economic factors (26% identified time savings, cost savings, increased sales and an improved product as their main motivation). Nevertheless, the team later agreed that a clear economic incentive would likely have led to greater uptake by MSEs.

Up-to-date labour market information was critical for intervention design

Going beyond publicly available labour market information was highlighted as one of the key initial steps for designing high-impact interventions. Up-to-date research that is informed by the feasibility of what the project can and cannot address, and ideally undertaken by implementing teams, proved to be very useful.

²³ Sievers, M. *Enterprise development and job creation – cases from Myanmar, Afghanistan and East Timor*. ILO Geneva

Informal norms influence what working conditions should be prioritized and what interventions to select

Understanding informal norms, and how they vary across geography, class, gender, etc. was also identified as critical to project design. This meant digging into not only the needs and preferences of beneficiaries, but also the actors and institutions that influenced their decision-making. For example:

- The **EELY project in Pakistan** found that the types of jobs to be created needed to be adapted depending on conservativeness and institutions (e.g. madrasas) of specific local contexts. It also found that starting by creating access to jobs in 'traditional' trades (e.g. sewing and handicrafts for women) facilitated communities' acceptance of women engaging in paid work, and eventually, doing so in non-traditional sectors as well.
- The **WE project** had significantly different impacts on improving communication between workers and employees, as well as on factories' compliance with social standards, across the four regions where it worked. This is attributable to factors such as regional labour market supply, demand and turnover, the educational levels of the workforce and management, as well as differing local norms towards worker involvement, participatory approaches and worker organization/ unionization in general.
- Early on, **RisiAlbania** identified family as the largest influencer on young people's behavior in the country. For that reason, its work with the media focused on influencing not only youth's attitudes towards working in specific sectors, but also those of their families. Likewise, its MRM system tracked changes in both groups' attitudes and behaviors.

Adaptive management supports improving working conditions

Building in flexibility (e.g. within logframes and budgets) **to modify project design as needed** (i.e. manage adaptively) also emerged as a key success factor. In several cases, projects' targeted beneficiaries were not as disadvantaged as originally thought, but actually fit better into the role of intermediaries or market actor partners/facilitators. For example, in the **SCOPE** project, the factory owners were the initial 'beneficiaries' but the project soon realized that they were relatively wealthy, and pivoted to focus on factory employees instead. In RWANU²⁴ as well, larger-scale farmers were originally included as end beneficiaries (as some assessments showed them to be food insecure) whereas the most marginal community members, such as landless or quasi-landless households with high dependence on wage incomes, were excluded.

Support service markets can ensure long-term access to working conditions upgrading strategies

Lastly, in addition to target businesses, **MSD projects also tried to ensure sustainability by building the market for support services** such as training and HR consultancy. **EYE Kosovo**, for example, facilitated a new business model for fee-based job matching services which contributed to the growth of that market from three service providers in 2012 to nine in 2017.²⁵

4. Common challenges to improving working conditions

Most projects assume that greater income was the ultimate priority of poor populations. However, this is not always the case. Some anecdotal evidence from **EELY in Pakistan**, for example, suggests that the burden of productive work without a significant reduction in their reproductive work can take a toll on women's health. Staff reported that in some cases, women spent a considerable amount of money earned during the summer, when

²⁴ Mueller, B. & Bbosa, S. *Wage Labour for Food Security in Southern Karamoja: A Labour Market Assessment for the Resiliency through Wealth, Agriculture, and Nutrition in Karamoja (RWANU) Program*. 2016. Prepared for ACDI/VOCA. Note that RWANU is not included in the list of projects reviewed for this study as it worked mostly in agriculture.

²⁵ Uraguchi, Z. *Emerging impacts in using a systemic approach to enhance youth employment*. 31 January 2017. BEAM Exchange blog. <https://beamexchange.org/community/blogs/2017/1/31/emerging-impacts-using-systemic-approach-enhance-youth-unemployment/>

productive work was at its highest, on medical expenses during the winter when the toll of the double burden became apparent.

"You would think that in a place with over 40 percent unemployment, [the youth] would be crowding at your door. But in reality, it can be difficult to get them to come back to work every day."²⁶

- Richard Dellar, Advisor, Kuza

Both understanding different target groups' priorities, and finding effective strategies to cater to those, therefore remain as challenges for MSD projects.

Several projects that tried to improve job quality noted the **risk of raising workers' expectations which, if unfulfilled, would lead to workforce discontent**: for example, BIF Myanmar reported some discontent among workers in its partner factories when productivity bonuses were first introduced as a result of the training facilitated by BIF; since these bonuses were not immediately understood by workers, there was confusion around who received them, and why. ACIP Colombia also found that some of the youth it targeted were not content to accept 'lower level' jobs, and instead expected the project's partners to quickly place them in higher-level management positions following the trainings. **Projects should therefore consciously manage partner expectations around what they can (and cannot) offer and support, as well as coach partners on how to do the same with their constituents.**

Other types of resistance from a range of stakeholders – including potential employees – may also come up. For example:

- **ACIP in Colombia** had to spend significant time trying to change candidates' perceptions of classroom training as a way to obtain and retain jobs. The project also had to get buy-in from CBOs, which tend to be quite powerful in Colombia and suspicious towards foreign organizations.
- **AWEF Egypt** has faced challenges in convincing both men and women of women's suitability to work in the ready-made garments (RMG) sector, as work outside the home in general for women is associated with lower prestige.

The importance of understanding local norms and getting buy-in from target groups – and those who influence them – is repeated throughout this report for precisely such reasons.

Donor-imposed conditions on sectors that projects must work in, the types of assistance that could be given (e.g. only technical assistance and not grants to companies), as well as the types and 'formality' (as defined by the existence of contracts, benefits, minimum wage levels, etc.) of jobs to be created or improved **were also frequently cited as constraints.**

Related to that, the **limited time frame of most projects** - usually five years, with the first year often dedicated to an inception phase, leaving only four years for actual implementation - **is an impediment** to projects' capacities to meaningfully address job quality, which was viewed as a long-term endeavour. Several **MSD projects that have entered, or will enter a second phase, more clearly recognize the importance of addressing job quality aspects aside from income improvement and job creation for impacts to be as sustainable as possible.** Projects entering a second phase also usually had well-formed ideas on entry points to address these issues and strategies to scale impacts-to-date.

Box 3: RisiAlbania's plans going forward

²⁶ Pg. 11. MarketShare Associates. *Crafting Kuza: Towards a Systemic Approach to Job Creation For Youth in Mombasa*. International Labour Organization. 2016.

“An extension of the **RisiAlbania** project would provide a good opportunity for the project to build on the achievements to date. An area not yet explored by RisiAlbania is in working with the media to provide a platform for influencing policy on youth employment issues and therefore focusing more on ‘voice’ than on pure ‘information’. This would expand the coverage from being predominantly informative to having influence on policy making in areas of employment and to being more direct in identifying and investigating successes and failures within public and private training and education.”²⁷

Monitoring improvements in working conditions was a sensitive issue, as business owners were sometimes reluctant to allow the project full and free access to their staff. This was both due to concerns over confidentiality and reputation, as well as sometimes not wanting to ‘waste’ staff time that could be used more productively (i.e. to accomplish core business goals). Investing time in building trust and understanding of the benefits of monitoring Key Performance Indicators, as well as a guarantee of anonymity in sharing partner-specific data, were used by projects to overcome such concerns.

Turnover and changes in who interacted with the project within partners – both at the management/owner and employee levels – **made it more challenging for projects to influence attitudes** and build understanding of the rationale for improved job quality. Where possible, projects should try to ensure a stable group of participants.

5. Areas lacking evidence and drivers of this evidence gap

There is a general lack of evidence on MSD’s impacts on working conditions. This is particularly the case for all working conditions aside from job creation and income improvement. This stems from the fact that few projects are addressing these aspects and perhaps also to the lack of a standard set of indicators and donor reporting templates/formats for capturing these aspects.

There is additional evidence and knowledge in project MRM data and staff that remain internal to projects and are not shared with the broader MSD community. Often, this was because projects had little incentive to share such data. As well, there was some concern over attributing changes in job quality to project interventions given that this data was not of a high level of rigour. The research team was able to access this information only after explicitly requesting it for the purposes of this study.

There appears to be a **lack of knowledge and incentives on identifying and using appropriate measurement frameworks to capture the full range of projects’ impacts on job quality.** A recent review²⁸ on measuring employment outcomes found that while some MRM approaches that take a systems view to measuring labour market change are starting to emerge – such as social network analysis and building upon static indicators such as the ILO’s Key Indicators of the Labour Market – there is still work to be done in developing these and designing MSD projects with these principles in mind. Specifically, tools to capture project contributions to changes in social norms, in building networks of trust with influential actors, and in creating or improving jobs in the informal sector are lacking.

Even in areas where MRM tools do exist, MSD projects are not systematically using these, either because they are not required to do so, or believe that such aspects of job quality are difficult or impossible to measure. For example, **RisiAlbania** “embarked on the media project with a view that it would not be possible to quantify employment level changes in a way that can contribute directly to project (logframe) targets. The survey and case study work undertaken in 2016 has shown that it is in fact possible to identify and explore impacts and potentially to quantify this impact.”²⁹

²⁷ Pg. 34. Anderson, G. *Inspiring and influencing the young job seekers of Albania*. 2016.

²⁸ Pg. 2. Lindsay, J. & Babb, S. February 2015. *Measuring Employment Outcomes for Workforce Development*. Produced by FHI 260 for USAID under the Workforce Connections project.

²⁹ Pg. 34. Anderson, G. *Inspiring and influencing the young job seekers of Albania*. 2016.

Few projects measure impacts on indirect jobs (i.e. in businesses related to the project’s partners, usually within the same value chain or market system), **or induced employment** which occurs when additional income that is generated by a project results in greater consumer expenditure (e.g., hotels, meals), thus creating jobs in other sectors. Similarly, **few examine overall displacement impacts** (i.e. loss of jobs or more challenging access to jobs by non-target group members as a result of the project’s intervention) **or other unintended impacts** (e.g. on unpaid care burdens). As well, **changes in social norms were rarely measured in ways that were attributable to the project**, despite this arguably being the ultimate goal of most MSD projects.

Building partner capacity to track changes is also part of the MRM challenge that projects face. For example, **BIF Myanmar** found that smaller locally-owned factories in particular have little data collection and analysis capacity. A big part of the training the project facilitates is to help these factories set up excel trackers on productivity, defects, etc.

However, several projects have made impressive gains in adapting their MRM systems to measure job quality changes from a MSD lens. For example:

- **EcoVecindarios** is planning a survey that will assess workers’ perceptions of working conditions and verify employer-reported figures on the number of employees accessing certain benefits such as social insurance.
- **ACIP** commissioned an end-of-project assessment of its ‘impact sourcing’ project, which trains and matches high potential but traditionally marginalized job seekers with employers, even though this was not required by the donor.

B. Findings per Working Condition³⁰

This section presents top-line findings (project goals, strategies, impacts, and lessons learned) specific to each of the seven aspects of job quality. Annex IV details the projects reviewed under each aspect, including relevant project goals, methods/activities, impacts and lessons learned.

1. Safety and ethics of employment

Several MSD projects have tried to address this broad aspect of job quality, which includes safety of working conditions, child and forced labour, and fair treatment and access to employment by disadvantaged or marginalized groups. In particular, improving the safety of work environments, as well as creating access to jobs and/or higher-level positions for marginalized or under-represented populations have been targeted by several MSD projects. **Women and youth are the most common groups targeted under such initiatives**, as well as – to a lesser extent – ethnic minorities, rural populations, and people with physical or mental disabilities.

To improve safety of workplaces, MSD projects have focused on trying to change the incentive structures leading to unsafe or unethical working conditions. For example, several projects have brought together factory owners and buyers to raise awareness among buyers on how their decisions affected the implementation of social standards at the factory level, and to motivate factory owners to meet international social standards to access new markets (see Box 1 earlier on BIF Myanmar).

³⁰ Note: projects may address aspects of job quality aside from the ones that they are identified as addressing in this section. Indeed, most projects addressed multiple dimensions of job quality. In some cases, a project is listed in more than one section where it adopted tactics and/or had impacts that could be distinguished across multiple job quality aspects. In other cases, where tactics and impacts were ‘cross-cutting’ across several job quality aspects, the project is only listed under the job quality aspect most closely linked to its overall goals, and/or where its activities and impacts were relatively unique in comparison to other projects working on the same aspect of job quality.

Considering the role of informal norms in trying to improve access to jobs for traditionally marginalized populations emerged as particularly important. For example, EELY Pakistan had to adapt the types of jobs it was trying to support women in accessing according to the conservativeness and attitudes of influential institutions (e.g. madrasas) in each of the specific contexts that it worked in.

Facilitating access to jobs for marginalized groups also required MSD projects and partners to place social norms and the specific needs of these groups at the heart of training curricula design and in designing job placement.

For example:

- The **Improving Access to Employment in El Salvador Program** worked closely with major employers in the service industry, youth-serving organizations, and youth training specialists to develop a specialized curriculum for entry-level positions for at-risk youth, as well as a system for selecting and training these youth.
- **ACIP** also developed a “differentiated approach” for its partners to use in training ethnic minority youth, and which accommodated participants’ unique needs, such as allowing them to bring their children to workshops.
- Where needed, **EELY** provided accompaniment (e.g. with a family or trusted community member), transport, sanitary kits, and separate toilet facilities for its female WFD participants.

Successful projects also **invested in changing perceptions of target groups** towards entering certain sectors or working in certain types of jobs, which in turn required understanding the channels that most influenced these groups. For example, in South Asia, messaging via Indian soap operas has been utilized to great effect by several development projects to influence various social norms (see EELY example in Annex IV for more details).

Mobility, and facilitating access to decent jobs for those with limited mobility, were cited as recurring challenges. Most often, this included people with physical disabilities, women who could not travel far from the household due to social norms and/or care responsibilities, and rural populations. Solutions included selecting sectors most relevant in those geographic areas, focusing on building ‘portable’ skills that could be used in various contexts, and facilitating transport to job sites, coupled with a matching service to reduce uncertainty (e.g. in the case of seasonal labour).³¹

Diversity/sensitivity training to employers on the unique needs (and strengths) of the populations that the project is targeting (and that employers are asked to hire) can help to ‘right size’ employers’ expectations of their new workforce segments. For example, ACIP assisted employers in designing recruitment processes that would not be overly intimidating to ethnic minority youth.

Community-level organizations and groups were also found to be important in recruiting hard-to-reach populations: several projects invested in getting buy-in from these actors, supporting them in recruitment, and eventually linking them with training institutions and employers to carry the efforts of the project forward.

The first table in Annex IV summarizes the projects identified through this study as addressing the safety and ethics aspect of job quality, including their approaches, impacts and lessons learned.

Box 4: Supporting the dignity of waste pickers in Bolivia³²

In the Southern Zone of La Paz, in Districts 18 and 19, which has approximately 13,000 households and is considered an area of high socioeconomic status, there are informal waste collectors who operate in parallel to municipal collection systems. Seeking to dignify the work of these collectors, of whom 90% are elderly women, the municipal government with the support of **EcoVecindarios** defined within its recycling policy an initiative called ‘Urban Segregators’. This

³¹ Pg. 30. Mueller, B. & Bosa, S. *Wage Labour for Food Security in Southern Karamoja: A Labour Market Assessment for the Resiliency through Wealth, Agriculture, and Nutrition in Karamoja (RWANU) Program*. 2016.

³² EcoVecindarios 2009-12 memorandum; United Nations Environment Programme. 2015. *Global Waste Management Outlook*.

included a registry and endowment of credentials, provision of personal protective clothing, and awareness-raising in good practices, as well as awareness-raising targeted at homes in differentiating various recyclables.

In its second phase, EcoVecindarios has continued working with the Ecorecolectores: in the municipality of Cochabamba, the project has helped them to formalize and place them in a collection route in which households separate recyclables for pick-up. By selling the recyclable waste collected, the Ecorecolectores generate income of approximately 173 USD per month. The project is now incorporated into the integrated solid waste management system of the municipality, which is now in charge of registering the waste pickers in a database and providing them with credentials as well as collection routes and collection gear (gloves, bags, trolley, etc.). Lastly, EcoVecindarios has also supported the Ministry of Education to develop a certification model for this sector which will be applicable nationally.

Box 5: Good practices in empowering women in 'beyond-production' roles

Although interventions seeking to promote job creation and/or quality in agriculture were not explored in-depth in this review, some evidence suggests that assisting women in moving into agricultural roles 'beyond production' (i.e. agricultural value chain functions outside of production including but not limited to input and agricultural services, processing, marketing and retail/ sales) can offer important empowerment opportunities, beyond income, including higher social status in the community and decision-making power within households³³. A recent LEO brief³⁴ identified five strategies used by MSD projects to engage women in such roles, which are also relevant for non-agriculture-focused projects:

- **Integrate WEE sensitization training into interventions**, either at the individual or community level, through technical trainings or facilitating community awareness on gender considerations. Importantly, this minimized the potential for sanctions against women who assumed new roles in their communities.
- **Promote women leaders in non-traditional roles to act as role models and change agents within a market system**. For example, some projects used female sales agent models, whereby more mobile women are promoted into intermediary roles.
- **Promote labour-saving technologies to reduce women's workload**. Literature shows that labour-saving technologies introduced by projects can reduce women's workloads. For example, in 2009, CTI introduced groundnut shelling technology that processed groundnuts 10 times more efficiently to communities in Malawi and Tanzania. This had the effect of transforming groundnut shelling from a highly onerous task with a high risk of aflatoxin contamination, and carried out almost exclusively by women into a much lower-risk and time-consuming one that men were also willing to participate in.
- **Link women to business support services that overcome unique barriers facing them** (e.g. mobility, lack of collateral/assets to access finance) such as micro-credit delivered over mobile money.
- **Promote functional upgrading for women**. This was often used by projects that had women's empowerment as an explicit goal and sought to address it by helping women move into more highly-respected roles (e.g. veterinarian, inputs shop owner).

2. Income and benefits

Few projects reviewed tried to increase incomes of workers in existing jobs. Rather, **project tried to address sector-level constraints, allowing businesses to grow and thereby create more jobs for lower-income individuals.**

Where projects did try to directly improve wages, the following tactics were used:

- Instituting a minimum wage or stipend for employees as a requirement for project partners (e.g. **EcoVecindarios, Zimbabwe: Works**)

³³ Markel, E. & Gettliffe, E. of MarketShare Associates for ACDI/VOCA. 2016. *Promoting Women's Economic Empowerment: Beyond-Production in Market Systems Programs*. USAID. 2016.

³⁴ Ibid.

- Building out the business case (e.g. **BIF Myanmar**), or escalating pressure on governments to establish and enforce a minimum wage (e.g. the **Global Labour Program**).
- Encouraging partners to provide consistent and regular pay. **Kuza** encourages its partners in micro-retail to pay its sales agents a flat monthly salary with a smaller commission component, thus ensuring that they receive some pay even when sales are slow. It has also found from its work in SWM that daily or weekly remuneration—particularly for new employees—can increase retention rates.

A few projects also facilitated employees in organising into groups to negotiate salaries and other working conditions, and/or supporting constructive dialogue between employers and workers on salary-related issues. These are examined further on the later section on *Social Dialogue*.

Projects rarely tried to address benefits such as paid leave. However, some did try to promote other benefits such as insurance, medical leave and social protection. These are discussed in the later section on *Security of employment and social protection*.

3. Working time and work-life balance

Some of the selected MSD projects, such as **BIF Myanmar** and **WE**, have focused on trying to demonstrate the business case for employers to reduce working hours and improve conditions for their employees. They have argued that this would lead to happier and more productive employees, which would increase production and profitability for the business – in spite of employees working less).

An important tension between this aspect of job quality and higher incomes was noted by projects that tried to improve women’s access to jobs: **given women’s unpaid care responsibilities, promoting paid employment for women sometimes actually increased their total labour ‘time’ burden.** EELY in Pakistan for example found that in some cases, women spent a considerable amount of money earned during the summer, when productive work was at its highest, on medical expenses during the winter when the toll of the double burden became apparent. Qualitative research is therefore critical to uncover women’s preferences for increased work and income versus additional time.

Box 6: The need for targeted qualitative research

USAID commissioned a gender impact assessment of **PROSHAR Bangladesh** after the endline quantitative evaluation failed to “fully demonstrate the impact that PROSHAR has had on gender norms in the targeted upazillas. For instance, the Endline assessment found that women’s decision-making power had in some cases decreased during PROSHAR, and suggested the need for further research on this topic. The Endline also did not examine many of the more nuanced qualitative questions surrounding women’s mobility, particularly in disaster response events. Finally, the assessment did not examine the impact that PROSHAR activities have had on men and women’s time, workload, and allocation of household responsibilities and duties.”³⁵

The gender-specific assessment revealed a complex and varying set of impacts on men and women’s time constraints, women’s mobility, and household decision-making in the three upazillas in which PROSHAR worked:

For instance, although both men and women’s total time burdens increased due to PROSHAR, they were happy with this trade-off in order to earn increased income. Domestic workload sharing had also increased, as has women’s mobility outside the home. While women felt that they had more decision-making power over production, incomes, and small expenditures, their power in making decisions involving the larger family network and community, such as those regarding children’s education and marriage, remained unchanged.

³⁵ Pg. 6. Sahanley, S. *Gender Impact Assessment of USAID’s Program for Strengthening Household Access to Resources (PROSHAR): PROSHAR’s Effects on Men and Women’s Time, Mobility, and Decision-Making*. 2016.

MSD projects that focused on improving enterprise and worker productivity likely created the space for this working condition to improve. **Access to improved technology was found to facilitate a reduction in working hours** in certain sectors. For example, 57% of MSEs supported by **SCOPE Indonesia** reduced the hours their factory was operating after upgrading their facilities, made possible by enhanced production efficiency. The **Élan** project in the Democratic Republic of Congo plans to generate additional information on this working condition through its piloting of household surveys and focus group discussions to measure the impact of improved cook stoves on (reducing) women's unpaid care burden.

Box 7: MSD approaches to addressing unpaid care

Unpaid care work can include “direct care of people, such as child care or care of dependent adults, and the domestic work that facilitates caring for people, such as cooking, cleaning or collecting water or firewood. Although care services are usually uncounted, unpaid care is work, and often occupies the majority of work hours for rural families – and it is critical for development.”³⁶ Development interventions in the agricultural sector, including those utilizing an MSD approach, often risk increasing household time burdens, especially for women. For example, women’s increased access to market opportunities may lead to overwork and negative health impacts for women. Or it may oblige women to transfer their caregiving responsibilities to others within their family (e.g. daughters) and/or lower the quality of care provided.³⁷

MSD projects can try to take unpaid care into account through:³⁸

- Adapting project delivery to take account of unpaid care work (mainstreaming) – a ‘do no harm’ approach whereby projects are aware of unpaid care, not assuming that women’s time is elastic and can stretch to new activities, and avoiding policies or practices that undermine care
- Designing interventions to address specific constraints – Needed where a specific group – e.g. women dairy producers – which are the focus of the project, identifies aspects of care work as affecting supporting services and functions, such as their ability to access veterinary services or participate in key decision-making fora.
- Focusing on unpaid care as a strategic market sector - care, or specific services related to care provision, such as childcare, electricity provision or meal preparation, are systems themselves that could be the focus of a project – such as the development of a market-based community electricity supply.

4. Security of employment and social protection

Most projects focused on creating or improving access to ‘formal’ jobs (i.e. with contracts), within registered businesses, and compliant with national regulations on wages, benefits etc. Generally, both projects and donors preferred to work with formal businesses since they already had some reporting systems in place and could be more easily held accountable to legislation. As well, **since MRM methodologies for creating or improving jobs in the informal sector are perceived to be lacking, projects and especially donors were reluctant to invest resources in such sectors.**

However, several projects emphasized that **creating or improving formal jobs is not always the most strategic goal, and that donors needed to recognize and support alternative solutions.** In many contexts, businesses have little incentive to formalize, and doing so can mean increased oversight and tax obligations. And, according to a recent assessment of USAID-funded projects addressing women’s economic empowerment and equality, “South Asia and Sub-Saharan Africa have up to 82% and 66%, respectively, of informal employment in the non-agricultural

³⁶ Pg. 3. Thorpe, J., Maestre, M., & Kidder, T. *Market systems approaches to enabling women’s economic empowerment through addressing unpaid care work: Conceptual Framework*. March 2016. Prepared for the BEAM Exchange.

³⁷ Ibid

³⁸ Ibid

sector. Hence, focused policies and support towards women in the informal economy can have large sweeping results.”³⁹

“There is a heavy emphasis on combatting informality [here] ... even when the incentives to do so are simply not in place, and in fact forcing people into the formal sector can have a serious displacement effect (which often impacts women and other vulnerable groups the most).”

- Key informant interview

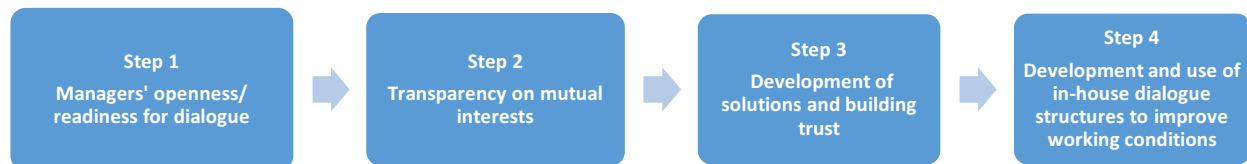
As with other aspects of job quality, **there may be a case to be made between social protection (benefits) and improved productivity**: for example, providing health care for female employees and their children in certain factories in Egypt and Bangladesh demonstrated a US\$3:1 and US\$4:1 return on investment.⁴⁰ Moreover, research on SME performance in various contexts shows a link between good workplace practices and several positive enterprise-level outcomes, including reduced employee turnover and improved profitability⁴¹.

5. Labour Relations & social dialogue

Few MSD projects tried to address this aspect of job quality directly. Although employees are usually the ultimate beneficiaries of MSD projects, **employers are the project’s key partners, and the risk of alienating ‘good’ partners** (in the sense that they are more progressive than other companies operating in the same context) **is not one that all projects are willing to take**.

However, trying to address deep power inequalities, rigid hierarchies and disempowering or even abusive communication between leadership and staff is critical to creating true ‘decent’ work. Both **BIF Myanmar** and the **WE** project are trying to do this by training and equipping factory managers and staff with knowledge and tools to engage in constructive dialogue (see Figure 5 below). An impact evaluation of WE showed this work to have positively impacted a range of other job quality aspects, including safety of working conditions and employee motivation. Early results from BIF Myanmar indicate the same.

Figure 4: WE project methodology⁴²



A solid understanding of local social norms is especially critical for projects working on social dialogue to consider: in particular, attitudes towards worker involvement and participatory approaches to decision-making, and worker organization/unionization in general.

³⁹ FHI360. February 2016. *USAID Women’s Economic Empowerment and Equality Assessment Report*.

⁴⁰ For Bangladesh, see USAID / ESD. *Effects of a workplace health program on absenteeism, turnover, and worker attitudes in a Bangladesh garment factory*. 2007. For Egypt: Yeager, Rachael. *HERProject: Health Enables Returns: The Business Returns from Women’s Health Programs*. 2011.

⁴¹ Croucher, R, Stumbitz, B, Quinlan, M & Vickers, I. *Can better working conditions improve the performance of SMEs?: An international literature review*. 2013. Prepared for the ILO.

http://www.ilo.org/empent/Publications/WCMS_227760/lang--en/index.htm

⁴² Figure adapted from WE project: <https://www.we-socialquality.com/Project-WE/Approach/Dialog-im-Betrieb.aspx?l=2>

Box 8: Learnings from the WE project on the need to adapt materials for cultural relevance

An independent impact assessment of the **WE project** found it to be “a successful instrument in enhancing the compliance of participating factories with regard to certain social standards. At the same time, [...] the WE project approach has to be more closely tailored towards local circumstances and traditions in order to better be able to deconstruct power structures and to create opportunities for voice in the respective factories. This in turn would lead to better impacts of the WE project approach in the respective regions.”⁴³

Even when capacity-building was not involved, **simply working through existing employee-owned or self-organized groups can increase worker motivation and reduce turnover**: for example, **Kuza** has noticed higher retention of youth in its work in the SWM sector, where youth groups (rather than individuals) of a dozen to two dozen are employed. In contrast, in micro-retail (**Kuza’s** other main sector of work), independent entrepreneurs struggle to retain individual employees despite high unemployment rates in Mombasa⁴⁴. **Kuza’s** current hypothesis is that the self-organized structure in SWM is preferred by youth for the opportunity to work collectively with their peers, and to be involved in the group’s decision-making.

Lastly, a few projects such as the **Global Labour Program** and **EELY** took a more indirect approach to worker empowerment by focusing on building capacity of local civil society organizations on topics such as labour legislation and organizing workers into unions. While this approach also showed positive impacts, **MRM systems usually did not capture projects’ progress in building networks of trust with key market actors** – an especially critical component of social dialogue, particularly in environments where governments or other groups are hostile to unions.

Box 9: Examples of the Global Labour Program’s (GLP) work in facilitating cross-union learning

The **GLP**-supported Afro-Colombian Labour Council (Consejo Laboural Afro-Colombiano) encourages Brazilian labour activists to mentor Afro-Colombian labour leaders on how to mount successful labour-led campaigns for the inclusion of racial equality in legislation and collective bargaining contracts.

In Liberia, Firestone Agricultural Workers Union of Liberia (FAWUL) credited the reach of SC nationally and internationally in helping FAWUL network beyond their own union, which is essential for unions in resource-poor countries, such as Liberia.

Successful organizing campaigns such as Tres Hermanas (related to agriculture) and Fruit of the Loom (related to the garment industry) in Honduras have led to tangible changes in labour standards for workers in-country and the lessons learned from these cases can impact workers in similar contexts elsewhere.

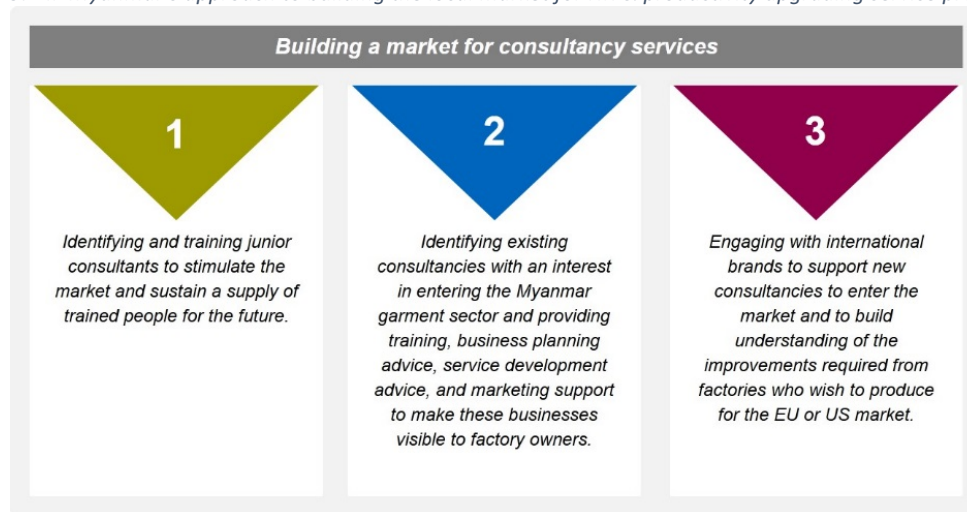
6. Skills development and training

In many markets, educational and technical institutions fail to produce graduates with the types and level of skills demanded by the private sector. Thus, a number of MSD projects trying to create employment chose skills development as a key area of work. **While a few projects trained beneficiaries directly, most focused instead on strengthening capacity of local training service providers**, both in terms of building their technical training capacity, and by helping them become more market-facing/demand-oriented (i.e. providing training needed in high-growth sectors). Figure 6 below illustrates one model of this.

⁴³ Pg. 3. Ramboll Consulting. *IMPACT ASSESSMENT OF THE PUBLIC-PRIVATE PARTNERSHIP OF GTZ AND TCHIBO – WE PROJECT*. 2010. Prepared for GTZ.

⁴⁴ Jobs in both sectors were similar on most other important dimensions: both offered average wages for entry-level low-skill positions, and demanded some strenuous physical labour. The jobs in SWM however were obviously ‘dirtier’ and demanded longer hours.

Figure 5: BIF Myanmar's approach to building the local market for HR & productivity upgrading service providers⁴⁵



The importance of building the capacity of local vocational and training institutes in identifying private sector skill needs, and designing (or re-designing) training curricula and methods to match those came up repeatedly. This needs assessment requires that institutes consider not only current demand, but also broad trends such as urban migration – indeed, **skill development institutes need the same strategic approach to sector selection as MSD projects.**

Attending a training institute here doesn't come with any guarantee of jobs. Lots of schools are driven externally by donor funding; yet, there has been little curriculum development and little linkage to job markets. There's a carpentry school that has a million dollars but no curriculum. It has a contract to produce school equipment but no idea how to do it. So it's no surprise that we are focusing on helping these institutions become more market-facing.

-Key informant interview

Most MSD projects also invested in building relationships with private sector employers for job placement, during or post-training. However, **it is not clear how effective these projects were in facilitating relationships between training institutions and employers**, which is key for sustainability as at least one project recognized:

"Facilitating working sessions that brought together HR managers and leaders from companies with training institutes and recruitment companies was incredibly effective. It helped training institutes better understand companies' needs, and for companies to discuss problems and learn from their peers. The networks formed through these sessions – which didn't seem to exist before the program - will also endure after our work ends."

-Key informant interview

In terms of the content of skill development programs, a review of youth WFD projects globally found that "evaluations of comprehensive youth workforce development projects have not isolated the effectiveness of specific components, even when more rigorous evaluation designs were used. What is evident [...] is that workforce development projects that include **apprenticeship, classroom vocational skills training, life skills⁴⁶, vouchers, and job match or mediation influence employment and earnings** more often than other projects labour"⁴⁷. Projects reviewed under this study also identified **pre- and post-**

⁴⁵ <http://www.bifprogramme.org/projects/increasing-provision-consultancy-services-myanmar-garment-factories>

⁴⁶ This can include, for example, training on oral and written communication, appropriate workplace behavior, and negotiation skills.

⁴⁷ Pg. 9. Olenik, C. & Fawcett, C. February 2013. *State of the Field Report: Examining the Evidence in Youth Workforce Development*. Prepared by the Aguirre Division of JBS International, Inc. for USAID. Bold added.

training support (to both employees and employers), providing high-value and recognized certification to graduates, and synchronizing training projects with employers’ recruitment calendars as key.

7. Employment-related relationships and work motivation

The quality of workplace relations and employee motivation is largely determined by all of the other aspects of job quality already discussed. We therefore focus here on **MSD projects that tried to increase worker motivation for entering specific types of jobs and sectors**, thereby also better matching labour market supply with demand (i.e. high-growth sectors). For example, in its second phase, **MarketMakers** will focus on improving public perceptions of the tradeable services (e.g. marketing) sector, such that a job in that sector is seen to be as desirable as a job in a skill-based factory. Of course, this, as well as the example of **RisiAlbania** below, highlights the critical importance of **understanding what is seen as ‘desirable’ work not just by target populations, but also by those who influence them.**

Box 10: RisiAlbania’s approach to changing perceptions on desirable work

RisiAlbania worked to change media reporting on employment to encourage youth to consider less ‘traditional’ jobs: its initial market research found that Albanian youth, like their parents, associated university education and white-collar jobs as important indicators for success, with self-employment or employment in vocational occupations (e.g. in IT, engineering, service industries) seen as ‘inferior’. The project therefore focused on working with the media to improve perceptions of (working in) these industries, as well as in entrepreneurship.

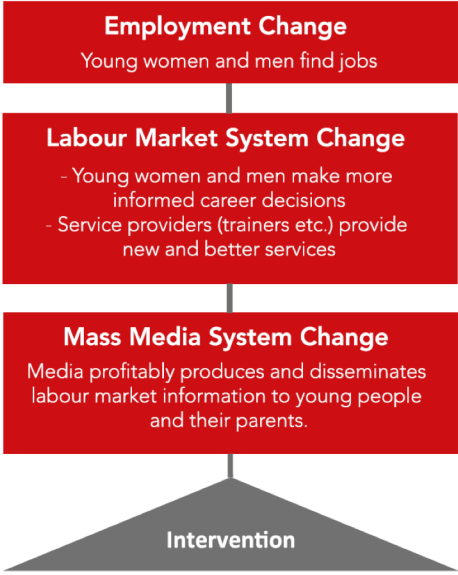


Figure 6: RisiAlbania’s Theory of Change. Source: page 13. Anderson, G. *Inspiring and influencing the young job seekers of Albania*. 2016.

With the goal of improving workplace relations, a few projects addressed workplace-related violence (physical, psychological, sexual) as part of the training or orientation given to employers and employees. This usually focused on raising awareness of what behavior is legal and appropriate, and for employees, the mechanisms they have recourse to in case their rights are violated. The impacts of such training are not clear – at least not within the context of MSD projects – but could be a valuable topic for further research.

“[Before] the sexual harassment training, [most beneficiaries] were unable to identify sexual harassment as it is somewhat subtle and the training has opened up their eyes to that. [Training] partners such as Young Africa have

extended the training to business owners, together with gender mainstreaming, as they were encouraging them to recruit the young females in the male dominated fields. The SMEs also testify on how the training has helped them as they sometimes crossed the line without knowing that their comments or actions were making the interns uncomfortable. Through the training, there is now talk of establishing a hotline and support services so that the affected beneficiaries know who they can talk to and where to report such incidences."

- Zimbabwe:Works field office

IV. Recommendations

A. For MSD projects

- **Select the highest priority working conditions to address.** It is rarely possible or desirable to attempt to address all seven in any specific project, even when there are deficiencies throughout. Take into account the project's context and mandate.
- **Do not assume that income and benefits are always the priority working condition for target beneficiaries.** Research their needs and values to assess which working conditions are priorities.
- **Select sectors with strong potential for improving working conditions,** drawing from the criteria outlined above (e.g., growing demand / high growth potential; differentiated products tied to quality of work and output).
- Create **lasting relationships between employers and local training institutions / service providers.**
- Build the business case for employers to improve job quality, including **communicating the case in high profile channels** such as local news media and social media.
- Engage **the government to establish and enforce policies** around basic working conditions, particularly when the business case may not always be a strong one or immediately provable.
- Regularly **review and retest the assumptions** informing a project's working conditions strategy, and ensure that powerful incentives back the changes being proposed.

B. For donors

- **Integrate job quality into the project design process.** Build job quality into the design of new projects taking a MSD approach where relevant. Even for projects that do not have working conditions as a central focus, they may find 'quick wins' in improving job quality.
- **Approach target setting carefully.** Tackling working conditions with an MSD approach is relatively new so there is a lot to learn. Avoid setting overly ambitious targets that may stifle project innovation.
- **Build in longer project time frames** (5+ years) and **flexibility in sector selection** – including the possibility of working in largely informal sectors.
- Leverage donor country offices to support policy change by **facilitating relationships and dialogue with relevant government ministries** and other stakeholders such as trade unions and employer organizations.
- **Support collaboration between different projects addressing job quality directly or indirectly.** This implies incentivizing staff to collaborate and share learning outside of their particular portfolios and geographies.
- **Encourage projects to share their learning** and best practices on addressing job quality in formats that are accessible and useful to the wider MSD community. This can include webinars, case studies and blog posts, as well as sharing new research and measurement tools.
- Fund rigorous **post-project impact evaluations** to understand the long-term impacts of job quality-improvement efforts. Ensure that significant qualitative research is built into these evaluations to understand project impacts on social norms.
- Commission **further research** and technical support on:

- **Developing indicators for less-traditional aspects on job quality** to facilitate measurement of impacts. This includes clear definitions for each aspect to facilitate cross-project comparisons and aggregation.
- Developing **new MRM tools** or adapting existing tools as necessary to capture the full range of project impacts on jobs and job quality, including: unintended impacts (e.g. displacement, indirect jobs created, unpaid care burdens), changes in social norms, projects' work in building networks of trust with influential actors, and progress creating or improving jobs in the informal sector. This should be accompanied by capacity and awareness-building efforts to ensure that the development community is aware of the range of methods can be applied to demonstrate impact.
- Unpacking the impacts and importance of **different job quality aspects to target populations** – thus going beyond the assumption of income as beneficiaries' main and only priority – as well as best practices on how to address these aspects.

Annex I: List of Key Informants

Project	Organization	Role
Afro-Colombian and Indigenous Program (ACIP) Colombia	ACDI/VOCA	Regional Managing Director, ACDI/VOCA
AWEF Egypt	DAI and MarketShare Associates (MSA)	Principal Consultant, MLA & Technical support lead on economic empowerment to AWEF
Business Innovation Facility (BIF) Myanmar	PwC UK	Programme Manager - BIF Myanmar
EcoVecindarios (EcoCommunities) Bolivia	Swisscontact	Project Manager
Enhancing Employability and Leadership for Youth (EELY) Pakistan	Aga Khan Foundation Pakistan	MERL, AKRSP
Kuza	Adam Smith International	Senior Manager, Inclusive Economic Growth
Local Enterprise and Value Chain Enhancement (LEVE) in Haiti	RTI	Value Chain Advisor
Market Makers in BiH	Helvetas Swiss Intercooperation	Former Country Representative; Regional Advisor, M4P, Eastern Europe;
Zimbabwe: Works (Z:W)	International Youth Foundation	Program Manager

Other resource persons contacted:

Organization	Role
Mercy Corps	Markets and Learning Advisor at Mercy Corps
	Senior Advisor, Markets, Economic Recovery and Growth
BMZ/GIZ	Planning Officer Private Sector Development
	Sector Project Employment Promotion in Development Cooperation
USAID	Enterprise Development Specialist
	Senior Specialist, Labour and Employment Rights at USAID
CARE	Senior Technical Advisor, Markets & Livelihoods
	Technical Advisor, Sustainable Agriculture
	Team Leader, Pathways Bangladesh
ACDI/VOCA	Director, Project Management
IYF	Program Director
Helvetas	Co-Team Leader Regional Unit Eastern Europe & South Caucasus
	Project Director, EYE
Katalyst	Manager, MRM

Annex II: Details on Methodology

This section begins with the definition for ‘working conditions’ used in this research, followed by the strategy for identifying relevant literature and selecting key informants. The procedures to analyze the data collected are also discussed towards the end of this section.

A. Key Research Questions

The aim of the research is to compile and synthesize the best available literature and information to answer the following key questions:

- 4) Which aspects of working conditions have been addressed by projects using a market systems approach?
- 5) What has been the impact – both positive and negative – on target groups, in terms of sustainability, scale and pro-poor value?
- 6) How was impact achieved (the types of business models supported, and facilitation tactics used)?

B. Definition of working conditions

While there is no universally agreed-upon definition of ‘working conditions’, the ILO has made substantial progress on this front by outlining seven aspects of jobs that can define the quality of employment⁴⁸. These have been adapted slightly for the purposes of this study: the table below defines the elements of each of the working conditions considered in this literature review, as well as identifying aspects that were not included and reasons for doing so.

Table 2: The Seven Aspects of Job Quality and Working Conditions

Working condition	Included in this study	Not included in the study (and rationale)
1) Safety and ethics of employment	<ul style="list-style-type: none"> • Safety at work: occupational injuries, exposure to physical health risks • Fair treatment: access to employment & managerial positions across different groups, pay gap between subpopulation groups, other discrimination at work <ul style="list-style-type: none"> ◦ This includes promoting access to jobs or higher-level jobs for women, youth, ethnic minorities, rural populations, and people with physical or mental disabilities. • Child labour: b/w ages of 5-17 • Forced labour: involuntary work, work done under threat, bonded labour 	Exposure to mental health risk factors: unlikely to find projects working on this + covered by point on forced labour
2) Income and benefits	<ul style="list-style-type: none"> • Income: amount, regularity of payment • Non-wage benefits: paid leave, sick leave 	Earnings from self-employment: too vast – e.g. almost every project that works with farmers (who are usually ‘self-employed’) would have to be included
3) Working time and work-life balance	<ul style="list-style-type: none"> • Working hours & arrangements: long hours, weekend & evening work, flexible work schedule, possibility to work from home • ‘Work-life balance’: commuting time, parental leave 	Holding multiple jobs: very common in developing countries

⁴⁸ See pgs 21-22 of The ILO’s *Small and medium-sized enterprises and decent and productive employment creation* report. International Labour Conference, 104th Session. 2015. Accessible at http://www.ilo.org/wcmsp5/groups/public/---ed_norm/---relconf/documents/meetingdocument/wcms_358294.pdf

4) Security of employment and social protection	<ul style="list-style-type: none"> • Security: contracts, perceived job security, formal vs. informal employment • Social protection: pension, unemployment insurance, medical insurance 	
5) Labour Relations & social dialogue	<ul style="list-style-type: none"> • Industrial relations: membership in unions, collective bargaining agreements, self-owned organization 	Days not worked due to strikes/lockouts: difficult to interpret as a positive or negative sign of social dialogue
6) Skills development and training	<ul style="list-style-type: none"> • Training: job-related training, learning at work 	
7) Employment-related relationships and work motivation	<ul style="list-style-type: none"> • Relationships: quality of relationships with colleagues & supervisors • Workplace-related violence: physical, psychological or sexual violence • Motivation: job autonomy, feedback from supervisor, influence on org decisions, work intensity, intrinsic rewards (i.e. feeling that work is 'useful') 	

C. Sources consulted and key words

The research team intentionally tried to go beyond projects that self-identified as 'M4P', 'market systems development' and/or as working on job creation, looking for projects which characterized themselves as:

- Market systems development
- Making Markets work for the Poor
- M4P
- Value chain development
- Value chain strengthening
- Inclusive markets
- Inclusive business
- Shared value
- Entrepreneurship development
- Private sector engagement
- Increasing access to markets

Using the above key words, the 'universe' of potentially relevant project was identified through:

- Resources and journals regularly featuring MSD and similar projects: BEAM Exchange, DCED, Microlinks, MaFi, EDM Journal
- Other academic journals using Google Scholar
- Google search
- Sources cited by resources already identified as relevant

Key informants were also asked for relevant documents from their own projects (e.g. M&E data), as well as for recommendations on other relevant projects.

Through this comprehensive scan, **an initial list of 109 MSD/'MSD-esque' projects** was compiled. This list was then narrowed down using the criteria described in the next section.

D. Inclusion/exclusion criteria

To be included for further examination in this study as market systems development, projects had to meet the three below criteria:

- 1) Aiming for sustainable impact: does it explicitly focus on the capacity of the market to respond beyond the period of intervention?
- 2) Aiming for scale: is there a focus on creating higher-level change (i.e. at a sector or systems level), going beyond the project's direct intervention partners?
- 3) Facilitative role: does the project try to stimulate market change while being careful to minimize distortion of market actors' incentives?

Two other criteria were also considered when selecting projects to review for this study:

- 3) Sector diversity: an intentional effort was made to locate and include projects that worked in sectors outside of agriculture⁴⁹ and access to finance, which have long been targeted by the MSD community.
- 4) Working conditions addressed: thanks to several MSD projects with explicit job creation, income improvement and skills development goals, evidence is much more readily available on the 'Income and benefits' and 'Skills development and training' aspects of working conditions. Thus, this study attempted to focus its efforts on the other five aspects for which information is more scarce.

ILO projects were intentionally excluded as The Lab already had knowledge on these.

Applying these criteria, a total of 18 projects were selected for inclusion in the study out of the initial list of 109 projects.

E. Evidence base scanned

A wide range of 'evidence' was considered for the study providing projects met the inclusion criteria defined above. The research team intentionally tried to go beyond published evidence such as publications and peer-reviewed journals to also include 'grey literature' such as case studies, impact evaluations, internal project documents, blog posts and information from key informant interviews.

The Nesta Standards of Evidence⁵⁰, originally developed to assist impact investors make decisions, were adapted to rate the levels of evidence assessed by this study. **Note that these 'ratings' refer only to the evidence that the research team was able to access for this study; it may well be that projects had other, evidence that the research team was unable to access or examine for a variety of reasons (e.g. time limitations, confidentiality of certain project documents). This applies especially for projects that were included in the literature review (which looked at only publicly available documents) but were not contacted for interviews.**

The scale used to rate the evidence examined is as follows:

Level 0: No evidence exists of impact. Although the project is working to create changes in this area, no evidence yet exists of any desired changes.

Level 1: Anecdotal evidence is available that gives an account of impact. This can include 'one-off' stories or case studies of impact (i.e., of one or a very small sample of individuals), along with reasoning on why the intervention could have had an impact and why that would be an improvement on the current situation.

Level 2: Data that shows change in target indicators against a baseline. At this stage, data may show some effect but there has not been an attempt to demonstrate causality.

⁴⁹ Since most MSD programs in agricultural sectors operate in contexts mainly occupied by small-scale farmers or enterprises, earning from self-employment outside of the scope of this study since well-researched already.

⁵⁰ <http://www.nesta.org.uk/publications/nesta-standards-evidence>. Note that the Nesta Standard has 5 levels of evidence, whereas we only define 4 for this study. The 5th level as defined by Nesta refers to external validity, which was defined to be less relevant for this study as most MSD interventions would not aim at this.

Level 3: Data that shows change in target indicators against a baseline and attempts to provide evidence of causality (i.e. that the results are due to the project's efforts) through a strategy of plausible attribution. This can include reference to a comparison group, trend data, regressions or another valid methodology⁵¹. This category can also include case studies that demonstrate changes in the target group or at the broader systems level, providing that a clear link between the project's activities and observed changes can be shown.

Level 4: Data that shows change in target indicators against a baseline, provides evidence of causality (i.e. that the results are due to the project's efforts) and has been either produced or validated by an independent source that is not part of the project, such as a DCED Auditor or an independent evaluator.

Data from projects was collected from November 2016 to January 2017. While several projects interviewed had very recent MRM data, others provided figures from six months up to a year old. Evaluation data tended to be slightly dated as well, given that they are only conducted at key points during a project's life cycle and even end-line evaluations rarely capture post-project impacts. Where possible, the period during when data was collected is indicated within the report.

F. Choosing Key Informants

Key informants (KIs) from selected projects were contacted and interviewed for insights not available from the literature review. Generally, projects contacted for interviews met at least one of the following criteria, in addition to the general inclusion criteria already described:

- Addressed one or more of the 5 'less traditional' aspects of job quality as described above (i.e. those aside from income & benefits and skills development)
- Worked in a non-ag sector (i.e. outside of agriculture)
- Used especially innovative or effective approaches to creating impact
- Had little publicly information available

A full list of KIs can be found in Annex I; generally, KIs were field-based persons with positions of influence within projects, such as a Team Leader or an M&E manager. In some cases, they were Project Managers at the headquarters level deeply involved in implementation.

G. Analysis

Learnings and evidence from the literature review and KI interviews were disaggregated by working condition to understand projects' goals, methods, results achieved, challenges faced, lessons learned, and type of evidence collected with respect to each condition. This method also allowed the research team to construct the evidence heatmap that lays out the 'coverage' of each working condition by MSD projects, as well as the strength of evidence available for each.

The study summarizes cross-cutting findings, as well as learnings per working condition.

An initial draft of the study was shared with KIs, and a summary of key findings presented to an audience of policymakers and donors at a workshop hosted by The LAB in early 2017. Feedback from both processes was used in finalizing the report.

H. Limitations

This study had several limitations as described below:

⁵¹ Other valid methods for establishing a counter-factual are outlined in the "DCED Standard for Results Measurement: Estimating Attributable Changes" guidelines (June 2016). Accessible at http://www.enterprise-development.org/wp-content/uploads/4_Implementation_Guidelines_Attribution_March_13.pdf

- Timing of the research: since much of the research was conducted during December and January, obtaining responses to requests for information and KI interviews was challenging as many project staff were on holiday.
- Varying methods of collecting evidence across projects and aspects of job quality: in addition to projects having different MRM processes and objectives, many projects had more 'rigorous' data on job creation impacts than on aspects such as improved employer-employee relations. This made it challenging to draw comparisons across projects.
- Reliance on self-reported data: relatively few projects had independently verified data on their impacts on job quality. Thus, this study largely draws upon self-reported data.

Annex III: List of projects reviewed and relevant documents

Project	Country	Time-frame	Donor	Implementer	LR/ KI ⁵²	Documents consulted	Strength of evidence assessed	Key working conditions addressed
Afro-Colombian and Indigenous Program (ACIP)	Colombia	2011-16	USAID	ACDI/VOCA	LR, KI	<ul style="list-style-type: none"> • Everest Group-MVD Consulting. <i>ACIP Impact Sourcing Assessment</i>. Final Report. August 20, 2016. • ACDI/VOCA. <i>Minority Workforce Development and Job Placement Model</i>. • ACDI/VOCA. <i>ACIP Workforce Development Results Briefer</i>. 2016. • ACDI/VOCA. <i>ACIP Post-conflict Workforce development model Poster</i>. 2016. 	3 – endline study (of impact sourcing program) that tries to demonstrate attribution and follow-up with all beneficiaries	<ol style="list-style-type: none"> 1) Safety and ethics of employment 2) Income and benefits 4) Security of employment and social protection 6) Skills development and training 7) Employment-related relationships and work motivation
Arab Women's Enterprise Fund (AWEF) in Egypt	Egypt (focus of mention in this report), Palestine, Jordan	2015-20	DFID	DAI/MSA	LR	<p><i>AWEF Egypt RMG Strategy Summary</i>. May 2016. (Internal DAI/MSA document.)</p> <p><i>AWEF Quarterly Report: Quarter 2, Year 1 Implementation</i>. 2016. (Internal DAI/MSA document.)</p>	0 – strategy documents only (too early in project timeframe for results)	<ol style="list-style-type: none"> 1) Safety and ethics of employment 2) Income and benefits 3) Working time and work-life balance 6) Skills development and training 7) Employment-related relationships and work motivation
Business Innovation Facility (BIF)	Myanmar	2013-17	DFID	Price Waterhouse Coopers (PwC) UK	KI	<ul style="list-style-type: none"> • <i>Overview of strategy and early results in BIF Myanmar's intervention to Improve Job Quality in the Garments Market</i>. (internal information shared with MSA upon request) • BIF Garments Market Analysis & Strategy: http://www.bifprogramme.org/sites/default/files/attachments/bif_burma_garments_market_analysis_strategy.pdf • Overview of HR and productivity training intervention: http://www.bifprogramme.org/projects/garment-factory-productivity-and-hr-training • Overview of Randomized Control Trial (RCT) to strengthen the evidence for investing in HR and productivity training: http://www.bifprogramme.org/projects/building-business-case-investing-worker-welfare-and-productivity-garment-factories 	2 – Initial MRM data ⁵³	<ol style="list-style-type: none"> 1) Safety and ethics of employment 2) Income and benefits 3) Working time and work-life balance 4) Security of employment and social protection 6) Skills development and training 7) Employment-related relationships and work motivation

⁵² Literature Review (LR)/ Key Informant (KI)

⁵³ Although BIF plans to conduct an RCT in partnership with Tufts University on its impact, the results mentioned within this report are based on initial data submitted directly by treatment factories and are not based on a comparison of treatment and control groups. Further analysis to isolate impact will be possible after the end-line survey in March 2017.

Project	Country	Time-frame	Donor	Implementer	LR/KI ⁵²	Documents consulted	Strength of evidence assessed	Key working conditions addressed
EcoVecindarios	Bolivia	2013-16 (phase II) (phase I from 2009-2012)	SDC & other donors	Swisscontact	LR, KI	<ul style="list-style-type: none"> • Fowler, B. June 2015. <i>Applying the DCED Standard to an Environmental Project – The case of EcoVecindarios in Bolivia</i>. Prepared by MarketShare Associates for the DCED. • Swisscontact Bolivia. <i>Memoria Ecovecindarios 2009 – 2012</i>. • MRM results by sector (internal documents) 	3/4 – Interim project MRM data with DCED-verified methodology for assessing impact	<ol style="list-style-type: none"> 1) Safety and ethics of employment 2) Income and benefits 4) Security of employment and social protection 5) Labour relations & social dialogue 6) Skills development and training
ÉLAN	Democratic Republic of Congo	2015-20	DFID	ASI	LR	Markel, E. & Getliffe, E. <i>UNPAID CARE WORK IN MARKET SYSTEMS DEVELOPMENT: MEASUREMENT PRACTICES FOR WOMEN'S ECONOMIC EMPOWERMENT</i> . Leveraging Economic Opportunities (LEO) Brief. 2016.	0 – measurement tool in development	<ol style="list-style-type: none"> 3) Working time and work-life balance
Enhancing Employability and Leadership for Youth (EELY)	Pakistan	2011-17	DFAT D & AKFC	AKRSP	LR, KI	<ul style="list-style-type: none"> • Khan, F. June 2016. <i>A Gendered Assessment of the EELY Programme in Gilgit, Baltistan and Chitral</i>. Prepared for AKRSP, AKFP, AKFC. • Seneca International. 20 June 2016. <i>Assessing the Effectiveness of TVET Service Providers and Developing a TVET Sustainability Strategy for the Enhancing Employability and Leadership for Youth (EELY) Project in Pakistan: Final Report</i>. Prepared for AKRSP, AKFP, AKFC. • Ahmed, P. 2014. <i>Assessment of Public Sector Engagement for Youth Development in GBC under EELY Programme</i>. Prepared for AKRSP and DFATD. • Essential Solutions (Pvt). March 2015. <i>Evaluation of Young Community Leadership Development Programme (YCLDP): Midterm Evaluation Report</i>. Prepared by for AKRSP and DFATD. • Khan, A.S. 2014. <i>Assessment of Youth Development Plans of LSOs: Enhancing Employability and Leadership for Youth</i>. Prepared for AKRSP and DFATD. 	<u>Evidence rating: 2/3</u> – mix of project-commissioned assessments and studies, with and without attempts to demonstrate attribution	<ol style="list-style-type: none"> 1) Safety and ethics of employment 2) Income and benefits 3) Working time and work-life balance 6) Skills development and training
Global Labour Program (GLP)	N/A	2011-16 (previous phase) 2016-21 (current phase)	USAID	American Center for International Labour Solidarity	LR	<ul style="list-style-type: none"> • NORC at the University of Chicago. <i>Mid-Term Performance Evaluation of the Global Labour Program: FINAL EVALUATION REPORT</i>. Submitted to USAID. February 23, 2015 	4 – Independent evaluation with strong efforts to establish attribution	<ol style="list-style-type: none"> 1) Safety and ethics of employment 4) Security of employment and social protection 5) Labour relations & social dialogue
Improved Networks, Training and Jobs (INTAJ)	Lebanon	2016-18	DFID	Mercy Corps	LR	<ul style="list-style-type: none"> • Mercy Corps Lebanon. <i>INTAJ Programme Brief 2016-04-20</i>. • Mercy Corps INTAJ Infographic English. October 2016. 	2 – Project MRM data	<ol style="list-style-type: none"> 2) Income and benefits 6) Skills development and training
Improving Access to Employment in El Salvador	El Salvador	2009-2014	USAID	Carana Corporation	LR	<ul style="list-style-type: none"> • International Business & Technical Consultants, Inc. (IBTCI). 2012. <i>Mid-term Evaluation-USAID Improving Access to Employment Program in El Salvador</i>. 	4 – Independent evaluation with effort to establish causality	<ol style="list-style-type: none"> 1) Safety and ethics of employment 2) Income and benefits 6) Skills development and training

Project	Country	Time-frame	Donor	Implementer	LR/KI ⁵²	Documents consulted	Strength of evidence assessed	Key working conditions addressed
Kuza	Kenya	2014-16	DFID	ASI	LR, KI	ILO. <i>CRAFTING KUZA: TOWARDS A SYSTEMIC APPROACH TO JOB CREATION FOR YOUTH IN MOMBASA</i> . 2016.	1/2 – Case study focusing on Kuza’s project design process and MRM system set-up, plus anecdotal evidence on social dialogue	1) Safety and ethics of employment 2) Income and benefits 5) Labour relations & social dialogue
Local Enterprise and Value Chain Enhancement (LEVE)	Haiti	2013-18	USAID	RTI	LR, KI	• LEVE Haiti/RTI International. <i>FY16 Annual Report</i> . Prepared for USAID.	2 – Project MRM data	1) Safety and ethics of employment 2) Income and benefits 6) Skills development and training
MarketMakers	BiH	2012-17 (Phase I)	Swiss Embassy in BiH & SDC	Helvetas Swiss Intercooperation and Kolektiv Ltd.	LR, KI	• Kolektiv Ltd. (Posao.ba). June 2016. <i>GENDER EQUALITY IN IT SECTOR IN BOSNIA AND HERZEGOVINA</i> . • Hakemulder, R. & Wilson, A. <i>FACILITATING YOUTH EMPLOYMENT IN THE INFORMATION TECHNOLOGY (IT) SECTOR IN BOSNIA & HERZEGOVINA</i> • Intervention Plans by sector (internal documents)	2 - Project MRM data and case studies	1) Safety and ethics of employment 2) Income and benefits 4) Security of employment and social protection 6) Skills development and training
Pathways SAMMOW (Stimulating Agricultural Management and Marketing Opportunities for Women)	Bangladesh	2012-14	The Bill and Melinda Gates Foundation	CARE	LR	• Eusuf, M.A. & Khaleque, A. September 2014. <i>An impact assessment of the SAMMOW project on women agriculture day labourers, their household and communities</i> . Prepared for CARE Bangladesh.	4 – Independent impact evaluation, using a control group and a difference-in-difference methodology	2) Income and benefits 5) Labour relations & social dialogue
Program for Strengthening Household Access to Resources (PROSHAR)	Bangladesh	2010-15	USAID	ACDI/VOCA	LR	• Sahanley, S. <i>Gender Impact Assessment of USAID’s Program for Strengthening Household Access to Resources (PROSHAR): PROSHAR’s Effects on Men and Women’s Time, Mobility, and Decision-Making</i> . 2016. • Markel, E. & Getliffe, E. <i>UNPAID CARE WORK IN MARKET SYSTEMS DEVELOPMENT: MEASUREMENT PRACTICES FOR WOMEN’S ECONOMIC EMPOWERMENT</i> . Leveraging Economic Opportunities (LEO) Brief. 2016. • TANGO International, Inc. <i>Endline Report: PROSHAR Quantitative Final Program Evaluation (QFPE) Draft</i> . April 2015.	3 – impact assessment that attempts to demonstrate attribution	3) Working time and work-life balance
RisiAlbania	Albania	2013-17	SDC	Helvetas and Partners Albania	LR	• Anderson, G. <i>Inspiring and influencing the young job seekers of Albania</i> . 2016. Published by RisiAlbania	3– Interviews and random sample survey that attempts to demonstrate attribution	1) Safety and ethics of employment 2) Income and benefits 7) Employment-related relationships and work motivation

Project	Country	Time-frame	Donor	Implementer	LR/KI ⁵²	Documents consulted	Strength of evidence assessed	Key working conditions addressed
Scaling Sustainable Consumption and Production of the Soybean Processing Industry (SCOPE)	Indonesia	2012-15	European Commission	Mercy Corps	LR	<ul style="list-style-type: none"> • Mercy Corps. January 2016. <i>SCOPE LEARNING STUDY: Scaling Sustainable Production and Consumption in the Tofu & Tempeh Industries.</i> 	3 – internal learning study that attempts to attribute partner and beneficiary-level changes to project interventions	<ol style="list-style-type: none"> 1) Safety and ethics of employment 2) Income and benefits 3) Working time and work-life balance
Value Initiative Program (VIP-Indonesia)⁵⁴		2009-11	SEEP Network	Mercy Corps, Swisscontact, MICRA and PUPUK		<ul style="list-style-type: none"> • McVay, Mary. <i>Value Initiative Program in Indonesia.</i> 2012. The SEEP Network. • DCED. <i>Case Study in using the DCED Standard Tofu production in Indonesia with the VIP.</i> February 2011 . 	3 – project MRM data with DCED-compliant methodology for demonstrating plausible attribution	
Worldwide Enhancement of Social Quality (WE)	Bangladesh, China, Thailand	2007-10	GIZ/BMZ	GIZ & Tchibo	LR	<ul style="list-style-type: none"> • GIZ projects addressing job quality & working conditions. December 9, 2016. Compiled by GIZ sector project on employment promotion for MSA. • WE website: https://www.we-socialquality.com/ • Ramboll Consulting. <i>IMPACT ASSESSMENT OF THE PUBLIC-PRIVATE PARTNERSHIP OF GTZ AND TCHIBO – WE PROJECT.</i> 2010. Prepared for GTZ 	3 – independent impact evaluation that attempts to show causality	<ol style="list-style-type: none"> 1) Safety and ethics of employment 2) Income and benefits 3) Working time and work-life balance 6) Skills development and training 7) Employment-related relationships and work motivation
Zimbabwe: Works (Z:W)	Zimbabwe	2012-17	USAID, DFID, Embassy of Sweden	IYF	LR, KI	<ul style="list-style-type: none"> • IYF. Zimbabwe: Works - <i>Annual Performance Report</i> (1 October 2015- 30 September 2016). • New Dimension Consulting. <i>FINAL PERFORMANCE EVALUATION FOR THE ZIMBABWE:WORKS PROGRAMME.</i> October 2014. 	<p>2 for aspects 1, 2, 4 & 6 – project MRM data</p> <p>0 for aspects 5 & 7</p>	<ol style="list-style-type: none"> 1) Safety and ethics of employment 2) Income and benefits 4) Security of employment and social protection 5) Labour relations & social dialogue 6) Skills development and training 7) Employment-related relationships and work motivation

⁵⁴ VIP can be considered the predecessor to SCOPE with similar sector focuses and strategies. However, they are presented as two distinct programs in the study given that the results presented and lessons learned differ slightly.

Annex IV: Projects reviewed by Aspect of Job Quality: Goals, Methods, Activities, Evidence and Lessons Learned

Table 3: MSD projects addressing Safety and Ethics of employment

Project Name and Country	Relevant Goals & Methods used	Impacts and Assessed Rigour of the Evidence	Lessons Learned
ACIP Colombia	<p>Facilitate hiring of 10,000 youth from under-represented groups (Afro-Colombians & indigenous) through WFD component, which included:</p> <ul style="list-style-type: none"> • A “differentiated approach” for its partners to use in training ethnic minority youth, and which accommodated participants’ unique needs, such as allowing them to bring their children to workshops. • Developed a “hiring diversity protocol” for companies • Facilitated partnerships with local governments to incentivize hiring from these groups (e.g. tax rebates, subsidies) • Focus on empowerment of women from ethnic minorities: 60% of youth trained were female • Requirement for beneficiaries to come from targeted marginalized neighborhoods 	<p><u>Evidence rating: 3</u> – endline study (of impact sourcing program) that tries to demonstrate attribution and follow-up with all beneficiaries</p> <ul style="list-style-type: none"> • Trained and employed over 10,000 youth from target groups • Protocol implemented in 100 private sector companies • Women account for over 60% of the total beneficiaries trained and employed • Having a representative and diverse staff has helped the project generate better connections with the communities and organizations it serves (anecdotal) • 3 additional projects now running in Colombia that have emerged from ACIP, implemented by ACIDI/VOCA: <ul style="list-style-type: none"> ○ One funded by government of Colombia ○ 2 CSR projects funded by private sector companies 	<ul style="list-style-type: none"> • In working with marginalized populations, ‘simple’ labour intermediation (i.e. matching training offered by training institutes with PS demands) not enough: ACIP had to change beliefs and attitudes of target youth about classroom training → ACIP developed a ‘differentiated approach’: training is adapted to needs of population (e.g. allowing students to bring their children to the classroom) and takes into account negative perceptions about such training that participants may have had before • Differentiated approach now spread across ACIDI/VOCA – embraced as a tool. Developing case studies and tools to support this approach. • Customized orientation/ guidance can improve chances of success: where either the employer management has received diversity/sensitivity training or the ACIP beneficiaries have had special on-boarding programs, companies reported higher levels of performance, higher passion, lower absenteeism and lower attrition for ACIP beneficiaries • Community-level organizations may be critical (context-dependent) in recruiting hard-to-reach populations: ACIP had to get buy-in from CBOs, which are influential community actors in Colombia, and are generally skeptical towards foreign organizations. ACIP invited them to be part of the selection process, recruitment, even the training. Eventually these CBOs became advocates of the project.
AWEF Egypt⁵⁵	<ul style="list-style-type: none"> • Improve well-being for 8,000 women ‘directly’ and up to an additional 7,000 women ‘indirectly’ via intervening in the Ready-Made Garments (RMG) sector to encourage greater recruitment of women, and address social norms surrounding women’s work. Activities will include: 	<p><u>Evidence rating: 0</u> – strategy documents only (too early in project timeframe for results)</p>	

⁵⁵ Note that AWEF is implemented in Palestine and Jordan in addition to Egypt. The program also intervenes in a number of other sectors to address job quality and working conditions; only its activities within RMG in Egypt are profiled here as they were thought to be the most relevant for this study.

Project Name and Country	Relevant Goals & Methods used	Impacts and Assessed Rigour of the Evidence	Lessons Learned
	<ul style="list-style-type: none"> Developing knowledge and capacity within RMG factory partners and recruitment firms on gender-sensitive, targeted recruitment and relevant training practices that are also commercially viable; Raising awareness amongst large export RMG firms and other relevant stakeholders on the value of women's ongoing participation and remaining in the workforce. 		
BIF Myanmar	<p>Help garment factories improve both worker welfare and profitability by:</p> <ul style="list-style-type: none"> Facilitating provision of customized productivity and HR support⁵⁶ (trainings) to selected garment factories to develop business case around the commercial link between better worker welfare and improved productivity and profitability. Through above activity, also encourage local firms to provide management, HR and productivity consultancy services in the Myanmar garments market. Facilitate relationships between international buyers and factories in Myanmar such that there is a greater incentive for factories to improve labour standards. BIF has facilitated a series of conferences that brought together key stakeholders⁵⁷ in a neutral setting to discuss sensitive issues e.g. child labour 	<p><u>Evidence rating: 2</u> – Initial MRM data</p> <ul style="list-style-type: none"> 2,603 people benefitting from improved working conditions because of project activities.⁵⁸ Total of 13 factories have received training, out of which 4 have shown signs of going beyond 'adopting' practices from the training to also 'adapting' them. Change in broader market rules: The Myanmar Garment Manufacturers Association announced the introduction of a child labour policy for factories during a garment industry growth event held in Yangon in 2015. This was followed by the publication of a Code of Conduct for factories that includes a statement on underage workers. 	<ul style="list-style-type: none"> Early feedback from trainees suggests that the introduction of improved communication methods with workers and leave policy were the most useful HR modules. On productivity, the content on tools to upskill workers was the most useful. Higher expectations on working conditions can lead to some discontent. Projects should prepare factory managers/owners on managing for this. Bringing international buyers into the discussion can help to demonstrate the obstacles to factories' business growth posed by 'ethical' issues such as child labour, poor working conditions etc. within those factories However, factories also need support in changing these conditions without harming their business or income to employees' families⁵⁹
EcoVecindarios Bolivia	<ul style="list-style-type: none"> Proper protection & equipment is one criterion of the project's definition of 'decent' jobs. Both public and private sector partners are strongly encouraged to meet decent jobs criteria (protection & equipment, health insurance, fixed contract and minimum salary). EcoVecindarios usually provides equipment and protective wear to private sector partners. Part of the project's target group is very low-income, informal waste pickers – EV tries to create more business 	<p><u>Evidence rating: 3/4</u> – Interim project MRM data with DCED-verified methodology for assessing impact</p> <ul style="list-style-type: none"> See impact story in body of report 220 total new jobs generated between 2013 and 2016 was, of which 50% are estimated to have met the criteria of using proper protection & equipment as well as having health insurance. 	

⁵⁶ The HR training modules include: establishing clear roles and responsibilities, introducing support networks (such as buddying schemes) and formal and accessible communications and feedback systems. The HR training also looks to formalize promotion and appraisal processes, and establish clear links between these processes and workers' pay and bonuses. In addition to this, the HR training modules emphasize the importance of having policies on induction, leave and absenteeism; ensuring health and safety procedures are in place; and managing instances of underage workers in factories.

⁵⁷ MGMA Executive Committee members who also all owned factories, senior representatives of European and US brands and other supply chain actors.

⁵⁸ Further analysis required on the data collected from the factories and through the RCT to determine exactly how these 2,603 workers have benefitted to date, and this will only be possible after the end-line survey in March 2017.

⁵⁹ Many factory owners expressed concern during the forums that individuals and families may lose vital income and even become exposed to the risk of serious exploitation if change happens too quickly and is not responsibly managed.

Project Name and Country	Relevant Goals & Methods used	Impacts and Assessed Rigour of the Evidence	Lessons Learned
	<p>for these waste pickers and link them to formal waste management companies</p> <ul style="list-style-type: none"> For Phase III (2017-18), the project aims to create 21 new jobs, which should all fulfill at least 2 out of its 4 decent jobs criteria 		
EELY Pakistan	<ul style="list-style-type: none"> Improve youth employment and participation in management, decision-making and leadership roles through placing educated young women and men in 3-month internships with different organizations Improve women's access to productive resources, including training and access to finance for employment and income generation (Targeting 189,000 beneficiaries over the life of the project, almost half of which are young women) Women trained via TVETs in sewing, fashion design and embroidery. IT, EDT and Early Childhood Development (ECD) courses also offered to women in certain locations. Establish Women's Only Markets as an exclusive space for women to come together as sellers and shoppers. Assisted Local Support Organizations (LSOs) in developing Youth Plans and Skills Development Plans for their communities that integrate women's needs and expectations. Many of these activities were related to advocacy, awareness raising of legal rights, and job-related training. 	<p><u>Evidence rating: 2/3</u> – mix of project-commissioned assessments and studies, with and without attempts to demonstrate attribution</p> <ul style="list-style-type: none"> Satisfaction with the internship program and outcomes for employment has been very high, with almost all the women and men interviewed in an assessment, going on to find employment often in the same organization where they interned. Of the 1000 interns trained so far, more than 80% are still productively employed (this includes women who have saved money and enrolled in higher education).⁶⁰ Income from employment has enabled women to take on a greater role in household decision making and raising their status in the family and community. High demand for more ECD courses. (See example in footnotes of daycare center) Rapid replication of the model of women's markets. 27 more were established in 2007, independent of EELY in the region, and there is demand to set up more. 	<ul style="list-style-type: none"> Youth employment especially in non-traditional sectors (or for non-traditional groups e.g. women) requires changing social attitudes and norms on 'appropriate' jobs. Types of jobs to be created need to be adapted depending on conservativeness and institutions (e.g. madrasas) of specific local contexts By starting with a conventional trade, it is easier for both men and women to accept and take the first move towards (women's) training and employment. It is critical to think about needs of specific groups – e.g. for women, may need to provide accompaniment, transport, sanitary kits, separate toilet facilities Media messaging to change attitudes needs to be targeted: e.g. messaging via Indian soap operas may be more effective than radio ads⁶¹
Global Labour Program⁶² (GLP)	<ul style="list-style-type: none"> GLP's gender work includes training women on leadership skills, building capacity to advocate for women's labour rights; promoting women's leadership within its partner (worker union) organizations; a major gender-focused international conference; and assistance to labour unions to include women's issues in advocacy One example: partnership with the Inter-American Union Institute for Racial Equality (INSPIR), a regional organization that includes three of Brazil's national level union federations, to ensure that issues of racial inclusion 	<p><u>Evidence rating: 4</u> – Independent evaluation, donor-commissioned</p> <ul style="list-style-type: none"> Gender has been integrated into all GLP programming, as directed by GLP high-level priorities, however the extent of this integration varies significantly Some examples of INSPIR's work: <ul style="list-style-type: none"> INSPIR produced a manual to promote informed awareness of workplace racism in the country. The GLP held two events in Rio de Janeiro and Sao Paulo, involving Brazil's six largest national trade 	<p>Having a dedicated gender expert at the project level (headquarters) whose sole focus is on integrating gender into programming has been helpful, and the gender specialist is viewed as a key resource on gender issues and conducting gender analysis by the project staff.</p>

⁶⁰ Khan, F. June 2016. *A Gendered Assessment of the EELY Programme in Gilgit, Baltistan and Chitral*. Prepared for AKRSP, AKFP, AKFC.

⁶¹ USAID helped produce a full season of a social drama—"The University"—for youth audiences. The drama followed the lives of a group of friends as they dealt with the pressures of life and school in a globalized society. The show's main messages aimed to build tolerance and promote critical thinking. During Ramadan 2011 The University recorded more than 2.5 million viewers in Egypt alone. Region-wide, more than 5 million viewers have watched at least one episode, and even two years after the show ended it was found that the show's themes continued to resonate with regional viewers

⁶² Through its work with labour unions, NGOs and governments on various labour issues, the GLP addressed virtually all seven job quality aspects. Its work as presented here outlines only its activities and impacts most relevant to the safety and ethics aspect of the program.

Project Name and Country	Relevant Goals & Methods used	Impacts and Assessed Rigour of the Evidence	Lessons Learned
	<p>and equality are reflected in collective bargaining contracts (bilateral monitoring) and national-level laws concerning labour.</p>	<p>union centers, the National Secretariat for Policies to Promote Racial Equality (SEPPIR), and Afro-Brazilian civil society organizations. The events were also used to formulate a common platform of demands on racial equality issues</p> <ul style="list-style-type: none"> o In Brazil, SC and INSPIR were involved in successful campaigns to pass the National Statute for Racial Equality in June 2010, as well as an affirmative action law in the civil service sector. 	
<p>Improving Access to Employment in El Salvador</p>	<p>Increase access to employment for at-risk youth and people with disabilities through:</p> <ol style="list-style-type: none"> 1) Supporting partners to adopt new training approaches, particularly among trainees representing at-risk youth populations; 2) Providing career counseling and placement; 3) Improving labour market information; 4) Expanding alliances with the private sector 	<p><u>Evidence rating: 4</u> – Independent evaluation, donor-commissioned</p> <ul style="list-style-type: none"> • By mid-term, the Program had achieved a total of 4,886 new or improved jobs (4,629 new jobs, or 95% of the total, and 257 improved jobs, or 5%). 42% of persons benefiting from new or improved jobs were women, 21% youths, 3% people with disabilities. • Partial sustainability has been attained, where the public sector Salvadoran Institute for Professional Training is now financing activities previously supported by the Program and private sector organizations and businesses are also partially or totally covering the cost of training activities. • However, despite government-established mandates for the hiring of people with disabilities, and even after undergoing appropriate training, most people with disabilities face prejudice and a lack of job opportunities. • Placement rates for training program graduates fluctuated from 50% to 100% 	<ul style="list-style-type: none"> • Project worked closely with major employers in the service industry, youth-serving organizations, and youth training specialists to develop a specialized curriculum for entry-level positions for at-risk youth, as well as a system for selecting and training these youth • Post-placement coaching – both to project-trained employees and employers – can support greater accommodation for disabilities and help retention
<p>Kuza</p>	<p>Goal: job creation for low-income youth (18-30), who also meet at least 1 of the other 4 characteristics: underemployed or unemployed, from a traditional coastal community, female, or with a low formal education</p> <p>Project facilitates:</p> <ul style="list-style-type: none"> • Skill development – aimed at promoting youth entrepreneurship through e.g. establishing labour market information and training centres in partnership with youth-serving institutions • Investment promotion – cuts across sectors, and looks at preparing high-potential businesses for equity investment, so they can expand and provide more jobs. • Micro retail – works with suppliers and distributions to pilot micro distribution models • Waste management – supports development of innovative micro waste collection and recycling models 	<p><u>Evidence rating: 2</u> – Case study focusing on Kuza’s project design process and MRM system set-up</p>	<ul style="list-style-type: none"> • Social norms around e.g. riding bicycles for work has made it difficult for project partners to recruit women as salespeople • Learning rapidly is critical: the increase of the working capital requirement for new micro-distribution following their experience with the first two team leaders. • Defining and measuring job creation (and related impacts, such as displacement) requires time and a well-documented, transparent decision-making process. Kuza had to make many choices in what impacts to count, and how.

Project Name and Country	Relevant Goals & Methods used	Impacts and Assessed Rigour of the Evidence	Lessons Learned
	in low-income areas, and supports policy development in this field		
Market Makers BiH	<ul style="list-style-type: none"> Improve HR practices towards women in the IT sector & more women employed in the sector. Specific goals: <ul style="list-style-type: none"> Companies implement new measures to improve job integration of young women. More girls thinking about or choosing the ICT sector as a career Increased support network to female ICT students Support SPARK in organizing mentoring sessions for female ICT students + organizing hackathons and mentoring sessions for young women + HR sessions for companies on female integration Accessibility to rural populations also a key factor in MM's sector selection: 1 job created in the village worth 'more' than a job in the city. 	<p><u>Evidence rating: 2</u> - Project MRM data and project-commissioned studies</p> <ul style="list-style-type: none"> Gender-focused ICT initiative launched only in fall 2016 so no clear results yet to share 115 direct rural/agri jobs created by June 2016, out of which 42 are FTEs 	Choice of sectors often presents trade-offs in terms of job quality vs. accessibility: e.g. IT creates almost 100% middle class, professional, full time jobs but it is urban, you need to be educated to get them and it is disproportionately male. In contrast, food production and processing creates jobs for less educated people in rural areas, and is predominantly female but the jobs are seasonal, less well paid and do not offer much prospect for advancement.
SCOPE Indonesia	<p>Aimed to use a market development approach to catalyze a shift to energy efficient and hygienic production practices among microenterprises producing tofu and tempeh. Interventions aimed to:</p> <ol style="list-style-type: none"> Increase availability of clean technology for tofu and tempeh MSEs. Provide information on clean equipment and practices for MSEs. Increase access to finance for these MSEs Build consumer awareness about clean tofu and tempeh. 	<p><u>Evidence rating: 3</u> – internal learning study that attempts to attribute partner and beneficiary-level changes to project interventions</p> <ul style="list-style-type: none"> 771 MSEs switched to clean production equipment, slightly less than the project target of 800 (out of an estimated 85,000 MSEs nationally in this sector). However, some of the 'clean' equipment was government distributed and some MSEs bought time at other 'clean' factories.) Over 3,000 workers estimated to have benefited from an improvement in their physical working environment. 	Uptake of new production practices by MSEs largely motivated by non-economic factors such as a clean kitchen and less smoke. For MSE owners, who usually also work in the factory themselves, this was identified as the single biggest benefit of switching to clean production
VIP Indonesia	Similar approach to SCOPE, described above	<p><u>Evidence rating: 3</u> – project MRM data with DCED-compliant methodology for demonstrating plausible attribution</p> <ul style="list-style-type: none"> Workers benefitting from improved conditions: 1,750 direct; 1,750 indirect Community households experiencing less pollution: 8,000 	
Zimbabwe: Works	<p>WFD program with strong focus on helping women consider and succeed in non-traditional occupations (that tend to have higher wages). Tactics:</p> <ul style="list-style-type: none"> Gender-disaggregated targets for youth trained and placed in internships Female trainers and mentors to motivate and encourage the participation of young women, especially in non-traditional occupations (e.g. mechanics) Training venues and hours selected to allow young women to also perform domestic responsibilities; Child care available at all Z:W partner facilities 	<p><u>Evidence rating: 2</u> – project MRM data</p> <ul style="list-style-type: none"> 62% of the project's 12,432 beneficiaries are female Percentage of beneficiaries participating in internships in occupations underrepresented by women who are female is 39% 12 gender audits of training partners to-date 	

Table 4: MSD projects addressing Income and Benefits

Project Name and Country	Goals & Methods used	Impacts	Lessons Learned
ACIP Colombia	<p>10,000 formal jobs created for target youth through a WFD program. Tactics:</p> <ul style="list-style-type: none"> • Support local training institutes to develop demand-driven curricula (see table on skills development projects below for more details on this) • Identify and provide TA for companies looking for new labour sources (usually ones also with a strong corporate social responsibility mindset) • Facilitate partnerships with local governments to incentivize hiring from these groups (e.g. tax rebates, subsidies) 	<p><u>Evidence rating: 3</u> – endline study (of impact sourcing program) that tries to demonstrate attribution and follow-up with all beneficiaries</p> <ul style="list-style-type: none"> • Trained and employed over 10,000 ethnic minority youth • 40-200% increase in income for ACIP beneficiaries • Total impact on local economy estimated to be 3.5-4.0x of direct income generated by ACIP beneficiaries 	
BIF Myanmar	<ul style="list-style-type: none"> • Demonstrate the business case between worker welfare and profitability within garment factories through building the local market for customized productivity and HR support (trainings) to selected garment factories (see table above for overall strategy) • This support includes modules on Promotion and appraisal, Promoting and linking pay with performance, Production incentives & financial calculations 	<p><u>Evidence rating: 2</u> – Project MRM data</p> <ul style="list-style-type: none"> • Average 68% increase in take home pay for employees in batch 1 factories⁶³, and 56% increase for employees in batch 2 factories⁶⁴ 	<ul style="list-style-type: none"> • Re-emphasize, before and during the training, the potential financial gains from the implementation of the training and the possible loss from not improving HR and productivity practices, to motivate management teams to implement techniques and processes introduced • Productivity bonuses can lead to confusion/ discontent about workers on how they are paid.
EcoVecindarios	<p>Through building both the demand and supply (of labour for) the waste management sector in Bolivia, the project aims to create jobs at the levels of:</p> <ul style="list-style-type: none"> • Private and public sector solid waste & waste water service providers: <ul style="list-style-type: none"> ○ Aim to increase income from recycling (service or product) of operators of treatment/recycling of SW by 10% (target for 2017/18) • Recycling companies dealing with any type of waste that can be re-used ('green' jobs). In phase III, the project will focus mainly on special waste and more specifically on e-waste and used oil • Municipality (water & SW tech staff): Jobs created through encouraging the creation of Environmental Management 	<p><u>Evidence rating: 3/4</u> – Interim project MRM data with DCED-verified methodology for assessing impact</p> <ul style="list-style-type: none"> • Public: 140 new jobs created from 2013 to 2016 (both staff from municipalities as well as solid waste operators). • Private: 80 new jobs created in green businesses • Total jobs created: 220, of which 84 are women • These are the numbers we can prove, it is true that more informal jobs have been created but it is difficult to measure them. More informal jobs thought to have been created but difficult to track. 	<p>To create these jobs and improve incomes, the project has had to work at multiple levels and leverage points: E.g. help form different collection systems for different types of recyclable waste and raise awareness at household and business levels on the importance of doing this – all thereby strengthening demand for collectors and collection centers E.g. support the creation of</p>

⁶³ Further analysis required on the data collected from the factories and through the RCT to confirm exactly how workers have benefitted to date, and this will only be possible after the end-line survey in March 2017. At this point, results will also be adjusted to isolate the effects of the minimum wage which was introduced in September 2015, after training of batch 1 factories had already begun. Figures listed here based on initial data submitted directly by batch 1 factories and are not based on a comparison of treatment and control groups.

⁶⁴ Again, these figures are based on initial data submitted directly from factories and are not based on a comparison of treatment and control groups.

	<p>Departments within the municipalities to deal with solid waste management and more recently, waste water management. EV gives capacity-building and TA if a specific number of persons are assigned to work with them on these issues.⁶⁵</p> <ul style="list-style-type: none"> • Minimum salaries⁶⁶ are promoted across partners (1 of 4 decent job criteria). • Work with a mix of formal/informal, and big/small partners 		
INTAJ Lebanon	<p>Support vulnerable communities in the Beqaa and the North governorates in addressing their economic needs through stimulating sustainable jobs growth. 3 levels of intervention:</p> <ul style="list-style-type: none"> • At the individual level: engage established companies and/or NGOs to provide 120 classes of demand-driven, workforce-skills development for 2400 individuals, across a variety of sectors. Mercy Corps is also engaging local Chambers of Commerce to act as a certification body for course development and trainer selection. • At the business level: Support ~120 SMEs with specialized technical assistance, limited in-kind grants and linkages to business support services (to strengthen their workforce needs) • At the market level: Work in the solid waste management and recycling (SWM/R) sector to address existing constraints by increasing the supply of recyclable commodities for recyclers/processors, improving competitiveness and supporting market access for existing market actors, and improving working conditions at recycler/processor facilities. 	<p><u>Evidence rating: 2</u> – Project MRM data As of December 2016, the project estimates having created 147 new positions as follows:</p> <ul style="list-style-type: none"> • New businesses: 2 Males, 4 Females • Part-time positions: 24 M, 39 F • Full-time positions: 23 M, 21 F • Seasonal positions: 2 M, 1 F • Internships: 9 M, 22 F 	
Market Makers BiH⁶⁷	<p>Major focus of the project is job creation ICT:</p> <ul style="list-style-type: none"> • Target: 1500 jobs created by end of current phase • Promote IT as a top career opportunity, incubate knowledge and skills in the IT sector → support setup of Academy 387 • Promote BiH as a hub for ICT in the region → support to HUB387, an IT hub with the mission to build a vibrant IT community in BiH, facilitate networking between members, support HUB members in offering internships <p>Food production & processing:</p> <ul style="list-style-type: none"> • Target: 115 direct jobs created by June 2016, out of which 42 are FTEs 	<p><u>Evidence rating: 2</u> - Project MRM data and project-commissioned studies Jobs created to-date:</p> <ul style="list-style-type: none"> • ICT: 742 (338m, 152 w, 252 non-disaggregated) • Food processing: 93 direct jobs; 52 indirect created • Tradeable services: 33 jobs created (13m, 20w) • Tourism: 127 jobs created (not disaggregated by gender) 	<p>Sector selection again emerged as critical: in particular, the importance of selecting sectors already targeted by other projects in environments of (donor-funded) program ‘saturation’</p>

⁶⁵ Sometimes municipalities have already an established direction, in which case new jobs may not necessarily be created.

⁶⁶ Rates as set by the Bolivian government.

⁶⁷ Data as of June 2016. Job creation figures also do not total jobs created and attributable to the program, but rather only resulting from specific interventions referenced.

	<ul style="list-style-type: none"> Support companies in creating and selling organic product lines & in entering primary production (as potential areas of future job creation/growth) <p>Tradeable services:</p> <ul style="list-style-type: none"> Target: 103 jobs created by end of phase Inculcate an understanding/awareness of the opportunities in tradeable services among relevant governmental stakeholders Enhance the awareness of job opportunities in nontraditional sectors among young Bosnians <p>Tourism:</p> <ul style="list-style-type: none"> Target: 346 jobs created by end of phase Support the advocacy efforts of a tourism cluster in Herzegovina, with the goal of bringing in more flights to Mostar airport introduce and develop the idea of tourism package development strengthen the use of online sales and marketing 		
SCOPE Indonesia	<p>Aimed to use a market development approach to catalyze a shift to energy efficient and hygienic production practices among microenterprises producing tofu and tempeh (see table above for intervention tactics). Interventions aimed to:</p> <ol style="list-style-type: none"> Increase availability of clean technology for tofu and tempeh MSEs. Provide information on clean equipment and practices for MSEs. Increase access to finance for these MSEs Build consumer awareness about clean tofu and tempeh 	<p><u>Evidence rating: 3</u> – internal learning study that attempts to attribute partner and beneficiary-level changes to project interventions</p> <ul style="list-style-type: none"> Switching to clean production practices increased profits for 38% of MSEs (approximately 292 enterprises) by an average of 25%, largely due to increased production. 12% of MSEs experienced a fall in profits after making the switch, while 48% said their profits were unchanged. After upgrading equipment, the daily wage paid to workers increased in 43% of MSEs, benefiting 2,095 tofu and tempeh workers. Wages increased on average by 26% (\$ 1.48 per day) for workers in tofu factories, and by 20% (\$1.06 per day) for workers in tempeh factories. 	
VIP Indonesia	<p>Similar approach to SCOPE, described above</p>	<p><u>Evidence rating: 3</u> – project MRM data with DCED-compliant methodology for demonstrating plausible attribution</p> <ul style="list-style-type: none"> Average income increase of producers using improved technology, compared to non-technology adopters: Tofu: USD 600; Tempeh: USD 100 	
Zimbabwe: Works	<p>WFD program that recently developed a stipend policy, whereby employers are required to: pay stipends for interns (co-paid by Z:W and employer, with the majority provided by employers), and employ interns for a minimum of 6 months</p>	<p><u>Evidence rating: 2</u> – project MRM data</p> <ul style="list-style-type: none"> 8,541 trainees estimated to receive employment or better employment because of the program 74% of private sector companies hosting interns contributed to stipends and allowances ranging from \$50 to \$400 per month 	<p>Placing interns has been challenging due to prolonged recruitment processes in large corporates; centralization of the recruitment function at partner headquarters offices (usually in Harare); and above all, the ongoing economic climate, which has most companies scaling down or closing operations. For this reason, training partners have begun seeking out internships with SMEs, some of which are still growing despite the poor economic situation</p>

Table 5: MSD projects addressing Working Time and Work-Life Balance

Project Name and Country	Relevant Goals & Methods used	Impacts	Lessons Learned
BIF Myanmar	<ul style="list-style-type: none"> • Training provided to factory managers addresses working hours, work-life balance, and the importance of having policies on induction, leave and absenteeism • The RCT to be conducted by Tufts will try to measure the impact of (reduced) working hours on workers' productivity 	<p><u>Evidence rating: 2</u> – Project MRM data</p> <ul style="list-style-type: none"> • Most recent figures for batch 2 factories indicate an average 19% reduction in absenteeism. • Impacts on working hours not yet available 	<ul style="list-style-type: none"> • It is essential to get the right and same people to consistently attend training to maximize the benefits of the training for the factory and workers • The leadership style of each factory owner/manager makes all the difference to the successful adoption of the training. Implementers should adapt to their leadership style and spend time to really understand the decision-makers • Getting agreement from the factory owner on what they need to do with the training team is essential to achieve results • Training facilitators should invest in building strong relationships with factory teams and share progress with the factory owners on a regular basis.
ÉLAN RDC, Democratic Republic of Congo	<ul style="list-style-type: none"> • To measure the impact of improved cook stoves (ICS) on (reducing) women's unpaid care burden, ÉLAN is developing a tool that combines household surveys and focus group discussions. • It will capture data on a range of empowerment obstacles such as unpaid care work burden, time use, perceptions of change for women and other members of the household and contribution to other social outcomes or risks (e.g., increased confidence, increased/decreased respect; increased/decreased risk of sanctions). 	<p><u>Evidence rating: 0</u> – measurement tool in development</p>	<ul style="list-style-type: none"> • Qualitative data collection is critical for understanding implications of changes to a woman's care work and responsibilities, which can vary significantly by context • Qualitative assessments should include questions about how people feel about the changes they have experienced in their paid and unpaid workload. E.g., if a woman reduces her time spent on paid work to bear and raise children, this may represent greater or lesser empowerment (depending on the circumstances surrounding this change).
PROSHAR Bangladesh	<p>Improves livelihoods, builds local knowledge of and access to health and nutrition services, and strengthen people's capacities to respond to chronic disasters such as cyclones, drought, or flooding.</p> <p>Activities:</p> <ul style="list-style-type: none"> • Introduced new crop varieties, provided training in appropriate production technologies • Linked producer groups with the private sector • Promoted alternative income-earning opportunities 	<p><u>Evidence rating: 3</u> - impact assessment that attempts to demonstrate attribution</p> <ul style="list-style-type: none"> • Women stated that they were happy to trade leisure time to engage in PROSHAR activities and gain increases in income. • Workload sharing has also increased, and men are helping women more with their domestic tasks. Men and women attribute changes in attitude surrounding women's work to PROSHAR gender sensitizations. • PROSHAR's design, implementation, and follow-up encouraged increases in women's mobility. • Overall, women feel that they have more decision-making power over production, incomes, and small expenditures, but not over decisions involving the larger family network and community, such as those regarding children's education and marriage. 	<ul style="list-style-type: none"> • A decrease in leisure time should not necessarily be interpreted as a decrease in women's empowerment • When using time as an indicator of empowerment, qualitative research methods should be used to further probe into women's and men's perceptions of trade-offs • More detailed and qualitative analyses that focus specifically on measuring and assessing the factors that affect women's empowerment should be built into initial assessments and final project evaluations

		<ul style="list-style-type: none"> Although women do not have more power to make sole decisions, their increasing participation in consultative processes demonstrates a significant change 	
SCOPE Indonesia	<p>Aimed to use a market development approach to catalyze a shift to energy efficient and hygienic production practices among microenterprises producing tofu and tempeh (see earlier table for intervention tactics).</p> <p>Reduced working hours was <i>not</i> a specific target of the intervention, but rather resulted from greater efficiency within MSEs as they switched to clean production practices/ upgraded their facilities</p>	<p><u>Evidence rating: 3</u> – internal learning study that attempts to attribute partner and beneficiary-level changes to project interventions</p> <ul style="list-style-type: none"> 2,351 workers experienced a reduction in working hours 57% of MSEs reduced the hours their factory was operating after upgrading their facilities, made possible by enhanced production efficiency Hours worked fell by 14% from an average of 8.3 hours per day to 7.1 hours. 	<ul style="list-style-type: none"> The reduction in working hours, an unanticipated but significant improvement in non-monetary conditions (for both workers and factory owners), combined with some layoffs as a result of this greater efficiency, demonstrates the critical need for systems that monitor for projects' unintended impacts
VIP Indonesia		<p><u>Evidence rating: 3</u> – project MRM data with DCED-compliant methodology for demonstrating plausible attribution</p> <ul style="list-style-type: none"> Introduction of improved production equipment substantively improved efficiency of production both for tofu and tempeh owners and renters. Consequently, workers were able to produce larger volumes of product during each workday or utilize newly free hours in their day with other income-generating activities or leisure. However, some producers reduced their number of workers as productivity per worker increased. 	

Table 6: MSD projects addressing security of employment and social protection

Project Name and Country	Relevant Goals & Methods used	Impacts	Lessons Learned
ACIP Colombia	<ul style="list-style-type: none"> Main project target was “Number of persons gaining formal employment” (10,000), which included formal contracts in compliance with local labour laws and under one of five options (fixed term, indefinite, by product, service, and apprenticeship); inclusive of pension, social security and health coverage. A couple of pilots involved formalization of existing jobs (taxi drivers and store owners) 	<p><u>Evidence rating: 3</u> – endline study (of impact sourcing program) that tries to demonstrate attribution and follow-up with all beneficiaries</p> <ul style="list-style-type: none"> 10,000+ target youth placed into formal sector jobs 	<ul style="list-style-type: none"> Informal-sector pilots showed that there was a big market/demand to formalize businesses (for growth reasons) even though they will face taxes and regulation Working in the informal sector requires a donor that is willing to support experimentation and risk-taking. Results may not be as easy to report on as jobs created in the formal sector.
BIF Myanmar	<ul style="list-style-type: none"> HR training to factory managers looks to formalize promotion and appraisal processes, and establish clear links between these processes and workers' pay and bonuses 	<p><u>Evidence rating: 2</u> – Initial MRM data</p> <p>Although not a direct indication of employment security, early results⁶⁸ show an average 54% reduction in employee turnover in batch 1 factories and 37% reduction in batch 2 factories</p>	

⁶⁸ Further analysis required on the data collected from the factories and through the RCT to determine exactly how these 2,603 workers have benefitted to date, and this will only be possible after the end-line survey in March 2017.

EcoVecindarios	<ul style="list-style-type: none"> Health & social insurance is 1 of 4 'decent job' criteria as defined by the project. All partners receiving support from the project are required to meet decent jobs criteria (protection & equipment, health insurance, fixed contract and minimum salary) Project focused on encouraging use of fixed contracts within municipalities, which generally preferred to hire consultants 	<p><u>Evidence rating: 3/4</u> – Interim project MRM data with DCED-verified methodology for assessing impact</p> <ul style="list-style-type: none"> Most private sector partners offer fixed contracts for their employees Promoting contracts within municipalities has had mixed results. 2 years ago, due to elections, some municipality staff were replaced and EV had to begin efforts again. Work of some collectors was sometimes replaced by companies, or collectors were absorbed recollection operators However, in 2012, there were 7 associations of collectors, who rose from 200 in 2011 to almost 400 in 2012 	<ul style="list-style-type: none"> Different types of formal contracts should be recognized (not all businesses can offer fixed permanent contracts): e.g. a company receiving irregular amounts of electronic waste may only be able to offer seasonal contracts depending on demand. Formalization of businesses not always desirable from the private sector's point of view: in Bolivia, many small businesses afraid to formalize due to heavy oversight by Ministry of Labour, taxes, paying social insurance for employees, as well as a total of 14 monthly wages per year ("first and second bonus" decreed by the government) Government offers insurance for the poorest, but public medical insurance is very poor. Waste pickers suffer a lot due to hazardous nature of their work, so this is very important for them and the project has thus made this a focus of its work.
Zimbabwe: Works	Under its WFD program and as part of placing graduates from its training institute partners into internships, employers sign a commitment before the internship placement starts so that if an intern is later hired, they are provided full formal employment terms	<p><u>Evidence rating: 2</u> – project MRM data</p> <ul style="list-style-type: none"> 30% of the young people participating in internships have transitioned into to new employment or better employment 365 employability beneficiaries in FY2016 	<ul style="list-style-type: none"> Host companies reluctant to give contracts to interns who have transitioned to full-time employment, because the contract comes with a commitment to pay salaries and adhere to employment and labour laws. This is especially difficult with SMEs.

Table 7: MSD projects addressing Labour relations and social dialogue

Project Name and Country	Goals & Methods used	Impacts	Lessons Learned
EcoVecindarios	Mainly in phase I (2009- 2012), the project supported informal waste pickers ("ecorecolectores") to organize themselves into cooperatives or associations, so they could have more power in the negotiations with the municipality and with waste operators. Their goals included better working conditions as well as the formalization and acknowledgment of their work.	<p><u>Evidence rating: 3/4</u> – Interim project MRM data with DCED-verified methodology for assessing impact</p> <ul style="list-style-type: none"> In 2012, there were 7 associations of collectors, who themselves rose from 200 in 2011 to almost 400 in 2012. Waste picker associations now considered important actors in the value chain of solid waste, and their work has been included as part of the activities of waste operators within the municipalities 	
Pathways SAMMOW	Support the development of social capital and capacity for collective bargaining among female agricultural labourers, aimed at reducing gendered wage gap, by: <ul style="list-style-type: none"> Engaging and developing relationships with landlords, male day labourers, and other influential persons within the local community 	<p><u>Evidence rating: 4</u> – Independent impact evaluation, using a control group and a difference-in-difference methodology</p> <ul style="list-style-type: none"> Wage differential between male and female day labourers decreased by 37%⁷⁰ Evaluation found that mobilizing the EKATA groups has increased the collective wage bargaining power 	

⁷⁰ This is likely also attributable to SAMMOW's other activities, including a loan and savings mechanism, agricultural training, linkages with other market actors, etc.

Project Name and Country	Goals & Methods used	Impacts	Lessons Learned
	<ul style="list-style-type: none"> • Mobilize EKATA Groups⁶⁹ to lead movement on fair wages: <ul style="list-style-type: none"> ○ Facilitate participatory analysis on "fair wage" issues with Groups, including exercises on women's contribution to labour in communities ○ Facilitate dialogues on wages at the ward and union level ○ Develop leadership capability ○ Provide training to EKATA groups on land legislation and the demand structure (i.e. seasonal calendar) for day labour 	<p>of its female members: In contrast, women in control villages work mostly on an individual contact basis.</p> <ul style="list-style-type: none"> • Participating women report greater power in household decision-making • Spillover effect: neighboring villages, aware of the wage rates in project villages, have also demanded increased wages and are forming similar groups 	
Global Labour Program⁷¹	<ul style="list-style-type: none"> • Facilitate formation of new unions and strengthening of existing unions by: helping to organize members, provide funding, accompany them in restructuring, support recruitment of new members, establish connections with other groups, obtain registration or establish legal status • Increase capacity of workplace-based unions and NGOs through trainings on topics such as collective bargaining, financial management and administration, organizing, workers' rights, media and communications, research and policy • Facilitated campaigns and provided TA by unions to advocate for labour rights <ul style="list-style-type: none"> ○ E.g. in In Georgia, after the previous government eliminated the law protecting the right of workers to form, join, and participate in trade unions, the GTUC, with legal consultation provided by GLP, assisted the new government to draft legislation reinstating the protection. The new legislation passed and is now in effect. • Development of linkages between organizations within countries and across borders • Research: GLP's Global Technical Program (GTP) serves as a conduit for knowledge transfer, collecting and disseminating knowledge through research and international events. GTP had commissioned 16 papers in the first three years of the project. It has also held several international conferences 	<p><u>Evidence rating: 4</u> – Independent evaluation with strong efforts to establish attribution</p> <p>Successes:</p> <ul style="list-style-type: none"> • Leadership training for women especially successful in building their ability to take on leadership positions within unions. • Training on collective bargaining also rated very positively, with several impact stories • Significant instances in which GLP activities have resulted in the codification and enforcement of global labour standards: <ul style="list-style-type: none"> ○ E.g. Successfully lobbying government to recognize ILO conventions protecting contract workers in Liberia ○ E.g. In Brazil, partners were involved in lobbying for a constitutional amendment that was passed in 2013 giving domestic workers the same labour protections as other workers. • Very effective in helping workplace-based unions enhance organizational capacity and governance • Effective in facilitating linkages between unions both within and across countries • GTP's research on 'newer' areas (e.g. informal work in 2011) appears to have been influential <p>Less successful/mixed:</p> <ul style="list-style-type: none"> • Establishing strong tripartite relationships (i.e. between unions, GLP and government_ 	<ul style="list-style-type: none"> • Rather than the program working with unions directly, a more sustainable approach – given turnover in union leadership – might be to build longer-term in-country capacity through permanent training institutions • Where donors have strong relationships with the government, they can help facilitate the project's work in this respect. E.g. in Colombia, the USAID mission played a key role in facilitating dialogue between the Ministry of Labour, workers, and the SC. • Maintaining and expanding democratic trade unions requires long-term investment, and a five-year cycle is a relatively short time frame in relationship to the magnitude of the work. • The project's Organizational Capacity Scoring sheets, can help to measure (changes in) capacity of GLP partner unions. Dimensions include: collective bargaining and dispute resolution; democracy and governance; financial management; gender integration; organizational recruitment and policy advocacy • MRM: Customized indicators needed to capture impacts in this area: <ul style="list-style-type: none"> ○ E.g. The GLP in Cambodia played a consistent role in supporting, advising, and strengthening the leadership and capacity of garment worker union leaders and members in Cambodia, especially women. The MRM framework focuses

⁶⁹ Empowerment, Knowledge and Transformative Action (EKATA) groups were formed under the Social and Economic Development of the Ultra-Poor (SETU) Project funded by DfID to strengthen women's solidarity for addressing gender-based discriminations.

⁷¹ Through its work with labour unions, NGOs and governments on various labour issues, the GLP addressed virtually all seven job quality aspects. Its work as presented here outlines only its activities and impacts that are the most unique in comparison to other projects reviewed under this study.

Project Name and Country	Goals & Methods used	Impacts	Lessons Learned
		<ul style="list-style-type: none"> Mixed results in building unions' capacity to advocate for women's labour rights. 	<p>on "mentoring provided to potential women leaders" and "trainings on leadership topics." A more suitable indicator might be: the # of collective actions by women trained by the SC resulting in improved workplace conditions.</p> <ul style="list-style-type: none"> Traditional MRM frameworks rarely capture project's work in building valuable networks of trust during periods when establishing a union or affecting legislative change might not be possible due to e.g. the closing of political space (e.g., Georgia, Cambodia, Bangladesh). However, these networks can quickly deliver huge gains when the opportunity does present itself.
Kuza	<p>Goal: job creation for low-income youth (18-30) in Mombasa county.</p> <p>Project facilitates:</p> <ul style="list-style-type: none"> Skill development – e.g. establish labour market information and training centres in partnership with youth-serving institutions; supporting development of sector education and employment platforms Investment promotion – e.g. helped establish an investment promotion agency for the county; links individual business with growth capital from investments; raises awareness of non-bank financing options Micro retail – works with suppliers and distributions to pilot micro distribution models Waste management – supports development of innovative micro waste collection and recycling models in low-income areas, and supports policy development in this field 	<p><u>Evidence rating: 1 – Anecdotal</u></p> <p>Kuza has observed a difference between the two main sectors it works in (SWM and micro-retail) in terms of interest from youth, which it suspects has to do with the way that employees are organized: in SWM, it is youth groups (rather than individuals) of a dozen to two dozen that are employed. This structure seems to give youth a greater sense of decision-making power. In contrast, in micro-retail, independent entrepreneurs struggle to retain individual employees despite very high unemployment rates in Mombasa.</p>	
Worldwide Enhancement of Social Quality (WE)	<p>Goal: far-reaching and permanent improvement of employees' working conditions in Asian factories through a supplier training program/ methodology that started as a joint pilot project between GIZ and the German consumer-goods and retail conglomerate Tchibo. Activities:</p> <ul style="list-style-type: none"> Local trainer infrastructure created whereby local trainers shared information on improving compliance with social standards and appropriate in-house dialogue methods to managers and employees Managers and workers trained to identify problems, employ different methods of analysis and decision-making, apply rules of dialogue rooted in principles of non-violent communication. Aim is for the parties to jointly agree upon specific solutions to improve the situation. Voluntary participation and ownership over decision-making: jointly with the management and workers, trainers 	<p><u>Evidence rating: 3 – independent impact evaluation that attempts to show causality</u></p> <ul style="list-style-type: none"> WE project approach achieved improvements in most of the visited factories, where dialogue and communication structures were established or adapted through the project which led to a change in attitudes between the workers and the management in the respective factories. This ultimately led to improvements in other working conditions. Distinct differences observed across regions: while in North and particularly South China elaborate communication and dialogue structures as well as processes were implemented and actively used, in Bangladesh and Thailand these communication and dialogue structures mainly took the form of committees and were not always used actively. 	<p>Success factors included:</p> <ul style="list-style-type: none"> Locally adapted training (e.g. by considering national labour legislation and practice, without 'watering down' international social standards), conducted in local languages. Stable group of participants – both at employee and management levels. Ongoing support to production facilities via factory visits in between training workshops. High commitment from management from the outset, and to continue social dialogue mechanisms and processes post-project Higher educational levels of employees and management seemed to enable greater communication and problem-solving

Project Name and Country	Goals & Methods used	Impacts	Lessons Learned
	<p>evaluate the implementation status of the action plans and adapt strategies, if necessary.</p> <ul style="list-style-type: none"> If suppliers showed significant resistance to change over the course of the program, the sourcing department reviewed the fit for Tchibo and in severe cases cut business ties. 	<ul style="list-style-type: none"> Decrease of accident and rejection rates in the factories while also major impacts regarding productivity, worker fluctuation and absenteeism could be detected. 	<ul style="list-style-type: none"> Favorable external conditions – e.g high enforcement of labour standards by the country's government, steady demand from buyers for factory-made goods

Table 8: MSD projects addressing skills development and training

Project Name and Country	Goals & methods used	Impacts	Lessons Learned
ACIP Colombia	<p>To facilitate hiring of Afro-Colombian & indigenous youth, project focused on building the supply-side of tailored training in accordance with the skills required for high-growth sectors. Its impact sourcing program trains and matches high potential but traditionally marginalized job seekers with employers.</p> <ul style="list-style-type: none"> ACIP funded training centers, Universities, NGOs, private firms, etc. that could meet project requirements, including: <ul style="list-style-type: none"> Minimum 60% counterpart funding (from private or public sector) Coordination with local CBOs 60% of beneficiaries must be female Minimum 80% job insertion rate (formal sector) Beneficiaries must come from targeted marginalized neighborhoods In some cases, TA was provided to these outfits to level with the training demands. Youth trained for 2-6 months on industry specific courses and then provided full time employment Ongoing TA to companies post-placement. 	<p><u>Evidence rating: 3</u> – endline study (of impact sourcing program) that tries to demonstrate attribution and follow-up with all beneficiaries</p> <ul style="list-style-type: none"> 10,000 target youth placed in jobs through partnerships with 1,545 companies Benefits to employers: <ul style="list-style-type: none"> Easier access to trained talent 81% of the companies reported cost reduction of over 35% in the first two years of hiring ACIP beneficiaries (on account of government incentives, lower recruitment & attrition-related cost, and savings on compensation during 6-month apprenticeship) Association with ACIP and commitment to increase workforce diversity also led to improved brand perception of hiring companies 2 projects using the same model are now funded by private sector companies and implemented by ACDI/VOCA 	<p>Key success factors:</p> <ul style="list-style-type: none"> Flexibility to hire from 2-4 ACIP batches of pre-trained candidates each year and provisions of additional training and recruitment support, Allows employers to pre-select apprentices before training and to monitor their performance during training. This ensures more visibility on the quality of apprentices hired It was difficult to find training partners who could meet requirements – but early adopters encouraged others 5-year project, with a 1 year inception phase, meaning only 4 years of implementation. ACIP would have liked to work with smaller training facilities more but by default, had to work with the best training facilities and thus did not strengthen smaller ones, or embed innovativeness. Strict criteria probably left behind some good potential training partners.
EcoVecindarios Bolivia	<ul style="list-style-type: none"> In 1st phase, skills development focused on capacity building of WM operators, private sector partners ('green' businesses) and municipalities In its 2nd phase, the project continued the above, and also tried to stimulate employment in the waste management sector through Working with accreditation institutes (ISO 14000, ISO 9000, OHSAS 18000 and CP) & supporting public institutions to provide capacity building for operators of treatment/recycling and recollection → project is working with them to help them understand needs of green businesses & help them to formalize In phase II, the project worked together with the three main chambers of industry of Bolivia (La Paz, 	<p><u>Evidence rating: 3/4</u> – Interim project MRM data with DCED-verified methodology for assessing impact</p> <ul style="list-style-type: none"> Only recently started working with accreditation institutes 38 people created their own jobs (green businesses), reaching a total number of 80 people hired by these green businesses (2013-2016) 504 people from public and private institutions trained by the project (2013-2016) 	

	Cochabamba and Santa Cruz) to offer capacity building to green businesses		
EELY Pakistan	<ul style="list-style-type: none"> • Project works with TVET service providers to increase employability among young women and men in northern Pakistan. • Also builds government capacity and interest in youth development 	<p><u>Evidence rating: 2/3</u> – mix of project-commissioned assessments and studies, with and without attempts to demonstrate attribution</p> <ul style="list-style-type: none"> • Engagement of govt. line departments in implementation of EELY activities has helped increased sensitization and capacities for youth development.⁷² • Evidence of enabling policy environment in GBC thus marking a visible shift in government’s strategy for youth-centric development initiatives in the two regions • However, capacity of state for developing and sustaining youth development projects remains inadequate • Post-training support remains ad-hoc⁷³ • More than 70% of LSOs now getting non-AKRSP funding – suggesting increased capacity within LSOs 	<ul style="list-style-type: none"> • Project should be realistic & adaptive to trends: Strategic shift – now trying to provide youth with ‘portable’ skills given their migration from Gilgit & Chitral to cities for employment • Pre- and post-training support needed⁷⁴: pre – training additional support could include pre-employment advocacy and job guarantees from potential employers, business training and making training part of larger infrastructure projects. Post-training support - access to finance, further training, or links to new markets. Such needs are often not identifiable until several months into work or business have passed.⁷⁵ • Uncertified training for short duration (e.g. 10 days) does not work – employers here expect certificates that are recognized. However, this is expensive – have had to increase budget for certified training. • To build service providers’ capacity over the long-term, government needs to be engaged. Projects should focus on building a commercially viable model (i.e. without subsidies) and selling this to government
Improving Access to Employment in El Salvador	<p>Increase access to employment for at-risk youth and people with disabilities through:</p> <ol style="list-style-type: none"> 1) Supporting partners to adopt new training approaches, particularly among trainees representing at-risk youth populations; 2) Expanding consumer based reports and providing career counseling and placement; 3) Improving labour market information; 4) Expanding alliances with the private sector 	<p><u>Evidence rating: 4</u> – Independent evaluation, donor-commissioned</p> <ul style="list-style-type: none"> • Fell short of its goals for training for persons with disabilities. • But placement rates were high, fluctuating from 50% to 100% 	<p>Key success factors:</p> <ul style="list-style-type: none"> • Training designed to accurately and rapidly meet immediate needs of private sector operations • Emphasis on high-value certification in IT • Synchronizing training with employers’ hiring calendars
LEVE Haiti	<p>Project aims to build TVET capacity to offer demand-driven training through improving curriculum, job placement and training methods. Tactics:</p> <ul style="list-style-type: none"> • TA to TVETs develop curriculum • Facilitate skills Olympiads with TVET trainees to showcase their skills and offerings of TVETs 	<p><u>Evidence rating: 2</u> – Project MRM data</p> <ul style="list-style-type: none"> • 2,105 FTE jobs created • Near-doubling of enrolment in one TVET in Cap Haitien due to new linkages with PS & job placement program 	<p>Sectors selected must recognize and compensate for differences in levels of worker quality/skill.</p> <p>Projects can add value in helping training institutions become more market-facing.</p>

⁷² *Assessment of Public Sector Engagement for Youth Development in GBC under EELY Programme*. Pervaiz Ahmed Evaluation Consultant. SEPTEMBER, 2014

⁷³ Khan, F. 2016. *Gendered Assessment of the EELY Programme in Gilgit, Baltistan and Chitral*.

⁷⁴ Ibid

⁷⁵ Ibid

	<ul style="list-style-type: none"> • Placement officers placed in certain schools/TVETs to leverage alumni network and build relationships with the PS • In some cases, provide equipment to companies or TVETs where there is a clear job creation rationale • Link companies with TVETs and graduates using a challenge grant system⁷⁶ • Create demand for skilled workers in plumbing through raising industry standards: <ul style="list-style-type: none"> ○ Supported the development of an adapted code for the plumbing industry. ○ Once established, LEVE will test plumbers against the new code, issuing different levels of certification, while also helping TVETS to develop upgrading courses so that plumbers can move from one level to the next. ○ Demand for these certified plumbers will be reinforced through the financial and insurance markets supporting construction activities. 	<ul style="list-style-type: none"> • Post-Olympiad: Several construction firms asked for lists of grads & made formal contacts with them • In the apparel sector, partner TVET completed their training activity with PS partner H&H, training 1,300 workers, of which 850 have already been hired by the PS partner • The same TVET also awarded the contract to manage a new training center at PIC, a direct result of LEVE's support to move the TVET towards a more commercial model. And, CODEVI, an industrial park owned by a private apparel manufacturer, has reached out to the TVET to provide training both for upgrading the current workforce, and train upwards of 5,000 new employees. • New plumbing standard/code to be published during 2017. Impacts TBD. 	<p>In addition to technical skills, oral and written communication skills also need to be improved for successful job placement.</p> <p>Placement officers have been key in helping TVETs build systems to capture business feedback on interns were put in place, taking into account: the flow of placing interns, the evaluation and monitoring of their progress, the linkage between the TVETs and the private sector, and the improvement of the placement program as needed.</p>
Market Makers BiH	<ul style="list-style-type: none"> • Not a core part of project strategy but several training initiatives have emerged from MM's work, including two connected to its IT sector work to improve coordination between IT companies: • Academy 387 ensures relevance of its training by consulting with firms and allowing IT experts and others to propose and promote courses. Also plans to have courses run fully by HUB 387 firms • BIT Alliance's BIT Camps are based on the needs of the Alliance members for entry-level programmers, with curricula developed specifically for this purpose. This model selects high-potential individuals, specifically targeting young women and men with no previous IT training or experience. • Internships increasingly offered by BIT Alliance and HUB 387 companies, geared specifically to company needs 	<p><u>Evidence rating: 2</u> - Project MRM data and project-commissioned studies</p> <ul style="list-style-type: none"> • 198 women and men working as software developers and testers • 60% of all Academy 387 attendees are already employed & primarily attending the academy to advance their careers (which should improve their job quality) • Several companies able to take on projects because they could hire the newly trained professionals. Training has therefore contributed to higher sales, growth of the enterprises, and new job opportunities. • According to directors of IT and electrical engineering faculties at several universities, demand for IT courses (as shown by numbers of students) has increased over the past year and they linked this to the influence of the two new IT organizations and increased IT-sector coverage in the media 	
Zimbabwe: Works	<ul style="list-style-type: none"> • Via local partners, project facilitates vocational technical skills and life skills training, mentorship and internship placement for youth 	<ul style="list-style-type: none"> • 30% of the young people participating in internships have transitioned into formal sector employment • In FY2016, 365 employability beneficiaries transitioned to new or better employment 	<ul style="list-style-type: none"> • Life/soft skills training a critical piece of getting youth employment-ready • Technical working groups where private sector comes together to advise training partners are also

⁷⁶ LEVE used a challenge grant mechanism to bring together a Korean firm that was expanding, with a local TVET, INDEPCO, to provide trained workers. INDEPCO's basic costs were covered, and they received a premium for each employee that was hired by H&H. H&H received a premium for every employee that was hired and retained for 90 days on the production line, the time that it takes to ensure that the employee has the skills required to meet the performance targets. In addition, LEVE was able to help INDEPCO gain a better understanding of how to moderate their service offerings to a real-life commercial operation, and how to calculate the costs of each type of training. In all, 850 INDEPCO trained workers were hired by H&H by the end of the fiscal year.

	<ul style="list-style-type: none"> Life skills training includes personal competencies, problem solving and conflict management, healthy behaviors and effective work habits Technical Working Group, composed of ‘captains of industry’ (e.g. HR managers from large corporations, recruitment firms, government representatives) established to advise training partners on building demand-driven curricula, offer support to each other on HR issues (e.g. retention) and encourage more internships 		<p>very useful, both for the participants and training partners to become more demand-driven. Networks formed through these will help to ensure sustainability of impacts.</p> <ul style="list-style-type: none"> The promotion of volunteer work and internships among young people as a viable option to gain work experience and a track record with employers is key to their future success. Z:W phase I experiences and more recent discussions showed that young people are willing to volunteer their time to gain work experience if employers and/or the project give them the necessary tools, guidance, and a small subsistence to cover transportation and meals
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Table 9: MSD projects addressing employment-related relationships and work motivation

Project Name and Country	Goals & methods used	Impacts	Lessons Learned
ACIP Colombia	<ul style="list-style-type: none"> Goal: bridge mistrust between Afro-Colombian indigenous youth, training centers and employers through: <ul style="list-style-type: none"> ‘Differentiated approach’ training, increase target youth’s professional soft skills (e.g. being on time, demeanor, self-recognition) Training employers on diversity and inclusion awareness training, and recruiting from marginalized groups (e.g. how to conduct interviews in non-threatening ways) Work with CBOs to recruit target youth 	<p><u>Evidence rating: 3</u> – endline study (of impact sourcing program) that tries to demonstration attribution and follow-up with all beneficiaries</p> <ul style="list-style-type: none"> Most companies reported that ACIP beneficiaries had good work ethics, timeliness, high passion: performance of ACIP beneficiaries was better or equivalent as compared to general hires. One company opened a call center in Quibdó, staffed exclusively by ACIP trainees. 8% of the employees were promoted within the first month 	<p>Customized orientation/ guidance can improve chances of success: where either the employer management has received diversity/sensitivity training or the ACIP beneficiaries have had special on-boarding programs, companies reported higher levels of performance, higher passion, lower absenteeism and lower attrition for ACIP beneficiaries</p>
AWEF Egypt	<ul style="list-style-type: none"> Raise self and community awareness of the value of women in the workplace, targeting hindering common social norms. Also build basic work-culture awareness regarding worker rights vs. duties, expectations regarding formal employment, and career path. Activities will include: Developing knowledge and capacity within RMG factory partners and recruitment firms on gender-sensitive, targeted recruitment and relevant training practices that are also commercially viable; Raising awareness amongst large export RMG firms and other relevant stakeholders on the value of women’s ongoing participation and remaining in the workforce. 	<p><u>Evidence rating: 0</u> – strategy documents only (too early in project timeframe for results)</p>	
BIF Myanmar	<ul style="list-style-type: none"> Trainings facilitated by BIF Myanmar through local providers try to improve relations between managers and employees Training modules address Team work and communication, Engaging middle management Supervisor training, and methods for Training workers 	<p><u>Evidence rating: 2</u> – Initial MRM data Project has noted significant changes in how Head Supervisors interacted with supervisors and workers.</p>	

Project Name and Country	Goals & methods used	Impacts	Lessons Learned
		<p>Other headline results from 1st batch of factories trained⁷⁷:</p> <ul style="list-style-type: none"> • Average 54% reduction in employee turnover. • Average number of garments produced per worker, per 8-hour working day increase from 6.4 to 7.8. <p>Most recent figures for batch 2 factories also indicate positive changes⁷⁸.</p> <ul style="list-style-type: none"> • Average 19% reduction in absenteeism. • Average 37% reduction in employee turnover. • 10% increase in average number of garments produced per worker, per 8-hour working day. • Both batches also reported reduced incidences of supervisors shouting at employees 	
<p>RisiAlbania</p>	<ul style="list-style-type: none"> • Aimed to influence the choices that young people make about employment and tertiary and vocational education (labour market system change) and therefore impact on the ability of young people to find employment (employment change) through changing the way that media reported on employment • Worked to stimulate the launch and growth of profitable employment-oriented radio and TV programs, print media supplements and online websites. • Tactics: offered support to media houses to develop and launch pilot radio programs, TV programs, print media and online media. <ul style="list-style-type: none"> ○ This support was in the form of cost sharing, technical support and information on audience perceptions to the new and emerging media products, provided on a diminishing basis over 3 years 	<p><u>Evidence rating: 3</u> – Interviews and random sample survey that attempts to demonstrate attribution</p> <p>Results:</p> <ul style="list-style-type: none"> • Product sustainability: launch of 2 TV programs, 1 radio program and 1 newspaper supplement with online presence and an online portal. • Market sustainability: planned launch in 2017 of 2 additional TV programs and expansion of 2 online portals with employment and training information, all without direct financial support from the project. <p>Impacts:</p> <ul style="list-style-type: none"> • 71% of audience (more than 78'000 people) stated that the media products had changed their perceptions on employment, including greater interest in vocational training, self-employment and careers and skills in demand from employers. • Same study showed that the media products influenced not only youth, potential employees and employers, but also family members who influence the educational and career choices of youth, and training service providers • 32% of youth who consumed the media projects reported that those had directly influenced their 	<ul style="list-style-type: none"> • Focused support to marketing departments of media outlets on packaging and promoting new products to potential advertisers can help to rapidly prove the commercial profitability of new content. • The MSD approach “enabled the intervention to not only achieve sustainability but also lay the foundation for potential scale with other media adapting and copying the approach”⁷⁹

⁷⁷ Further analysis required on the data collected from the factories and through the RCT to confirm exactly how workers have benefitted to date, and this will only be possible after the end-line survey in March 2017. At this point, results will also be adjusted to isolate the effects of the minimum wage which was introduced in September 2015, after training of batch 1 factories had already begun. Figures listed here based on initial data submitted directly by batch 1 factories and are not based on a comparison of treatment and control groups.

⁷⁸ Again, these figures are based on initial data submitted directly from factories and are not based on a comparison of treatment and control groups.

⁷⁹ Pg. 34. Anderson, G. *Inspiring and influencing the young job seekers of Albania*. 2016.

Project Name and Country	Goals & methods used	Impacts	Lessons Learned
Worldwide Enhancement of Social Quality (WE)	<p>Goal: far-reaching and permanent improvement of employees' working conditions in Asian factories through a supplier training program/ methodology that started as a joint pilot project between GIZ and the German consumer-goods and retail conglomerate Tchibo. Activities:</p> <ul style="list-style-type: none"> Local trainer infrastructure created whereby local trainers shared information on improving compliance with social standards and appropriate in-house dialogue methods to managers and employees Managers and workers trained to identify problems, employ different methods of analysis and decision-making, apply rules of dialogue rooted in principles of non-violent communication. Aim is for the parties to jointly agree upon specific solutions to improve the situation. Topics included the ban on child labour and forced labour, non-discrimination, occupational health and safety, adequate working hours, statutory minimum wages or respectively wages that ensure a decent standard of living, good workplace cooperation between managers and workers. Voluntary participation and ownership over decision-making: jointly with the management and workers, trainers evaluate the implementation status of the action plans and adapt strategies, if necessary. If suppliers showed significant resistance to change over the course of the program, the sourcing department reviewed the fit for Tchibo and in severe cases cut business ties. 	<p>decisions around education and training, how they looked for a job or had embarked on establishing their own business.</p> <p><u>Evidence rating: 3</u> – independent impact evaluation that attempts to show causality</p> <ul style="list-style-type: none"> Impact assessment found: <ul style="list-style-type: none"> Changed attitudes between workers and the management as well as adapted or newly introduced communication processes in the factories (although impacts varied across regions) Factories have realised the “business case” of social standards to varying extents Since the pilot, Tchibo scaled up the program to all strategic suppliers, 320 in total by the end of 2014. However, it's not clear whether the efforts have been sustained or scaled up since then. GIZ estimates that social indicators and structures for ongoing dialogue in 40 production facilities with approximately 40,000 employees have improved, which has often been accompanied by a productivity increase. 	<p>Success factors:</p> <ul style="list-style-type: none"> Locally adapted training (e.g. by considering national labour legislation and practice, without ‘watering down’ international social standards), conducted in local languages. Stable group of participants – both at employee and management levels. Ongoing support to production facilities via factory visits in between training workshops.
Zimbabwe: Works	<p>As part of its WFD program, sexual harassment training for youth, NGOs training youth and employers is provided to create safer and more inclusive workplaces.</p>	<p><u>Evidence rating: 1</u> – anecdotal</p> <ul style="list-style-type: none"> As a result of the training, beneficiaries (youth) were better able to identify sexual harassment Some SMEs also report that the training helped raise their awareness on what behavior and comments are inappropriate Some partner training institutes were able to extend the training to business owners, together with gender mainstreaming, as they were encouraging them to recruit the young females in the male dominated fields 	<p>Sexual harassment can be subtle and a first goal of the training is to help both employees and employers identify what is and is not appropriate.</p>

Annex V: About this Report

A. About The LAB

The Lab is an International Labour Organization (ILO) project that aims to generate empirical knowledge and tools on the use of a market systems approach to address decent work issues. Funded by Swiss SECO, the LAB produces products based on learning from projects both within and outside the ILO. It partners with projects and countries that want to co-invest to better understand and assess the sector they are intervening in and the results they are achieving through their work.

B. About MSA

MSA is a socially-driven global consulting firm providing innovative solutions for the private sector, government and civil society to improve, measure, and communicate the economic and social impacts of their investments. They believe market dynamics have a strong impact on how people live their lives. Their vision is to improve economic systems in order to reduce poverty. They recognize complexity and as such, use a systems approach to design solutions that work within dynamic environments and work collaboratively with clients, serving as brokers of creativity to help catalyze systemic change. They take a bespoke approach to every engagement, developing tailored and contextually rooted services for clients across our core service areas: Research, Perform, Empower and Measure.

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