

# Game Changers Consulting PLC



## Organizational Capacity Statement

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## About Game Changers Consulting PLC

Game Changers Consulting PLC is a legally registered Ethiopian business & development Consulting firm established in 2021 to provide organizational management consultancy, business management consultancy, research and training services. Game Changers Consulting PLC is a multiple specialty firm ranging from capacity building of the workforce to research and development. It uses comprehensive approaches in solving organizational, team, and individual level challenges that helps them move towards achieving their vision and strategic objectives. It is established to provide effective prompt and concise professional advice, practical solutions and guidance to governmental, non-government and private organizations in achieving their objective specifically with reference to the terms of each engagement. We effectively and efficiently organize training, workshops, events, coaching sessions and mentoring support, as required, to the benefit of our clients for the successful operation of their organization. In addition; the firm has been established with the aim of supporting the development of quality market relevant TVET skills training, life skills training, entrepreneurship skills training and vision development skills training that improves the livelihoods of economically poor and socially disadvantaged youth and women to diversify their income opportunities in a diversified value chain development. To achieve its job creation objectives; the consultancy firm has been executing its innovative and proven implementation strategies such as: (1). Improving the capacity of public and private TVET training providers and potential employers (key market players) on demand driven/market relevant employability skills training modality, curriculum framework development and adaptation, training module development and adaptation, Active Teaching Strategies and Learning Methodologies (ATLM), innovative labour market assessment and survey modalities, facilitation of quality cooperative training/apprenticeship and work based learning (on-job training) that highly contributes for the provision of quality market relevant skills training for job seekers that enables them to directly meet the needs of the real world of work/labour market. (2). Strengthening the capacity of cluster of MSMEs, large companies and private business firms, to boost their employment capacities of new intranets into the labour market. (3). Strengthen the functional linkages of public and private partnerships (PPP) that helps to create an enabling environment for job seekers through promotion of creating functional linkages between supply and demand with key market players of the private sector (MSME's and bigger companies). (4). Promotion of value chain development of sectors and facilitation of market chain services. We uniquely provide onsite coaching after each capacity building session.

Game Changers Consulting PLC is composed of expert consultants offering a wide range of services including conducting research, various types of census, short and long term leadership, management and governance training, short term training, organizing seminars, preparing strategic & business plans, and feasibility studies. It is a firm specializing in partnership for better future development approaches. Game Changers Consulting PLC focuses on evidence-based interventions through research, survey, baseline assessment, program evaluation and capacity building, focusing on business and development sectors. Game Changers Consulting PLC has the size, know-how, technology, human resources and infrastructures to meet all the challenges providing total quality solutions to private and public establishments. Game Changers Consulting PLC is a firm constantly investing to improve its state-of-the-art knowledge not only in the domains of its core expertise but also in advanced technological areas that would potentially create new business activities, enhancing its service offering.

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## Our Vision:

Game Changers Consulting PLC envisions to be the leading international consulting company that helps organizations, companies, institutions, teams and individuals to apply innovative solutions and marketing as a way of life and the client's first choice provider of quality, service & value in the overall business environment.

## Our Mission:

To provide its services for organizations, companies, institutions, teams and individuals with holistic, collaborative, and sustainable business model approaches.

## Our Core Values:

The core values that inspire Game Changers Consulting PLC and guide its operations are:

- ✘ **Pursuit of Excellence:** We continually strive to exceed the expectations of our clients.
- ✘ **Gender Equality:** We are committed to promote gender equality and women and girls empowerment.
- ✘ **Inclusivity:** We always consider all perspectives equally and honestly.
- ✘ **Innovation:** Our larger value is making a difference, and doing development differently. Game Changers consulting attaches great importance to innovative ideas and practices. It pursues continuous improvements, listening and understanding the needs of its target groups, being informed and seeking out new ideas, and looking for ways to improve operational performance.
- ✘ **Integrity:** Game Changers consulting is always honoring the best in us and others.
- ✘ **Accountability:** Game Changers consulting acknowledges and assumes responsibility for all its actions, services, decisions and policies.
- ✘ **Transparency:** Game Changers consulting has a strong faith in maintaining transparency in its operation and utilization of resources. It will continue to be open in its relationship with all its clients and stakeholders.
- ✘ **Partnership and Networking:** We consider partnership and network building as one of our key organization principle; we are, therefore, committed to developing, maintaining and nurturing partnerships, including alliance and linkages- with institutions and individuals.
- ✘ **Ease of Communication:** Game Changers consulting attaches high value to open communication through encouraging free exchange of opinions and views. It acknowledges change happens through the connections, creativity, contributions and collaboration of internal & external stakeholders.
- ✘ **Passion:** Our energy and enthusiasm are contagious. We are inspired to make a lasting impact.

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## Our Services:

Game Changers Consulting PLC has been providing its holistic services with four major categories; (1) Consultancy Service, (2) Training Service, (3) Vocational Skills Training and Entrepreneurship Development Service, and (4) Research Mentorship and Coaching Services.

1. Consulting Services;	2. Training Services;
✓ Access to Finance (A2F) Linkage ✓ Business and Marketing Management ✓ Business Development Support (BDS) Services ✓ Career Development Support Services ✓ Child Protection Service and Referral Pathways System Development ✓ Coaching and Mentorship Services ✓ Corporate Social Responsibility ✓ Curriculum Development and Adaptation ✓ Establish and Strengthen SMEs and MSMEs ✓ Facilitation of Business to Business (B2B) Linkages ✓ Feasibility Study and Market Research ✓ Gender Analysis Assessment ✓ HR Policy Development ✓ Identification of Children with Disability Using Key Informant (KIM) Method ✓ Labour market assessment ✓ Localization Strategy Development ✓ Organizational Career pathways Development ✓ Organizational Systems, Frameworks, Policy and Manual Development ✓ Procurement and Supply Chain Management ✓ Psychosocial Support Service ✓ Research Works (Action Research, Baseline Assessment, Mid-line Assessment, End-line Assessment, Impact Assessment, Best Practice Documentation, Outcome Harvesting, Situational Assessment/Context analysis...etc) ✓ Revenue Enhancement Plan (REP) Development ✓ Strategic Plan Development ✓ Strengthen Income Generating Activities (IGAs) ✓ Strengthening one-stop service centers (OSSs) ✓ Training Module Development and Adaptation ✓ Value Chain Assessment and Development ✓ Workforce Development and Job Linkage Services	✓ Active Teaching Strategies and Learning Methodology (ATLM) Training ✓ Adaptive Program Management Training ✓ Business Development and Entrepreneurship Skills Training ✓ Change Management Training ✓ Coaching and Mentorship Skills Training ✓ Data Management and Knowledge Management Training ✓ Diversity Management and Conflict Resolution Training ✓ Domestic Resource Mobilization Training ✓ Emotional Intelligence Training ✓ Gender Equality and Women Empowerment Training ✓ Gender Transformative Approach (GTA) Training ✓ Human Resource Management (HRM) Training ✓ Kaizen, BSC, BPR and Deliverology Training ✓ Leadership and Team Building Training ✓ Lobby and Advocacy Skills Training ✓ Local Fund Raising Training ✓ Networking and Partnership Training ✓ Organizational Risk Management Training ✓ Planning, Monitoring, Evaluation and Learning (PMEL) ✓ Prevention of Sexual Exploitation and Abuse Training (PSEA) ✓ Project Cycle Management (PCM) Training ✓ Project Outcome Harvesting Training ✓ Quality Management and Quality assurance Training ✓ Selection, Planning and Management (SPM) of Income Generating Activity (IGA) Training ✓ Service Delivery and Professional Ethics training ✓ Social media Literacy & Media Advocacy Training ✓ Soft Skills and Employability Skills Training ✓ Teaching Methodology Training ✓ Team Building and Coaching Training ✓ Transformational Leadership and Management Training ✓ Vision Development and Mind-set Training ✓ Waste Management and Waste Recycling Training ✓ Work Engagement and Retention (WEAR) Training

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### 3. Vocational Skills Training and Entrepreneurship Development Services;

*“Skills development is a key to employment, income generation, and livelihood diversification of women and Youth”*

Game Changers Consulting PLC has its own market relevant vocational skills training and entrepreneurship development centers. It is established with the aim of providing tailor made, quality market relevant vocational skills training and entrepreneurship development services to unemployed women and youth. The special feature of Game Changers vocational skills training approach is “Integrating the technical skills training with vision development, Life skills and Business skills training”. To ensure the sustainability of the training centre, production units are established to generate income that can fuel the training centre and ensure the continuation of providing market relevant quality vocational skills training.

#### **I. Overall objective of this program;**

To contribute to create employment opportunity and livelihood diversification of economically poor and socially disadvantaged women and youth in Ethiopia

#### **II. Specific Objectives of this program:**

- ✓ To create inclusive market relevant quality vocational skills training opportunity for economically poor and socially disadvantaged women and youth.
- ✓ To improve access for economically poor and socially disadvantaged women and youth to market relevant quality vocational skills training.
- ✓ To facilitate the employment opportunity and economic diversification of unemployed women and youth

#### **Vocational Skills Training and Entrepreneurship Development Program Packages;**

Game Changers market relevant quality vocational skills training and entrepreneurship development program offers a package of services including vocational skills training, vision development training, life skills training, business skills training, apprenticeship/cooperative training, workplace internships, job-matching/linkage assistance and on job coaching. The training is tailored towards wage employment and self-employment and can be linked to the provision of business development services (BDS), market chain facilitation, business to business (B2B) linkage and access to micro credit support. In general, employability skills training package provided by Game Changers vocational skills training centers are mentioned as follows:

- ✓ Conduct Labour market assessment and analysis
- ✓ Provide market relevant quality vocational skills training, Vision development, life skills and business skills training to women and youth
- ✓ Facilitate quality apprenticeship/cooperative training program with frequent support, follow up and coaching.
- ✓ Facilitating and promoting Business to Business (B2B) linkage between supply and demand value chains in the nearby businesses.
- ✓ Strengthening the capacity of cluster of SMEs/companies/private enterprises/business firms, to boost their employment capacities of new intranets in to the labour market.
- ✓ Promotion of value chain development of products/sectors and facilitation of market chain services
- ✓ Promotion of decent work agenda through awareness raising

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- ✓ Facilitate job placement and linkage for target groups
- ✓ Providing Work Engagement and Retention (WEAR) Training for factory and company workers
- ✓ Provide career pathway orientation for beneficiaries and potential employers
- ✓ Strengthening one-stop service centers (OSSs)
- ✓ Facilitating Access to Finance (A2F)

#### 4. Research Mentorship and Coaching Program;

*“We are striving to produce a qualified researchers not only researches”*

The Research Mentorship and Coaching program of the consultancy firm has been designed to enhance higher institute students, practitioners, and other researchers’ skill, experience, and perspective, through providing professional guidance in the way to enable them produce high impact and innovative researches. Therefore, the consultancy firm will do things differently to produce highly qualified researchers through its mentorship and coaching program with full dedications.

A package of Services provided under this program;

- ✓ Mentorship and coaching for Undergraduate student research works
- ✓ Mentorship and coaching for Postgraduate student research works
- ✓ Mentorship and coaching for Practitioner research works
- ✓ Consultation, mentorship and coaching for any research works

#### Our Mentors and Coaches;

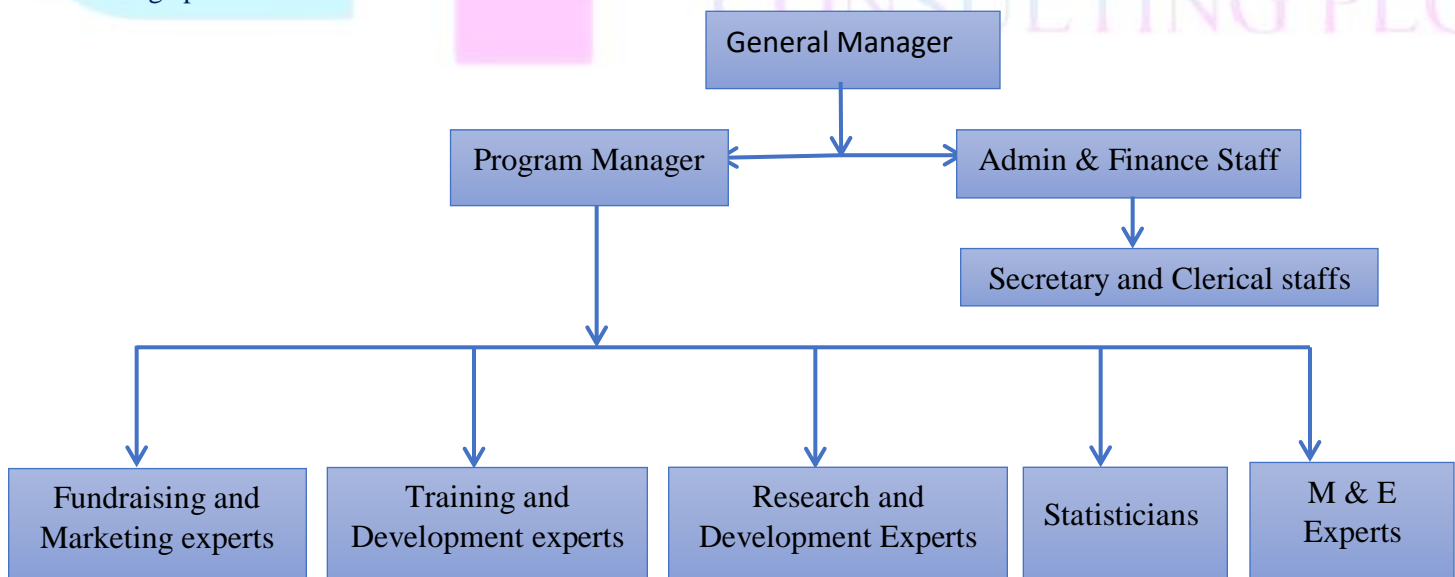
- ✓ Qualified Researchers, Practitioners, Statisticians and Senior Reviewers/document editors

#### Our Mentorship and coaching modalities;

- ✓ Face to face mentorship and coaching for groups/teams and one-on-one
- ✓ Virtual/online mentorship and coaching for groups/teams and one-on-one

#### Organizational Structure;

We have been operating our organizational functions with full time employees and with an ideal mix of seasoned experts in the area of fundraising and marketing, training and development, research and development, monitoring and evaluation alongside with well-endowed energetic young professionals and large pool of affiliated consultants.



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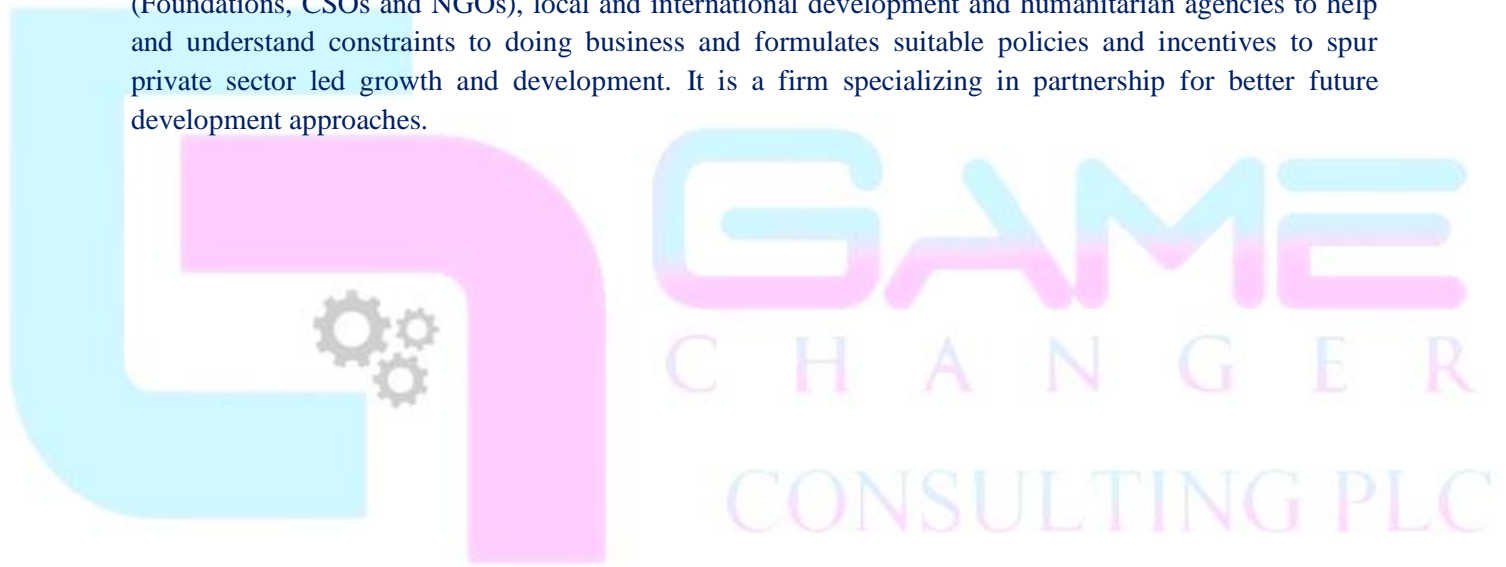
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## **Our Teams;**

Game Changers Consulting PLC formulated an exceptional team, with very high academic and technical qualifications to accomplish its day to day functions. Currently, the organizational function of the firm has been operating with diverse academic and professional backgrounds of well-endowed energetic young professionals and a large pool of affiliated consultants. The team is composed of expert consultants offering a wide range of services including conducting research, various types of census, short and long term leadership, management and governance training, Short term training, organizing seminars, preparing strategic & business plans, and feasibility studies. More specifically; Game Changers Consulting PLC has five program divisions with highly qualified experts namely; Fundraising and Marketing experts, Training and Development experts, Research and Development Experts, Statisticians and M & E Experts.

## **Our Partners and Customers;**

Game Changers Consulting PLC works with governments, private sectors, non-profit agencies (Foundations, CSOs and NGOs), local and international development and humanitarian agencies to help and understand constraints to doing business and formulates suitable policies and incentives to spur private sector led growth and development. It is a firm specializing in partnership for better future development approaches.



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## Our Achievements;

Some of the recent assignments successfully completed by Game Changers Consulting PLC are mentioned as follows:

S. No	Title of the Assignments	Client	Year	Status
1	<p><b>Title: Facilitation of Employment Linkage for People with Disability (PWD) Job Seekers.</b></p> <p>Game Changers Consulting PLC in collaboration with FC-BRIDGES program has signed an agreement to implement a project on PWD employability and mindset training and facilitation of jobs. The purpose of this intervention is to deliver mind-set and soft skills training for 4,000 PWDs and facilitates employment linkage for at least 1,500 job seekers who are PWDs in different sectors and industries of the economy in Addis Ababa, Amhara and Oromia regions with in the time frame of “February 2023 to February 2024”. The intervention implementing partners will ensure the PWD job seekers employment through continuous engagement with employers to identify their labour needs and match accordingly with the available supply of trained job seekers.. Major activities of this intervention are:</p> <ul style="list-style-type: none"> <li>✘ Conduct rapid assessment and identify the supply and demand ecosystem in relation to people with disabilities.</li> <li>✘ Identify jobseekers in the disability spectrum (PWD who are willing to be engaged in wage employment).</li> <li>✘ Design and develop PWD-friendly employability and mind set training materials (training materials tailored to the needs of job seekers in the disability spectrum).</li> <li>✘ Provide employability skills, ToT training to different partner organization</li> <li>✘ Deliver employability and mindset trainings for 4,000 job seekers who are PWDs.</li> <li>✘ Lobby key stakeholders and employers to create employment opportunity for people with disabilities.</li> <li>✘ Facilitate employment for 1,500 trained jobseekers who are PWDs in the form of apprenticeships and full-time employment in different sectors and industries of the economy in Addis Ababa, Oromia and Amhara Region.</li> <li>✘ Promote awareness and sensitization among hiring organizations about PWDs.</li> </ul>	FC - BRIDGES Program +251912125600 Melaknesh Ayele	2023 - 2024	Ongoing
2	<p><b>Title: Rapid Assessment on Employment for Persons with Disabilities (PWD) in Addis Ababa.</b></p> <p>Game Changers Consulting PLC has been conducted a Rapid Assessment on Employment for Persons with Disabilities (PWD) in Addis Ababa. The purpose of this rapid assessment is to assess and identify the supply and demand ecosystem of the labour market in relation to PWDs employment context with the</p>	FC - BRIDGES Program +251912125600 Melaknesh Ayele	2023	Successfully completed

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	<p>aim to ensure the employment opportunity of PWD jobseekers in different sectors and industries of the economy. Furthermore, the assessment findings will also inform efforts of the project implementing partner in facilitating jobs for persons with disability jobseekers. In line with this, the rapid assessment was designed to address the following interlinked analyses;</p> <ul style="list-style-type: none"> <li>✎ Assess the socio-economic conditions of PWD jobseekers and identify their training needs to be enhanced</li> <li>✎ Assess the current labour market demand, and identify the existing and potential employers for PWD, their experiences, practices and attitudes towards employing PWDs</li> <li>✎ Identify and select the most viable and growing value chains/ sectors that could help PWD jobseekers can access to wage and self-employment job markets</li> <li>✎ Assess and identify major barriers and constraints of PWD to get employment opportunity in the labour market.</li> </ul>			
3	<p><b><i>Title: Develop Training Material on Good Agronomy Practices and Postharvest Handling, Quality Improvements, and Business Skills, Facilitate TOT Training, prepare business plan for outgrower farmer groups, and provide mentoring and coaching support to farmer groups.</i></b></p> <p>Game Changers Consulting PLC has entered a consultancy service agreement with Gena Trading PLC to provide consultancy services in developing training material on good agronomy practices and postharvest handling, quality improvements, and business skills, facilitate TOT training, prepare business plan for outgrower farmer groups, and provide mentoring and coaching support to farmer groups. The general objective of this consultancy service is to capacitate model farmers, enterprises/cooperatives, development agents and Woreda agriculture experts through developing training manual, facilitating trainings, preparing business plan and providing coaching and mentoring support to outgrower farmer groups. Based on the above general objective, the specific objective of this assignment is:</p> <ul style="list-style-type: none"> <li>✎ Develop training manual on Good Agronomy Practice, post-harvest product handling, quality improvements;</li> <li>✎ Develop training module on Business skill development;</li> <li>✎ Identify farmer groups' business needs and prepare business plan accordingly;</li> <li>✎ Provide coaching and mentoring support for outgrower farmer groups</li> <li>✎ Prepare training materials</li> </ul>	<p>Gena Trading PLC +2519 46682880 Genzeb Akele</p>	2023	Ongoing
4	<p><b><i>Title: comprehensive labour market and Vocational Skills Training Assessment.</i></b></p> <p>Game Changers Consulting PLC in collaboration with Ethiopian Center for Development (ECD) has</p>	<p>Ethiopian Center For Development (ECD)</p>	2022	Successfully completed

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	<p>been conducted a comprehensive labour market assessment (LMA) across ECD's DANIDA Urban Refugee Project target locations in Addis Ababa city administration; Yaka, Bole and Nifas silk lafto sub-city. The goal of the project is to ensure that the most vulnerable urban refugees in Addis Ababa have their critical needs met, resilience build and grow up in safe communities to resist the continuous shocks of conflict, displacement, and climate change. The purpose of the LMA is to assess and analyze the labour market needs and to identify the potential economy sectors that have higher demand, and skills and qualifications needed by the labour market and local business firms. The assessment has the following specific objectives:</p> <ul style="list-style-type: none"> <li>✘ Collect and analyses the socio-economic profile of the expected target participants of the project.</li> <li>✘ Assess the current labour market demand, and identify the existing and potential employment sectors and their employment trends where quality, sustained and dignified employment can be created in support of the local economy.</li> <li>✘ Assess and identify existing and potential marketable training opportunities for urban refugees and vulnerable host communities in Addis Ababa tailored to the local market conditions.</li> <li>✘ Identify and select the most viable value chains/ sectors that could help project participants, with particular focus on women and youth to generate income and access to local formal wage and self-employment job markets.</li> <li>✘ Determine constraints and barriers faced by vulnerable women and youth in the labour market.</li> </ul> <p>Therefore, the result of LMA is to help customers make informed plans, choices, and decisions for a variety of purposes, including business investment decision making, career planning and preparation, education and training offerings, job search opportunities, hiring, and public or private workforce investments. Specifically, the findings of the LMA provides up-to date data on the current labour market needs and inform efforts of the project partner in developing competency based vocational training curriculum and aid in the future programmatic decisions of the project implementer (ECD).</p>	<p>+251912052757 Etsegenet Kebede</p>		
5	<p><b><i>Title: End line Evaluation of the project “Strengthening Pastoralists’ Livelihood, Resilience and Adaptation to Villagization in Gelealo, Aysaita and Gewane Districts, Afar Regional State, Ethiopia, in the period from March 25, 2020 to September 24, 2022”.</i></b></p> <p>Game Changers Consulting PLC has been conducted terminal evaluation of the project entitled “Strengthening Pastoralists’ Livelihood, Resilience &amp; Adaptation to Villagization in Aysaita, Gelealo &amp; Gewane Districts” implemented with financial support of the European Union under the Civil Society Fund III (CSF-III). The overall objective of the project was to contribute to sustainable livelihoods and</p>	<p>Kelem Ethiopia +251911005795 Jemal Abdu</p>	2022	Successfully completed

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	<p>adaptation to villagization for pastoralist communities in the project area. The project has been implemented jointly by Kelem Ethiopia (Coordinator), Development Expert Center (DEC), and Edukans Foundation (EF). The project was implemented between March 25, 2020 to September 24, 2022 (including the six month no cost extension phase) in three districts of Afar region; Gelealo, Aysaita and Gewane Districts, with a total budget of € 526,314.57.</p> <p>The overall objective of the end of project evaluation is to make an overall independent evaluation of the project performance in relation to its overall objectives and expected results as defined in the project document focusing on the following standard measurement criteria's such as coherence, efficiency, effectiveness, relevance, impact and sustainability. The evaluation has the following specific objectives;</p> <ul style="list-style-type: none"> <li>✎ Review the Relevance of the project and its approaches in the context of the development need and potential of the intervention areas.</li> <li>✎ Verify the Efficiency and Effectiveness of the results achieved and trace the changes observed in the lives of the target beneficiaries, as a result.</li> <li>✎ Determining what to be done in the future in the area and to draw lessons for the development endeavor of Kelem Ethiopia, IPs and local government.</li> <li>✎ Identify and analyses any unintended outcomes (both positive and negative) arising out of implementing the project.</li> <li>✎ Review the project's role in addressing marginalized groups, gender equity and the fairness of benefits among the various community groups.</li> </ul>			
6	<p><b><i>Title: Deliver soft skills and employability skills training to 3000 jobseekers and facilitating their employment linkage.</i></b></p> <p>Game Changers Consulting PLC in collaboration with FC-BRIDGES program has been implemented workforce development intervention in Amhara region. The purpose of the intervention was to deliver soft skills training to 3000 Jobseekers and facilitate their employment in different sectors and industries of the economy. The training was targeted both the skilled and unskilled segments of the job-seeking population in the Amhara region. Specific objectives of the intervention are:</p> <ul style="list-style-type: none"> <li>✎ To address shortcomings in the area of soft skills within the workforce. (Both skilled and unskilled segments of the workforce)</li> <li>✎ To empower Jobseekers to develop their full capacities and to seize employment and social opportunities of their own will.</li> </ul>	FC - BRIDGES Program +251912125600 Melaknesh Ayele	2023 - 2023	Successfully completed

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	<ul style="list-style-type: none"> <li>✍ To provide soft skills and employability skills training to 3000 job seekers in Amhara Region</li> <li>✍ To create Jobs for 3000 Jobseekers who received the soft skills and employability skills training</li> <li>✍ To match the labor demands of employers with the timely supply of a trained workforce</li> <li>✍ Gauge the existing employment opportunities in Amhara Region for further scale-up of the intervention</li> </ul>			
7	<p><b>Title: Baseline rapid assessment of socio-economic conditions of the target group from Gender Transformative Approach (GTA) perspective.</b></p> <p>Game Changers Consulting PLC in Collaboration with New Life Teen Challenge Development and Relief Program (NLTCDRP) has been conducted the “Baseline Rapid assessment of socio-economic conditions of the target group from Gender Transformative Approach (GTA) perspective” which will help to the execution of the project called “Reducing Poverty and Increasing Voice among Vulnerable Women”. The general objective of this study is to assess the socio-economic conditions of the targets (Women with disability, women with homelessness, Women headed family and women sex workers) from Feminist Approach (FA) &amp; Gender Transformative Approach (GTA) perspective. Therefore, this rapid assessment study was conducted for the following main purposes:</p> <ul style="list-style-type: none"> <li>✍ To collect information on Socio-economic aspect of the target groups that help to better define the context in which the project is going to be implemented (by complementing and integrating already existing information);</li> <li>✍ To provide relevant basis and guideline to the project planning and implementation and to the overall M&amp;E system</li> <li>✍ The socio economic assessment study is part of the evaluation process intended to assess and understand the situation at the beginning of the proposed project that will help assess project effectiveness and impact. The project is implemented in Addis Ababa city; Kirkos sub city of woreda 02 and 09. From these two woredas, 50 vulnerable women’s whose age ranges between 18-40 that includes Female Sex Workers, Women Headed Family, Women with Disability and Women with homelessness are part of this assessment.</li> </ul>	New Life Teen Challenge Development and Relief Program +251911209716	2021	Successfully completed
8	<p><b>Title: Facilitating Business to Business (B2B) linkage between MSMEs/SMEs and large manufacturing Industries engaged in the Textile and Garment Value chains in Amhara region Bahir dar city.</b></p> <p>Game changers Consulting PLC has been signed a contract agreement with FC- Bridges Program to</p>	FC/ BRIDGES Program +251912747055 (Semir Mohamed)	2022 – 2023	Ongoing

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	<p>Provide Life Skills Training, Business Skills Training, Mindset Training, Work engagement &amp; Retention (WEAR) training for 3000 factory workers in the Garment and Apparel Sector in Bahir Dar City. The agreement also has an objective of facilitating Business to Business (B2B) Linkage between MSMEs/SMEs and large manufacturing Industries engaged in the Textile and Garment Value chains in Bahir Dar City. Under this assignment; Game Changers Consulting PLC has also be responsible for the sourcing, placement and reporting of an apprenticeship program that will be launched for students and youths engaged in the garment and apparel sector. The capacitated factory will be the host of the students and the service provider will be responsible to prepare a schedule for the students and follow up their training at the factory. Through the journey of undertaking this assignment, the scope of this assignment is mentioned as follows:</p> <ul style="list-style-type: none"> <li>✎ Facilitation of Business to Business (B2B) Linkage</li> <li>✎ Provide Soft skill trainings for new factory workers of the enterprise for 2000 workers</li> <li>✎ Soft skill trainings to existing workers of the enterprise for 1000 workers</li> <li>✎ Facilitation of Apprenticeship program for 500 students/graduates</li> </ul>			
9	<p><b><i>Title: Conduct Assessment on the Needs of Urban Refugee Children and Identify the Right Sectors for Referral.</i></b></p> <p>Game Changers Consulting PLC in collaboration with Ethiopian Centre for Development (ECD) has been conducted an assessment on the needs of urban refugee children and identify the right sectors for referral across project target locations in Addis Ababa with the aim to establish and strengthen child protection referral pathways for refugee children in Addis Ababa. Furthermore, the assessment findings will provide a basis for delineating referral pathways for migrant and refugee children in Addis Ababa across key locations where the majority of these children are residing or transiting and aid in the future programmatic decisions of the project implementer (ECD). In line with this, the assessment contains the following interlinked analyses:</p> <ul style="list-style-type: none"> <li>✎ To assess and identify the protection needs of urban refugee children</li> <li>✎ To conduct mapping of child protection services and setting up child protection referral pathways which will chart multispectral supports, services and connections between them</li> <li>✎ To assess the challenges and barriers associated with ensuring the protection needs of urban refugee children</li> <li>✎ To suggest possible ways forward to ensure children’s protection needs are taken into consideration in all interventions</li> </ul>	<p>Ethiopian Center For Development (ECD) +251912052757 Etsegenet Kebede</p>	2023	Successfully completed

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10	<p><b>Title: Development of Five 5 year's organizational strategic plan which sets the long term direction for the implementation of its interventions for Mother and Child Rehabilitation Center (MCRC), Ethiopia.</b></p> <p>Game Changers Consulting PLC has been developing a five years organizational strategic plan for Mother and Children Rehabilitation Center (MCRC). The overall objective of this assignment is to develop a five-year strategic plan (2022 - 2026) for MCRC which sets the long term direction for the implementation of its interventions. More specifically, this consultancy services tries to: –</p> <ul style="list-style-type: none"> <li>✘ Review the mission, vision, values, and objectives of MCRC,</li> <li>✘ Undertake stakeholder mapping and analysis,</li> <li>✘ Undertake a situation analysis of MCRC operations to date and develop a SWOT analysis of the organization,</li> <li>✘ Identify focus areas and develop strategic objectives and key result areas for the same,</li> <li>✘ Review the institutional capacity, organizational set-up, financial and administrative systems of the MCRC,</li> <li>✘ Develop a Results and Resources Framework for the plan period, and</li> <li>✘ Prepare the final paper of the five year strategic plan.</li> </ul>	<p>Mother and Child Rehabilitation Center (MCRC), Ethiopia +251913622037</p>	2022	Successfully completed
11	<p><b>Title: Coordinate a career development program in partnership with manufacturing companies and training provider TVETs.</b></p> <p>Game Changers Consulting PLC in collaboration with Firs Consult PLC has been implementing the operators' development program across manufacturing companies under BRIDGES Program which is a project Funded by MASTER CARD FOUNDATION. The purpose of this assignment is to coordinate a career development program in partnership with manufacturing companies and training providing TVETs. Under this assignment Game Changers Consulting PLC is responsible to facilitate technical and soft skills as well leadership trainings to participating manufacturing companies based on the need assessment result. The assignment will also include conducting capacity assessments on public TVET colleges to provide trainings to companies in various industries. Through undertaking of the assignment, the scope of the assignment is mentioned as follows:</p> <ul style="list-style-type: none"> <li>✘ Conduct needs assessment on 50 large manufacturing companies in partnership with TVETs,</li> <li>✘ Conduct capacity assessment on 10 public TVET colleges to provide training services to industries,</li> <li>✘ Develop workers career roadmap for 30 partnering manufacturing companies,</li> <li>✘ Facilitate the provision of 1300 soft/life skills training using existing manual</li> </ul>	<p>FC/ BRIDGES Program +251913032756 (Woldemichael Solomon)</p>	2021 - 2022	Successfully completed

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	<ul style="list-style-type: none"> <li>✘ Facilitate technical training for 650 operators,</li> <li>✘ Establish and maintain relationship with manufacturing companies,</li> </ul>			
12	<p><b>Title: “Identification of out-of-school children with disabilities in Wolaita Soddo town of SNNPR and Adama city of Oromia, Ethiopia using the key informant method (KIM).</b></p> <p>Game Changers Consulting PLC in Collaboration with Ethiopian National Association of the Blind (ENAB) has been conducting “Identification of out-of-school children with disabilities in Wolaita Soddo town of SNNPR and Adama city of Oromia, Ethiopia using the key informant method (KIM). The overall objective of the assignment is to conduct identification, screening, referral and enrolment of out-of-school children with disabilities in target communities, as well as screening and referral of children in target schools suspected to have disabilities. The assignment has the following major activities:</p> <ul style="list-style-type: none"> <li>✘ Establish local advisory group comprising from appropriate stakeholders in children with disability like Policy Makers (Representative of Gov’t line offices), Service Providers, Disabled People’s Organizations (DPOs), NGOs and others.</li> <li>✘ Conduct KIM planning consultative meeting in collaboration with advisory groups that helps to understand the general context and situation of the study site.</li> <li>✘ Conduct Mapping of Available service providers in the target communities; make sure the minimum level service providers are available in the target communities/ nearby places before the actual KIM study is started.</li> <li>✘ Identify out of school children with disabilities in the target communities</li> <li>✘ Screening of children with disabilities identified in the target communities and target schools in collaboration with available service providers (Hospitals, health centers and schools)</li> <li>✘ Conduct Referral linkage of children with disabilities identified in the target communities and in the target schools</li> <li>✘ Support the enrolment, bringing back to school and inclusion of children with disabilities identified in the target communities in the school system.</li> <li>✘ Establish and strengthen a good collaboration/partnership between the target communities, target schools, disabled persons organizations (DPO), policy makers and available service providers, using the School Inclusion Teams (SIT);</li> <li>✘ Improve Enabling Education Network (EENET) identification and screening modules with KIM model inputs.</li> <li>✘ Compile and record challenges faced and lessons learned during the implementation of KIM in</li> </ul>	ETHIOPIAN NATIONAL ASSOCIATION OF THE BLIND (ENAB) +251911051506 +251964026709	2021	Successfully completed

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	<p>the target communities.</p> <ul style="list-style-type: none"> <li>☞ Producing, circulating and dissemination of KIM study finding reports</li> </ul>			
13	<p><b>Title: Development and Localization of Business Skills Training and Business Development Support (BDS) module for New Life Teen Challenge Development and Relief Program (NLTCDRP).</b></p> <p>Game Changers Consulting PLC has been developed the Business Skills Training manual and Business Development Support (BDS) module for NLTCDRP project target groups called “Reducing Poverty and Increasing Voice among Vulnerable Women”.</p>	<p>New Life Teen Challenge Development and Relief Program +251911209716</p>	2021	Successfully completed
14	<p><b>Title: End line evaluation of Fit 4 Better Life (F4BL) project which is implemented in Afar region.</b></p> <p>Game Changers Consulting PLC in collaboration with Development Expertise Center (DEC) has conducted project end-line evaluation in Afar, Aysaita. The overall objective and function of this consultancy assignment is to conduct Final Evaluation of Fit 4 Better Life Project Ayssaita Community Development Programme Phase I (January 2017 – December 2021).The evaluation focused on the performance and achievements of the project focusing on the following standard measurement criteria’s such as efficiency, effectiveness, relevance, impact and sustainability. Through undertaking the evaluation process, the evaluation team will pay particular attention to the following specific objectives.</p> <ul style="list-style-type: none"> <li>☞ Review and analyses the quality and relevancy of the design and the relevance, effectiveness, efficiency, impact, and sustainability of the project</li> <li>☞ Examine and document the key lessons learned from the implementation of the project and how these can be used to improve future projects.</li> <li>☞ determining what to be done in the future in the area and to draw lessons for the development endeavor of DEC and local government</li> <li>☞ Identify and analyses any unintended outcomes (both positive and negative) arising out of implementing the project</li> <li>☞ Review the project’s role in addressing marginalized groups, gender equity and the fairness of benefits among the various community groups</li> </ul>	<p>Development Expertise Center (DEC) +251911747838</p>	2022	Successfully completed
15	<p><b>Title: Development and preparation of 5 years Revenue Enhancement Plan for Addis Ababa City administration for the Years 2015-2019 E.C.</b></p> <p>Game Changers Consulting PLC in collaboration with Addis Ababa City Administration Bureau of Finance has been developed Revenue Enhancement Plan (REP). It is the five-year revenue enhancement plan for the city administration of Addis Ababa from 2015 EFY – 2019 EFY. The REP is a road map and</p>	<p>Addis Ababa City Administration Bureau of Finance +251911009834</p>	2022	Successfully completed

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	<p>guiding tool that a city administration is committed to enhance the revenue sources that are legally and administratively available through exerting a commitment to put in place a wide-ranging series of improvements to its policies, procedures, staffing and organizational structure. The goal of the revenue enhancement plan is to ensure diverse and increasing financial resources, and efficient and accountable agencies to support the sustained growth of Addis Ababa to become a city with infrastructure and service delivery equivalent to those in cities of middle income countries. To realize the REP goal, six objectives have been developed. These are:</p> <ul style="list-style-type: none"> <li>☒ To ensure that appropriately skilled staffing, modern equipment, technology and business practices, and institutional arrangements are in place for effective revenue management.</li> <li>☒ To create conditions and an enabling environment to encourage public private partnerships, and the participation of capital market and banking institutions, federal government and communities in financing infrastructure and services.</li> <li>☒ To expand the city revenue base, tax rates, tariffs, charges and fees; improve tax assessment and enforcement to maximize own-source revenues.</li> <li>☒ To engage tax payers, business people and customers in decision making on revenue enhancement and budgeting, and to participate in tax administration.</li> <li>☒ To ensure that accurate financial and other data is available in a timely and integrated manner and appropriate analysis and monitoring is undertaken for effective revenue management.</li> <li>☒ To rationalize city investments, its use of assets and subsidies, and maximize returns.</li> </ul>			
16	<p><b><i>Title: Provide Life Skills and Employability Skills Training for 200 Urban Eritrean Refugees and Host Communities in Addis Ababa.</i></b></p> <p>Game Changers Consulting PLC has been provided 11 days life skills and employability skills training for 200 Urban Eritrean Refugees and Host Community target groups of ECD's - DANIDA Urban Refugee Project in Addis Ababa city. The goal of this life skills and employability skills training is to equip jobseekers with a feeling of self-worth and confidence as well as interpersonal knowledge and skills in order to function more professionally in their future job environment. The training is intended to address the "Soft" elements or qualitative imbalance of jobseekers joining to the labour market / industrial setup. In addition, the training seeks to promote the life skills of the jobseekers which are required to deal with the demands and challenges of everyday life. This life skills training is essential for employability of the jobseekers and it has a preventive goal to enhance the resilience of the jobseekers in everyday situations at work, and in private life.</p>	<p>Ethiopian Center For Development (ECD) +251912052757 Etsegenet Kebede</p>	2022	Successfully completed

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	<p>The overall objective of the training is to give each trainee a realistic perspective of personal value, to motivate them in life, to help formulate problem solving skills, to guide trainees in making appropriate, informed and responsible decisions, to create a desire to fulfill individual goals, and to educate trainees about unproductive thinking, self-defeating emotional impulses, and self-defeating behaviours.</p> <p>The specific objectives of the training are;</p> <ul style="list-style-type: none"> <li>☒ To equip trainees with strong conceptual and practical valuing of life and self-concern</li> <li>☒ Develop effective presentation skills of trainees.</li> <li>☒ Conduct effective business correspondence and prepare business reports which produce results.</li> <li>☒ Become self-confident individuals by mastering interpersonal skills, team management skills, and leadership skills.</li> </ul>			
17	<p><b>Title: Providing Employability Skills and entrepreneurship Skills Training for Graduating class university students and voluntary service providers in selected universities of Ethiopia.</b></p> <p>Game Changers Consulting PLC in collaboration with Ministry of Peace and Global Management Partners PLC has been provided Entrepreneurship and Employability Skill Training for Graduating class and selected university students from September 20 – 24, 2021 @ Jimma College of Technology Institute, Jimma.</p>	<p>Ministry of Peace and Global Management Consultancy firm. +251911223473</p>	2021	Successfully completed
18	<p><b>Title: Operators development intervention in Addis Ababa, Amhara and Oromia Regions.</b></p> <p>Game Changers Consulting PLC in collaboration with First Consult PLC has signed a project implementation agreement to provide technical and soft skills training to factory workers, matchmaking between large enterprises and TVETs, enrolling TVET graduates in internships, and providing business development services (BDS) and technical support for selected public TVET colleges to operationalize their income generating activities (IGAs) to boost the capacity of public TVETs, the competitiveness of large enterprises as well as the skills of TVET graduates. And also providing tailored technical and soft skills training to factory workers based on the need assessment result of large manufacturing companies can be an input to increase their production and retention rate. To this end, the purpose of this intervention is to conduct needs assessment on manufacturing companies, conduct capacity assessment on public TVETs to address manufacturing companies training needs, support management and BDS for public TVET production/IGA units, matchmaking between public TVETs and manufacturing enterprises on selected training topics and facilitate hard and soft skills training to factory workers' as well as support in developing a career pathway for operators. The intervention will be implemented in Addis Ababa, Amhara and Oromia Regions with in the time frame of “December, 2022 to December, 2023”.</p>	<p>First Consult PLC +251913032756</p>	2023 - 2024	Ongoing

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19	<p><b>Title: Work Engagement and Retention (WEAR) Training for Horizon Addis Tyre Factory Workers.</b></p> <p>Game Changers Consulting PLC in collaboration with Horizon Addis Tyre Factory has been provided Work Engagement and Retention (WEAR) Training for 610 factory workers in Addis Ababa. The content of the training is mainly focused on: (1) Overcoming Emotions; (2) Goal setting; (3) Developing good habits; (4) Good Reputation; (5) Financial Management; (6) Waste Management and Cost minimization in the factory. The training was very successful in accomplishing its expected goals.</p>	<p>Horizon Addis Tyre Factory +251988744690 Getachew</p>	2023	Successfully completed
20	<p><b>Title: Development of Career pathways development guide.</b></p> <p>Game Changers Consulting PLC in collaboration with FC-BRIDGES program has organized a half day Career pathways development guide validation workshop @Addis Ababa, Elilley International Hotel on 25<sup>th</sup> of May, 2023.</p> <p>The aim of the workshop is to validate the career pathways development guide which is designed to create both avenues of advancement for current workers, jobseekers and future labor market entrants and a supply of qualified workers for potential employers.</p> <p>To harness human potential towards greater prosperity and inclusion, employers need to create effective systems for upgrading individual's skills and capabilities in line with emerging skills demand in essence, expanding access and delivery of mid-career reskilling and upskilling through private and public sector investment and to ensure that such efforts by workers are rewarded with adequate job opportunities. To this effect, aligning the employee career goals with the strategic goals of the organization not only helps the organization achieve its goals but also helps the organization to differentiate itself from labor market competitors, retain key workers, keep younger workers and reduce turnover after an economic downturn.</p>	<p>First Consult PLC +251913032756</p>	2023	Successfully completed
21	<p><b>Title: Development of Cooperative Training Implementation Guide for TVETs.</b></p> <p>This cooperative training implementation guide is developed by an independent consultancy firm called Game Changers Consulting PLC in collaboration with First Consult – BRIDGES Program.</p> <p>Game Changers Consulting PLC in collaboration with FC-BRIDGES program has organized a half day cooperative training implementation guide validation workshop @Addis Ababa, Elilley International Hotel on 25<sup>th</sup> of April, 2023.</p> <p>The aim of the workshop is to validate the cooperative training implementation guide which is designed to implement a high-quality and effective cooperative training with similar approaches and formats in each TVET institutions for regular and short-term training programs.</p> <p>The purpose of this guide is to explain the cooperative training approach and related implementation phases necessary to successfully implement Cooperative Training (CT) through Technical and</p>	<p>First Consult PLC +251913032756</p>	2023	Successfully completed

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	Vocational Education and Training (TVET) institutions in Ethiopia. It is intended to provide guidance how substantial participation of the private and business sector in the implementation of TVET program can be achieved. It provides a clear guide how cooperative training shall be prepared and organized to ensure that TVET trainees will gain sufficient practical competences and workplace experience and thereby to significantly increase their employability.			
22	<b>Title: Work Engagement and Retention (WEAR) Training for Hilina Enriched Food Complex PLC Workers.</b> Game Changers Consulting PLC in collaboration with Hilina enriched food complex PLC has been provided a one day Work Engagement and Retention (WEAR) Training for 87 factory workers (41 Female and 46 male) @Tafo, Oromia Regional state. The content of the training is mainly focused on: (1) Overcoming Emotions; (2) Setting Goals; (3) Developing good habits; (4) Good Reputation; (5) Financial Management.	Hilina Enriched Food Complex PLC +251944036587 Demelash	2022	Successfully completed
23	Procurement Manual development and training of staff members	Horizon of Development Actors (HDA) info@hdaethiopia.org	2021	Successfully completed
24	Strategic Plan Development and Resource Mobilization Guideline Development	Horizon of Development Actors (HDA) info@hdaethiopia.org	2021	Successfully completed
25	Synthesize the existing National Assessments of the Legal Environment for Civil Society Actors including Philanthropic Support Organization	Adequate Trading Company +251911014944	2021	Successfully completed
26	<b>Title: Vocational skills training and entrepreneurship development center.</b> Game Changers Consulting PLC has established its own vocational skills training and production center in Addis Ababa and Bahir Dar City. The vocational skills training and production center is established with the aim of providing tailor made, quality market relevant vocational skills training for unemployed women and youth. The special feature of Game Changers vocational skills training approach is “Integrating the technical skills training with vision development, Life skills and Business skills training”, so that the trained graduates can get employment opportunity after they leave the training institution. Game Changers market relevant quality vocational skills training and entrepreneurship development program offers a package of services including vocational skills training, vision		2022	Successfully completed

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development training, life skills training, business skills training, apprenticeship/cooperative training, workplace internships, job-matching/linkage assistance and on job coaching. “Skills development is a key to employment, income generation, and livelihood diversification of women and Youth”			
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## Game Changers piloted and tested tools and approaches

Game Changers Consulting PLC has a piloted and tested tools and approaches in the area of employability skills development, workforce development and job creation, women and youth livelihood diversification and economic empowerment, establishment and promotion of MSEs/MSMEs, Labour market assessment, business development support (BDS), promotion of business to business (B2B) linkages, Access to Finance (A2F), on-job coaching and mentorship services, TVET and key market players capacity building, and strengthening public private partnership (PPP). Using these tools and approaches, it has been achieved remarkable results and continued to leverage these innovative, comprehensive and full flagged proven tools and approaches to address the current wage and self-employment challenges of unemployed young women and men in Ethiopia. These are;

- ✓ **Labour market assessment:** The goal of this tool is to define and analyze the labour market needs and to identify the economy sectors that have higher demand and skills and qualifications needed by the labour market and local business firms. “Explore business & job opportunities (the market)”. Find out the local business opportunities, find out which industries are hiring, which products and services are needed by the community. Thus, the result of LMA is to help customers make informed plans, choices, and decisions for a variety of purposes, including business investment decision making, career planning and preparation, education and training offerings, job search opportunities, hiring, and public or private workforce investment).
- ✓ **Training module development and contextualization:** the key to success is to develop the training module in close collaboration with the labour market that comprehensively addresses the needs of the labour market in the area of needed skills which is called professional skills/technical skills, life skills and business skills. To ensure the quality of the training, the training module should be translated in to local languages in line with the targeted districts/ regions.
- ✓ **Vision development skills training:** The Goal of this vision development skills training is to elicit the motivation of women and youth on the development process of their future visions, goals and plans and increase their commitments on the journey of success. It is a part of pre-training approach that can be delivered prior to the actual employability skill training that helps to identify the motivation of trainees for employability skills training and assess their readiness of self-development, and at the end it helps to select the interested and potential target groups.
- ✓ **Life skills and Employability Skills Training:** The goal of this life skills and employability skills training is to equip jobseekers with a feeling of self-worth and confidence as well as interpersonal knowledge and skills in order to function more professionally in their future job environment. The training is intended to address the “Soft” elements or qualitative imbalance of jobseekers joining to the labour market / industrial setup. In addition, the training seeks to promote the life skills of the jobseekers which are required to deal with the demands and challenges of everyday life. This life skills training is essential for employability of the jobseekers and it has a preventive goal to enhance the resilience of the jobseekers in everyday situations at work, and in private life. In addition, the training aims to give each trainee a realistic perspective of personal value, to motivate them in life, to help formulate problem solving skills, to guide trainees in making appropriate, informed and responsible decisions, to create a desire to fulfill individual goals, and to educate trainees about unproductive thinking, self-defeating emotional impulses, and self- defeating behaviours.

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- ✓ **Business skills training and Business development support (BDS):** The goal of this business development service is to improve entrepreneurial competencies and business development skills of target groups, existing SMEs/MSMEs, cooperatives and private business firms. And also it provides market oriented, comprehensive, tailored and real-time services to women and youth entrepreneurs. Business Development Services (BDS) are “services that improve the performance of the enterprise, its access to markets, and its ability to compete. It includes an array of business services such as training, consultancy, marketing, information, technology development and transfer, business linkage promotion, etc., both strategic medium to long term issues that improve performance and operational day-to-day issues. BDS play a very important form of support for the development of MSMEs by providing a range of business advice, information and support to the sector, as well as stimulating sustainable MSME development by improving the general business environment. They are generally viewed as a mechanism for addressing market failures which are particularly evident in transition economies, such as lack of information (market opportunities, rules and regulations, access to credit, quality standards for export, etc.) which can act as a barrier to faster economic development and growth in a particular geographical area. Although this Primer refers primarily to BSCs, the framework to be presented applies to all the other mechanisms for implementing BDS. BDS are effectively a range of services designed to assist MSME entrepreneurs to operate efficiently and grow their businesses with the aim of contributing to economic growth, employment generation and poverty alleviation.
- ✓ **Business to Business (B2B) linkage:** Business-to-business (B2B) linkages are transactions between buyer companies and supplier companies. B2B linkages help to match suppliers with buyers for their products and/or services. A successful local B2B linkage is a win-win partnership for both buyers and suppliers. For buyers, they offer the opportunity to localize aspects of their supply chains, potentially reduce costs and/or lead time, and increase their integration into local communities. For suppliers, they expand market access, increase revenue streams, and create potential for local employment opportunities. To this end, we have ample experience on promoting establishment of mutually interdependent coops by interlinking different workable value chains and one member of cooperatives will provide input to the other cooperatives, based on competitive prices and an interlinked business model. This new business model creates a competitive (win-win) advantage for cooperatives established from different values chains b/c the supply and the demand is interlinked together. Game Changers Consulting PLC has been facilitating the business to business (B2B) linkage of SMEs/MSMEs in the five tested and proven modalities which promotes a win-win and competitive business advantages between SMEs/MSMEs; (1) Facilitating linkage on input supply between MSMEs; which improves access to the supply of adequate raw materials with competitive price and on time delivery within close proximity facilitates of MSMEs production area. (2) Facilitating linkage on production servicing facilities between MSMEs; it allows that MSMEs who may not be able to fulfill large investments in infrastructure and other production-servicing facilities can get access to production service facilities with competitive price in a sustainable way through a win-win business modality. (3) Facilitating linkage on subcontracting/outsourcing of specific products between MSMEs; which MSMEs can receive production order from another firm and working closely on detailed specifications for a product, especially in cases where the firms are producing the same goods/products with competitive price advantage of the two firms. (4) Facilitating linkage on technical skills transferring & information

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sharing between MSMEs; which improves the technical skills and managerial skills of MSMEs through work based learning and on-job training approaches from another firms in the lower transaction costs as trust builds up and/or through the ease of transaction that comes from 'geographical proximity'. (5) Facilitating linkages on market outlet facilitation & ready-made product exchanging between MSMEs; which creates a sustainable product exchange/market outlet facilitation between producers, whole sellers and retailers with comparative advantage.

- ✓ **Market relevant Employability Skills Training approach:** It is a unique, innovative and tested approach used to provide market relevant employability skills training and reduce the mismatch between training provider (labour supply) and labour market (world of work). The principle of this approach is "Linking Skills to the labour market" and it is a journey from skills training to labour market with a holistic and full package. The rationality behind the introduction of this approach is, providing skills training for youth and women are not enough b/c: (1) youth unemployment even among trained youth is very high in many countries including Ethiopia and (2) At the same time businesses often have a difficult time finding skilled staff who fulfills their requirement in the work place. Therefore; in this innovative approach the mismatch issues will be solved by connecting companies, MSME's, TVETS and government officials to jointly define the type of skills and competency needed for vacant jobs, building a long-lasting network to keep refining training to labour market changes in the long run.
- ✓ **Work based learning / on-Job training approach:** On-job skill training/ Work based learning is an approach that simulates the workplace so that women and youth gain real-world, hands-on skills. Learning by doing and using are the principal drivers of incremental innovation. In almost all fields of production of goods and services, the repetition of production tasks leads to a gradual improvement in the efficiency of production processes and product/service design and performance. The importance of such 'learning by doing' processes has long been recognized, as has the central place of direct production workers in innovation as sources of work-based learning.
- ✓ **Apprenticeship / Cooperative training:** The goal of apprenticeship program is to improve the employability skills of women and youth. It should be provided with frequent support and follow up in close collaboration with the world of work by making different consent of mutual advantages of training provider and companies/ SMEs (potential employers). Apprenticeships are a proven way to build bridges between the worlds of education, training and work. Apprenticeship can accommodate a wide range of abilities and aptitudes because it reflects the equally wide range of skills required in a modern economy. As was indicated earlier, the best way to acquire core employability skills is on the job. Given that apprenticeship systems combine in-class and workplace training it is ideal for transmitting these skills. A youth apprenticeship combines on-the-job training (provided by an employer in a business, industry, or related organization considered essential to the economy of a local area, region, or state) with job-related academic instruction in a curriculum aligned with national skills standards for a specific career pathway. Ideally, youth apprenticeships develop and grow as technologies advance and technical training requirements evolve. to improve the employability skills of women and youth; we have been provided apprenticeship training with frequent support and follow up in close collaboration with the world of work by making different consent of mutual advantages of training provider and companies/ SMEs (potential employers). Apprenticeships are a proven way to build bridges between the worlds of education, training and work. Apprenticeship can accommodate a wide range of abilities and aptitudes because it reflects the equally wide range of skills required in a

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modern economy. As was indicated earlier, the best way to acquire core employability skills is on the job. Given that apprenticeship systems combine in-class and workplace training it is ideal for transmitting these skills.

- ✓ **Value chain development:** we have ample experience of workable value chain development by interlinking highly productive value chains (field of work) which will help to increase the livelihood diversification and resilience building of vulnerable communities, youth groups and women's.
- ✓ **Decent work Approach:** This is a new approach that helps to increase the awareness on Decent Work and sector specific OHS, selected Company/SME managers were trained on labour law, OHS and gender-related work issues. In addition, attention are paid to aspects of respect for fundamental labour rights and to right of association and collective bargaining, social protection, pensions, health care in income protection and preservation of health, social dialogue as instruments for regulating the specific interests of the main actors in the world of work and to the research of the possible convergences.
- ✓ **Market systems development (MSD):** This approach can foster innovation, private sector engagement that instills systemic, sustainable and broad-based change. It also helps to create collaborative environment, incentivize private sector engagement and leverage resources.
- ✓ **Promotion of improved agribusiness technologies:** This can promote introduction of climate adapted high yield improved seeds on the high productive value chains, which will be used to improve the productivity of agribusiness sectors.
- ✓ **Coaching and Mentorship services:** The goal of this coaching and mentorship services are to improve the performance of MSMEs/MSEs through frequent coaching and follow up for the purpose of providing need based and timely supports. On-job coaching and mentorship is the most effective tool for capacity development, provided they effectively target bridging of the knowledge gap among the 'executers of works'.
- ✓ **Access to Finance (A2F):** The goal of the A2F service is to improve beneficiaries' financial literacy and improve their access to financial services. In particular, the A2F component has provided financial literary trainings, facilitating linkage between MSMEs and financial institutions (in particular microfinance institutions) and de-risking and unlocking of financial products by providing support to various financial institutions.
- ✓ **Workforce Development and job creation:** We have been identified job seeker youths from the community based on the demand of employer and market opportunity then provides life and employability skills' training and linked to job.
- ✓ **Career Pathways Development:** A Way to Make the Pieces Fit. "Career pathways" is our term for a series of connected education and training programs and support services that enable individuals to secure employment within a specific industry or occupational sector, and to advance over time to successively higher levels of education and employment in that sector. Each step on a career pathway is designed explicitly to prepare for the next level of employment and education. Career pathways target jobs in industries of importance to local economies. Their purpose is to create both avenues of advancement for current workers, jobseekers and future labor market entrants and a supply of qualified workers for local employers. As such, they also help to strengthen the "supply chains" that produce and keep up-to-date a national knowledge workforce. Career pathways, however, cannot be purchased off the shelf. The specific form and content of a career pathway will depend on the particular industries targeted, the requirements of employment and advancement in the target sectors,

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and existing programs and resources for preparing workers for employment in those sectors. Building a career pathway is a process of adapting existing programs and services, and adding new ones to enable individuals to advance to successively higher levels of education and employment in the target sectors. Where it is most effective, the career pathways process helps to transform institutions and organizations involved in education, employment and social services. The process strengthens cooperation between these actors in ways that improve their individual and collective capacities to respond to the needs of local communities and employers. The career pathways approach helps TVET colleges better align their various mission areas of workforce development, academic credentialing and transfer preparation and remediation. At each point along career pathways, the objective is not only to prepare youths and adults for the next levels of education and employment, but to motivate them to advance by exposing them to the opportunities available.

- ✓ **Career Development:** Career Development is a lifelong process of self-exploration and awareness, continual acquisition of knowledge about the ever-changing world of work, and decision-making. Therefore, career development can be defined as all students personal efforts aimed at implementing career plans through education, training, job search and acquisition as well as work experience. Students and Industries are the bodies who engage in the career development process in addition to University responsibility in preparing graduates to the employers.
- ✓ **Employment readiness training:** "Employment readiness" involves achieving three interrelated goals: (i). Being self-sufficient on four Employability Factors that prepare you to manage your work life: a. Career decision-making, or knowing what type of work suits you b. Skills enhancement, or having the skills and education for the work you want c. Job search, or having the skills to find work d. Ongoing career management, or being able to manage career changes (ii). Being strong on five Soft Skills that help you manage challenges and perform effectively in your work life: a. Self-efficacy, or a sense of being able to perform well b. Outcome expectancy, or whether or not you expect to succeed and are willing to take responsibility for creating that success c. Social supports, or your network and ability to get help d. Work history, or your feeling that you have performed well in previous work contexts, paid or unpaid e. Job maintenance, or having the skills to keep work once found (iii). Understanding the particular stresses or challenges you face: a. Personal challenges, which you can usually address yourself, b. Environmental challenges, which you can manage with help c. Systemic challenges, which have to be addressed on a community basis
- ✓ **Active Teaching Strategies and Learning Methodology (ATLM):** The Goal of the active teaching learning methodology is to build the capacity of Teachers/ Trainers to make their teaching/training sessions more active and fun, for more effective learning in general education and skills education and as a result the trainer can practice this methodology in their TVET class room and they assures quality of market relevant vocational skills training.
- ✓ **Income Generating Activity (IGA) for TVET Colleges:** Training in Selection, Planning and Management (SPM) of Income Generating Activities (IGAs) is a customized training session for TVET management and trainers primarily aimed at operationalization of IGA units in the TVET College and diversifying their incomes in a sustainable way. In doing so, the TVET management and trainers need the knowledge and skills to assess the appropriateness of several potential IGA sources, comparing each to their specific knowledge, skills, experience and resources. Thus, the training equips the TVET management and trainers to choose the IGA that is most suitable, given their institutional circumstances. The IGA -SPM training consists of six major sessions to be delivered in

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the three days training. The specific objective of the training is to assist the TVET managements and trainers to: (1). Identify and Select IGA sources those are suitable for their institutional circumstances, after careful consideration of the technical, marketing, social and financial aspects of a number of alternative IGAs; (2) Plan for the successful launch of the IGAs after the selection has been made; and (2) Manage the IGAs effectively, so that the income earned from the IGA matches expectations, and the risk is kept within manageable limits.

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