



# Meeting the Challenge of Youth Unemployment

## Analysis and Lessons from Jordan, Liberia, and South Africa

Rayan Alsemeiry, Dominique Doonquah, Maraya Keny-Guyer, Adriana Lopez, Jemimah Orevaoghene, Ephrem Rae, Mariano Stephens, Metincan Suran

B.A. Candidates, Class of 2019

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## I.

### List of Acronyms

BbR	Budgeting by Results
BMZ	The German Federal Ministry for Economic Cooperation and Development
DAI	Development Alternatives Inc.
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
FDI	Foreign Direct Investment
FHI360	Family Health International 360
GAC	Global Affairs Canada
GDP	Gross Domestic Product
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GoJ	Government of Jordan
ICT	Information and Communications Technology
M&E	Monitoring and Evaluation
MSME	Micro, Small, and Medium Enterprise
NEET	Not in Education, Employment, or Training
S4YE	Solutions for Youth Unemployment
SME	Small and Medium Enterprise
TVET	Technical, Vocational, and Educational Training
UNIDO	United Nations Industrial Development Organization
USAID	United States Agency for International Development
WEE	Women's Economic Empowerment





## II.

### Executive Summary

**T**his report, completed under the mandate of the Solutions for Youth Employment (S4YE) coalition, aims to shed light on three interrelated objectives relative to economic empowerment of youth: (1) promoting *job creation* for the targeted population, (2) improving the *quality* of existing jobs occupied by young people (many in the informal sector), and (3) supporting young job seekers in identifying and *accessing* quality job opportunities.

What follows is a descriptive analysis of interventions that are currently pursuing these goals, a gap diagnosis of where attention is lacking, and a series of recommendations for S4YE and related actors. The foci of these analyses are Jordan, Liberia, and South Africa. Across the three countries, we find – as has been previously described – an oversaturation of programs targeting the employee (as opposed to the employer or the labor market), a sharp disconnect between demands of the labor market and capability of education/training programs to meet those demands, and a need to focus on inclusive job creation, ensuring vulnerable youth have equal access to labor opportunities. Additionally, the potential or lack thereof of digital platforms and employment to promote inclusive growth is highlighted throughout the report. Country-specific findings are highlighted below.

**JORDAN** benefits from high technological uptake and a well-educated workforce. Although it is a landlocked nation, intra-country opportunities for market expansion and economic growth are lacking. Socio-cultural inhibitors – such as stigma against technical or mechanical work and strict gender norms – further exacerbate the unstable prospects of youth. Development agencies have a deep and long-standing history in Jordan; with no shortage of attention or dedicated resources, the challenge for the Government of Jordan (GoJ) and its partners is properly targeting its interventions. Our recommendations are as follows:

1. Support inclusive private sector development by connecting small and informal businesses to the formal market and leveraging the Jordanian Compact to facilitate the easier export of human capital
2. Embrace the gig economy as a way of democratizing self-employment and entrepreneurship opportunities
3. Improve training/education-to-employment pathways by developing robust career guidance and apprenticeship programs and offering demand-driven training and certification for young Jordanians





4. Prioritize comprehensive approaches – for example, by addressing the supply-side and demand-side barriers to growth, by funding short-term and long-term alleviation projects, and by considering the various barriers to empowerment (for women, these might be socio-cultural and structural)

**LIBERIA** grapples with many financial impediments to expanding inclusive opportunities for youth unemployment. As a developing nation, little reliable data exists on the current youth unemployment situation, thereby making on-the-ground research critically important. Liberia is under-penetrated from a governmental and private sector point of view. The effort to combat youth unemployment is largely donor-driven, and some of the largest projects on the issue are implemented by the World Bank and the government. Our recommendations are as follows:

1. Continue to support the financing of small enterprises, and extend such financing to rural areas
2. Expand social safety net programming to enable youth to seek and enter higher-productivity employment
3. Continue to expand access to training and skills development for youth, especially in the agricultural sector and for vulnerable populations
4. Expand programming to support the informal sector and leverage youth informal employment activities
5. Collect more data on the current youth unemployment situation in Liberia

In **SOUTH AFRICA**, capital-intensive private sector growth coupled with the crippled education system and the spatially lopsided economy left over from the system of apartheid have contributed to South Africa's striking youth unemployment problem. The South Africa team was explicitly asked to evaluate the effectiveness of a proposed digital platform intervention to combat youth unemployment. While the potential benefits of a digital economy are high, S4YE should focus on the deliberate inclusion of historically disadvantaged people and driving job creation in labor-intensive industries if the platform is to succeed. Our recommendations are as follows:

1. Increase digital accessibility
2. Advance digital empowerment through mathematical education
3. Use digital platforms to broaden geographic scope of job opportunities
4. Aggregate platforms to increase efficiency of job-search process
5. Increased emphasis on job creation



### III.

## Introduction

### 1. REPORT PURPOSE

Youth unemployment is a growing challenge globally, engendering political and social unrest, economic hardship, and stalled transitions into adulthood. Opportunities for employment are critical not only for economic stability and advancement, but also for bolstering global youth dignity. Thus, Solutions for Youth Employment (S4YE), a multi-stakeholder coalition that aims to provide leadership and resources for catalytic action to significantly increase the number of young people engaged in productive work by 2030, has partnered with the Jackson Institute for Global Affairs to produce research on country-specific intervention landscapes and opportunities for critical success.

The research team aims to address S4YE's three interrelated objectives in the employment landscape: promoting job *creation* for the targeted population, improving the *quality* of existing jobs occupied by young people (many in the informal sector), and supporting young job seekers in identifying and *accessing* quality job opportunities. These objectives were explored through a gap analysis framework informed by country intervention stocktaking, as outlined below.

The team, under directive from S4YE, has focused on three countries: Jordan, Liberia, and South Africa. Each country's research consists of three basic components:

- A descriptive stocktaking of on-the-ground interventions that considers factors such as budget, donors, beneficiary selection, project length, and other relevant characteristics.
- A gap analysis of where interventions are lacking, complete with a mapping of the intensity of identified interventions against the country's priority areas.
- A series of policy recommendations for S4YE to effectively address youth unemployment, based on the findings of the gap analysis.

Within each country, the mandate of S4YE differed slightly; Jordan's research subgroup largely focused on inclusive demand-driven interventions for private sector growth; Liberia's research subgroup focused on supply-side skills trainings and MSME finance initiatives; and South Africa's research subgroup focused on digital platforms for job opportunities.



## 2. RESEARCH METHODOLOGY

The research team reviewed existing literature on global trends in youth unemployment as well as country-specific reports on multi-stakeholder evaluations and engagements regarding the unemployment crisis. Following the desktop review, the team conducted country-specific stocktakings of current and recent interventions with prominent youth (aged 15–24) employment components, cataloguing a total of 108 interventions and programs. Country stocktaking scope and lens were informed by diverging country-specific contexts and priorities, outlined later in country reports. Representatives from select programs and country/topic experts were then contacted for interviews, supplementing stocktaking findings with further information on intervention details, topic expertise, and local knowledge. Interviews were mostly conducted remotely over phone and Skype, with one taking place in person in New Haven. A full list of interviewees can be found in Appendix B.

Following this process, the team mapped current intervention intensity against priority areas, identifying gaps in donor-funded interventions and opportunities for impact. Finally, informed by the stocktaking, interviews, and gap analysis, the team developed policy recommendations based on best practices, intervention evaluations, and factors for success.

All research was conducted in a period of three months from September to December 2018. The findings of our research can be found in both the body and appendix of this report. Please review the Research Toolkit found in Appendix C for more information on the research process and methodology.

## 3. LIMITATIONS TO RESEARCH

Country-specific intervention stocktaking was not exhaustive due to the presence of multiple but smaller initiatives. It therefore does not capture the full landscape of programs focused on youth unemployment in Jordan, Liberia, and South Africa. Additionally, the research team could not travel to the countries and thus had limited access to those with knowledge and program expertise. The team aimed to mitigate this limitation through remote interviews with country context experts and program representatives.





## IV.

### Framing the Problem of Youth Unemployment

**T**he global unemployment rate among youth, at 13%, is over double that of the rest of the population.<sup>1</sup> Half of the world's young people are either working poor or unemployed. Chronic and extreme youth unemployment threatens individual, family, and national prospects and stability with long-term effects on income and accrued wealth, mental health, and socio-political cohesion. Youth unemployment and its derivative risks are magnified in developing regions, which hold approximately 90% of the world's youth.<sup>2</sup> This is especially true in parts of Africa and the Middle East.

Though global attention – both financial and diplomatic – has rallied to meet the challenge, interventions to address youth unemployment have often fallen short of dramatic change. From the historically rooted mismatch between education/training and employment opportunities to the inherent weakness of some nation's macroeconomic outlooks, the causes of youth unemployment are wide and deep.

Per World Bank findings, youth unemployment programs have traditionally focused on supply-side interventions (which deal with an individual's ability to access or move between jobs) that have seen limited labor market impacts. Demand-side interventions, they continue, have also fallen short in targeting job creation and youth. From these findings, the World Bank recommended the creation of integrated programs meant to bring together supply-side and demand-side interventions.<sup>3</sup>

S4YE and the World Bank's provided framework for understanding this can be found in Figure 1.

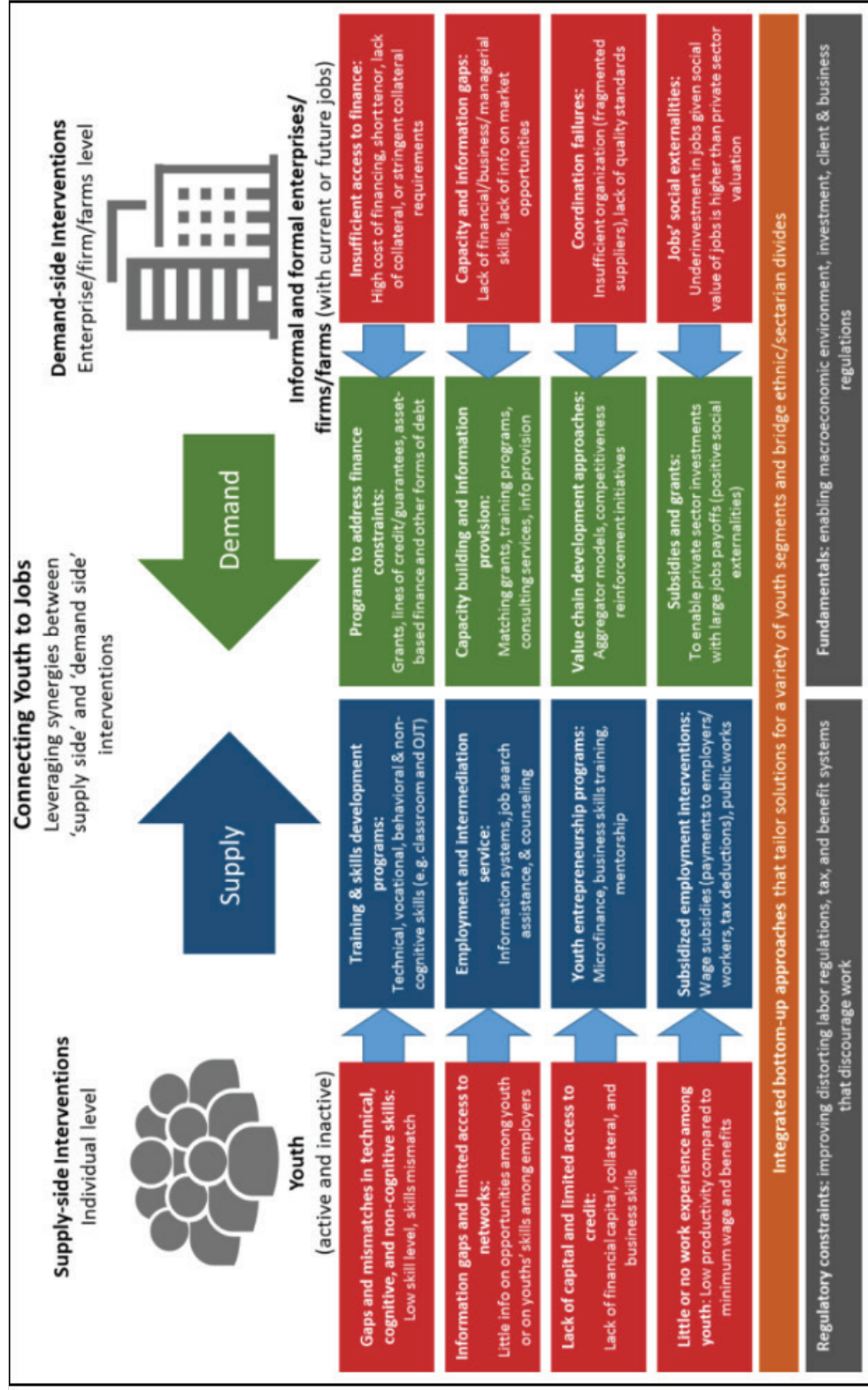


Figure 1: Framework for Integrated Youth Employment Interventions



## V.

# Part I: Key Findings Across Regional Contexts

## 1. SUMMARY

While Jordan, Liberia, and South Africa present different political and social contexts for understanding youth unemployment, the research team has identified a number of cross-cutting trends in constraints, gaps, and opportunities for impact between the three countries. In each country, youth unemployment has emerged as a key national political and economic priority, demonstrating a converging need for informed and effective analyses of current interventions and policy recommendations.

Despite different economic conditions and technological advancements, the three countries share a number of key constraints including:

1. inefficient labor market practices,
2. asymmetry between education curriculum and skills demanded by employers,
3. and stratified spatial distribution of employment opportunities.

Notably, in each country's research emerged anecdotal and systematically documented experiences of *waithood*,<sup>4</sup> in which youth dignity, identity, and maturity are interrupted as they struggle to transition from education to employment. Resources must provide innovative ways to engage youth in job markets, both from a training perspective and also in employment creation, in order to uplift dignity for global young populations.

## 2. CROSS-CUTTING KEY FINDINGS IN INTERVENTION LANDSCAPE

The youth employment development landscapes in all three countries are mostly focused on supply-side interventions, resulting in a relative lack of demand-side investments and job-creating interventions. The large quantity of supply-side interventions is due in large part to the fact that these types of interventions tend to be easier to implement and coordinate (as they are less dependent on macroeconomic forces and job creation); this imbalance is particularly concerning, however, as the benefits of demand-side interventions will be an increasingly crucial piece of the solution to unemployment. More specifically, interventions targeted at strengthening the labor market can help not only increase the number of jobs available, but also improve job quality, solidify segments of the informal sector, include populations that have been traditionally excluded, and foment upward mobility.



Although development organizations may not be able to tackle macro-level trends within country-wide markets, their role in spurring the development of the labor market by encouraging entrepreneurship and self-employment is invaluable. Unfortunately, however, interventions in all three countries have underexplored the employment potential of this area.

Moreover, within the vast realm of supply-side interventions, many programs targeted beneficiaries that already had better access to economic opportunities. For all countries, most interventions were based in urban areas. Better infrastructure and network connectivity make it easier for organizations to operate in urban environments, and the population density means that increasing the scale of interventions is much more cost-effective in a city than in the countryside. As a result, rural populations have been underserved by employment initiatives in Jordan, Liberia, and South Africa, which is particularly concerning given preexisting limited access to economic opportunities. This focus on accessible beneficiaries was not merely geographical, but social as well. There were a scant number of interventions in all three countries that focused on vulnerable populations, whether these vulnerabilities are the result of gender, ethnicity, or disability.

### 3. CROSS-CUTTING RECOMMENDATIONS

The international community must work with national governments, local leaders, and private sector actors to enact positive change. While each country presents different opportunities for growth, a number of cross-cutting themes emerged, motivating the following recommendations:

#### *Supply-Side Approaches*

Despite large scale of focus and resources on supply-side training interventions, many have reported and documented minimal meaningful impact given the intensity of intervention. Critical success factors for improving supply side interventions include:

- Implementing demand-driven trainings that are connected to employment opportunities. This approach mitigates practices of false promises and subsequent frustration, while also allowing training to be more technical and specific, truly preparing youth with the skills needed to secure a job.
- Improving skills certification opportunities: All three countries have significant informal sectors, meaning young workers are



building experience with little proof. Inclusive and more pervasive skills certification systems can recognize the vast skills youth populations already embody, which is especially important for South Africa and Liberia's weaker graduation rates and Jordan's high number of migrant and refugee populations lacking skills documentations.

- National education curricula should better incorporate modern technical skills training so that youth can navigate technological and communication systems with basic competence. While education reform requires multilateral and long-term commitment, governments and education systems must embrace burgeoning technological and technical skills for future work. Although technology is rapidly evolving, a baseline curriculum that is accessible to youth will help them adapt to the shifting technological landscape with greater ease.

### *Demand-Side Approaches*

Quality job creation is a critical element to addressing the youth unemployment crisis in all three countries. Importantly, this job creation must have an inclusive focus in order to target and access the most vulnerable youth. Providing smaller firms access to capital and engaging the private sector in local industries will be essential to ensure that youth have job opportunities. Critical success factors for improving demand-side interventions include:

- Facilitating the growth of small and medium enterprises (SMEs) by cooperating and coordinating with the government and private sector and identifying sources of capital. All countries' recommendations emphasize fostering a healthy business environment that allows for smaller firms to grow. This approach will build management and entrepreneurial skills among SME owners, allowing them to expand their businesses so that more young people can be hired.
- Bolstering the school-to-work pipeline by integrating skills-development interventions with employers. Employers can offer a set of skills they wish candidates to be trained in and, at the end of training, a job, thereby giving youth a clear entry point into the labor market.
- Bolstering inclusive entrepreneurship and enriching the labor force perspective by addressing social stigmas. Gender biases and social norms are major inhibitors to youth employment growth in all three countries. Financing the growth of women-owned businesses and advocating for gender-based protections in the workplace are ways that demand-side approaches can address this pressing matter.



## VI.

### Part II: Country Reports

JORDAN • LIBERIA • SOUTH AFRICA



#### A. THE HASHEMITE KINGDOM OF JORDAN

##### *Examining Opportunities in Inclusive Employment for Youth*

#### 1. Background

##### 1.1 Purpose

Jordan is facing a major youth unemployment crisis, in which 39%<sup>5</sup> of youth cannot find work, including 25%<sup>6</sup> who are not in education, employment, or training (NEET). This reality is beginning to lead to social and political unrest and frustration within the country and region, as youth feel the struggle of transition into adulthood. The S4YE and Jackson Institute partnership is interested in exploring opportunities in inclusive demand, supply, and integrated interventions for job creation, job access, and job quality. Specifically, S4YE has provided four pillars to frame additional analysis: (1) use of tech-





nology and digital resources, (2) focus on vulnerable youth populations, (3) creation of wage-employment jobs, and (4) support of self-employment opportunities.

### ***1.2 Country Context & Driving Factors in Youth Unemployment***

The Hashemite Kingdom of Jordan boasts one of the youngest populations in the world, with 70% of Jordanians under the age of 30. Youth face an unemployment rate of 36%, about double the national average, and live overwhelmingly in urban areas, with 83% of the country urbanized. The country operates as a parliamentary monarchy based on a constitution promulgated in 1952. Further context on the country's economy, regional positioning, structural barriers, and socio-cultural norms identified during our research process is presented below.

#### *Economic Insecurity*

Following the global financial crisis and regional crises, the Jordanian economy has struggled to maintain meaningful growth. Jordan's GDP growth decreased from 7.2% in 2008 to 2.3% in 2010, settling at around 2% annually for the past few years. With very few natural resources and an inflated public sector<sup>7</sup> (requiring an estimated 50–65% of current expenditures for the wage bill),<sup>8</sup> the government struggles to maintain revenue needs and sustained growth. Paired with a \$700 million budget deficit and \$40 billion debt, the Jordanian economy remains sluggish.<sup>9</sup>

#### *Regional Instability*

Persistent regional instability, including the war in Iraq, the Syrian crisis, and the Palestine-Israel crisis, have exacerbated Jordan's economic struggles. These instabilities dwarf international trade opportunities, discourage foreign direct investments (FDI), and diminish regional trade networks. For instance, Iraq and Syria were once Jordan's largest trading partners, but devastating wars have gravely curtailed that regional trade.<sup>10</sup> However, most notably, these regional conflicts have created enormous refugee crises, where Jordan has truly stepped up to absorb waves of Palestinian and Syrian refugees. There are officially 740,160 refugees in Jordan<sup>11</sup> and an estimated 1.5 million migrant workers.<sup>12</sup> This has put intense pressure on competition for low-skilled labor, affecting more vulnerable Jordanian populations. Youth unemployment increased almost 9% between 2010 and 2016, notably following the trajectory of the Syrian crisis.<sup>13</sup>



### *Institutional Barriers*

As mentioned earlier, Jordan is restricted by its inflated public sector, in which 45-50% of those employed work in the public sector. With an inability to maintain these high numbers, Jordan has begun to focus on transitioning to a larger private sector focus; however, a number of inhibitors persist. Many feel that the education system suffers from an overly theoretical focus and thus fails to prepare students with the skills needed for successful transition into labor markets and a growing private sector. Jordan's SMEs, upwards of 98% of the enterprises in Jordan,<sup>14</sup> also face large regulatory constraints inhibiting self-employment and sector growth as both enterprise support and entrepreneurship policies still need to catch up to the sector transition. Jordan was ranked 113th of 189 countries in ease of doing business, and one survey reports that over 70% of Jordanian entrepreneurs and companies would consider transferring headquarters or operations outside of Jordan.<sup>15</sup>

### *Social Constraints*

A number of social elements penetrate the Jordanian youth job market, including practices of social networking and nepotism, a "culture of shame," and persistent gender barriers – all limiting both Jordanian youth participation and employment opportunities, with a particular challenge for young women. Jordanian youth male and female participation rates are relatively low, with only a 58% male citizen participation rate.<sup>16</sup> Some claim this could be partially explained by a "Culture of Shame," in which Jordanians avoid lower-skilled, low-status private sector opportunities. Likewise, female labor market participation is alarmingly low, with women constituting 56% of university graduates but only 13% of job market participation.<sup>17</sup> Gender barriers, such as improper work environments for women, employment discrimination and harassment, familial disapproval, and deep-rooted cultural and social norms, maintain strength in many places throughout Jordan.

### **1.3 National Priorities**

The Government of Jordan has identified the youth unemployment crisis as one of its largest priorities, garnering growing recognition and political attention to the need for private sector growth with a focus on intensive labor demands. In identifying this priority, the government has established specific goals through numerous published national strategies. Jordan's National Employment Strategy 2011–2020 outlined three key frameworks for tackling the need: demand, supply, and institutional.



- › *Demand Framework* – Enabling the private sector to enhance its productivity growth and creating (e.g., job creation) more and better jobs (e.g., job quality) for Jordanian workers:
  - Directing investment policies and active labor market policies toward the employment of Jordanians
  - Enhancing the competitiveness of the economy
  - Restricting employment in the public sector
- › *Supply Framework* – Creating a skilled and motivated Jordanian labor force able and willing to meet the labor market demands:
  - Restricting of foreign labor and partnering with Jordanian diaspora
  - Increasing levels of participation in the labor market, particularly for women and youth
  - Enhancing the quality of output of higher education and vocational and technical training systems
- › *Institutional Framework* – Enhancing comprehensive planning, monitoring, and evaluation of employment and human resources development programs through coordination with various stakeholders.

Furthermore, the Jordanian government’s Economic Growth Plan 2018–2022 has emphasized the importance of digitization as one of its two main focuses in improving competitiveness and foreign investments, alongside fomenting an environment conducive to private sector growth.

As evidenced through the focus on digitalization and private sector growth, these goals align with the four pillars that the World Bank has identified as our research focus. This section seeks to examine interventions for youth employment based on frameworks and pillars.

## 2. Findings

### 2.1 *Landscape of Ongoing Interventions*

This section presents a direct, numerical representation of the qualities of surveyed interventions. For a more contextualized analysis vis-à-vis country priorities and constraints on these findings, please see the section 2.2 below, “Gaps in Interventions.”

Our research purposefully focused on interventions implemented, supported, or funded by high-level international development

organizations and donor agencies. These organizations include USAID, FHI360, Development Alternatives Inc. (DAI), the European Union, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Global Affairs Canada, and the International Labor Organization, among others. We identified 37 programs for analysis from these organizations, shown below.

PROGRAM NAME	IMPLEMENTING AGENCY	FUNDING SOURCE
Shamal Start	Luminous Education	EU
Women's Leadership, Empowerment, Access & Protection in Crisis Response (LEAP)	UN Women	Finland, Iceland, Japan, and Australia
Jordan-Canada Partnership for Youth Employment	Business Development Center BDC	GAC
Sustainable Economic Development Through Renewable Energy	COWATER	GAC
Women's Economic Linkages and Employment Development—WE LEAD	World University Service of Canada WUSC	GAC
Water Wise Women Initiative, and Technical and Vocational Education and Training for Jordanian and Syrian Refugees in the Jordanian Water Sector	Jordanian Ministry of Water and Irrigation	GIZ & BMZ
Digital Livelihoods	Digital Opportunity Trust (DOT)	Global Affairs Canada
Jordan Valley Links	Mennonite Economic Development Associate (MEDA)	Global Affairs Canada
Youth Impact Labs Jordan	Mercy Corps	Google.org, MasterCard





PROGRAM NAME	IMPLEMENTING AGENCY	FUNDING SOURCE
Establishment of Specialised Industrial School in Zarqa	KOICA/GIZ	Korea International Cooperation Agency
Rural Development: Rural Economic Growth and Employment Project	Jordan Enterprise Development Cooperation	The International Fund for Agricultural Development
Jordanian Competitiveness Program	DAI	USAID
Local Enterprise Support Project	FHI360	USAID
The Jordan USAID Building Economic Sustainability Through Tourism (BEST) project	USAID, in partnership with Ministry of Tourism and Antiquities	USAID
Youth With Potential	Americana	USAID
Passport to Success	IYF	USAID, GE Foundation
Arab Bank		
Promoting Economic Development in Communities Hosting Syrian Refugees	CARE	Global Affairs Canada
Jordan Workforce Development Plan	DAI	USAID
Microfund for Women's Startup Financing Program	MFW	(Linked to the Ministry of Industry)
"Know About Business" in Vocational High Schools & Community Colleges in Jordan	Business Development Centre	ILO
Tripartite Action for Youth Employment in Jordan	ILO, IYF	ILO, Government of Sweden, Jordanian Chamber of Commerce, SIDA
Ta3mal (Platform)	Silatech	Microsoft and Silatech
Oasis 500	N/A	N/A



PROGRAM NAME	IMPLEMENTING AGENCY	FUNDING SOURCE
Silatech's Makinati Program	Silatech and MFW	N/A
Microfund for Women's Educational Financing Program (Minhati)	Silatech and MFW	Silatech
Launching Economic Achievement Program (LEAP) for Women	Ryerson University and INJAZ	GAC
Employment of Young Women through Applied Gender Diversity Management	Jordanian Ministry of Labor	German Federal Ministry for Economic Cooperation and Development
Innovative Startups Fund Project	World Bank	World Bank
Jordan First Equitable Growth & Job Creation Programmatic Development Policy Financing	World Bank	World Bank
Youth Programme	Norwegian Refugee Council	
Increased Employment in Jordan	Jordanian Ministry of Labour	German Federal Ministry for Economic Cooperation and Development (BMZ)
Project for Strengthening the Capacity for Career Counseling for the Youth	Ministry of Labor and the King Abdullah II Foundation for Development	Japan International Cooperation Agency
Hasoub	Hasoub	Hasoub
ReBoot Kamp	ReBoot Kamp	ReBoot Kamp
Jordan Education for Employment	N/A	USAID, IYF, King Abdullah Fund for Development (KAJD), among others
JoWomenomics	N/A	N/A



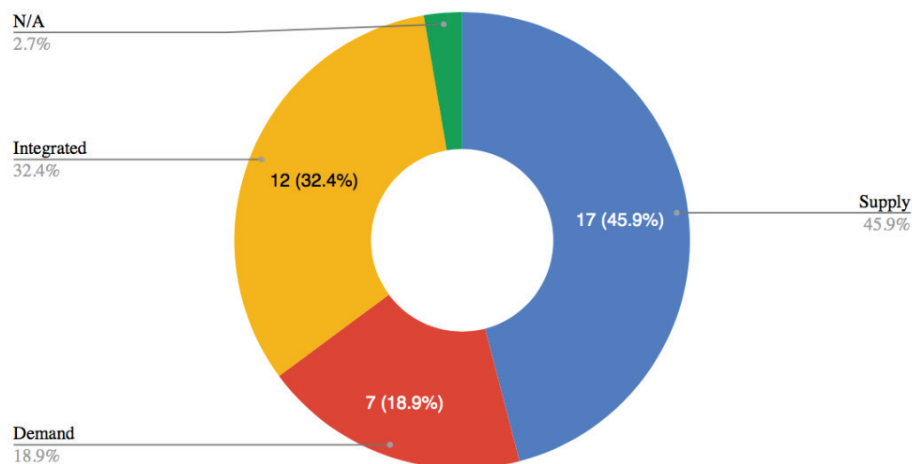


Figure 2: Percentages of Supply, Demand, and Integrated Interventions

### Supply-Side Interventions

Of the 37 identified programs, 29 (78%) provided some element of supply-side intervention, with 17 of those relying solely on supply-side activities and 12 doing so in an integrated, supply-demand model. Of these 29 supply-side programs, 17 provided technical and vocational education and training (TVET). This corroborates existing reports, both published and anecdotal, that suggest higher presence of supply-side focus. These interventions align with S4YE and GoJ priorities regarding job access, as they often target specific groups of youth (e.g., women) in culturally sensitive and technically relevant trainings. However, research has indicated growing frustration around training-focused interventions that fail to connect newly skilled workers to employment opportunities. Thus, it is encouraging to see more interventions (nearly half) working at the intersection of demand- and supply-side informed initiatives.

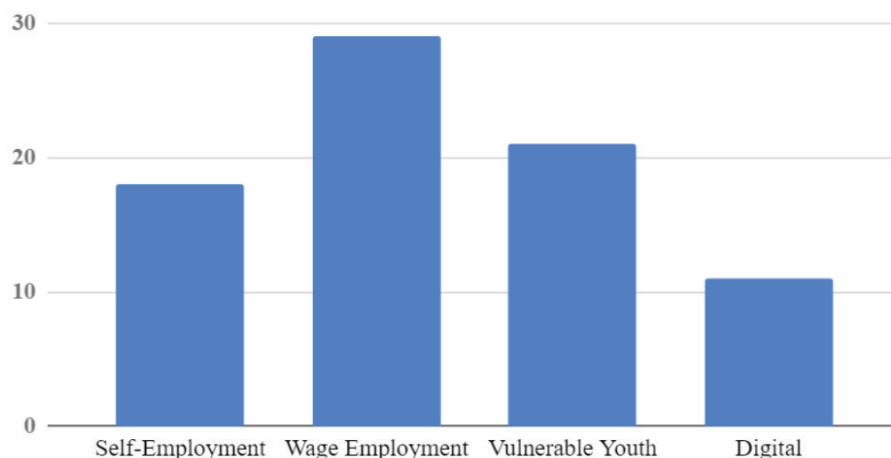
### Demand Side

While 19 of 37 identified programs (51%) sought demand-side growth, only seven (19%) of those focused solely on the demand side. Most are integrated in terms of job creation, access, and quality, demonstrating an effort to work across different tension points in addressing youth unemployment. Of the 19 demand-side programs, two incorporated a macroeconomic focus on expanding export and international trade opportunities. While addressing opportunities in international markets is incredibly important, some feel that the slow-moving progress fails to adequately address urgent needs in labor-intensive opportunities. Thus, more immediate success may be found in programs such as Jordan Valley Links and Local Enterprise Support Project, which target microscale growth among micro and small (often home-based) businesses. By providing support in business capacity



building and market linking, they can achieve more prompt results with lasting outcomes for youth and women. Importantly, given the smaller number of groups with specific demand-driven focus, there may be a lack of initiatives focused on policy advocacy to support business-enabling environments. As the GoJ identified private sector growth as a priority in the National Employment Strategy, there could be room for growth in this intervention space.

*Pillar Landscape: Self-Employment, Wage Employment, Vulnerable Youth, and Digital*



*Figure 3: Number of Interventions per Pillar*

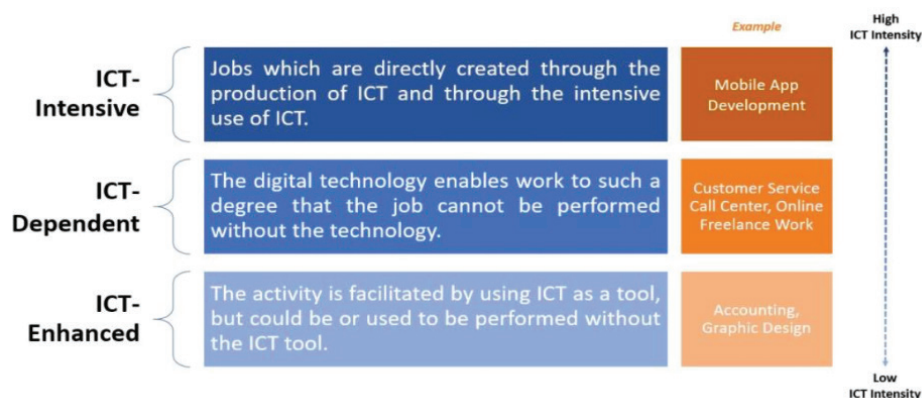
While there are a diversity of interventions aligning with S4YE dedicated pillars, the graph demonstrates a larger inclination toward interventions focused on wage employment. More specifically, 33 of 37 identified programs (89%) focused on accessing, improving, or creating wage-employment opportunities. Encouragingly, 20 of 37 identified programs (54%) focused on bolstering self-employment opportunities, thereby demonstrating initial alignment with S4YE and GoJ goals of private sector growth. However, only six of these included an additional focus on vulnerable youth populations.

In examining all identified interventions, 24 of 37 programs (65%) explicitly targeted youth populations, with 17 of those (45% of total) targeting vulnerable youth populations. The World Bank defines a vulnerable group as “a population that has some specific characteristics that make it at higher risk of falling into poverty than others living in areas targeted by a project.”<sup>18</sup> The interventions we have identified target a variety of vulnerable categories, such as women, refugees, and rural communities. Six of these programs focus on Syrian refugees



and 12 on women; however, zero focused specifically on Bedouin populations, which make up approximately 30% of the population.<sup>19</sup> Further commentary on vulnerable populations can be found in the gap analysis below.

For digital interventions, which represent the lowest number of pillar-specific interventions, twelve of 37 identified programs (32%) qualified as ICT-enhanced, three of 37 (8%) as ICT-intensive, and only four of 37 (10%) as ICT-dependent. Two of 37 used integrated ICT frameworks. Twelve of 37 identified programs (32%), meanwhile, focused on digital employment opportunities. These digital interventions represent different types of engagement from incubator/startup services, to digitally enhanced products, and digital platforms for services and employment. An explanation of types of digital work can be found in Figure 4.



Source: *Digital Jobs for Youth: Young Women in the Digital Economy*, S4YE 2018; Adapted from World Bank 2013; OECD 2005.

Figure 4: Types of ICT Interventions

### Beneficiary Need Type<sup>20</sup>

See Beneficiary Need Types, Deliverable 2, Figure 3 (reproduced below):

*Intensified Activation* – 0 of 33 identified programs (0%)

*Market Ready* – 9 of 33 identified programs (27%)

*Special Support* – 3 of 33 identified programs (9%)

*Hard to Serve* – 5 of 33 identified programs (15%)



Figure 3: Segmentation of Beneficiaries According to Labor Market Barriers and Social Barriers

Labor market barriers ----- High ----- Low	<p><b>Intensified Activation:</b> Beneficiaries needing intensified activation e.g. extremely poor unemployed youth.</p> <p><b>Intensive provision</b> of interventions to address low skills, no work experience, and information gaps/limited access to networks</p>	<p><b>Hard to Serve:</b> Hard to serve beneficiaries e.g. extremely poor inactive rural women with low education.</p> <p><b>Intensive provision</b> of interventions to address low skills, no work experience, information gaps /limited access to networks, coupled with interventions to address social barriers (e.g. cash transfers, transportation arrangements/subsidies, caretaking options, etc.)</p>
	<p><b>Market Ready:</b> Market-ready beneficiaries e.g. non-poor, unemployed educated youth.</p> <p><b>Light provision</b> of interventions to signal skills and address information gaps/limited access to networks and limited work experience</p>	<p><b>Special Support:</b> Beneficiaries requiring special support e.g. non-poor, unemployed educated youth with disabilities.</p> <p><b>Light provision</b> of interventions to signal skills, address information gaps/limited access to networks and limited work experience, coupled with interventions to address social barriers (e.g. cash transfers, transportation arrangements/subsidies, caretaking options, etc.)</p>
	Low----- Social barriers ----- High	

Source: Deliverable 2, Figure 3, pp. 24

Figure 5: Definitions of Beneficiary Need Type

### Other Findings

- The average program duration was about 4.5 years.
- Five of 37 identified programs (13%) contained a component to address rigid socio-cultural norms/stigmas surrounding either vocational training or gender roles.
- Three of 37 identified programs (8%) focused predominantly on rural areas: the Rural Development—Rural Economic Growth and Employment Project, the USAID Local Enterprise Support Project (LENS), and the Jordan Valley Links Project. However, others do incorporate an integrated approach.

### 2.2 Gaps in Interventions

This section examines five gaps identified in the landscape analysis. These are: (1) sufficiently linking education and programs to employment opportunities, (2) incorporating awareness of societal norms into programming and program constraints, (3) focusing on vulnerable populations, such as Bedouins and rural Jordanians, (4) supporting entrepreneurship and self-employment, and (5) bolstering quality, not just quantity, of jobs. These gaps identify shortcomings relative to previously stated Jordanian and S4YE priority areas, including integrated supply-demand interventions, focus on vulnerable youth, support of self-employment, creation of quality wage-employment, and use of the digital sphere.



### Linking Training to Employment

The analysis in previous literature reviews has revealed that the labor market is saturated with supply-side interventions of shorter program duration (e.g., technical and skills trainings). In our findings, we determined that nearly 78% of the programs we surveyed focused on some element of supply-side trainings, with nearly half of those providing solely TVET programs. While these supply-side interventions mainly teach technical skills, one of the gaps we identified was the lack of interventions aiming to ameliorate Jordanian youths' soft skills, such as crafting a resume, writing professional emails, following work protocols, and client management.

Similarly, illustrating a common problem globally, Jordan exhibits a mismatch between education curricula and labor market demands. With one of the most highly-educated populations in the world and some of the highest unemployment, there is a clear and present need for programs that directly link education opportunities to employment outcomes. Thus, more successful interventions operate based on demand-driven trainings directly tied to employer needs and employment opportunities. Education for Employment in Jordan (JEFE) is one example of such a program; it has committed to train youth for whom they have guaranteed networks to job opportunities. Similarly, ReBoot Kamp provides Jordanian youth with 16 weeks of software skills training before connecting them with top companies in the Middle East, including Expedia and OpenSooq.com.

#### CASE STUDY — JEFE

*“Jordan Education For Employment offers an innovative, demand-driven employment training model based on direct partnerships with private sector companies that are committed to hiring JEFE graduates. JEFE then tailors its employment curricula to meet the needs of these partners and delivers its programs through professional, JEFE-certified trainers. Upon completing a training program, JEFE’s alumni are placed in high-potential jobs with our employer-partners, and have access to an alumni support program.”<sup>221</sup>*

### Mending Social Stigmas

In addition to these gaps, social stigmas related to service occupations and the participation of women in the labor force contribute to the youth unemployment crisis. While Jordan has the highest number of female university graduates, only 14% of its workforce is made up of women. Social norms regarding female employment significantly contribute to this gap. Similarly, social stigmas



surround blue-collar work, and the resulting lack of vocational training participation prevents Jordanians from taking up well-paying, stable, and available jobs, which are instead often left for foreign workers.

Only eight of all interventions catalogued (22%) identified women as the *primary* target beneficiary, while only four (11%) even showed consideration of the social stigmas beyond gender. The most successful interventions in responding to cultural challenges used engagement with parents, male relatives, and partners in order to demonstrate the ways in which a woman working can benefit a family at large. Addressing social barriers to participation is incredibly important, as identified by JoWomenomics, an initiative founded to establish a united national message and dialogue on female economic empowerment. No interventions could be identified that targeted other vulnerable groups such as people with disabilities, and ethnic or religious minorities.

#### CASE STUDY — WATER WISE WOMEN INITIATIVE

*The initiative identified a market gap in a crucial employment opportunity well suited for women. Due to traditional social values in certain Jordanian conservative societies, a male plumber cannot enter the house to fix leakages or repair broken taps and pipes in the absence of a male family member. Thus, the Water Wise Women Initiative trains female Jordanians on water management and plumbing skills, equipping them with their own tools to start a business. This program addressing both objective barriers, such as identifying and creative work spaces conducive for female participation, and subjective barriers, such as placing women at the heart of the efforts to combat water management in Jordan thereby legitimizing female technical work in society.<sup>22</sup>*

#### Vulnerable Populations

No interventions focused on Bedouin populations, and very few (three) focused solely or predominately on non-urban centers. Though it is encouraging to see substantial attention directed toward women and Syrian refugees/asylum seekers/migrants, there may be concern that these issues, as relatively high-profile ones, overshadow pressing unemployment among Bedouin and rural youth. The lack of focus on Bedouin and rural populations, which overlap greatly, may also be attributable to persistent discrimination against these groups.

Among programs focusing on Syrian migrant populations, most targeted those living in refugee camps. This common oversight rooted in a pervasive misconception surrounding the refugee crisis: most Syrian migrants live in urban areas (82%), not in camps, and the government is increasingly opening up sectors for Syrian





refugee employment.<sup>23</sup> Future interventions may seek to expand programming to include Syrians in urban centers.

### *Entrepreneurship & Self-Employment*

Jordan exhibits a robust and quickly growing incubator, start-up, and entrepreneurship culture, best exemplified by programs and businesses such as the Youth Impact Lab, ShamalStart, and Oasis500. The strength and growth of micro, small, and medium enterprises (MSME) has been a central priority for the Jordanian government and for many development agencies, so the growth that has been observed is highly encouraging. There is concern, however, that just a third of self-employment programming includes targeted efforts for including vulnerable populations. While one of the incubator programs identified (Youth Impact Labs) focused on technical and traditionally blue-collar jobs, most targeted high-skills employment, which is often mainly accessible through personal networks or to those with some capital and higher education. This, paired with the fact only one of the identified start-up/incubator programs (ShamalStart) is located outside of the Amman urban area, has led numerous interviewees to diagnose as a crisis of “democratization” within entrepreneurship.

#### **CASE STUDY — YOUTH IMPACT LABS**

*Mercy Corps’ YIL identifies and tests creative, technology-enabled solutions to tackle global youth unemployment. Working with an integrated demand-supply model, YIL has partnered with eight Jordanian start-ups/SMEs with a focus on digital platform-based job matching for blue-collar employment opportunities. These platforms supports workers and employers in the growing gig economy, employing individual contractors with skills and training in cooking (Bilforon), home care (Carers), maintenance and repairs (3oun), tutoring (Instatoot), and oil distribution (LinaGas), among others. Mercy Corps is effectively supporting app-driven marketplaces with an inclusive lens that appeals to both youth and Jordan’s high technology penetration rates.<sup>24</sup>*

Likewise, interventions focused on traditional community-level economic empowerment through value chain development lack inclusive and broad outreach. Jordan has a large informal sector that can be targeted for small business growth by connecting small-scale producers along specific value chains to formal markets. However, most projects occur in urban areas, with only 8 percent of interventions placing a specific focus on rural economic and employment development. USAID LENS, for instance, works predominantly outside of densely donor-populated spaces to connect home businesses to larger markets in Amman.

**CASE STUDY—USAID LENS**

*The project aims to encourage economic growth and job creation in underserved Jordanian communities, especially in more rural economies. In coordinating directly with local government, leaders, and businesses, the LENS project works to promote better business policies, support local economic development (LED) and planning, encourage business growth in key sectors, and foster better access to finance. Notably, the program works directly in value chain development for many micro home-based businesses, thereby relying on the wealth of human capital and entrepreneurial minded individuals (often women and youth) existent in local communities and integrating them into larger market networks. Through active micro-scale work in communities, LENS feels better equipped to address community- or MSE-specific constraints.*

In the broader context of the Jordanian economy, start-ups, incubators, and MSMEs still face large regulatory constraints that may inhibit their growth. While a number of interventions (JCP, USAID LENS) work with the government to address these constraints, private sector growth will continue to be inhibited by the unsuitable business environment.

*A Focus on Job Quality*

As Jordanians transition from the public sector (in which employment was revered due to its security and extensive benefits) to the growing private sector, tensions surround unregulated job quality. In terms of interventions documented, only three include an explicit focus on job quality and labor rights. Furthermore, most of these interventions prioritize action to equalize female participation in the labor force. There exists a dire need to understand the employment and job place/environment requirements for Jordanians to be more receptive to enter sectors with job creation.

**3. Recommendations**

It is never given that economic growth reach traditionally marginalized or impoverished groups within society. It is important for actors within Jordan to help facilitate an inclusive approach to economic growth in order to drive improvements in youth unemployment, especially among vulnerable populations. Additionally, while the research specifically focused on non-governmental projects, partnership and collaboration with the Government of Jordan should be a priority to enable long-lasting and meaningful political change. These recommendations are made with that goal in mind.



### *Bolster Private Sector Employment*

In line with national and development goals, interventions in Jordan should focus on legitimizing and supporting its growing private sector through an inclusive lens toward vulnerable populations. Internally, improving the regulatory environment for MSMEs is critical to small business growth: while the recent legalization of home-based business licensing sets a good example, more extensive reforms are necessary. Beyond improving regulatory environments and trade opportunities, serious efforts should be made in connecting small and informal businesses to formal markets. Interventions such as Jordan Valley Links and USAID LENS, for instance, engage informal home businesses in food production to market opportunities in Amman.

As the private sector grows, critical success factors should include connecting Jordanian businesses to regional, national, and international markets – encouraging foreign direct investments and international trade. As a long-term goal, interventions should focus on furthering Jordan’s public-private partnerships and leveraging the Jordanian Compact to facilitate the easier export of workers. Whenever possible, the Jordanian government should engage in private sector growth.

### *Embrace & Support the Gig Economy*

Though a substantial portion of programs support self-employment, entrepreneurship, and start-ups, very few do so in conjunction with a focus on vulnerable populations. This has led for calls to “democratize entrepreneurship.” One readily available opportunity to do this lies within the gig economy, where access is determined solely by one’s access to a smartphone. Jordan’s government, however, has often found itself in opposition to popular service apps, such as Uber. By embracing the gig economy and leveraging its broad reach, Jordan can begin to bring in vulnerable demographics and enable them to generate livelihoods and participate economically. Youth Impact Labs, for example, is a program that has fused the sometimes-inaccessible sphere of tech start-ups with blue-collar labor: through its digital platform, youth can pick up manual labor jobs and other tasks for pay, ranging from cooking in homes, to babysitting, beautician practice, and oil delivery. Given the prominence of digital penetration in Jordan,<sup>25</sup> the gig economy could also be spurred further by interventions that capitalize on digital tools.

While the gig economy is difficult to quantify at this time, evidence for impact is hopeful. For instance, Careem, a Dubai-based ride-shar-



ing mobile platform, has a current workforce of 500,000 drivers in nearly 100 Middle Eastern cities, including many in Jordan.<sup>26</sup> A Jordanian court, however, has nominally outlawed Careem,<sup>27</sup> in support of traditional taxi options. However, as the World Bank's Development Report on the Changing Nature of Work has highlighted, and with wide use of the app still a reality, it may be time for the Jordanian government to consider possibilities for supporting both these new and old forms of work.<sup>28</sup>

### *Improve Labor Market Readiness*

Future interventions need to focus on transforming Jordan's education curricula to provide its graduates with the skills necessary for self-employment as well as employment in the private sector and the gig economy. A key component of this transformation is a more robust career guidance system in secondary education and universities that encourage young Jordanians to view employment in the private sector, self-employment, or the gig economy as equally valid choices as employment in the public sector. The career guidance system could be bolstered by interventions focusing on mentorship programs that pair young Jordanians with private sector and gig economy employees to demonstrate the viability of employment in these sectors. Likewise, innovative platforms for career matching and skill certification, like the mobile platform Knack,<sup>29</sup> could be considered.

Of equal importance is a move to practical and applied training as part of education — where students can get hands-on experience that can help them more successfully enter labor markets. In terms of longer-term strategies, interventions need to engage with the Jordanian government to update the curricula with 21st-century competencies, including greater emphasis on ICT literacy. Current education systems and curricula are dated, highly theoretical, and of limited value in preparation for employment. This engagement with the government could also promote competency-based testing for Syrian refugees and other students with undocumented skills and those working in the informal economy. To equip young graduates with skills necessary for employment in the private sector or the gig economy, interventions need to institute formal links between schools and private sector actors to create traineeship programs. Since these traineeship programs are the most effective when they are coupled with job opportunities upon completion, interventions should consider the number of jobs available when targeting sectors and selecting trainees.



### *Prioritize Integrated Approaches*

Effectively alleviating youth unemployment requires an integration of approaches: this includes both the coordination of supply- and demand-side interventions as well as the aligning of education/training programs with employment demands. Beyond this, however, it may be beneficial to also integrate short-term and long-term strategies to progress; while short-term, quick interventions (like cash transfers, temporary jobs, etc.) are necessary to win donor support and alleviate immediate conditions of deprivation, long-term strategies are necessary to avoid dependency and achieve sustainable structural reform. Working at the nexus of both short- and long-term strategies must be a focus on social and gender inclusivity. To successfully increase women's economic empowerment (WEE) and female participation in the labor markets, actors must address both the objective barriers to entry (transportation, child care, etc.) as well as the deep-rooted social and cultural barriers in order to overcome the surprisingly low levels of economic participation among a highly educated class. An integrated approach, incorporating different temporal and social goals, must be a priority to achieve meaningful impact.

In partnership with relevant external stakeholders, the Jordanian government should lead the way in centralizing and coordinating efforts, paving the path for sustainable long-term solutions. Collaborative governance is essential to achieve policy progression as well as institutional academic progress. Similarly, delivery models should rely on existing networks and partnerships, allowing for greater access to vulnerable populations. Leadership must be enabled and empowered from within Jordan.

## **4. Conclusion**

Jordan is a highly penetrated space for development and donor organizations. Despite hundreds of millions of dollars being spent to develop its human capital and labor market opportunities, unemployment rates remain persistently high – especially among youth. Greater donor coordination to reduce duplications and identify gaps is critical to improved development prospects. Donor and development organizations should maintain closer cooperation with the government to help achieve national goals, especially with a focus on private sector growth for SMEs that is inclusive for vulnerable populations such as women and Syrian refugees. By embracing labor sector informality and supporting further private growth, the government and donors alike can secure more fruitful opportunities for labor and economic development.



## B. THE REPUBLIC OF LIBERIA

### *Overcoming Macro-Scale Barriers to Enhance Youth Employment Prospects*

#### 1. Background

##### 1.1 Purpose

The Jackson Institute for Global Affairs at Yale worked with Solutions for Youth Unemployment to explore interventions to promote youth job opportunities, with an emphasis on interventions separate from the Liberian government. The research method was to look at each intervention's developmental objectives in tandem with their funding sources and overall success. There were many gaps in youth employment information in Liberia, so the research team interviewed practitioners in order to generate key insights. Since Liberia is not an advanced economy, innovations in this space are not as great in the other two nations the team researched. Therefore, the research team focused on:

- Qualitative analysis of on-the-ground interventions,
- Mapping the intensity of interventions against government priority areas, and
- Forming policy recommendations with respect to gaps found in the research.

The barriers of poverty, violence, and gender discrimination all have had an outsized effect on these interventions, so the team identified the best practices for interventions with respect to the harsh realities of life for young Liberian people. Many of the projects in Liberia did not have a youth focus, so examining the tangential effects of projects on youth unemployment and recommending how young people can be incorporated into the existing projects is also a critical matter.

##### 1.2 Country Context & Driving Factors in Youth Unemployment

###### *Poverty-Related Constraints*

The Republic of Liberia faces severe development-based headwinds in its efforts to improve youth employment prospects. As the Framework for Integrated Youth Employment Interventions highlights (see Figure 1 in Appendix A), a lack of technical skills and low access to information are key challenges on the supply side of youth unemployment interventions, and more broadly contribute to a stagnant labor economy. In Liberia, the electricity access rate is 12%, meaning that youth face a major obstacle in developing skills and learning about





employment opportunities.<sup>30</sup> Although mobile phone penetration is on the rise, reaching 75% in 2017, only 7.3% of the population are internet users.<sup>31, 32</sup> Accessing youth thereby becomes an on-the-ground effort. Moreover, the World Bank found in 2014 that 38.6% of the population lives in extreme poverty (measured at those living below USD 1.90 per day).<sup>33</sup> These factors all contribute to individual-level, supply-side constraints, and augment the challenge that interventions face in bringing youth to the formal job market.

#### *Political Instability & Public Health Crises*

Liberia's labor force has experienced numerous recent shocks in the form of political upheaval and a public health crisis. The nation has faced two civil wars (1989–97, 1999–2003) that had 250,000 cumulative casualties and displaced more than one million people.<sup>34</sup> These wars also uprooted the country's infrastructure, setting back electrification rates, internet access, and transportation capabilities. The violence has also brought about a generation with psycho-social traumas that often go unaddressed even as they enter the workforce.

The Ebola epidemic in Liberia also stymied the country's economic growth. Real GDP growth slowed to 0.3% in 2015 from 8.7% in 2013.<sup>35</sup> Employment in the services sector and in urban areas faced the highest level of loss.<sup>36</sup> The epidemic triggered school closures, further disadvantaging Liberia's efforts to close the supply-side gap.

#### *Low Access to Quality Education*

Access to quality education has expanded slowly in Liberia following civil war, but continues to leave many youth unprepared to secure productive employment. Fourteen years of conflict left 48% of Liberian schools destroyed or incapacitated.<sup>37</sup> The replacement or rehabilitation of educational infrastructure still continues today. Although public school enrollment rose 48% between 2005 and 2009, Liberia's education system still struggles to prepare youth with the skills and knowledge necessary to secure productive employment.<sup>38</sup> To illustrate the challenge, 47% of Liberian women and girls, and 33% men and boys never attended school, only 50% of the workforce has completed primary school, and 44% of the Liberian workforce is illiterate.<sup>39</sup> Even when youth access and complete their education, an inadequate supply of infrastructure, equipment, and trained teaching staff diminishes their preparation for employment. Consequently, many youth enter the labor market with inadequate skills and preparation despite educational attainment.



### *Low Informal Sector Productivity*

Unlike South Africa and Jordan, Liberia does not face high rates of youth unemployment, with the World Bank estimating that 3.25% of the labor force, aged 15 to 24, is unemployed (there is, however, conflicting data on the exact youth unemployment rate, ranging from single digits to one-third).<sup>40</sup> Instead, Liberian youth face low wages insufficient to provide livelihoods, transform identities, and drive social change and spaces for voice. Eighty percent of the youth population is informally employed, largely in agriculture (e.g., smallholder farms).<sup>41</sup> But inadequate facilities and technology, poor pest management, and the extremely limited use of modern cultivation methods all contribute to the agricultural sector's low productivity. As such, the major challenge of youth employment in Liberia is not exclusively to increase the absolute supply of employment opportunities. It is to raise the quality and productivity of existing opportunities, namely in the informal sector.

### *Sluggish MSME Growth*

Micro, small, and medium enterprises (MSMEs) have the potential to harness youth innovation and drive high-productivity employment. Even though Liberian MSMEs dominate the informal sector, they struggle to grow under the nation's stifling business environment. Most firms have fewer than four employees, and 20 percent have between five and nine. Many MSMEs are household enterprises engaged in petty trading or household-level manufacturing.

Liberia ranks as the 174th-best country in which to do business, in large part due to high legal and regulatory costs.<sup>42</sup> In addition, a lack of access to capital for MSMEs represents a significant barrier to productivity and employment growth. This lack of access can be partially explained geographically, as a majority of formal financial institutions are clustered around Liberia's capital, Monrovia.<sup>43</sup> Short loan maturity and high nominal interest rates, often 18–24% after informal payments imposed by financial agents, also represent significant barriers to accessing capital for MSMEs.<sup>44</sup> Rural community finance institutions (RCFIs) may pose a viable solution to extend affordable financial services by easing payment, transfer, and deposit-taking constraints.<sup>45</sup> However, stakeholders must first address issues of inadequate technical support, poor product design, and weak supervision and training that ultimately constrain the ability of youth to start viable enterprises, and for MSMEs to hire youth as they grow.<sup>46</sup>



### *Gender-Related Constraints*

Social norms in Liberia facilitate large gender-based educational disparities and limit women's employment to unstable and low-wage opportunities. Expectations of marriage and childrearing induce many young Liberian women to drop out of education earlier than men.<sup>47</sup> Consequently, between primary school and secondary school, enrollment rates among young women drop from 92% to 78%.<sup>48</sup> Additionally, the female-to-male literacy ratio is 33%; more than 45% of Liberian women are illiterate.<sup>49</sup> Given expectations to raise children and perform household work, many young women choose not to work, to work fewer hours, or choose flexible, informal employment opportunities that can be combined with childcare and other domestic work.<sup>50</sup>

### **1.3 National Priorities**

In the past five years, the Liberian government has established policies to help bolster both supply- and demand-side capabilities to spur formal youth employment. Some of the key players include the government's Small Business Administration (SBA), the Ministry of Youth and Sports (MYS), the Ministry of Gender, Social and Children Protection (MGSCP), and the Liberian Agency for Community Empowerment (LACE). As evidenced in our research findings, the Liberian government targeted vulnerable individuals with low access to TVETs and information about employment opportunities. The government made additional efforts to foster rural women's economic empowerment. For example, the Lofa Women's Weaving Center provides sustainable, skill-building jobs for women in Lofa County at an estimated cost of \$231,000. Though the weaving center has only recently been completed, it is expected to provide 350 jobs and enhance the textile sector.

The Liberian government set a major development roadmap in 2012 that addresses youth unemployment: the Agenda for Change (AfT), also known as the National Vision 2030. This agenda identifies the following key points related to youth employment:

- Even as poverty-based indicators, such as education and health-care access, have improved, unemployment across the general population has increased.
- An innovation and productivity-based model of growth that focuses on infrastructure development, support for local manufacturing, and incorporation of technical education in the national curriculum.
- Provide employment for youth via public works projects in the Liberian Youth Employment Program.



The AfT also notes that “youth were not consulted as extensively as one would have wished.”<sup>51</sup> This reinforces the importance of providing a youth perspective on the current interventions in tandem with Liberia’s development policy priorities.

## 2. Findings

### 2.1 *Landscape of Ongoing Interventions*

Our stocktaking of interventions focused on both governmental and NGO-led interventions that had either direct or tangential effects on youth employment prospects in Liberia. Some of the implementers of the 21 interventions identified include the Liberian SBA, Mercy Corps, UNIDO, the Liberian MoCI, and the Liberian MoA. Main funding sources included USAID, IFC, the Government of Japan, ExxonMobil Liberia, FAO, and IFAD.

PROGRAM NAME	IMPLEMENTING AGENCY	FUNDING SOURCE
Youth Opportunities Project (YOP)	Liberian Agency for Community Empowerment (LACE)/Ministry of Youth and Sports (MYS)/Ministry of Gender, Social and Children Protection (MGSCP)	Govt. of Liberia/World Bank
Youth Employment Skills (YES)	LACE/MYS/MGSCP	Govt. of Liberia/World Bank
Liberia Youth Employment Project (LYEP)	LACE/MYS/MGSCP	Govt. of Liberia/World Bank
Lofa Women’s Weaving Center	Liberian Small Business Administration (SBA)/Ministry of Commerce and Industry (MoCI)	SBA/Japan LIFE Fund/IFC
E+ Program	SBA/MoCI	SBA/Japan LIFE Fund/IFC
Formalization of Petty Traders Project	SBA/MoCI	SBA/Japan LIFE Fund/IFC



PROGRAM NAME	IMPLEMENTING AGENCY	FUNDING SOURCE
Liberian Marketplace Project	Building Markets	USAID, Humanity United, IFC, BSC Monrovia, Australian Aid, LISGIS, MoCI
Prospects 2	Mercy Corps	ExxonMobil, Gov of Sweden, Mercy Corps, Coca-Cola Africa
Prospects 3	Mercy Corps	ExxonMobil, Gov of Sweden, Mercy Corps, Coca-Cola Africa
LR: Youth, Employment, Skills Project	LACE	Africa Catalytic Growth Fund, The IDA Crisis Response Window,
Liberia Youth Entrepreneurship Employment Project (YEEP)	MYS	African Development Bank, Fund for African Private Sector Development, Fragile States Facility
Liberia MSME & Rural Finance post Ebola Reconstruction	Ministry of Finance and Development	World Bank
USAID/Liberia Advancing Youth Project	YMCA Liberia, Liberian Youth Network (LIYONET), National Adult Education Associaton of Liberia (NAEAL), Liberian Initiative for Development Services (LIDS)	USAID
Excellence in Higher Education for Liberian Development	RTI International	USAID
JHEOS	UNIDO, Komatsu Ltd., MoCI, Ministry of Education (MoE)	Govt. of Japan
Promoting youth employment in the mining, construction, and agriculture sector	UNIDO, Komatsu Ltd., MoCI, MoE,	Govt. of Japan



PROGRAM NAME	IMPLEMENTING AGENCY	FUNDING SOURCE
Accelerating Progress Toward Economic Empowerment of Rural Women in Liberia (JP RWEE)	MoGCSP, Ministry of Agriculture (MoA), National Rural Women's Structure, Association of Women in Cross Border Trade	FAO, IFAD, UNWOMEN, WFP
Creating aquaculture enterprises for youth employment, poverty reduction, and food security	MoA, MOYS, Bureau of National Fishery	FAO
Tree Crops Extension Project (TCEP)	MoA	GoL, IFAD
Rural Community Finance Project	MoA	IFAD
Un-named UNDP project	Songhai Liberia Center	UNDP
Economic Empowerment of Adolescent Girls and Young Women in Liberia (EPAG)	MoGCSP	World Bank, GoL

The 21 interventions identified in the stocktake can be broadly categorized into supply- and demand-side interventions.

Count of Intervention Type

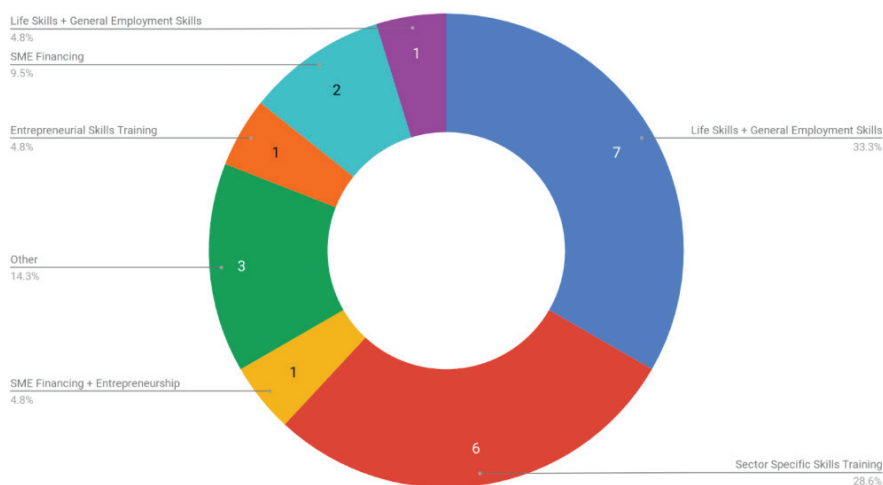


Figure 6: Breakdown of Liberian Youth Employment Interventions by Type





### *Supply Side*

Eighteen of 21 (86%) identified interventions provided supply-side programming, with 17 of those focusing solely on the supply side, and one using an integrated supply-demand approach. Of these 18 interventions, 16 provided training and skills development for youth.

These 16 interventions can be further disaggregated into four categories (see Figure 6): life skills training, entrepreneurial skills training, general employment skills training, and sector-specific training. Seven of those 16 (33%, total) interventions utilized programming to develop life skills general and employment skills. These interventions were complemented with linkage to temporary employment for training beneficiaries. Six of those 16 (29%, total) interventions developed youths' sector-specific skills in areas such as aquaculture, agriculture, and heavy machinery operation. The remaining three (14%, total) interventions provided entrepreneurial skills training to drive youth innovation and strengthen MSMEs.

Supply-side and integrated approaches tended to have larger numbers of beneficiaries, with an average of 14,620 beneficiaries per intervention. However, more research ought to be done in understanding how such interventions provide long-term, formal employment rather than short-term, informal job opportunities. For example, the Youth Employment Skills (YES) program aims to provide *temporary* jobs through public works projects.

### *Demand Side*

Five of 21 (14%) identified interventions provided demand-side programming, with four of those focusing exclusively on the demand-side, and one using an integrated supply-demand approach. Three of these Five (14% total) provided access to financing for MSMEs.

Demand-side approaches tended to have smaller numbers of beneficiaries, with an average of 1,650 beneficiaries per intervention.

Some research has been done on where the focus of private sector investment ought to lie. A report from the Overseas Development Institute determined that agriculture ought to be the focus of private investment due to Liberia's wealth of agricultural resources and the high potential of domestic value chains.<sup>52</sup>



### *Vulnerable Populations*

Fifteen of 21 (71%) identified interventions explicitly targeted youth populations, with 8 of those 15 targeting vulnerable populations such as women, youth without formal education, and/or impoverished youth.

### *Other Findings*

The average program duration was approximately 3.5 years. Eight of 21 (38%) interventions explicitly targeted rural communities. Six of 21 (29%) interventions explicitly targeted urban communities.

## **2.2 Gaps in Interventions**

### *Lack of Access to Credit and Capital for MSMEs*

Liberian MSMEs grow slowly due to a Liberian business environment with limited access to capital critical for investment and growth, among other challenges. Given that informal sector MSMEs dominate the Liberian economy and employ 80% of youth, constraints to capital access directly hinder youth employment.<sup>53</sup>

Of the 21 interventions identified, only four included MSME financing components. Of these four interventions, two targeted rural communities, two targeted youth, and one targeted women. Women and rural communities face unique challenges to access capital. Many financial institutions deny women credit due to gender discrimination, while a lack of financial literacy or collateral impedes others.<sup>54</sup> Rural communities, however, often lack physical access to institutions that can provide necessary capital: 67% of bank branches are concentrated in and around Monrovia.<sup>55</sup> Lack of access to credit and capital for MSMEs remains a significant concern for youth employment prospects, and especially for women and rural areas.

### *Unmodernized Agricultural Sector*

As the largest source of employment for youth, agriculture is central to Liberia's youth employment challenge. Despite growth of 4% in 2010–2011, the Liberian agriculture sector continues to have low productivity.<sup>56</sup> These challenges can be traced to a lack of modernization of the agricultural sector: inadequate inputs of fertilizer, irrigation, quality seed and breeding stock; lack of adequate credit to invest in modern machinery and infrastructure for transport, storage, and marketing. Interventions to target these issues are key to providing productive employment for youth.



Despite the importance of interventions to modernize Liberia's agriculture sector, only two identified projects provided rural capital critical to make investments in farm assets (e.g., seeds, fertilizer, tools). The unmodernized agricultural sector remains a significant gap in addressing youth employment concerns in Liberia.

### *Youth "Aspirations Gap"*

There is a great deal of potential in the agricultural sector, but ongoing and past interventions have been met with little interest. Of the agricultural projects identified in the stocktaking, only one had more than 1,000 beneficiaries. Based on interviews, agriculture continues to be viewed by youth beneficiaries as a subsistence activity. Moreover, agricultural work comes with a social stigma in Liberia; it is not seen as dignified work. The FAO attempted to engage young people by showcasing successful beneficiaries of agricultural interventions, making steady income and leading improved lives. These success stories are disseminated through social media.

Interventions have partnered with youth organizations and agricultural organizations to identify young people who are engaged in agriculture, but driving the mindset of young people toward applying their entrepreneurial skills is not easy, especially given the uncomplimentary business environment.

### *Gendered Constraints to the Youth-Employment Transition*

Expectations of marriage and childcare push many young Liberian women to drop out of school earlier than men. By extension, many young Liberian women transition from incomplete primary or secondary school education to flexible, informal employment, or even unemployment, that can be combined with childcare and other household work. These young women often make self-employment opportunities in agriculture or retail, but yield low wages, typically a fraction of those of their male counterparts.<sup>57</sup>

Although nearly all interventions had gender mainstreaming components, only two molded main program objectives to accommodate the unique constraints faced by young Liberian women.

### *Lack of Skills Training for the Agricultural Employment*

Many youth are unprepared to enter the formal sector due to a lack of numeracy and literacy, and find employment in the informal agricultural sector. These youth are still unprepared for these opportuni-



ties in smallholder farming, however. Without skills training tailored for agricultural employment, many youth lack the knowledge of market conditions, technology, and best practices to raise agricultural productivity. As a result, the growth of agricultural MSMEs slows along with their ability to expand and hire new employees.

Of the 21 identified interventions, two interventions provided agriculture-specific trainings to youth. Of the two, only the FAO Aquaculture project had a specific youth focus.

### 3. Recommendations

*Continue to Fund Programming to Provide Financing for MSMEs, and Ensure Access in Rural Areas and for Vulnerable Populations (e.g., Women, Impoverished Youth)*

To enable the growth of MSMEs, future interventions must continue to provide sufficient and affordable access to capital. Liberian capital markets provide few opportunities for MSMEs to increase productivity with investments in human and/or physical capital. Consequently, a lack of capital constrains the ability of entrepreneurs to create opportunities for self-employment among micro-enterprises, and the employment of others among SMEs.

Equitable access to financing opportunities must also be ensured for future interventions. Some interventions identified in the landscape targeted solely urban youth, often with previous formal schooling. Few interventions targeted rural youth for MSME financing. Expanding and replicating interventions such as the “Liberia MSME and Rural Finance Post-Ebola” and “Rural Community Finance” projects to further serve rural populations will be essential to provide employment opportunities to the most marginalized.

Supporting existing RCFI infrastructure may pose a viable solution. RCFIs provide a broad range of financial services to rural communities, and capitalize on informal local rules, customs, relationships, trust, and local knowledge, while introducing solid banking concepts and methods. Inadequate technical support, poor product design, and weak supervision and training often complicate RCFI objectives. As such, future interventions to provide such services could vastly improve rural access to capital and also rural youth employment.

Ensuring access to finance for women is also an essential component to building the capacity and productivity of MSMEs. Women face more difficulty than men in accessing capital when starting a busi-



ness, to the extent that they have lower endowments in assets “due to norms or laws that limit women’s asset ownership,” according to a report from the World Bank Group.<sup>58</sup> Consequently, MSMEs owned by women are often in low-productivity sectors (agriculture or household enterprise) with little hiring or expansion potential.<sup>59</sup> In order to ensure women have equitable access to capital, interventions must be designed with explicit considerations to time and cost constraints unique to women (e.g, transport allowances, free childcare).<sup>60</sup> The Economic Empowerment of Adolescent Girls and Young Women in Liberia (EPAG) provides a strong framework for future interventions to address Liberia’s gendered constraints to employment while providing crucial job skills, life skills, and business development training.

*Continue to Expand Social Safety Net + Programming to Enable Youth to Enter Higher-Productivity Employment*

As youth seek to enter the job market, their employment opportunities are severely constrained by a lack of access to capital for self-employment, and limited literacy, numeracy, and soft skills. As a result, 80% of youth choose low-productivity employment in the informal sector such as agriculture or household enterprises.

Social safety net programs with complementary interventions (Social Safety Net + Programs) can provide youth a pathway to enter higher-productivity employment. Social safety net programs such as public works and conditional cash transfers (CCTs) are designed to increase poor households’ consumption of basic commodities and facilitate access to basic services. As a secondary effect, however, many programs can enable beneficiaries to save and invest to start or expand MSMEs; 14.2% of reported income earned in a Liberian public works project went toward MSME investment. CCTs in Sierra Leone and Malawi similarly allowed beneficiaries to invest in agricultural assets, and were further linked to the creation of new household enterprises and reduced participation in low-skilled labor.

Social safety net programs create an enabling environment for youth by stabilizing households with temporary employment and income. But simultaneous interventions to link youth to capital or skills training can allow beneficiaries to exploit this stability and reach more productive employment. Interventions such as the “Youth Employment Skills (YES) Project” and “Youth Opportunities Project (YOP)” with both social safety net and skill training components must be continued to provide youth a pathway to productive employment.

Liberia's agriculture sector holds vast opportunities for youth employment and economic productivity.

#### **4. Conclusion**

While Liberia may face severe difficulties as a developing nation, there are many opportunities to increase productivity and enhance job quality. Although many programs exist to train Liberian youth to be competitive on the job market, informal and self-employment remain high. For the Liberian labor economy to tap into its economic potential, interventions must continue providing more financing opportunities, which are essential for such firms to grow. Greater emphasis on job quality, rather than just job access, must be mainstreamed into all interventions. The agricultural sector, though currently informal or subsistence-based, has high productivity potential. In embracing private investment, urban businesses should create value chains using indigenous products like cassava and rice, among other income-producing resources.







## C. SOUTH AFRICA

### *Opportunities for a Digital Economy*

#### 1. Background

##### 1.1 Purpose

In 2018, the S4YE defined its main goals in South Africa to be the elimination of poverty by 2030 and the overall reduction of inequality through the promotion of shared prosperity.<sup>61</sup> The World Bank emphasized that the main constraint to achieving such is inefficient skills, since skills are critical to growing the the economy, increasing worker productivity, and decreasing youth unemployment.

In dealing with youth unemployment in South Africa, the S4YE is particularly interested in the digital economy as a means to provide jobs. Specifically, S4YE is looking to invest in an expansive digital platform to connect youth with jobs throughout the nation. By doing a thorough stocktaking of the digital program and platform landscape of South Africa, the research team was better able to advise S4YE on whether such a project is a meaningful investment due to our deeper understanding of the existing interventions and gaps.

The platform landscape highlighted in this report will be buttressed by the ongoing interventions. These digital-focused interventions serve a number of purposes for the proposed integrated platform by improving the digital readiness of the South African employment sphere. These interventions include technically preparing people to be able to use the platforms and providing digital trainings for people to be qualified applicants for ICT enhanced, ICT dependent and ICT intensive jobs on the platform. SY4E could source the technical team to build the integrated platform from successful graduates of the #YourDigitalFuture and Silicon Africa interventions or CodeX and mLabs South Africa platforms. The platforms highlighted are either digitally based or in person and the interventions highlighted are demand focused, supply focused or integrated in nature.

##### 1.2 Country Context and Driving Factors in Youth Unemployment

Unemployment has been a significant problem in South Africa since its inception as an independent nation in 1961. During the in era of apartheid, such laws ensured full white employment that conse-



quently resulted in a distinctly disadvantaged middle class consisting primarily of black South Africans. In conjunction with education structures that systematically excluded different groups within the South African populace, health problems plagued the community due to poor working conditions, infectious diseases, and the lack of an effective health system; therefore, South Africans were ill-equipped to become efficient laborers and thus the South African economy was largely excluded from broader global financial markets. As a result, by 2017, the overall unemployment rate had reached a 14 year peak at 27.2 percent with youth unemployment over 50 percent.<sup>62</sup> Figure 7 depicts the 2011 unemployment rates for youth ages 15 to 24 at the sub-provincial level which showcases the devastatingly high levels of youth unemployment in the rural east and specifically northeast provinces.

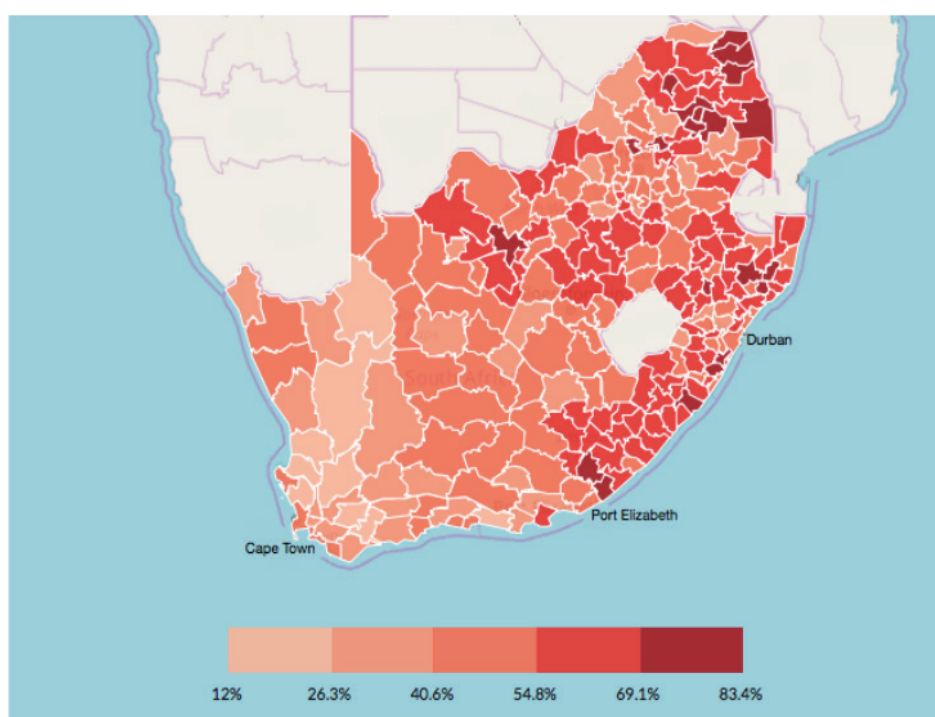


Figure 7: 2011 Youth Unemployment Rates by Province<sup>63</sup>

Due to increased investment from both the foreign and local camps, South Africa now possesses the great potential for growth and job creation and recognizes the immense potential to achieve such growth through the buildup of the technology sector and digital jobs market. However, South African youth remain vulnerable in the current labor market environment; specifically, youth that are female, historically disadvantaged, and from rural areas face the largest obstacles in obtaining and maintaining employment.<sup>64</sup>



### *Digital Barriers*

There are a variety of constraints that prevent South Africa from immediately overcoming its issue of youth unemployment through the development of the digital economy. From an education standpoint, a significant portion of the youth are widely innumerate which provides digital programs a substantial barrier in being able to train these youth both efficiently and effectively. Even those educated in digital means find themselves unable to perform in digitally focused jobs as education programs' antiquated curricula do not teach students how to navigate up-to-date technological systems. Additionally, since internet penetration in South Africa is only 54 percent, it is of utmost importance for digital jobs and platforms to ensure that broadband data is made accessible all throughout the country so that disadvantaged youth have the opportunity to engage with these program and thus help contribute to the South African economy overall.<sup>65</sup> Such can only be accomplished through the transformation of data pricing and the establishment of data hubs in areas particularly susceptible to data inaccessibility.

### *Legacy of Apartheid*

Finally, a poignant legacy of apartheid is how the system fundamentally impacted the spatial distribution of economic opportunities. As a result, the rural populations of South Africa experience disadvantage more intensely since there are no pathways toward stable employment, let alone in the digital sector. These constraints make South Africa a particularly difficult environment for the implementation of a functional digital economy, but as a digital economy presents a powerful opportunity for South African youth, specifically those systematically and historically disadvantaged, to earn sustainable incomes and rise out of poverty, it is more important than ever for private business, NGOs, and the government to develop solutions to overcome these constraints and support the youth on a path to success.

## **1.3 Priorities**

### *National Priorities*

South Africa recognizes that high unemployment especially in its youth populace is a major risk to the nation's overall stability. High unemployment is such a concern that in 2018 the government publicly announced its commitment to prioritizing youth employment and has invested implemented the Youth Employment Service (YES) to facilitate the collaboration between the government and private businesses in order to most effectively combat youth unemployment. This suggested public- private partnership did not align with our findings seeing that of the 7 organizations interviewed, only one (Harambee)



places its applicants into the public sector after training; the organization highlighted that public sector placements are less than 20% of their total placements.

However, while there is proven policy dedication to the issue of unemployment and a successful identification of the macroeconomic and social challenges contributing to youth unemployment, the lack of a robust, coordinated government effort in overseeing all of these projects has resulted in a diminishment of the efficacy of the nation's youth employment efforts.<sup>66</sup>

## 2. Platform Landscape

### 2.1 Landscape of Available Platforms

Our team surveyed 18 digital employment platforms that are currently being used in South Africa. The platforms served a variety of different functions including employee recruitment, online training, skill identification, and start-up acceleration. Figure 8 below outlines key trends among the digital platforms being used in South Africa that were evaluated.

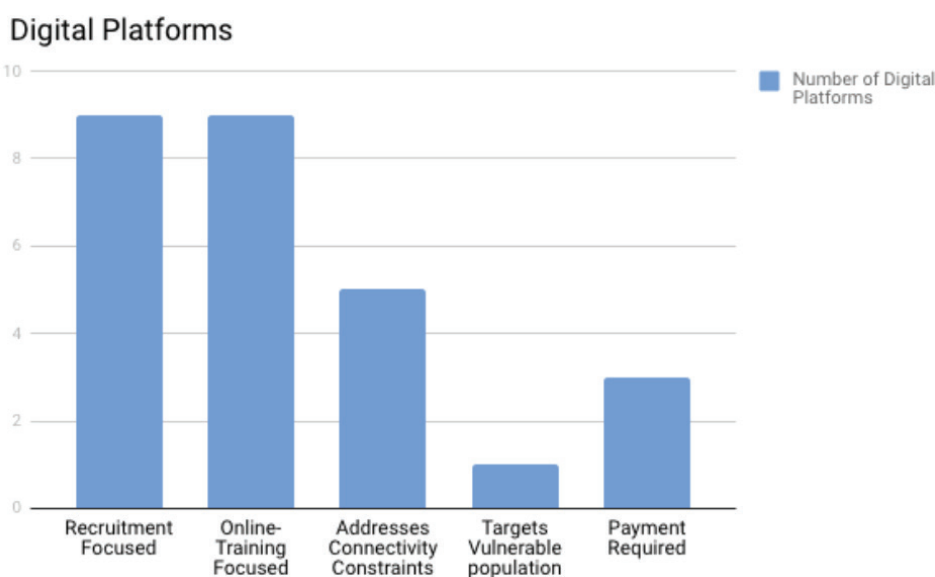


Figure 8: Characteristics of Digital Platform Landscape

#### Vulnerable Populations

Of all the platforms we surveyed, only one (CODE X) specifically targets vulnerable groups like women, and the poor. The assumption for many of these platforms is that the digital aspect will eliminate the barriers that these marginalized groups have historically faced when



seeking employment. However, many of the same socioeconomic barriers that bar women and the poor from accessing opportunities in the conventional economy are replicated in the digital sphere, and so platforms need to take deliberate steps to make sure all sectors of population are included in this realm.

#### *Addresses Connectivity Constraints*

Five of the 18 platforms (27.8%) incorporated measures that address digital access constraints like building of digital hubs in underprovided areas or allowing users to access career websites for free without using data. The expansion of these kinds of services will be critical to meeting the youth unemployment challenge head-on as unemployment is concentrated in the townships and rural areas and the internet penetration rate is low in these areas as well.

#### *Recruitment Focused*

Nine of the 18 digital platforms (50%) are recruitment-focused.

Of these recruitment platforms, three are tailored for specific job types or industries. Giraffe uses a matching algorithm to source qualified medium-skilled candidates, CareerWeb specifically focuses on ICT professions, and Bountly provides a way to digitally source people needed to perform odd jobs.

The remaining six recruitment focused platforms provide the typical job postings boards allowing companies of any kind to post job openings, and giving job-searchers the opportunity to upload their CVs' and search through the available listings. The number of recruitment-focused platforms is a hindrance rather than a help to unemployment crisis because the fragmented job-search landscape makes it difficult for potential job-seekers and employers alike to find the opportunities and talents they need. Furthermore, South African college students explained in an interview that most youth still search for and obtain employment through social media platforms like Twitter and Facebook.

#### *Online-training Focused*

Five of the 18 surveyed platforms (27.8%) have online training components, four of which also provided other employment securing functionalities like job-search portals or post-training job placements. Assistance with job placement post-training appears to be a big motivator for individuals to participate in these programs, particularly those platforms that have a fee attached. However, the success rates of



these post-training placement programs vary widely across platforms. For example, 77% of CODE X's graduates were employed in the IT sector within six months of completing their course, while only 7% of youth registered with Harambee's Youth Employment Accelerator have received placements.

### *Skills taught*

Two of the 5 (40%) training platforms provide demand-driven training programs; this training tends to be for ICT-enhanced jobs. Another two of the surveyed upskilling platforms offer a wide variety of different training modules and allow users to pick and pay for the specific training programs that they need. One platform created a pre-set ICT-intensive curriculum for all participants.

### *Payment*

Three of the 5 (60%) training platforms required payment to access the resources. The fee structure of the platforms as well as the costs associated varied across platforms, with the price increasing as the difficulty of the subject matter increased. Most ICDL hubs in South Africa provide the online training modules for free and then users must pay to sit the exams that grant certification. Therefore, it is possible for a trainee to amass a significant collection of skills at no cost, if the trainee finds alternate ways to signal their computer aptitude to potential employers. The price of certification varies based on the hub that the trainee uses to sit the exam, as well as the specific module being tested.

Careers24 offers thousands of training modules ranging from the most basic tasks (e.g., how to set up and use WhatsApp) to the highly technical (e.g., advanced c++ programming). Generally, the cost of the module increases as the difficulty of the subject matter increases and so the price range of the modules runs from about \$10USD to over \$350USD. However, most modules tend to be around \$100USD.

The price of CODE X's one-year programming course is \$5,050.94 USD. The platform offers need-based financial aid to those who qualify, although it remains unclear how generous the financial assistance is. The platform also offers loans to participants at commercial rates.

### *Self-employment*

One identified platform focused on self-employment through entrepreneurship.



### 3.1 Landscape of Ongoing Interventions

Our team surveyed 24 initiatives that are focused on unemployed youth and digital jobs. The interventions were either demand-side focused, supply side focused, both or integrated in nature.

PROGRAM NAME	FUNDING SOURCE	IMPLEMENTING AGENCY
#YourDigitalFuture	BCX, National Treasury Jobs Fund	CAPACiTi
10-week Top Tech Tools for Women in Business programme		Cape Innovation and Technology Initiative (CiTi)
Bridge Program	Payment from employers on the successful placement of its recruits, the National Treasury's Job Fund and social corporate responsibility funding	Harambee Youth Employment Accelerator
Creating Opportunity for South Africa's Youth (COSY)	EuropeAid Development and Cooperation	Business and Arts South Africa, LifeCo Unltd South Africa, Livity Africa
e-Cadre	Department of Communication	National Youth Service Programme and Further Education and 15 Training Colleges
Global BPO Solutions	Rockefeller Foundation (Digital Jobs Africa)	Global BPO Solutions
IBM Digital - Nation Africa	IBM	IBM
Media, Information and Communication Technologies Sector Education and Training Authority (MICT SETA)	South African Ministry of Labour	South African Department of Labour
Microsoft4Afrika	Microsoft	Microsoft
New Skills for Youth (NSFY)	JPMorgan Chase & Co.	Bosco Education Center





PROGRAM NAME	FUNDING SOURCE	IMPLEMENTING AGENCY
NzabelaMOBI		Nzabela Mobile Lab (NzabelaMOBI)
Silicon Africa: digital upskilling program	Sagarmatha Technologies	
Skills Initiative for Africa	African Union Commission, Federal Ministry for Economic Cooperation and Development - Germany, KfW Development Bank, GIZ GmbH	NEPAD
The Bridge	Southern Africa Youth Project	South African Youth Project
The Cape Innovation and Technology Initiative (CiTi)	National Jobs Fund (R75M), BCX (R100M), and additional funding from leading SA companies who invest in SA's youth and their own business' digital transformation	CiTi
Yes4Youth	Microsoft Philanthropies	YES (Youth Employment Services)
Youth Job Creation Initiative	Rockefeller Foundation (Digital Jobs Africa)	EOH Abantu Ltd.
Youth Skills Development Initiative	IFS SA (Industrial and Financial Services South Africa)	IFS SA
Digify Bytes	Digify Africa, Rockefeller Foundation	Livity Africa, Google South Africa, British Council, British High Commission
Youth Employability Indaba and KNZ Explo		Taken place twice



### Types of ICT Jobs

S4YE classifies digital jobs into three categories of digital work: ICT-intensive jobs that are directly focused on ICTs; ICT-dependent jobs that use digital technologies to varying degrees and are made possible by ICTs; and ICT-enhanced jobs that use digital technologies to varying degrees, but could be performed without ICTs.

Of the interventions that were surveyed, 3 were classified as ICT intensive, 0 as ICT dependent, 10 as ICT enhanced and the remaining 11 initiatives overlapped two or all three categories. The relatively low number of ICT-intensive initiatives is surprising seeing that a large number of available and unfilled job positions are for high skilled digital job such as software developers.<sup>67</sup> All the ICT intensive initiatives were to train people and place them in already existing job positions, thus giving them access to these jobs. None of them have the primary focus of actually creating new jobs and positions that do not currently exist. This is important because if despite the increased focus on digital jobs in South Africa for reducing youth unemployment, new jobs are not necessarily being created, there is nothing to scale and therefore the impact could be limited. Furthermore, more tools are needed to better evaluate the quality of potential digital job candidates.

### Supply, Demand and Integrated Interventions

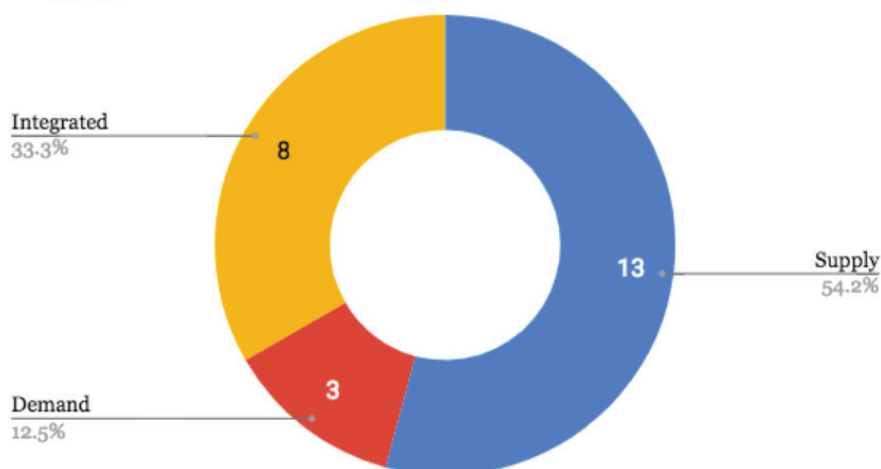


Figure 9: Digital Intervention Landscape

### Demand Side Interventions

Of the 24 interventions that were surveyed, only 3 (10-week Top Tech Tools, Youth Job Creation Initiative and Screening for Success) are solely demand-side focused and are all concentrated in urban areas. These interventions work with private sector employers to increase capacity in financial and managerial skills. Ten-week Top Tech Tools for example enforces the need for quality standards in the industry.



Insufficient access to finance seems to be a reason for the smaller scale of this particular intervention (the intervention targets to train 35 women per every cycle).

Of the 7 organizations interviewed, only Harambee works with the public sector to place people into jobs (less than 20% of its placements). A unique problem arises when creating jobs in the public sector; whereas private sector firms are able to employ less people but keep them in employment for a longer period of time, public sector jobs are often only for 6 months at a time seeing that the government is often trying to meet an employment rate target. Hence, not much attention is focused on retention and these newly unemployed youth simply go back into the pool of unemployed people.

### *Supply Side Interventions*

Of the 24 interventions that were surveyed, 13 are solely supply side focused and are concentrated in the urban areas. These focus on training people in digital skills such as coding and digital design. The training content ranges from developing basic IT literacy to highly sought- after advanced IT skills. However, it is hard for such training programs to accurately guess the numerical demand for workers with these skills especially in the private sector since a central portal does not exist. Fifty percent of these interventions focus on training young women, who are most likely to be digitally illiterate for many reasons; the major two are the lack of numeracy education and the pervasive perception that anything ‘digital’ focused is ‘too hard to learn’. In addition, graduates of TVETS, Technical and Vocational Education and Training Colleges (who are often supposed to be the least likely to be unemployed) are often not skilled enough for many high skilled jobs because they are taught with older and more outdated technology and as a result have to be retrained. A major challenge on the supply side interventions side is placing people into jobs immediately post-training. If this is not done, and the skills not constantly practiced, the participants lose these skills and this is inefficient.

On the ground in South Africa, many supply side interventions are undercut by the emphasis on a person’s existing network, especially in the public sector. As a result, many without a network to tap into are not able to get jobs since they are not connected to someone who can give them one. All 9 of the South African youth interviewed pointed to this exclusion problem; employment opportunities seem to have less correlation with the qualifications and competencies of unemployed youth and more correlation with the networks that they are a part of, as well as who they know.



### *Integrated and Supply- Demand Interventions*

The remaining interventions are either Integrated in nature or both supply and demand. These such as Microsoft 4Afrika and Yes4Youth focus on training unemployed youth in digital skills and placing them in digital jobs according to demand within the particular company. As a result, it is often private sector technology firms that are doing this to fill needs that their individual companies have, hence the problem of scale arises. All train unemployed youth and then place them into internships or entry level jobs and have been able to place a little under 18,000 youth so far.

The South African government made 330,000 jobs available this year and has committed to investing R.4 billion in cash (\$290 Million) to create jobs and R.4 billion worth of services. In total, all the interventions target 67,000 South African youth specifically. Career-jet, the most popular recruitment website has 113,968 listed jobs available in South Africa but the country has 3.3 million young people not in education, employment or training. Of the interventions surveyed, half are focused on job access and only two on job creation. The lack of emphasis on job- creation is exacerbating the problem of unemployment seeing that even if all the available jobs were filled with qualified people, going off our intervention scope, there would still be over 2 million people in unemployment.

### **ADDITIONAL INSIGHTS**

#### *Self Employment/ Entrepreneurship*

Of all the interventions surveyed, only COSY (Creating Opportunity for South Africa's Youth) and Microsoft 4Afrika have an intentional focus on teaching entrepreneurship. "Generation Jobless" by Peter Vogel points to entrepreneurship and new ventures as the sole driver of innovation and job creation since entrepreneurs often employ their unemployed friends and countries like Germany, Japan and the United States have reaped the benefits of supporting entrepreneurship. However, in South Africa, the financial support for entrepreneurs is highly political seeing that a change in government is likely to change the availability of such funds. Two of the 'failed' entrepreneurs interviewed discussed starting businesses with promised financial support from the government only to have the fund for entrepreneurs (in Western Cape) shut down when a new government came into place; they are currently looking for employment in the formal sector. A second major problem is addressing the lack of confidence that many entrepreneurs have in presenting their ideas to others and potential sponsors. As a result, entrepreneurial ideas are often discarded prematurely.



### *Geographic Distribution*

Of the 24 interventions surveyed, 20 (83.3%) target the urban areas and only 4 (16.7%) target the rural areas.

### *Vulnerable Population*

Only 6 (25%) of the 24 interventions are poverty focused and even though illnesses (HIV/ AIDS being one of the most prevalent) are often a barrier to employment (due to discrimination), none of the interventions for digital jobs target unemployed youth living with HIV/ AIDS. Furthermore, only one intervention targets unemployed youth living with a disability.<sup>68</sup>

## **3.2 Gaps in Digital Landscape**

### *Vulnerable Populations*

Of all the platforms we surveyed, only one (CODE X) specifically targets vulnerable groups like women, and the poor. The assumption for many of these platforms is that the digital aspect will eliminate the barriers that these marginalized groups have historically faced when seeking employment. However, many of the same socioeconomic barriers that bar women and the poor from accessing opportunities in the conventional economy are replicated in the digital sphere, and so platforms need to take deliberate steps to make sure all sectors of population are included in this realm.

### *Educational Gap*

The national matriculation results paint a disheartening picture of the quality of potential candidates for digital jobs. South Africa's legacy of apartheid translated to an unequal educational system between the rich and poor. This creates a huge discrepancy in the quality of education from private to public schools to newer public-private schools. The failing math education system leaves many people innumerate. Fifty percent of students drop out of school by the time for the matric in the 12th grade and only 40% of the remaining students pass the matric. Additionally, 75% of teachers preparing students for the matric cannot pass it themselves.<sup>69</sup> As a result, fewer students have the numerical tools to be taught digital jobs. Interestingly, not everyone locked out of the formal education system is automatically unqualified for digital jobs. Programs like MLabs are finding and training unemployed youth in the slums who have the ability to code despite not having formal education, but such youth are not able to signal these





skills to potential employers who still demand the matric certificate from applicants. With substantial gaps in programs that focus on new ways of thinking about digital learning, new ways of creating digital jobs, and new digital jobs in general, educating both employers and potential youth employees to approach the digital jobs realm in a more innovative manner has great potential to the sustainment of youth employment in South Africa going forward.

### *Affordable Training*

From our limited data set, 60% of the training platforms required some kind of payment to access the resources. The paid platforms generally offer training in more technical skills and the price tends to increase as the skill-level increases with hard-coding training costing upwards of \$350 USD. The free-of-charge platforms focus on general job-readiness training.

The dysfunctionality of the education system in South Africa makes the provision of free to low-cost opportunities for skill development outside the formal education system an imperative to addressing youth unemployment. These prices of these paid training programs are prohibitive to many South Africans, particularly those who are facing unemployment. As such, particularly vulnerable youth are less likely to seek out more stable and lucrative career options because they require a specialized skill-set and the costs of learning ICT-intensive skills are so high. There needs to be free/cheaper online technical skills training.

### *Linking Training to Long Term Employment*

Digital jobs training is particularly sensitive for people who have never been exposed to it before. As with other new quantitative experiences, it takes practice to understand, perfect and retain the skills over time. When successful trainees are left without a placement or job to practice these skills at, they run a risk of losing the skills and the donors money invested in the intervention goes to waste. It is therefore crucial to the long-term success of the youth that the initiatives place them into internships or jobs with which they can solidify and perfect their understanding of the skill. With the youth labor supply very much present, there exists a gap in programs that specifically focus on utilizing and teaching data analytics skills.

Additionally, three youth employment experts expressed that most supply side intervention programs lack training that specifically focuses on workplace professionalism and business ethics. Since



these soft skills are crucial to maintaining a job and future success in the professional world, this lack of programs teaching soft skills is a noteworthy gap. However, such a gap could be filled using the infrastructure of existing digital supply side programs if the contributors dedicate time and resources to achieving such an important pillar of long term youth employment.

### *Aggregated Information*

During the stocktake, the team had difficulties with locating the information for the various intervention for digital jobs. Despite the websites that the different interventions operate, it took a lot of internet searching to be able to find them. In addition, some of the interventions had such a limited scope (e.g., planning on training 5 girls) and some had been suggested but had never been launched. Three interviewed South African youth pointed to the fact that they and other friends depend on the social media websites Twitter and Facebook to get information about trainings and hirings in the job market.

A consolidation of all the interventions into one place provides various benefits and incentives: the South African government can keep track of the numbers being trained and their placements, the South African government can cancel inefficient interventions that continue to receive donor funding even though they are not helpful and it helps ensure that people keep track of the efficiency and effectiveness of their dollars.

Along a similar vein, the introduction of a highly functional all-encompassing digital platform would help youth locked out of the economy as it would help them prove to be able-bodied workers through technological avenues. If designed in a user friendly and aesthetic way that would allow any young person to effectively search for a job, the digital platform would make a resounding difference in properly matching youth with existing digital jobs.

### *Providing Viable Employment Opportunities for Entrepreneurs*

Three experts interviewed for this report also emphasized a gap regarding digital programs supporting entrepreneurs since instability in the labor market has led to the development of entrepreneurial skills among the youth and thus interventions should be implemented that play to that strength of the youth populace. Encouraging entrepreneurship is a good way to stimulate the demand for labor without the need for large-scale economic overhaul. As such, interventions

and platforms are needed with functionalities that allow entrepreneurs to develop their business ideas and network with and learn from each other.

#### *Increasing focus on Job Creation*

Eight percent of the interventions found focus on teaching entrepreneurship and none focus on expanding already existing sectors to add newer jobs to it. However, it is important to note that even if every available vacant job position is filled, there will still be over 2.2 million people left unemployed. To create new jobs, the government and private sector need to look into sectors that have spare capacity to hire higher numbers of people. Such industries include the construction industry and the tourism industry.<sup>70</sup> Even though a majority of the jobs in these industries might not be digitally focused in nature, this is a necessity to ensure that people are not solely employed for 6 months because employers are just trying to provide youth with ‘experience’ so they are more competitive applicants for future jobs.

#### *More Rural and Township targeted Initiatives*

Currently, 62% or nearly two-thirds of South Africa’s population of 50 million live in urban areas and the annual rate of urbanization is 1.21%.<sup>71</sup> This leaves a sizable proportion of people (and unemployed people) in the poorer rural areas like the Eastern Cape with fewer interventions tailored to them. The presence of townships and slums (like Soweto in Johannesburg, and Inanda in KwaZulu-Natal) in South Africa’s urban areas (a legacy of racial segregation) blurs the demarcation between urban and rural in regions and there are less interventions specifically targeting people who live in the slums in urban areas. The major urban areas are Gauteng, Western Cape and KwaZulu Natal and we see a concentration of the initiatives in these areas and less in areas like the Free State and Limpopo where the unemployed people contribute over 14% to the nationwide unemployment rate as seen in Figure 10.



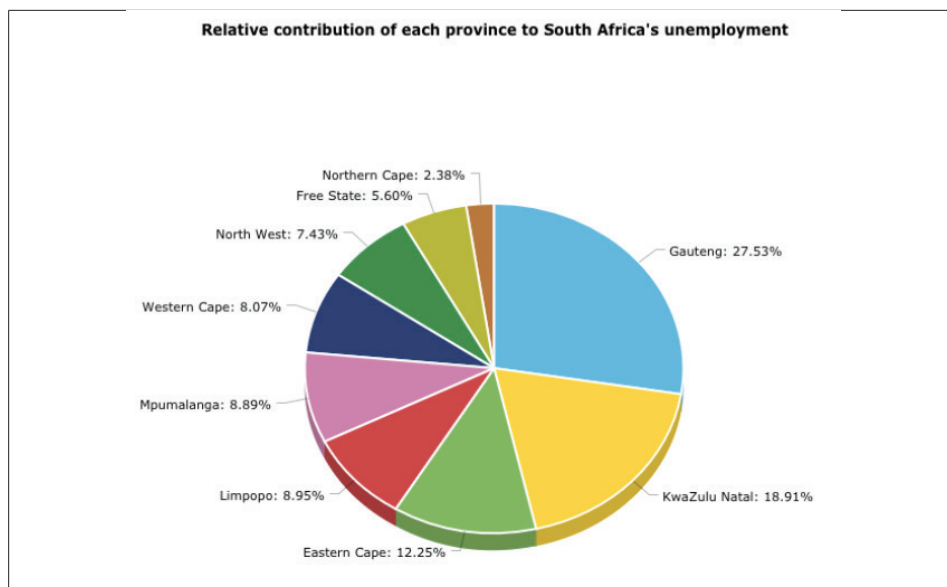


Figure 10: South Africa Unemployment by Province

The heavy focus on placing the interventions in rural and commercial areas to ‘attract the most people’ invariably locks out people in more rural places and townships within the urban regions. One of the South African youth interviewed pointed to the transport cost of going to the intervention as a barrier to uptake; this suggests that interventions should be more accessible to such populations.

#### 4. Recommendations

##### *Digital Empowerment through Mathematical Education*

Given the number of youth who drop out of the formal schooling system, there is an increasing number of people who are innumerate. The mathematical ‘know-how’ is a foundation of digital jobs and a lack of this makes teaching digital skills and placement into digital jobs even harder.

##### **CASE STUDY — BRILLIANT MATHS**

*Brilliant Maths is a free online module that allows students to go through the entire South African Math curriculum. The vision of this company is to educate South African youth in slums who can not afford to go to school. Free center hubs in the slums and community centers allows students to have access to mathematical education and therefore become better candidates for digital jobs.<sup>72</sup>*

##### *Relevant Affordable Training*

A wide range of training modules should be available on the platform for free so that youth can equip themselves with the skills they need to acquire jobs of any level. These modules should be organized accord-

ing to the specific job that the training prepares for to make website navigation easier, and to help youth better understand the skills they need for their desired career path.

#### CASE STUDY – FUTURE JOBS FINDER PORTAL

*The Future Jobs Finder tool aims to provide career guidance and access to training content to enhance the prospects of South Africa's youth in the digital economy. The tool allows young people to take an online career aptitude test to evaluate their personal strengths and then offers job recommendations. By accessing the Future Jobs Finder Tool, the youth will gain access to a range of accredited learning programs based on the recommended jobs. The tool is designed to help youth develop their digital skills and access learning and employment opportunities.<sup>73</sup>*

#### Digital Evaluation

Increased uptake of the IKM tool, International Knowledge Management, Knack and other appropriate skill identifiers to accurately prescreen candidates for job-matching and employable skills even if they lack formal education or the matric.

#### CASE STUDY – KNACK

*Knack combines cutting-edge engineering, computational behavioral science and mobile gaming into a transformative technology that pinpoints people's behavioral skills and hidden potential, and matches them to the right job opportunity—overcoming the bias and shortcomings of resumes and interviews, and breaking down the barriers created by job experience and credential requirements.<sup>74</sup>*

#### Result – Dependent funding

The discrepancy between the amount of money spent on training youths and the numbers successfully placed into long term jobs is alarming. Future funding of digital job interventions needs to be made contingent on successful long term placements into different industries.

#### Increase Digital Accessibility

A digital platform can only lead to inclusive employment only if all sectors of the population can access it. However, according to the Digital Jobs Report, vulnerable populations are less likely to have access to the internet, and so the same structural injustices that limit these people in the traditional labor market are reflected in the digital realm.<sup>75</sup> Therefore, S4YE needs to take deliberate measures to ensure that this potential platform reaches as much of the population as possible. S4YE should invest in the continued development of digital hubs in townships and rural areas, as well as expanding broadband accessibility through key partnerships.

**CASE STUDY - NXT LVL**

*Vodacom's NXT LVL program gives Vodacom sim card users free access to a number of job search platforms like Careers24 and CareerJet. S4YE should build on this idea and partner with Vodacom and other cellular service providers to give youth free access to job search platforms.<sup>75</sup>*

*Aggregate platforms to increase efficiency of job-search process*

Our stocktake of digital employment platforms indicated that a third of the recruitment focused platforms provided similar job vacancy listing functionalities. Furthermore, a young person living in South Africa, revealed that most South African youth still find jobs on social media platforms Facebook and Twitter. This abundance of platforms serving similar functionalities fragments the digital employment marketplace causing young people to lose time, money, and potential opportunities. If S4YE decides to develop a platform, it should ensure that it has the capacity to draw all users from existing platforms to form one aggregated platform with a robust array of available opportunities.

*Use Platforms to Broaden Geographic Scope of Job Opportunities*

The benefit of digital employment is that, in theory, young people in South Africa should be able to traverse the physical and social barriers that bar them from opportunities in the traditional job market. As developed in the gaps section, the number of jobs available in the South African economy is minute compared to the sheer number of unemployed youth in the country. Given that the South African job market is oversaturated with low- to medium-skilled labor, S4YE's platform should consider partnerships with foreign/multinational companies that need a remote labor supply so that South African youth can have access to a wider sphere of jobs. These partnerships should be negotiated along with the government of South Africa to ensure that the country's strict labor protection laws are being effectively translated to remote digital employment.

**5. Conclusion**

The digital economy has the potential to transformatively aid this generation of South African youth overcome the exclusion and exploitation historically embedded into South Africa's economy. However, there is still much work to be done before this potential can be fully realized. A digital platform would be useful in removing some of the barriers between youth and meaningful employ-

ment, but only if it is implemented in the right way and in the right context. The three most important factors necessary for the creation of an effective platform will be the availability of suitable jobs, the creation of a digitally-enabled labor force, and the large-scale access to the platform. Success will require simultaneous coordination of these three factors in order to provide stakeholders meaningful incentives to fully participate. The platform should be incubating in conjunction with developing industries that have the potential to create digital jobs like data migration and data analytics since the success of the platform will rest on its immediate utility to job-searchers. Furthermore, supply-side interventions should continue to increase the digital readiness of the labor force through training and increased access to digital technologies, with special attention being paid to women and rural populations.

Moving forward, critical factors necessary for the success of this platform project include the continued expansion of internet penetration which remains low at 54% and a robust overhaul of the public education system so that the labor force can meet the basic literacy and numeracy requirements needed for valuable participation in the digital economy.





## REPORT CONCLUSION

With youth unemployment posing a threat to global political and social unrest, economic development, and personal identity, effective interventions addressing job access, quality, and creation are more critical than ever. While Jordan, Liberia, and South Africa present different political and cultural contexts, similar themes emerged in all three countries. The education-to-employment pipeline, already widely critiqued, must improve by embracing modern curriculum fit for employer needs. Paramount to addressing the crisis is a focus on private sector growth, with special attention to incentivizing and supporting SMEs and self-employment/entrepreneurship. Lastly, interventions should apply a lens for addressing social barriers - targeting vulnerable youth identities from gender, to geography, ability, ethnicity, social class, and more - in order to generate truly transformative *inclusive* employment opportunities.



## A. Figures

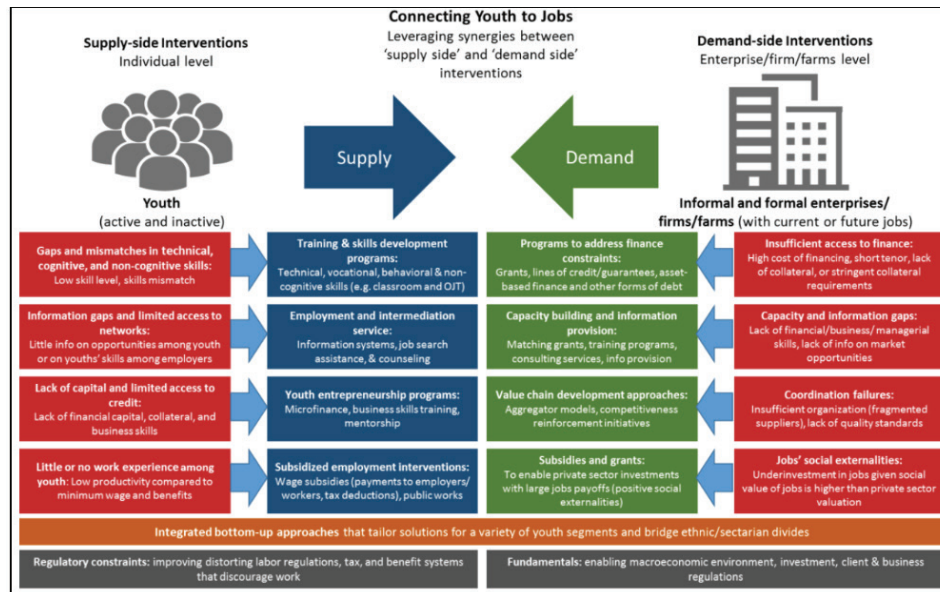


Figure 1: Framework for Integrated Youth Employment Interventions

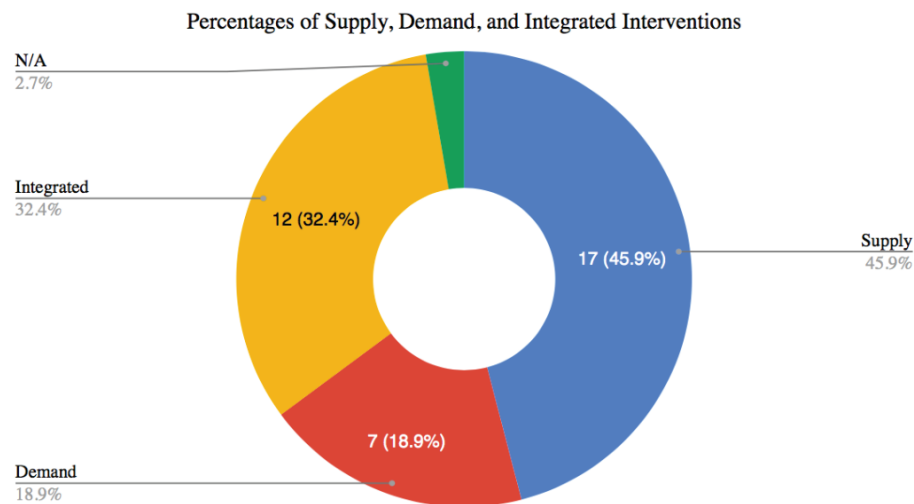
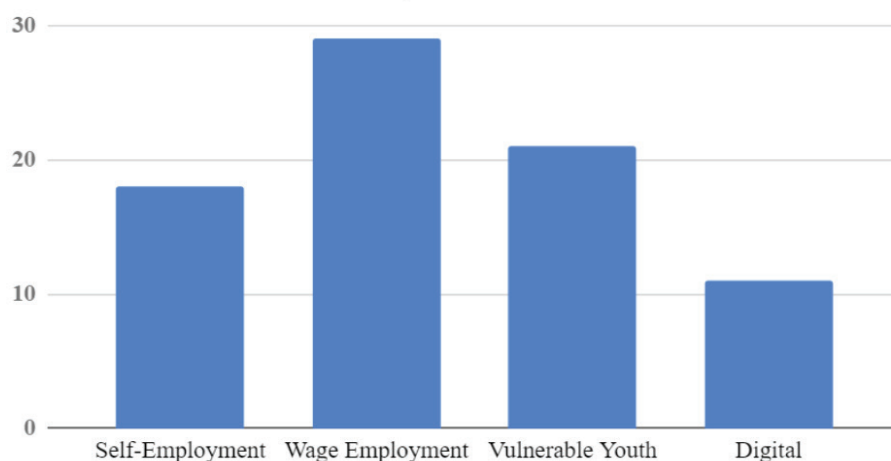


Figure 2: Percentages of Supply, Demand, and Integrated Interventions (Jordan)



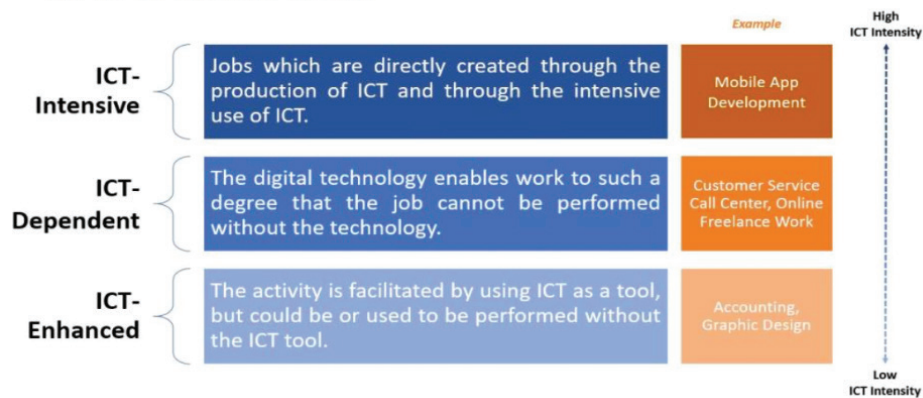


**Number of Interventions by Pillar**



*Figure 3: Number of Interventions per Pillar (Jordan)*

#### TYPES OF DIGITAL WORK



*Figure 4: Types of ICT Interventions*



Figure 3: Segmentation of Beneficiaries According to Labor Market Barriers and Social Barriers

Labor market barriers	High	<b>Intensified Activation:</b> Beneficiaries needing intensified activation e.g. extremely poor unemployed youth. <b>Intensive provision</b> of interventions to address low skills, no work experience, and information gaps/limited access to networks	<b>Hard to Serve:</b> Hard to serve beneficiaries e.g. extremely poor inactive rural women with low education. <b>Intensive provision</b> of interventions to address low skills, no work experience, information gaps /limited access to networks, coupled with interventions to address social barriers (e.g. cash transfers, transportation arrangements/subsidies, caretaking options, etc.)
	Low	<b>Market Ready:</b> Market-ready beneficiaries e.g. non-poor, unemployed educated youth. <b>Light provision</b> of interventions to signal skills and address information gaps/limited access to networks and limited work experience	<b>Special Support:</b> Beneficiaries requiring special support e.g. non-poor, unemployed educated youth with disabilities. <b>Light provision</b> of interventions to signal skills, address information gaps/limited access to networks and limited work experience, coupled with interventions to address social barriers (e.g. cash transfers, transportation arrangements/subsidies, caretaking options, etc.)
		Low----- Social barriers ----- High	

Figure 5: Definitions of Beneficiary Need Type

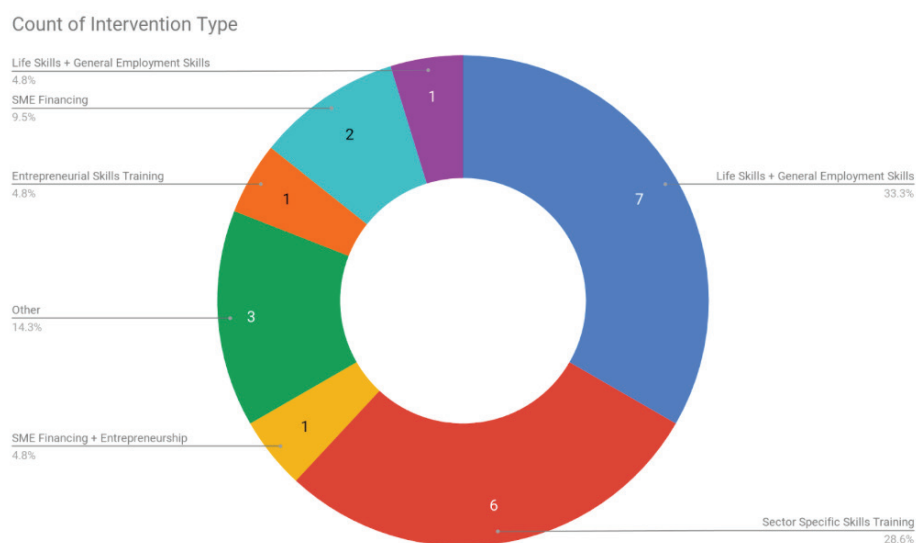
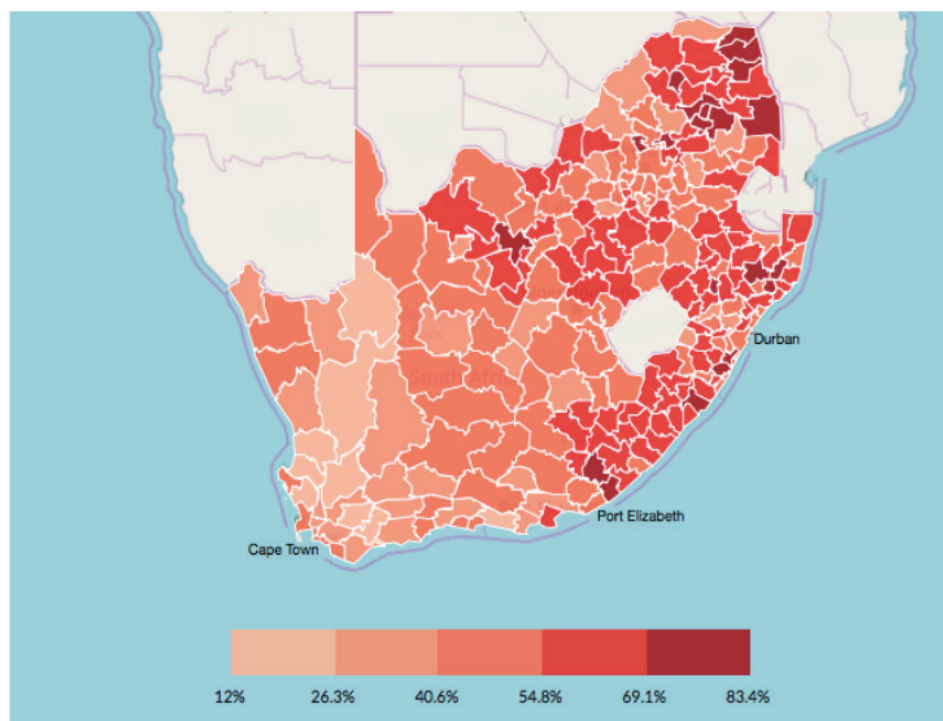
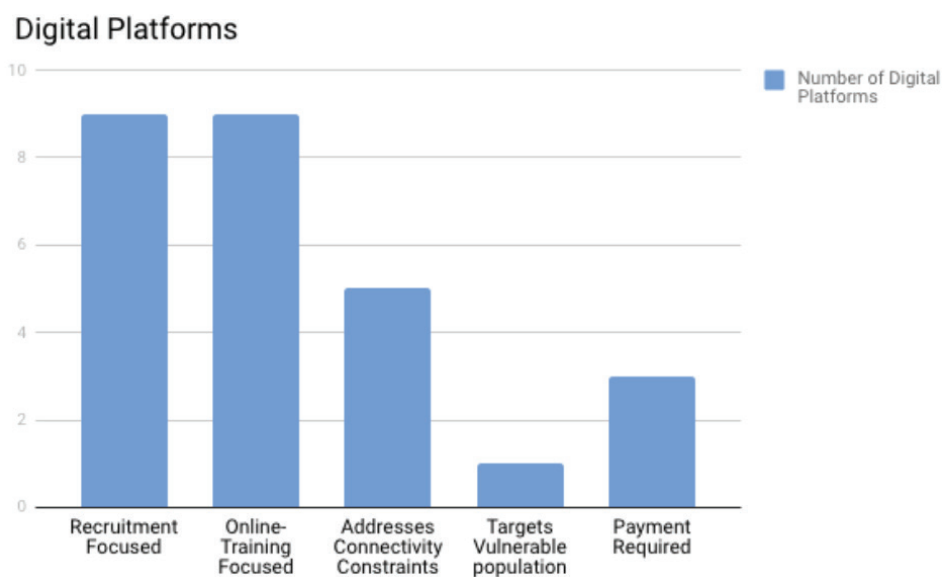


Figure 6: Breakdown of Liberian Youth Employment Interventions by Type (Liberia)

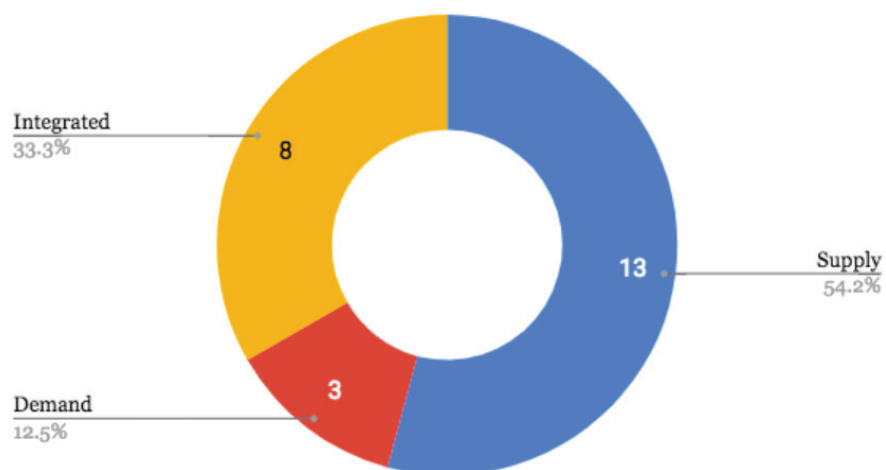


*Figure 7: 2011 Youth Unemployment Rates by Province (South Africa)*



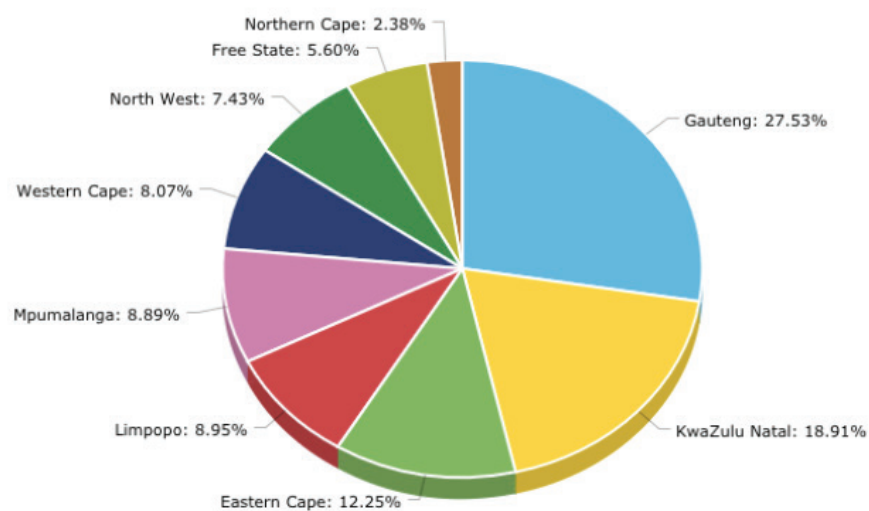
*Figure 8: Characteristics of Digital Platform Landscape (South Africa)*

## Supply, Demand and Integrated Interventions



**Figure 9: Digital Intervention Landscape (South Africa)**

## Relative contribution of each province to South Africa's unemployment



**Figure 10: South Africa Unemployment by Province**



## B. List of Interviews

*Thank you to our many interviewees for insight into country context, priorities, and intervention details.*

NAME	POSITION / ORGANIZATION	COUNTRY
Ahsan-ul-Haque Helal	Jordan Country Project Director, Mennonite Economic Development Associates (Jordan Valley Links)	Jordan
Bryanna Millis	Senior Technical Advisor, USAID/FHI360 LENS Project	Jordan
Deborah Greebon	Deputy Chief of Party, USAID/DAI Jordan Competitiveness Project (JCP)	Jordan
Emilie Leforestier	Current McKinsey Consulting Associate, Former Consultant with Jordan Competitiveness Program (JCP)	Jordan
Justin Schuster	CEP, Syria Direct	Jordan
Khaleel Najjar	Program Manager, Youth Impact Labs (Mercy Corps)	Jordan
Maher Zuhier Faris	Project Coordinator, Shamal Starts	Jordan
Mariana L. Neisuler	Deputy Economic Counselor, U.S. Embassy in Amman	Jordan
Marwan Muasher	Vice President for Studies, Carnegie Endowment for International Peace; Former Jordanian Diplomat and Politician	Jordan
Nafez Dakkak	Former CEO of Edraak.org; Current CEO of the Queen Rania Foundation, London Office	Jordan
Shahera Youssef Younes	Director of Work Global Education, Employment, and Engagement, FHI360	Jordan
Santiago Quinones	Junior Programme Officer, FAO	Liberia
Martinus Van de Knaap	Fishery and Aquaculture Officer, FAO	Liberia
Melanie Beauvy-Sany	Director International Youth Programs, Education Development Center (EDC)	Liberia





NAME	POSITION / ORGANIZATION	COUNTRY
Joy Olivier	Co-Founder & Executive Director, IkamvaYouth	South Africa
Maximilian Matschke	Project Manager, McKinsey & Company	South Africa
Yvonne Thomas	Director of Corporate Citizenship and Public Affairs, Microsoft	South Africa
Ghada Khalifa	Director of Philanthropy for the Middle East and Africa, Microsoft	South Africa
Charlene Verzmoter	Philanthropies Lead, Microsoft	South Africa
Rob Urquhart	Executive Knowledge and Impact, Harambee Youth Employment Accelerator	South Africa
Solly Khoza	CEO, Mentec Foundation South Africa	South Africa
Lizelle Strydom	Placement Manager, CareerBox	South Africa
Tashmia Ismail-Saville	CEO, Youth Employment Service (YES)	South Africa
7 Anonymous Interviewees	South African Youth	South Africa
Emmanuel Ogor	South African Youth	South Africa
Anna Star	South African Youth	South Africa

### C. Research Toolkit

Our research was divided into three larger iterative processes: 1) Stock-taking, 2) Gap Analysis, and 3) Policy and Action Recommendations. Below you will find more information about best practices in framework research, organized first by takeaway insights and lessons learned, followed by a breakdown of research steps.

#### Research Process Takeaways: Lessons Learned

- **Purpose of research and report should be clarified and crystallized as early as possible.** This can prove exceedingly helpful in shaping stocktaking research in line with intervention type priorities, leading to a more specific analysis of identified-priority areas.
  - If there are variations between multiple countries of research interest, identify clear sub-group goals and objectives as early as possible.
- **Interviews with country/topic experts and intervention representatives were helpful** in situating the country-specific constraints and context within more local and lived knowledge of the



crisis, as well as detailing intervention activities/insights/evaluations and suggesting further sources for research. Our research team would recommend **reaching out to intervention contacts and experts very early in the process** to account for delays in scheduling and coordinating interviews and to gain earlier insight into the breadth of donor actors and intervention types in the field.

- Be prepared to conduct iterative updates of the stocktaking, as interviews help expand stocktaking intervention knowledge.
- **Increase inputs from country youth to center mission and findings in on-the-ground perspectives.** Local, youth-specific knowledge is key to informing gap analysis as it addresses lived experiences and needs. The research team's findings and analysis would have been amplified with more country youth perspective. If possible, research would be amplified if researcher could spend time (two weeks) on the ground in country of interest.
  - If logistically possible, the research team recommends working with youth in country universities to jointly tackle research. The team believes this would have added an informative, compelling, and country-specific layer to the research process and outcomes.

## 1. Youth Unemployment Context

- a. The research team found it effective to first begin with research into the larger global context of youth unemployment in order to situate the crisis and its corresponding responses within broader themes: education-employment mismatch, heightened vulnerability for certain populations, inundation of supply side interventions, and lack of support for entrepreneurs, among others.
- b. Resources identified as helpful in understanding larger context include,
  - i. "Generation Jobless? Turning the Youth Unemployment Crisis Into Opportunities" (2015) by Peter Vogel.
  - ii. World Bank reports including "Integrated Youth Employment Programs: Part 1/Deliverable 1 A Stocktake of Evidence on what works in Youth Employment Programs" (2018) and "Integration: A New Approach to Youth Employment Programs: Part 2/Deliverable 2 General Guidelines for Project Teams" (2018).
  - iii. Resources and reports from Solutions For Youth Employment (S4YE) website.



## 2. Country Context Research

### a. Best Practices

- i. Country context research should strive to capture key drivers of unemployment: macroeconomic, educational, cultural etc.
  - ii. Use pertinent supply/demand models for unemployment as a framework (example: Figure 1 Framework for Integrated Youth Employment Interventions) when conducting research as to capture relevant details without being overwhelmed by information.
  - iii. Detailed demographic breakdown of unemployment will be useful when evaluating the gaps in the intervention landscape in the later stages of the research process.
  - iv. Identify country-specific national priorities in addressing youth unemployment to better understand national and governmental efforts.
- b. Many international organizations and thinktank have produced insightful country-specific research. Look to organizations such as the International Labor Organization (ILO), The World Bank, The Brookings Institute, Rand Corporation, and the International Youth Foundation, among others.

## 3. Stocktaking Research

- a. Use different frameworks to group and catalogue interventions, such as Supply-Demand frameworks and/or S4YE's Job Creation, Job Quality, and Job Access pillars.
- b. Design stocktaking spreadsheet with categories of interest before embarking on the research portion in order to ensure that relevant information is captured from each intervention in the first round of research.
  - i. Use data organization techniques that will make it easier to draw key insights from long list of interventions (e.g., drop-down menus, data filters, etc.)
  - ii. The research team's data template is shared below. Columns include: Program Name, Implementing Agency, Donor Agency, Budget, Location(s), Geography, Duration of Program, Project Description, Activities, Supply/Demand/Integrated, Job Creation/Quality/Access, You Focused?, Poverty Focused?, Digital Jobs?, Target Digital Job Type (ICT-Enhanced, -Dependent, -Intensive), # of Beneficiaries, Target Population, Eligibility Criteria, Beneficiary Need Type (Intensified Activation, Market Ready, Special Support,



Hard to Serve), Profiling Method, Describe Profiling Method, Notable Features, and Source(s). \*Note that some of these categories will be difficult to identify in desktop research.

- c. Find list of major funders and recipient projects and use that as an entry-point to stocktaking specific interventions as this will better allow researcher to capture the initiatives that are most influential (as reflected by financial investment).
  - i. List of Large international donors include Business Development Centre, Danish Refugee Council, Norwegian Refugee Council, Deutsche Gesellschaft Für Internationale Zusammenarbeit (GIZ), Development Alternatives Inc. (DAI), Family Health International (FHI360), International Labor Organization (ILO), Japan International Cooperation Agency, Korea International Cooperation Agency, The International Fund for Agricultural Development, United Nations Development Program, United Nations High Commissioner for Refugees, United Nations Educational Scientific and Cultural Organization, United States Agency for International Development, Vocational Training Corporation, World University Service of Canada, and World Food Program
- d. Country contact interviews can be important referencing sources as they can suggest and connect you to new organizations. Interviews were incredibly helpful in gaining insight into country context and intervention landscapes – the research team recommends incorporating these early into the research process. Asking interviewees about the larger field helps generate more intervention titles.
  - i. Best practices in successfully contacting interviewees relied on a mix of personal introductions and contacting representatives via website-based contact information. Many interviewees kindly offered to introduce the research team to other intervention representatives.

#### 4. Gap Analysis

- a. Map intervention landscape to country priorities laid out by S4YE, the target country, interviewees, and context/constraint research.
- b. Reintroduce supply/demand unemployment model as a way of organizing findings.
- c. Again, interviews can be helpful here in identifying different perspective for intervention gaps.



## 5. Recommendations

- Use country-specific reports on best practices for interventions as a jumping off point when thinking about what kind of action will be most effective in the space.
- Interviewees are extremely helpful in providing hyper-local knowledge about constraints that may not be apparent from formal research (e.g., most used social network websites.) Thus recommendations can address both desktop-researched *and* expert-/local-identified constraints specific to the country.
- Helpful to think about recommendation timelines (short-term, intermediary-term, long-term) and which stakeholders would be needed for implementation (S4YE, Local government, private sector etc.).
  - Additionally helpful to consider scale of recommendation, from more easily implementable to larger structural needs.

## D. Intervention Charts: Supply vs. Demand Components

### JORDAN

Program Design Components in S4YE Case Studies (Jordan)	Supply-Side Components			Demand-Side Components		
	Training & Skills Development	Employment & Intermediation Services	Employment Subsidies	Improving Access to Finance for SMEs	Capacity Building & Information Provision	Targeted Sector-Specific Approaches
Shamal Start	X	-	-	X	X	-
Women's Leadership, Empowerment, Access & Protection in Crisis Response (LEAP)	X	-	X	-	-	-
Jordan-Canada Partnership for Youth Employment	X	X	-	-	-	-
Sustainable Economic Development Through Renewable Energy	X	-	-	-	X	X
Women's Economic Linkages and Employment Development-WE LEAD	X	X	-	-	-	-
Water Wise Women Initiative, and Technical and Vocational Education and Training for Jordanian and Syrian refugees in the Jordanian Water Sector	X	-	-	-	-	-
Digital Livelihoods	X	-	-	-	-	-
Jordan Valley Links	X	X	-	X	X	X
Youth Impact Labs Jordan	X	-	-	X	X	-



Establishment of Specialised Industrial School in Zarqa	X	X	-	-	-	-
Rural Development: Rural Economic Growth and Employment Project	-	-	-	X	X	X
Jordanian Competitiveness Program	X	-	-	X	X	X
Local Enterprise Support Project	-	-	-	X	X	X
The Jordan USAID Building Economic Sustainability Through Tourism (BEST) project	-	-	-	X	X	-
Youth With Potential	X	-	-	-	-	-
Passport to Success	X	-	-	-	-	-
Promoting Economic Development in Communities Hosting Syrian Refugees	X	-	-	X	-	-
Jordan Workforce Development Plan	X	X	-	-	-	-
Microfund for Women's Startup Financing Program	-	-	-	X	-	-
"Know About Business" in Vocational High Schools & Community Colleges in Jordan	X	X	-	-	-	-
Tripartite Action for Youth Employment in Jordan	X	-	-	-	X	-
Ta3mal (Platform)	X	X	-	-	-	-
Oasis 500	X	-	-	X	X	-
Silatech's Makinati Program	X	-	-	X	-	-
Microfund for Women's Educational Financing Program (Minhati)	X	-	-	-	-	-
Launching Economic Achievement Program (LEAP) for Women	X	X	-	-	X	-
Employment of Young Women through Applied Gender Diversity Management	-	-	-	-	-	X
Innovative Startups Fund Project	-	-	-	X	-	-
Jordan First Equitable Growth & Job Creation Programmatic Development Policy Financing	-	-	-	-	-	X
Youth Programme	X	-	-	-	-	-
Increased Employment in Jordan	-	X	X	-	X	X
Project for Strengthening the Capacity for Career Counseling for the Youth	-	X	-	-	-	-

Hasoub	X	X	-	-	-	-
ReBoot Kamp	X	X	-	-	X	-
Jordan Education for Employment	X	X	-	-	X	-
JoWomensomics	X	X	-	-	-	-

## LIBERIA

Program Design Components in S4YE Case Studies (Liberia)	Supply-Side Components			Demand-Side Components		
	Training & Skills Development	Employment & Intermediation Services	Employment Subsidies	Improving Access to Finance for SMEs	Capacity Building & Information Provision	Targeted Sector-Specific Approaches
Youth Opportunities Project (YOP)	X	-	-	X	X	-
Youth Employment Skills (YES)	X	-	X	-	-	X
Liberia Youth Employment Project (LYEP)	X	-	X	-	-	-
Lofa Women's Weaving Center	X	-	-	-	-	X
E+ Program	X	-	-	X	-	-
Formalization of Petty Traders Project	-	-	-	X	-	X
Liberian Marketplace Project	-	-	-	X	X	-
Prospects 2	X	X	-	-	X	-
Prospects 2-Psycho-social	X	-	-	-	-	-
Prospects 2-Employment & Entrepreneurship	X	X	-	-	-	-
Prospects 2-New Day Innovations for Youth Employment	X	X	-	-	-	-
Prospects 2-Results, Learning and Research	-	-	-	-	X	-
Prospects 2-Partnerships	X	-	-	-	-	-
Prospects 3	X	X	-	X	-	-
Prospects 3-Employment and Entrepreneurship	X	X	-	-	-	-
Prospects 3-Social Business Development	-	-	-	X	-	-
Prospects 3-Results, Learning and Research	-	-	-	-	X	-
LR: Youth, Employment, Skills Project	-	X	X	-	-	-
Liberia Youth Entrepreneurship Employment Project (YEPP)	X	X	-	-	-	-
Liberia MSME & Rural Finance post Ebola Reconstruction	X	X	-	-	-	-
USAID/Liberia Advancing Youth Project	-	X	-	-	-	-







Excellence in Higher Education for Liberian Development	X	-	-	-	-	X
JHEOS	X	-	-	-	-	-
Promoting youth employment in the mining, construction and agriculture sector	X	-	-	-	-	X
Accelerating Progress Toward Economic Empowerment of Rural Women in Liberia (JP RWEE)	X	-	-	-	-	-
Creating aquaculture enterprises for youth employment, poverty reduction and food security	X	-	-	-	-	X
Tree Crops Extension Project (TCEP)	X	-	-	-	-	-
Rural Community Finance Project	-	-	-	X	-	-
Un-Named UNDP Project	-	-	-	-	-	X
Economic Empowerment of Adolescent Girls and Young Women in Liberia (EPAG)	X	-	X	X	-	X

## SOUTH AFRICA

Program Design Components in S4YE Case Studies (South Africa)	Supply-Side Components			Demand-Side Components		
	Training & Skills Development	Employment & Intermediation Services	Employment Subsidies	Improving Access to Finance for SMEs	Capacity Building & Information Provision	Targeted Sector-Specific Approaches
#YourDigitalFuture	X	X	X	-	-	-
10-week Top Tech Tools for Women in Business programme	-	-	-	X	X	X
Bridge Program	X	X	X	X	-	-
Creating Opportunity for South Africa's Youth (COSY)	X	X	X	-	-	-
e-Cadre	X	X	X	-	-	-
Global BPO Solutions	-	X	-	-	-	X
IBM Digital - Nation Africa	X	X	X	-	-	-
Media, Information and Communication Technologies Sector Education and Training Authority (MICT SETA)	X	X	X	-	-	-
Microsoft4Afrika	X	X	X	-	-	-
New Skills for Youth (NSFY)	X	X	X	-	-	-
NzabelaMOBI	X	X	X	-	-	-



Silicon Africa: digital upskilling program	X	X	-	X	-	X
Skills Initiative for Africa	X	X	-	-	X	X
The Bridge	X	X	-	-	-	X
The Cape Innovation and Technology Initiative (CiTi)	X	-	-	-	-	-
Yes4Youth	X	X	X	-	X	X
Youth Job Creation Initiative	X	X	-	-	X	X
Youth Skills Development Initiative	X	X	X	-	X	-
Digify Bytes	X	X	-	-	-	-
Youth Employability Indaba and KNZ Explo	X	X	-	-	-	-

Platform Design Components in S4YE Case Studies (South Africa)	Supply-Side Components			Demand-Side Components		
	Training & Skills Development	Employment & Intermediation Services	Employment Subsidies	Improving Access to Finance for SMEs	Capacity Building & Information Provision	Targeted Sector-Specific Approaches
#YourDigitalFuture	X	X	-	-	X	-
Giraffe	-	X	-	-	X	-
Youth Empowered for Success (YES!) platform	X	X	-	-	-	-
Future Jobs Finder portal	X	X	-	-	-	-
CareerWeb	X	X	-	-	X	-
Ummeli	X	-	-	-	-	-
Skills Portal.co.za	X	X	-	-	X	-
Bizcommunity	-	X	-	-	X	-
Bountly	-	X	-	-	X	-
Career Junction	-	X	-	-	X	-
CareerBox	X	X	X	-	-	-
Careers24	X	X	-	-	-	-
CODE X	X	X	-	-	-	-
Gumtree	-	X	-	-	-	-
Harambee Youth Accelerator	X	X	X	-	X	-
ICDL	X	-	-	-	-	-
Jobvine	-	X	-	-	X	-
Knack	X	X	-	-	X	-
NXT LVL	-	X	-	-	-	-
mLabs South Africa	X	-	-	X	X	-



## E. Intervention Stocktaking

### JORDAN

**Title:** Building Economic Sustainability Through Tourism (BEST)

**Implementing Agency:** USAID in partnership with Ministry of Tourism and Antiquities

**Funding Source:** USAID

**Duration:** 2015-2020

**Project Description:** “This program seeks to enable Jordan’s transformation into a globally competitive tourism destination. The project works in partnership with the Ministry of Tourism and Antiquities and builds on the work of the previous USAID Jordan tourism development projects.”

Activities include creating a business enabling environment, tourism asset development, destination marketing, industry development and destination excellence, and the establishment of a Tourism Partnership Fund to provide grants and fund technical assistance for product and market development.

**Notable Features:** This project is a continuation of two former USAID tourism projects (2008-2013, 2013-2015). The program aims to engage women and youth.

**Title:** Digital Livelihoods: Youth and the Future of Work at Scale

**Implementing Agency:** Digital Opportunity Trust (DOT)

**Funding Source:** Global Affairs Canada

**Duration:** 2012-2018

**Project Description:** “The project aims to expand the Digital Opportunity Trust (DOT) economic empowerment programming, which includes social innovation, entrepreneurship, information and communications technology (ICT), empowerment and leadership skills development, to help young women and men build entrepreneurial and job skills and use technology to increase their incomes and employment opportunities.”

**Notable Features:** The project aims to support youth in providing leadership training, entrepreneurship and workforce readiness programs, and online digital learning. Furthermore, this intervention is part of a large global initiative with eight other countries, presenting opportunities for cross-learning among the different contexts.

**Title:** Edraak.org

**Implementing Agency:** Queen Rania Foundation

**Funding Source:** Royal Family of Jordan

**Duration:** 2014 – Present

**Project Description:** Edraak, is a massive open online course (MOOC) platform, that is an initiative of the Queen Rania Foundation (QRF). It broadcasts courses in Arabic – sometimes developed in coordination with



companies – across the Middle East. Through its partnership with edX, it will also offer free courses developed at Harvard, MIT, and UC Berkeley to Arabic speakers.

**Notable Features:** Arabic-language courses, reliance on Middle Eastern figures to provide role models, provision of certificates

**Title:** Employment of Young Women through Applied Gender Diversity Management

**Implementing Agency:** Jordanian Ministry of Labor

**Funding Source:** German Federal Ministry for Economic Cooperation and Development (GIZ)

**Duration:** 2016 – 2020

**Project Description:** This program seeks to increase employment opportunities for women in the private sector, specifically within Jordan, Egypt, Morocco, and Tunisia. It does this by selecting companies to implement gender diversity training, conducting audits on gender equality, suggesting pro-women measures (such as flexible work hours), and publicizing this work in the region.

**Notable Features:** Works directly with companies to not only explain importance of gender diversity, but help establish conditions to support it.

**Title:** Establishment of Specialized Industrial School in Zarqa

**Implementing Agency:** KOICA/GIZ and Education Ministry of Jordan

**Funding Source:** KOICA

**Duration:** 2017-2020

**Project Description:** The project aims to support the Education Ministry in implementing its plan to reform the vocational education and accommodate more students in the industrial stream at high school. The industrial school will be equipped with the latest technologies for 6 selected specialties: Auto Electric, Auto Mechanic, Welding and Metal Works, Carpentry and Decoration, Electricity, and Air Conditioning & Refrigeration. KOICA will also provide capacity building programs for teachers and administrative staff with a focus on lesson development and practical training manuals.

**Notable Features:** Beyond latest technologies, the new school will be equipped with career guidance counseling in order to better guide students and connect them to employment opportunities. KOICA has partnered with GIZ to leverage its two projects (GIZ: Labor Market-Oriented Vocational Education-Higher Education and Training “MOVE-HET”) to improve impact and provide employment-oriented education and training in Zarqa.



**Title:** Hasoub

**Implementing Agency:** N/A

**Funding Source:** N/A

**Duration:** 2014 – Present

**Project Description:** Hasoub (est. 2014) is a grassroots NGO fostering tech-entrepreneurship within the Arab world. Hasoub focuses on providing Arab youth, primarily university students and early-stage entrepreneurs, with the technical training, soft skills, mentorship, and professional resources to build their own businesses. From 2014 to 2017 Hasoub had engaged over 10,000 participants in 250+ programs, workshops and public events, in addition to over 30,000 members in its online communities.

**Notable Features:** Soft skills training, mentorship, professional resources, run by locals.

**Title:** Increased Employment in Jordan

**Implementing Agency:** Jordanian Ministry of Labor

**Funding Source:** German Federal Ministry for Economic Cooperation and Development (BMZ)

**Duration:** 2016 – 2020

**Project Description:** Goals are to help at least 4,000 people find employment or take up self-employment and help at least 60 percent of beneficiaries find better-quality employment after taking part in labor market services supported by the project. Mechanisms include bringing together stakeholders to improve structures and skills for promoting employment; providing advice to startups; advising Jordanian Ministry of Labor on setting up quality management systems, and; counselling the government on strategies for integrating women.

**Title:** Jordan-Canada Partnership for Youth Employment

**Implementing Agency:** Business Development Center (BDC)

**Funding Source:** Global Affairs Canada

**Duration:** 2012 – 2019

**Project Description:** “The project aims to increase the economic benefits to youth (girls and boys) in Jordan, in the private sector in waged employment and self-employment. It accomplishes this by promoting more effective gender sensitive and sustainable education programs particularly vocational training programs, by delivering training to instructors at selected vocational schools and community colleges on business and soft skills, and on gender equality. The project also seeks to increase the participation of unemployed youth in the labor market, by training male and female students and graduates on business and entrepreneurship skills, and by organizing work placement programs and job fairs to increase access by youth to private sector employment and self-employment opportunities.”



**Notable Features:** As of March 2017, 403 professors were provided with training of trainers on gender-sensitive and sustainable skills for employment, 10,701 youth had completed JCPYE programs, and many businesses underwent awareness workshops to address structural barriers for women in the workplace. This initiative works to address more objective and subjective gender barriers.

**Title:** Jordan Competitiveness Program

**Implementing Agency:** DAI

**Funding Source:** USAID

**Duration:** 2013 – 2019

**Project Description:** The program aims to create comprehensive sector development in order to attract foreign investments and create more jobs, specifically within three identified opportunity sectors including: Information and Communications Technology (ICT), Clean Technology (CT) and Healthcare and Life Sciences (HLS). Beyond sector-specific work, JCP activities also align with the goals and opportunities of the Jordan Compact, which coordinates donor efforts in response to the Syrian Refugee Crisis. Thus, JCP works with the Project Management Unit of Jordan Compact to coordinate efforts in identifying and implementing investment opportunities, providing firm-level assistance to Jordan companies in improving export prospects, and supporting a business enabling environment. Original goals included the addition of 40,000 new jobs, \$700 million in foreign direct investment, and a 25 percent average increase in exports in targeted sectors.

**Notable Features:** JCP accomplishments include pilot programs such as the Clean Technology pilot and the Nurse Bridging Program, expansion of Home Care sector, launch of the ICT Innovation Center at King Hussein Business Park. Importantly, JCP shifted focus with the emergence of opportunities in the Jordan Compact, helping streamline the process for participating in the Jordan-EU Trade Agreement, which designated 18 development zones throughout the country.

**Title:** Jordan Education for Employment (JEFE)

**Implementing Agency:** N/A

**Donor Agency:** N/A

**Duration:** N/A

**Project Description:** “Jordan Education For Employment offers an innovative, demand-driven employment training model based on direct partnerships with private sector companies that are committed to hiring JEFE graduates. JEFE then tailors its employment curricula to meet the needs of these partners and delivers its programs through professional, JEFE-certified trainers. Upon completing a training program, JEFE’s alumni are placed in high-potential jobs with our employer-partners, and have access to an alumni support program.”



**Notable Features:** Connects trainees directly with employment opportunities, thereby addressing concerns of growing frustration among trainee populations that fail to identify job opportunities following trainings.

**Title:** Jordan Valley Links

**Implementing Agency:** Mennonite Economic Development Associate (MEDA)

**Funding Source:** Global Affairs Canada

**Duration:** 2016-2021

**Project Description:** This project seeks to support 25,000 women and youth in the Jordan Valley to increase women and youth opportunities the sectors of food processing, tourism, and clean technologies. The intervention will support women and youth through capacity building initiatives, coaching/mentorship, market linkages, access to finance, value chain development, and efforts to reduce market- and societal-based barriers to entry.

**Notable Features:** This program seeks to more clearly and directly link supply- and demand-driven programming in order to connect producers to larger national and regional markets, often based out of Amman. Thus, they support producers from the small level (packaging, branding, etc.) through the value chain (market linkages). Notably, Jordan Valley Links additionally has its own Innovation Fund to support small scale businesses. It is also addressing objective and subjective barriers to entry for female entrepreneurs by working with communities, families, and market actors to normalize female social mobility.

**Title:** Jordan Workforce Development Project

**Implementing Agency:** DAI

**Funding Source:** USAID

**Duration:** 2014-2018

**Project Description:** The goal of WFD is to create a competitive, demand-driven workforce development system that leads to increased private sector employment – especially for women, youth and those living at or below the poverty line. The project aims to accomplish its goals by 1) Enhancing technical and vocational training in targeted areas and sectors, 2) Providing a clearer path to jobs through more effective labor market information systems, career counseling, mentoring, outreach and job placement (Labor Market Information System), 3) Engaging women, youth, and those living at or below the poverty line in a wider range of jobs, and 4) Improving the rules on workplace safety and certification/accreditation of Technical Vocational Education and Training (TVET). Specific activities include “innovation hubs” and the development of new accreditation certificates for vocational training.





**Notable Features:** Completed more than 96,000 person-hours of vocational training through Work Ready Now! program; placed 5,100 Jordanians and Syrians in new jobs in the food production, clean energy, and garment sectors. Special focus on job quality and labor rights, especially with regards to women in the workplace.

**Title:** JoWomenomics

**Implementing Agency:** N/A

**Donor Agency:** Founded 2014

**Project Description:** JoWomenomics identified a gap between efforts to address gender sensitive curricula in trainings, gender positive hiring practices, and conversations about gender barriers at the community and household level. Thus, the initiative was founded to work at the intersection of these spaces, aiming to engender both a better trained group of women *and* a cultural mindset change toward women in economics. The initiative works to promote a unified national message on gender sensitive training and hiring, coordinate dialogue among diverse stakeholders, and identify opportunities to address both structural barriers and subjective beliefs that inhibit full female participation in the labor market.

**Notable Features:** Efforts include establishing national committee focusing on mindset toward women workforce participation, launching portal to disseminate positive gender messaging, and working with Ministry of Education to train career guidance counselors. The NGO has reached 5 communities, employed 300 women, and influenced 1500 community members.

**Title:** “Know About Business” in Vocational High Schools & Community Colleges in Jordan

**Implementing Agency:** Business Development Center

**Funding Source:** ILO

**Project Description:** The ILO will contribute to fostering an entrepreneurial culture in Jordan by pilot testing its flagship entrepreneurship program, “Know About Business” (KAB), with young Jordanian women and men enrolled in vocational high schools and community colleges. KAB will be pilot tested as an entrepreneurship education curriculum for young Jordanian women and men enrolled in the select community colleges and vocational high schools to: 1) Create awareness of enterprise and self-employment as a career option for trainees; 2) develop positive attitudes toward enterprise and self-employment; 3) provide knowledge and practice of the required attributes and challenges for starting and operating a successful and sustainable enterprise that provides a decent work environment for workers, and; 4) prepare trainees to work productively in small and medium enterprises.

**Notable Features:** Focus on attitudinal barriers to employment.



**Title:** Launching Economic Achievement Program (LEAP) for Women

**Implementing Agency:** Ryerson University and INJAZ

**Funding Source:** Global Affairs Canada

**Duration:** N/A

**Project Description:** The goal of LEAP is to increase women's empowerment toward sustainable economic growth, lower unemployment rates, and a culture of women in the workforce. This is done through the establishment and operation of a business incubator focused on women-led teams; development, enrichment and delivery of gender sensitive-entrepreneurship curriculum and initiatives at Jordanian universities and schools, and; stakeholder capacity building campaign.

**Notable Features:** Focus on removing gender barriers to women's entrepreneurship.

**Title:** Local Enterprise Support Project (LENS)

**Implementing Agency:** FHI360

**Donor Agency:** USAID

**Duration:** 2013-2018 (+ 1-year extension)

**Project Description:** The project aims to encourage economic growth and job creation in underserved Jordanian communities, especially in more rural economies. In coordinating directly with local government, leaders, and businesses, the LENS project works to promote better business policies, support local economic development (LED) and planning, encourage business growth in key sectors, and foster better access to finance. Notably, the program works directly in value chain development for many micro home-based businesses, thereby relying on the wealth of human capital and entrepreneurial minded individuals (often women and youth) existent in local communities and integrating them into larger market networks. Through active micro-scale work in communities, LENS feels better equipped to address community- or MSE-specific constraints.

**Notable Features:** LENS has produced an impressive collection of research and publications on MSEs in Jordan. Using this extensive research, they are able to better fill in gaps in MSE needs and underserved spaces. Advocated for successful policy change in legalizing home-based business licensing.

**Title:** Mihnati, Makinati

**Implementing Agency:** Silatech, MFW

**Funding Source:** Silatech

**Project Description:** Silatech provides technical assistance and training to improve the impact of MFW's existing Mihnati program. Mihnati is a loan product that finances vocational education and training. Silatech is



jointly developing Makinati, a loan product for young startup entrepreneurs targeted mostly to graduates of the Mihnati program.

**Notable Features:** Explicitly targeting young entrepreneurs, providing access to capital.

**Title:** Microfund for Women's Startup Financing Program

**Implementing Agency:** N/A

**Funding Source:** Jordanian Ministry of Industry

**Project Description:** Microfund for Women (MFW) is a private non-profit company registered under the Ministry of Industry and Trade that operates under the umbrella of the Central Bank of Jordan, after obtaining its license. MFW is also part of the Tanmeyah – Jordan Microfinance Network. MFW began its operations in 1996 and is considered one of the leading companies to provide financial services to low-income, small business owners in Jordan in order to empower them, especially women, economically and socially, so they become active members of society. Currently, MFW has 140,000 participants, 96% of whom are women, who have benefited from MFW served by over 700 employees spread over 60 branches across the Kingdom. For more than two decades, MFW has granted over one million loans valued at more than JOD 500 million. MFW seeks to offer its products and services in innovative and transparent ways, on par with international standards through easy and accessible procedures.

**Notable Features:** Focuses on increasing entrepreneurship among women.

**Title:** Oasis 500

**Implementing Agency:** N/A

**Funding Source:** N/A

**Project Description:** Oasis500 is the leading seed investment company and business accelerator in the Tech and Creative Industry spaces based in Amman, Jordan. Selects aspiring entrepreneurs for training workshops, mentorship, and seed funding between \$30K and \$100K. Also provides access to a network of other entrepreneurs and business partners.

**Notable Features:** Focus on start-ups, provides not only funding and training but mentorship.

**Title:** Passport to Success®

**Implementing Agency:** International Youth Foundation (IYF) Jordan

**Donor Agency:** USAID, GE Foundation

**Project Description:** To bridge the gap between youth skills and employer needs, IYF trains youth at-risk through an 80-module training course. The courses are grounded in a focus on "Skills for Life," including self-confidence, managing emotions, responsibility, respect, cooperation/



teamwork, conflict management, career planning, job preparation, workplace readiness, and project planning.

**Notable Features:** With the development of these key soft skills, 80 percent of employees report that program graduates meet their company's needs, and 90 percent say they would hire more graduates in the future. Passport to Success is now partnering with universities to ensure earlier and smoother implementation of training programs.

**Title:** Project for Strengthening the Capacity for Career Counseling for the Youth

**Implementing Agency:** Ministry of Labor and the King Abdullah II Foundation for Development

**Funding Source:** Japan International Cooperation Agency

**Duration:** 2017 – 2020

**Project Description:** Seeks to improve the career guidance officers of universities in Jordan through provision of training and resources. It evaluates the effectiveness of these interventions by tracking uptake of services and employment of youth.

**Notable Features:** Built-in evaluation mechanism, sustainable approach by training career services counselors.

**Title:** Promoting Economic Development in Communities Hosting Syrian Refugees

**Implementing Agency:** CARE

**Funding Source:** Global Affairs Canada

**Duration:** 2014 – 2019

**Project Description:** This project aims to enhance the quality of life for Jordanians living in communities hosting Syrian refugees through provision of: (1) case management, information services, and emergency cash assistance to extremely vulnerable Jordanian households; (2) support for the economic development of Jordanians through a financing and lending initiative, and (3) new community programs for youth to improve their vocational skills and opportunities and reinforce positive relationships between the Jordanian and Syrian communities. (25% of programming is TVET).

**Notable Features:** Supports Jordanians who are supporting Syrians.

**Title:** ReBoot Kamp

**Implementing Agency:** ReBoot Kamp

**Funding Source:** N/A

**Duration:** 2013 - Present

**Project Description:** ReBoot Kamp provides a 16-week curriculum in software engineering to Jordanian youth. Its program exceeds 1100 hours of instruction and includes trainings in JavaScript, data structures, algorithms, authentication, and various other software engineering skills. The



program concludes with job-matching programs to top companies in the Middle East and the world, including Expedia and OpenSooq.com.

**Notable Features:** Computer science curriculum, direct connection to employment.

**Title:** Rural Development: Rural Economic Growth and Employment Project

**Implementing Agency:** Jordan Enterprise Development Cooperation

**Funding Source:** The International Fund for Agricultural Development

**Duration:** 2014 – 2020

**Project Description:** The project's goal is the reduction of poverty, vulnerability and inequality in rural areas through creation of productive employment and income generating opportunities for the rural poor and vulnerable, especially youth and women. The two main component and target outcomes for the project are 1) Value Chain and Enterprise Development (build business and technical capacity, encourage formation of associations, improve quality standards, and value chain linkages), and 2) Rural Financing, including the Rural Finance Fund and the Knowledge Management and Rural Finance Policy Support group. They aim to demonstrate the viability of rural microfinance business and build employment opportunities for vulnerable populations in rural areas.

**Notable Features:** In line with the GoJ's Poverty Reduction Strategy 2013-2020, the project has a specific target for rural households below the poverty line, and vulnerable rural households just above the poverty line with employed earners but insufficient income. Special focus also applied in targeting women and youth participants, specifying that the average age of all participants must be below 40 and that groups will be prioritized based on both the share of NAF recipients and share of members under 30.

**Title:** ShamalStart

**Implementing Agency:** Luminous Education

**Funding Source:** EU

**Duration:** 2016 – 2018

**Project Description:** ShamalStart aims to develop the local economy and create new job opportunities through supporting potential innovators and entrepreneurs in creating sustainable businesses, with a focus on manufacturing and services industries. Serving as a business accelerator and seed investor in Northern Jordan (Irbid and Mafrq), ShamalStart provides strategic mentorship, creative workspaces, networking and linkages, and access to the first digital fabrication facilities in Jordan, the FabLab Irbid.

**Notable Features:** With a mission to help build the private sector outside of Amman, ShamalStart is accessing and supporting small businesses and start-ups in Northern Jordan, which has been severely affected by the



Syrian Crisis. Given its proximity to many Syrian refugees, ShamalStart works with both Jordanian and Syrian entrepreneurs. ShamalStart is home to the FabLab Irbid, which they proudly claim as one of the largest digital fabrication labs in the world. They also have FabAcademy, in which participants can become FabLab certified during a six-month program, and an initiative for a mini FabLab certification, allowing for smaller scale trainings in coding, 3D printing, electric boards, etc.

**Title:** Sustainable Economic Development Through Renewable Energy  
**Implementing Agency:** COWATER in partnership with the Jordan Renewable Energy and Energy Efficiency Fund of the Ministry of Energy and Mineral Resources

**Funding Source:** Global Affairs Canada

**Duration:** 2016 – 2020

**Project Description:** “This project aims to improve the livelihoods of 150,000 women, men and their families in poor communities of the Ajloun and Jordan Valley (Deir Alla) regions through the introduction of renewable energy and energy efficiency solutions at the household level. The project seeks to improve skills and employment prospects, particularly for women and youth, in Jordan’s renewable energy sector and to strengthen the enabling environment for accelerated growth of this sector.”

**Notable Features:** While this intervention largely focuses on climate change mitigation, environmental sustainability, and gender equality, 8.5% of actions have been dedicated to vocational training for secondary education, targeting a large youth population.

**Title:** Ta3mal

**Implementing Agency:** Microsoft, Silatech

**Funding Source:** Silatech

**Project Description:** Through a regional partnership with Microsoft, Silatech launched Ta3mal, an employability portal that provides young people with all the resources they need to find a job or start their own business. Young people have access to aptitude testing and career guidance counseling. There are tips on how to write a CV and how to prepare for a job interview. Ta3mal has over 500 online courses, including valuable language training, as well as job search and job matching.

**Notable Features:** Aptitude testing, online courses, connecting youth to employment opportunities and employers to youth.

**Title:** Tripartite Action for Youth Employment in Jordan

**Implementing Agency:** ILO, IYF

**Funding Source:** ILO, Government of Sweden, Jordanian Chamber of Commerce, SIDA





**Project Description:** The project objectives are to build the capacity of micro, small and medium enterprises (MSMEs) to contribute to the quality of the skills supply through upgraded apprenticeship, design and pilot a manual on youth rights at work to raise awareness of young people on their rights at work and on how to defend them, and enable the ETVET Council to design and implement an assessment and certification strategy (at least for one sector) that can be used by various training providers.

**Notable Features:** Focused on attitudinal barriers to employment, awareness amongst youth, support of apprenticeships.

**Title:** Women's Economic Linkages and Employment Development – WE LEAD

**Implementing Agency:** World University Service of Canada WUSC

**Funding Source:** Global Affairs Canada

**Duration:** 2016 – 2019

**Project Description:** This project aims to increase women employment in the private health sector in Salt, Irbid, and East-Amman. The health sector is one of the largest private sectors in Jordan and is growing with the influx of medical tourism and Syrian refugees. Thus, WE LEAD engages directly with Jordan's health sector and vocation training colleges to provide skills development training to address barriers that inhibit women's access and participation in the labor market.

**Notable Features:** WE LEAD seeks to address objective barriers (women's physical access to work spaces) and subjective barriers (perceptions of female employment opportunities).

**Title:** Water Wise Women Initiative, and Technical and Vocational Education and Training for Jordanian and Syrian refugees in the Jordanian Water Sector

**Implementing Agency:** Jordanian Ministry of Water and Irrigation

**Funding Source:** GIZ & BMZ

**Duration:** Water Wise Women (2014-2019)

**Project Description:** Despite Jordan's severe drought, up to 50 percent of water is lost annually due to faulty pipes and improper installation and maintenance. Water Wise Women trained 200 women on water management and plumbing skills to pass the official Jordanian Vocational Training Corporation test. Once certified, these women can create their own plumbing businesses to provide water maintenance for other households. Given the success, BMZ and GIZ commissioned the Technical and Vocational Education and Training for Jordanian and Syrian refugees in the Jordanian Water Sector to continue the efforts. This fills an especially important gap as traditional social values in Jordanian conservative society prohibit a male plumber from entering a house when the husband is not present. Thus, female plumbers are serving a specific employment gap.





**Notable Features:** While this program mostly focuses on women, many young women are included in their training programs, thereby creating employment opportunities for youth. Notably, this program addresses both objective and subjective barriers to female employment.

**Title:** Women's Leadership, Empowerment, Access & Protection in Crisis Response (LEAP)

**Implementing Agency:** UN Women

**Donor Agency:** Government of Japan

**Duration:** 2017 – 2018

**Project Description:** The project works in Azraq and Za'atari refugee camps to promote self-reliance, social cohesion, and employment opportunities for Syrian displaced women and their Jordanian host communities. The program will continue previous UN Women efforts in cash-for-work programming, alongside initiatives to create and support women's cooperatives and transition them into small business enterprises.

**Notable Features:** This work helps service the camp economy while also providing employment opportunities for those who are often legally inhibited.

**Title:** Youth Impact Labs (Jordan)

**Implementing Agency:** Mercy Corps

**Funding Source:** Google.org, MasterCard

**Duration:** 2017 – 2020

**Project Description:** "Youth Impact Labs (YIL) identify and test creative, technology-enabled solutions to tackle global youth unemployment, accelerating job creation so every young person has the opportunity for dignified, purposeful work." Recognizing barriers of networks, financial security, and funding, YIL helps facilitate partnerships with incubators, major stakeholders, and relevant entities. YIL takes an integrated approach, focusing on both supply and demand, as well as creating an ecosystem that enables safe and equitable work opportunities. It has partnered with eight startups/SMEs in Jordan with a focus on job matching for working class/blue collar employment opportunities. These partnerships often include support and training for both the entrepreneurs and platform users.

**Notable Features:** Innovative digital approach to sustainable and scalable youth employment. Programming taps into and helps develop the shared/gig economy in Jordan, with a focus on inclusive work opportunities.

Their Innovation partners include:

- *iPark/Generation Impact*: Social impact incubator for start-ups/SMEs
- *Bayt.com*: Online job seekers platform to connect Jordanian blue-collar workers with job vacancies



- *Mrayti*: Connects beauticians with in-home customers
- *Bilforon*: App-based platform to connect home cooks with clients and customers all over Jordan. 97% of cooks are women
- *Instatoot*: Offline and digital platform connecting young tutors to students
- *3oun*: App-driven marketplace for maintenance and repair services for household and commercial operations
- *Carers*: Connects nurses and babysitters with household clients
- *LinaGas*: Mobile app-based platform enabling the delivery of oil & gas products to customers and distributors

YIL partnerships also implement in-platform evaluation systems for both the service providers and customers in order to enhance efforts in creating *quality* jobs and preventing exploitation.

**Title:** Youth with Potential

**Implementing Agency:** USAID, in partnership with Luminus Technical University College, Jordan Education for Employment and the Technical Vocational Training Academy

**Donor Agency:** USAID

**Duration:** 2016 – 2019

**Project Description:** Training program to equip young people with practical skills in both the classroom setting and on-the-job. Specifically provides training within manufacturing, food, and service sectors, while attempting to improve the image and perception of service industry jobs.

**Notable Features:** Efforts to connect training participants to job opportunities. For instances, one initiative trains individuals in the restaurant industry before connecting them to a six-month on-the-job training course at the Americana Group.

**Title:** Youth Programme

**Implementing Agency:** Norwegian Refugee Council

**Funding Source:** N/A

**Duration:** 2012 – Present

**Project Description:** Provides technical and vocational education and training (TVET) alongside life skills and non-formal education services to refugee populations in order to improve future social and employment prospects

**Notable Features:** Reliance on soft skills and life skills training alongside TVET.

## LIBERIA

**Title:** Youth Opportunities Project (YOP)

**Implementing Agency:** Liberian Agency for Community Empowerment (LACE), Ministry of Youth and Sports (MYS), Ministry of Gender, Social and Children Protection (MGSCP)

**Funding Agency:** Government of Liberia and World Bank

**Duration:** 2015-2020

**Project Description:** “The objectives of the Youth Opportunities Project for Liberia are to improve access to income generation opportunities for targeted youth and strengthen the government’s capacity to implement its cash transfer program.”

**Title:** Youth Employment Skills (YES)

**Implementing Agency:** Liberian Agency for Community Empowerment (LACE), Ministry of Youth and Sports (MYS), and Ministry of Gender, Social and Children Protection (MGSCP)

**Funding Agency:** Government of Liberia and World Bank

**Duration:** 2011-2016

**Project Description:** Provide Temporary Employment through Community-Based Public Works Activities, Employment and Life Skills Training + TVET

**Title:** Liberia Youth Employment Project (LYEP)

**Implementing Agency:** Liberian Agency for Community Empowerment (LACE), Ministry of Youth and Sports (MYS), and Ministry of Gender, Social and Children Protection (MGSCP)

**Funding Agency:** Government of Liberia and World Bank

**Duration:** 3 years

**Project Description:** Provide employment of the vulnerable youth (18-35 years of age) and increase employability

**Title:** Lofa Women’s Weaving Center

**Implementing Agency:** Small Business Administration and MoCI

**Funding Agency:** SBA/MoCI

**Duration:** 3+ years

**Project Description:** To provide gainful occupation, on-the-job-training for rural women and youth





**Title:** E+ Program

**Implementing Agency:** SBA/MoCI

**Funding Agency:** SBA/Japan LIFE Fund/IFC

**Duration:** 3+ years

**Project Description:** To drive innovation and entrepreneurship for business ventures among high school graduates/dropouts, college/university students/dropouts, and vocational students between the ages 18–35

**Title:** Formalization of Petty Traders Project

**Implementing Agency:** SBA/MoCI

**Funding Agency:** SBA/Japan LIFE Fund/IFC

**Duration:** 3+ years

**Project Description:** Organize petty traders in Central Monrovia on designated sidewalks and formalize them

**Title:** Liberian Marketplace Project

**Implementing Agency:** Building Markets

**Funding Agency:** USAID, Humanity United, IFC, BSC Monrovia, Australian Aid, LISGIS, Ministry of Commerce & Industry, Liberia Business Registry, BHP Billiton, LNIC

**Duration:** 5 years

**Project Description:** Promotes job creation and inclusive economic growth by enabling supply chain linkages between larger buyers and local suppliers.

**Title:** Prospects 2

**Implementing Agency:** Mercy Corps

**Funding Agency:** ExxonMobil, Government of Sweden, Mercy Corps, and Coca-Cola Africa Foundation

**Duration:** 3 years

**Project Description:** Young Liberians find meaningful, market-driven employment or self-employment through increased skills, self-confidence (life skills + relationship training), and market opportunities.

**Title:** Prospects 3

**Implementing Agency:** Mercy Corps

**Funding Agency:** ExxonMobil, Government of Sweden, Coca Cola Africa

**Duration:** 3 years

**Project Description:** Enable young Liberians (15–35 years) to find meaningful, market-driven employment or self-employment through increased skills, self-confidence, and market opportunities

**Notable Features:** Demand-driven provision of business, life skills and work readiness training, apprenticeships and business start-up grants to youth; Competitive provision of financial and business advisory support



**Title:** LR: Youth Employment Skills Project

**Implementing Agency:** LACE

**Funding Agency:** Africa Catalytic Growth Fund, The IDA Crisis Response Window

**Duration:** 6 years

**Project Description:** Expand access for poor and young Liberians to temporary employment programs, and to improve youth employability

**Notable Features:** Temporary employment through community works projects

**Title:** Liberia Youth Entrepreneurship Employment Project (YEEP)

**Implementing Agency:** MYS

**Funding Agency:** African Development Bank, Fund for African Private Sector Development, Fragile States Facility

**Duration:** 3 years

**Project Description:** Promote youth entrepreneurship by improving business skills; to improve youth employability by empowering them with relevant skills required by the job market

**Title:** Liberia MSME & Rural Finance Post-Ebola Reconstruction

**Implementing Agency:** Liberian Ministry of Finance and Development

**Funding Agency:** The World Bank

**Duration:** 2.5 years

**Project Description:** To support the development of a framework to provide MSMEs finance on sustainable terms, enhance the capacity of local private sector financial institutions to lend profitably to MSMEs and objectively measure outcomes.

**Notable Features:** Leveraging local private sector financial institutions to find solutions for accessing capital for MSME

**Title:** USAID/Liberia Advancing Youth Project

**Implementing Agency:** YMCA Liberia, Liberian Youth Network (LIYONET), National Adult Education Association of Liberia (NAEAL)

**Funding Agency:** USAID

**Duration:** 5 years

**Project Description:** Increase access to quality Alternative Basic Education services, social and leadership development, and livelihoods for out-of-school youth



**Title:** Excellence in Higher Education for Liberian Development

**Implementing Agency:** RTI International

**Funding Agency:** USAID

**Duration:** 6 years

**Project Description:** To improve education, skills, and labor force capacity to better equip top-performing young Liberian women and men for careers in agriculture and engineering

**Title:** JHEOS

**Implementing Agency:** UNIDO, Komatsu Ltd., MoCI, Ministry of Education,

**Funding Agency:** Government of Japan

**Duration:** 2 years

**Project Description:** Provide trainings in excavator operation and basic maintenance for students from Liberia

**Notable Features:** Partnership with the private sector to provide TVET

**Title:** Promoting youth employment in the mining, construction and agriculture sector

**Implementing Agency:** UNIDO, Komatsu Ltd., MoCI, Ministry of Education

**Funding Agency:** Government of Japan

**Duration:** 1.5 years

**Project Description:** Upgrade Liberia's training infrastructure to the needs of modern industry; develop marketable skills in order to prepare for careers in operation and maintenance of heavy equipment

**Notable Features:** Partnership with the private sector to provide TVET

**Title:** Accelerating Progress Toward Economic Empowerment of Rural Women in Liberia (JP RWEE)

**Implementing Agency:** MoGCSP, MoA, National Rural Women's Structure, Association of Women in Cross Border Trade

**Funding Agency:** FAO, IFAD, UNWOMEN, WFP

**Duration:** 5 years

**Project Description:** To support food and nutrition security for rural women, create social safety nets to improve social cohesion and raise incomes, support rural women to have a greater voice in leadership and community participation

**Title:** Creating aquaculture enterprises for youth employment, poverty reduction and food security

**Implementing Agency:** MoA, MOYS, Bureau of National Fishery

**Funding Agency:** FAO

**Duration:** 2 years



**Project Description:** Establish aquaculture parks, ponds and fish, hatcheries and provide training and capacity building to young people for aquaculture production and pond management practices

**Title:** Tree Crops Extension Project (TCEP)

**Implementing Agency:** MoA

**Funding Agency:** GoL, IFAD

**Duration:** 6 years

**Project Description:** “to improve the livelihoods and climate change resilience of rural

households in Nimba County via a value chain approach to link cocoa farmers, organized at grassroots level in kuu groups and Farmers Field Schools (FFS), to

markets and services through cooperatives and Private Sector Partners (PSPs)

**Title:** Rural Community Finance Project

**Implementing Agency:** MoA

**Funding Agency:** IFAD

**Duration:** 5 years

**Project Description:** To improve access by rural people to formal financial services

on a sustainable basis, enabling the development of the rural sector

**Notable Features:** Support for rural community financial institutions (RCFIs) with technical support and supervision

**Title:** Unnamed UNDP Project

**Implementing Agency:** Songhai Liberia Center

**Funding Agency:** UNDP

**Duration:** 4 months

**Project Description:** Provide training in general agriculture, pastry, catering services, gari and soap making, repair works (electronics), entrepreneurship development skills, and first aid

**Title:** Economic Empowerment of Adolescent Girls and Young Women in Liberia (EPAG)

**Implementing Agency:** The World Bank, Government of Liberia

**Funding Agency:** MGCSP

**Duration:** 7 years

**Project Description:** To improve business development and job skills targeted to sectors with high demand for workers; focus on wage employment and self-employment basics; life skills training specifically designed for Liberian girls.



## SOUTH AFRICA

**Title:** Ten-week Top Tech Tools for Women in Business program

**Implementing Agency:** Cape Innovation and Technology Initiative (CiTi)

**Funding Agency:**

**Duration:** 2014 – Present

**Project Description:** Implemented by and facilitated by business leaders and industry experts, this fully sponsored programme will support 35 women from the Cape Flats area to future-proof their business for the digital economy. Topics such as Financial Management Systems, Cloud Computing, and Social Media Marketing are covered – giving the women a holistic framework to create their digital strategies and grow their businesses.

**Title:** #YourDigitalFuture

**Funding Agency:** BCX and the National Treasury Jobs Fund

**Duration:** 3 Years

**Project Description:** The initiative looks to cover several programming languages (Java, Python), ICT Infrastructure, and a mix of ICT Vendor Certifications. These programs will prepare candidates for jobs as junior developers, systems support technicians, software architects, network security admins, etc. The students are trained in digital skills such as ICT infrastructure, software programming, cyber security, fintech, or artificial intelligence.

**Notable Features:**

The initiative targets to train 3000 youth, with at least 40% of which will be women annually. All programs are coupled with a six-month internship.

**Title:** The Bridge

**Implementing Agency:** South African Youth Project

**Funding Agency:**

**Duration:** 2016 – 2020

**Project Description:** The Bridge targets vulnerable Children and Adolescent Girls and Young Women providing them with capacity support and providing community support strengthening community networks. Some of the services offered include advice and referral services, soft skills, financial management, human rights/ gender based violence/ victim empowerment/HIV/AIDS awareness, digital and entrepreneurial skills, work readiness and presentation skills, job placement and incubation, and alumni and follow up support.

**Notable Features:** The program provides online individuals the opportunity to “sponsor a girl child.”





**Title:** Bridge Program

**Implementing Agency:** Harambee Youth Employment Accelerator

**Funding Agency:** Harambee and National Treasury Job Fund

**Duration:** 2011- Present

**Project Description:** Implemented by the Harambee Youth Employment Accelerator, this is a component of the larger training program. Activities include a four-hour computer based aptitude test, numeracy teaching, classes to improve conversational English, technical skills (e.g., typing, chart reading), practical sales skills teaching and practice, speech therapy. The program also focuses on teaching people 'soft skills' to ensure they can maintain their employment over a long period of time. These skills include coming to work on time, in-office conflict resolution as well as building the tenacity to work longer hours.

**Title:** The Cape Innovation and Technology Initiative (CiTi)

**Implementing Agency:** CiTi

**Funding Agency:** National Jobs Fund (R75M), BCX (R100M), and additional funding from leading SA companies that invest in SA's youth and their own business' digital transformation

**Duration:** 1999

**Project Description:** The job readiness programs range from 3 to 12 months and all programs are coupled with a 6-month internship. This makes the total length of the program between 9 and 18 months. CapaCiTi is training 3000 candidates with industry-demanded technology and business skills, placing them in permanent jobs in South Africa's leading companies.

**Notable Features:** Students will receive a core technical training (in one of the above), which is layered with 21st century business skills training in collaboration with critical and creative thinking, and communication and supported by a professional coach who will equip them with the personal skills and toolsets required to succeed in the modern workplace. CapaCiTi grads are "job-ready", meaning they add value to the business/their employer as soon as they start. CapaCiTi has a placement track record of 90% of its graduates placed into internships and 82% of its graduates placed into permanent jobs.

**Title:** Creating Opportunity for South Africa's Youth (COSY)

**Implementing Agency:** Business and Arts South Africa, LifeCo Unltd South Africa, and Livity Africa

**Funding Agency:** EuropeAid Development and Cooperation

**Duration:** 2017 – 2020

**Project Description:** The COSY entrepreneurship training program focuses on creative, social and digital enterprise and is delivered in 8 modules over a period of four to five months. The main target groups are



young people aged 15-25 years, community leaders as well as civil society organisations in peri-urban and rural communities.

**Notable Features:** Working in 4 provinces (Gauteng, KwaZulu Natal, Eastern Cape and Western Cape) and 8 communities (Bram Fischerville, Diepsloot, Bhambayi, Etafuleni, Duncan Village, Zwide, Phillipi and Masiphumelele)

**Title:** Digify Bytes

**Implementing Agency:** Livity Africa, Google South Africa, British Council, British High Commission

**Funding Agency:** Digify Africa, Rockefeller Foundation

**Duration:** 2014 – 2015

**Project Description:** Delivered by young digital professionals, the program is designed to introduce the fundamentals of digital marketing tools, strategies and platforms to young people who can utilize them for self-branding, industry preparedness, employability and digital literacy.

**Notable Features:** Digify Bytes is made up of two key sessions: Digital 101 and Strategy 101. Each session runs for up to six hours, giving participants a full download of digital marketing and brand building, whether for themselves, their business or a possible employer. The goal is to ensure that by the end of both sessions, participants have a basic understanding of various digital tools and applications that can be used in both business and day-to-day life.

**Title:** e-Cadre

**Implementing Agency:** National Youth Service Programme and Further Education and 15 Training Colleges

**Funding Agency:**

**Duration:** 2012

**Project Description:** This initiative provides digital training will take place over a period of six months. On graduation, the trainees will then be deployed for 12 months to acquire practical experience that will enhance their employments prospects. They will work with various forms of digital technology in government institutions such as clinics, schools, police stations, local municipality offices and post offices.

**Notable Features:** Placement into government institutions upon completion.

**Title:** Global BPO Solutions

**Implementing Agency:** Global Impact Sourcing Coalition,

**Funding Agency:** Rockefeller Foundation

**Duration:** 2017

**Project Description:** This program promotes impact sourcing as an inclusive employment practice through which companies in global supply chains intentionally hire and provide career development opportunities to



South African youth. Rockefeller Foundation (the sponsor) aims to use impact sourcing as a hiring strategy for digital jobs to combat youth unemployment and support inclusive economic development in South Africa.

**Title:** IBM Digital - Nation Africa

**Implementing Agency:** IBM

**Funding Agency:** IBM

**Duration:** 2018 - 2022

**Project Description:** Through a free, cloud-based online learning environment delivered on IBM Bluemix, the initiative will provide a range of programs from basic IT literacy to highly sought-after advanced IT skills including social engagement, digital privacy, and cyber protection. The initiative aims to train 25 Million people ready for digital jobs and with digital competence in Africa. (Unknown quota specific to South Africa)

**Title:** Media, Information and Communication Technologies Sector Education and Training Authority (MICT SETA)

**Implementing Agency:**

**Funding Agency:** South African Ministry of Labour

**Duration:** 1998- Present

**Project Description:**

The MICT SETA intends to engage in learning programs and quality assurance of education and training of implemented learning initiatives, which lead to employment and new venture creation, while at the same time engaging in programs that assist in bridging the digital divide, especially in rural areas.

**Title:** Microsoft4Afrika

**Implementing Agency:** Microsoft

**Funding Agency:** Microsoft

**Duration:**

**Project Description:** 3 Youth Program Options: Interns4Afrika (internship opportunity), Microsoft Virtual Academy (Free IT training), The Microsoft AppFactory (working with senior software developers on crowd-sourced app ideas for development on the continent). upskill 100,000 members of Africa's existing workforce, and help an additional 100,000 recent graduates develop employability skills, 75 percent of whom Microsoft will help place in jobs.

**Title:** New Skills for Youth (NSFY)

**Implementing Agency:** Bosco Education Center

**Funding Agency:** JPMorgan Chase & Co.

**Duration:** 2014 - 2019

**Project Description:** NSFY will provide quality technical training and new models of workplace learning. Additionally, NSFY will identify



best in-class programs to increase the number of people who have either dropped out of school or cannot access universities or Technical Vocational Education and Training (TVET) colleges to succeed in transitioning into employment.

**Title:** Nzabela MOBI

**Implementing Agency:** Nzabela Mobile Lab (NzabelaMOBI)

**Funding Agency:**

**Duration:** 2018

**Project Description:** To offer computer literacy training sessions as part of an initiative to upskill youth in the Eastern Cape. The sessions will feature courses in artificial intelligence, Internet of things, big data, next-generation robotics, Microsoft Office, introduction to HTML and JavaScript, and Minecraft

**Title:** Silicon Africa, digital upskilling program

**Implementing Agency:**

**Funding Agency:** Sagarmatha Technologies

**Duration:** 2018 - 2022

**Project Description:** This program strives to help grow the programming skills base for Africa's rapidly expanding digital economy. By leveraging technology, the approach favors programs that provide flexibility to learners fortunate to be working but seeking new skills to accelerate or change their career path in software development, as well as the unemployed and those in the most remote areas of Africa.

**Notable Features:** Silicon Africa is a virtual model of the renowned Silicon Valley in the United States and seeks to develop a pan-African ecosystem inclusive of governments and decision makers, universities and technical colleges, venture capitalists, NGOs, incubators and accelerators, technology companies and most importantly, digital entrepreneurs

**Title:** Skills Initiative for Africa

**Implementing Agency:** NEPAD

**Funding Agency:** African Union Commission, Federal Ministry for Economic Cooperation and Development - Germany, KfW Development Bank, GIZ GmbH

**Duration:** 2017 - Present

**Project Description:** The centerpiece of the Skills Initiative for Africa is a Financing Facility for Skills Development. The Facility will provide grant funding for skills development initiatives promoted by public and private organizations. The Financing Facility will allocate funds and facilitate the implementation of innovative and sustainable skills development initiatives selected through a transparent process. Projects eligible for funding may include large investment projects as well as innovative incubator projects that promote the regional added value of the Initiative.



The objective of the Financing Facility is to strengthen the quality and innovation in practice-oriented training and further education through the implementation of sustainable, regionally relevant skills development initiatives. The Skills Initiative for Africa shall contribute to improving perspectives of young people in Africa through increased employment and income opportunities. One of the core principles of the Skills Initiative is involving employers in the conception and implementation of vocational education and training.

**Notable Features:** This intervention ensures that the skills being given to the population are in line with the skills needed by the workforce by only providing financial capital and having employers design the actual skills training programs. Organizations that have received grants are expected to cover 30% of the overall costs of their intervention.

**Title:** Yes4Youth

**Implementing Agency:** YES (Youth Employment Service)

**Funding Agency:** Microsoft Philanthropies

**Duration:** Intervention announced in 2018, job placements should begin in 2019

**Project Description:** Youth Employment Service (YES) is one of the first social compacts between government, business and labor created to give one million youth one million opportunities to succeed while securing South Africa's economic prosperity. Goals: To equip 100 community hubs – as YES centers of excellence – with Office and other applications to boost employee productivity and skills development of young people. To provide YES with the training to empower employees who utilize Office for non-profits in order to ensure that YES staff capitalizes on all the capabilities and features offered by this software. To work on adapting more technologies as well as apps and services. Under the program, businesses will create one-year paid positions for youth aged between 18 and 35 with a minimum paid stipend of R3,500 a month. Youth will leave the program with an updated CV, reference letter, and new skills. Digital is one of seven focus industries for 2019.

**Notable Features:** Large corporations can sponsor the placement of youth in 1-year paid positions, either within their own company or with SMEs that may not have the capacity to sponsor youth on their own. Companies that choose to participate will qualify for a tax incentive. YES's unique technology ecosystem comprises a central data store and distributed apps for youth, corporations and third parties. The ecosystem running on cloud allows YES to manage all stakeholder journeys, skills matching and information transfer processes.





**Title:** Youth Job Creation Initiative

**Implementing Agency:** EOH Abantu Ltd.

**Funding Agency:** Rockefeller Foundation (Digital Jobs Africa)

**Duration:** 2012

**Project Description:** The project aims to stimulate youth job creation by enhancing interaction between youth and its customers, business partners and Government. It will further promote internship training programs, work with the South African Government to mobilize business to take advantage of their incentive schemes for job creation, and encourage business to invest more in SA which will result in job creation. The Rockefeller Foundation's grant has enabled EOH to build on the success of the Youth Job Creation Initiative, and placed 1750 unemployed youth in a Work Readiness Programme from 2012 to 2014. The youth combine theory training with practical placement of the learner at EOH partners or clients, enabling the learners to receive work experience and an increased chance to get employment. Furthermore, the grant ensured that more of the EOH partners will get involved in the Youth Job Creation Initiative.

**Notable Features:** The youth combine theory training with practical placement of the learner at EOH partners or clients, enabling the learners to receive work experience and an increased chance to get employment. Furthermore, the grant ensures that more of the EOH partners will get involved in the Youth Job Creation Initiative.

**Title:** Youth Employability Indaba and KNZ Explo

**Implementing Agency:** Government of Durban

**Funding Agency:** Government of Durban

**Duration:** April 2018 - Present

**Project Description:** The project involves the gathering of tertiary institutions, corporations, and relevant government organizations to showcase and highlight various career opportunities, available in different sectors and to inform and guide learners and students about which career options they should consider or embark on to become the true leaders of tomorrow.

**Notable Features:** The training sessions will take place in a fully customized container unit on wheels, with six desk spaces to accommodate 12 learners at a time.

**Title:** Youth Skills Development Initiative

**Implementing Agency:** IFS SA (Industrial and Financial Services South Africa)

**Funding Agency:** IFS SA

**Duration:** 2018-Present

**Project Description:** The program will choose the 30 prospective learners through a vigorous application program, and then it will sponsor the group in various learnerships. These will include an NQF level one





general education and training certificate, and NQF level three national certificate: business administration services learnership.

**Notable Features:** Out of the 30 IFS South Africa sponsored learners, 15 disabled learners are enrolled for a 12 month “General Education and Training Certificate: Hygiene and Cleaning” learnership (NQF level 1), equipping them for a career in sectors such as healthcare, cleaning, retail and hospitality. The other 15 learners have been enrolled for a National Certificate: Business Administration Services learnership (NQF level 3), providing them with a solid foundation for a career in business. The initiative is in addition to the IFS Education Programme, which provides learnerships and resources for students pursuing a career in technology, especially female students.

## PLATFORMS

**Title:** Bizcommunity

**Start Date:** 2008

**User Data:** 350, 000 professionals

**User Description:** Businesses, recruiters, job-seekers

**Platform Description:** Bizcommunity is an online business to business (B2B) publishing hub that allows companies to take control of corporate communication distribution and network within targeted business communities. Bizcommunity provides B2B news across 18 industries in Africa with the release of their newsletters. They also provide job search platform and CV databases for job-seekers and recruiters alike.

**Notable Features:** Bizcommunity publishes industry newsletters that users can subscribe to for free

**Title:** Bountly

**Start Date:** 2018

**User Description:** Freelancers, SMEs, informal sector workers

**User Data:**

**Platform Description:** Bountly provides equal opportunities for people and a marketplace to create an authority in their chosen profession by providing a platform where workers and work-seekers alike can post and respond to odd-jobs.

**Notable Features:** Peer-to-peer review system lets users rate one another, much like Uber, or AirBnb

**Title:** Careers24

**Start Date:**

**User Description:**

**User Data:**

**Platform Description:** Careers24 provides job seekers with thousands of vacancies that are posted by hundreds of registered recruiters and



employers. Careers24 also provides access to paid online courses on a plethora of skills and industries.

**Title:** CareerBox

**Start Date:**

**User Description:**

**User Data:** 400 placements per month

**Platform Description:** CareerBox identifies potential and talent in unemployed, non-skilled or inexperienced youths, aged 18-35, then offers them a free skills development program, before placing them in Pre-agreed positions with their partners and customers.

**Notable Features:** CareerBox is part of the Digital Jobs Africa initiative

**Title:** Career Junction

**Start Date:** 1996

**User Description:**

**User Data:** Over 7,900 job postings

**Platform Description:** Career Junction is a platform that allows job-seekers and recruiters to find each other by using locally developed recruitment solutions - all based in the cloud.

**Notable Features:** Job seekers can upload CVs and apply for Jobs on mobile or desktop. Search jobs by industry, location, keyword or job title. CareerJunction also provides South African job seekers, agencies and employers with reliable insights into salary levels and online labor supply and demand trends. Also, allows educational institutions to post degree programs.

**Title:** CareerWeb

**Start Date:** 1997

**User Description:** ICT companies looking to hire new employees

**User Data:** 140,000 ICT professionals

**Duration:** 1997

**Platform Description:** CareerWeb is a specialist recruitment site targeted at a well-defined community of top ICT professionals. CareerWeb handles the advertising of an IT vacancy through its own and ITWeb's platforms, as well as social media channels. All job responses are monitored and filtered by the CareerWeb team, with the client receiving matching candidates based on the predefined factors.

**Notable Features:** As it is a subsidiary of ITweb: a business technology news and information portal for South Africa's tech professionals and decision makers, the platform has access to broad network of companies and skilled ICT professionals.



**Title:** CODE X

**Start Date:**

**User Description:** historically disadvantaged youth

**User Data:**

**Platform Description:** CODE X finds, trains, and places entry-level software developers. Code X's program teaches problem-solving skills, develops entrepreneurship, and supports the personal and professional development and well-being of students from disadvantaged backgrounds. CODE X is a for profit company (people pay for the training or corporate companies sponsor them) with a socially responsible goal (a for-profit social enterprise). It has a specific focus on reaching traditionally excluded candidates. 79% of their coders are historically disadvantaged and 38% are women.

**Notable Features:** Of CODE X's graduates, 77% were employed in the IT industry within six months of completing the one-year course.

**Title:** Future Jobs Finder portal

**State Date:** March 2018

**User Description:** South African Youth

**User Data:** 600,000 users

**Platform Description:** The Future Jobs Finder tool aims to provide career guidance and access to training content to enhance the prospects of South Africa's youth in the digital economy. By accessing the Future Jobs Finder Tool, the youth will gain access to a range of accredited learning programs based on the recommended jobs. The tool is designed to help youth develop their digital skills and access learning and employment opportunities.

**Notable Features:** This platform will complement the youth training, development, and employment Vodacom has accomplished over the past five years through pre-employment programs, bursaries full-time studies at higher learning institutions, school support at grassroots levels with career guidance, employability programs, internships and learnerships, graduate programs, and the focus on scarce and critical skills. Additionally, Vodacom implemented the Columbus program which gives exposure to internal work opportunities to potential young talent.

**Title:** Giraffe

**Start Date:** 2016

**User Description:** medium-skilled workers

**User Data:** 90,000 job seekers

**Platform Description:** Giraffe enables businesses to recruit medium-skilled staff faster and cheaper than any other way, and connects medium-skilled job seekers with opportunities for free. The platform connects youth with Jobs for Call Center Agents, Sales Agents, and Cashiers.



**Notable Features:** Giraffe uses an intelligent matching algorithm to source, screen, and schedule interviews with qualified candidates, contacting them via SMS – all within 48 hours from the initial request

**Title:** Gumtree

**Start Date:** 2005

**User Description:** Small businesses and ordinary people looking to buy and sell goods and/or services

**User Data:** Over 10,000 ads for jobs are currently on the site waiting to be filled

**Platform Description:** Gumtree helps people connect to others in their local area so they can meet and complete transactions in person. Other specialty area beyond jobs are cars, and real estate.

**Notable Features:** GumTree is South Africa's most popular classified marketplace.

**Title:** Harambee Youth Accelerator

**Start Date:** 2011

**User Description:** Young unemployed South Africans (between 18 and 28), specifically previously excluded youth from the formal economy

**User Data:** Nearly 500,000 have approached Harambee for job placement assistance; has placed over 35,000 have been placed in jobs

**Platform Description:** The Harambee Youth Accelerator aims to match young work-seekers from poor households to available jobs, and provide them with competence and work-readiness bridging to increase job access, inclusion, and service the needs of potential employers. The platform's goal is to put half a million young unemployed South Africans on an earning pathway by 2022.

**Notable Features:** Harambee's platform is designed to break down the barriers that keep unemployed youth out of opportunity. The Harambee Youth Accelerator is successfully using some of the world's leading technologies, including a Google Cloud platform that supports cutting-edge geolocation, data analytics and 'algorithmic matching', to move young people closer to work. Harambee has what is believed to be the largest dataset on youth unemployment trends in South Africa.

**Title:** International Computer Driving License (ICDL) South Africa

**Start Date:** 1999

**User Description:** ICDL programs are for anyone who wishes to become fully competent in the use of a computer and common applications.

**User Data:** 14 million users in over 150 countries.

**Platform Description:** The ICDL's mission is to enable proficient use of ICT that empowers individuals, organizations and society, through the development, promotion and delivery of quality certification programs throughout the world. The ICDL program defines the skills and compe-



tencies necessary to use a computer and common computer applications. It offers a wide range of modules including Computer Essentials, Word Processing and IT Security. Candidates take tests in the modules which are most relevant to their educational and professional requirements, thereby creating their ICDL Profile. Established to guide the implementation of the ICDL standards in the South African context, ICDL South Africa manages the accreditation of a growing network of ICDL Accredited Test Centers (ATCs), and provides a focal point for the formation of partnerships with organizations that share ICDL's national economic development and capacity building goals

**Notable Features:** ICDL is the world's leading computer skills certification. To date more than 14 million people have engaged with the ICDL program, in over 150 countries, through its network of over 24,000 ICDL Accredited Test Centers (ATCs).

**Title:** Jobvine

**Start Date:**

**User Description:** Companies and recruitment agencies (both niche enterprises and broader larger businesses)

**Usage Data:** 25, 000 job postings in past month

**Platform Description:** JobVine is a recruitment-based website, where job seekers can scan through a selection of employment opportunities placed through recruitment agencies or individual companies. Companies and recruiters can advertise their jobs for free on JobVine.co.za and manage their entire Job advertising service through JobVine. These recruiters range from small niche enterprises to the more established bigger agencies that dominate the field.

**Title:** Knack

**Start Date:** 2018

**User Description:**

**Usage Data:**

**Platform Description:** Knack combines cutting-edge engineering, computational behavioral science and mobile gaming into a transformative technology that pinpoints people's behavioral skills and hidden potential, and matches them to the right job opportunity – overcoming the bias and shortcomings of resumes and interviews, and breaking down the barriers created by job experience and credential requirements.

**Notable Features:** Knack uses clever ways to communicate a person's suitability for a particular career or position. Knacks are a person's traits and abilities, e.g., dedication, spatial reasoning, or social intelligence. Superknacks are their potential to do well in a given career, such as architecture. They may not yet have all the necessary training, but are



a good fit for that kind of work. Ultraknacks are customized for a specific employer, and reflect a candidate's potential to do well in a specific role at that company.

**Title:** mLabs South Africa

**Start Date:** 2010

**User Description:** Digital entrepreneurs and digital creatives, unemployed graduates

**Usage Data:** Over 26 start-ups

**Platform Description:** Participants learn how to Code and are matched with mLab partners to create innovative solutions for real industry challenges. Start-ups that qualify are taught how to pitch and the successful pitches secure funding and hosted space at the labs for a further 4 months

**Notable Features:** mLab-supported start-ups are posting an 84 percent survival rate. mLab Southern Africa start-ups and have generated nearly US\$750,000 in external investment in 2016.

**Title:** NXT LVL

**Start Date:**

**User Description:** Vodacom Simcard holders

**Usage Data:**

**Platform Description:** NXT LVL is a free platform that allows Vodacom Simcard holders to access websites that allow them to search for jobs, scholarship, and training programs without using any of their mobile data. An account gives you access to career matching platforms such as PNET, Careers 24, JobMail, Indeed, SA Learnership, etc.

**Title:** Skills Portal

**Start Date:**

**User Description:** Job-seekers, recruiters, and freelance workers

**Platform Description:** Skills Portal is a popular South African training and HR portal with all the latest news and information on training, skills development and human resource management.

**Title:** Ummeli

**Start Date:** 2011

**User Description:** ICT companies looking to hire new employees

**User Data:** 185,000 users

**Platform Description:** Ummeli is an open-source mobile platform and social network that provides young people who are not in education, employment or training, with affordable access to knowledge, support and tools needed for career development.



**Notable Features:** Ummeli provides information on bursaries for further study, short-term “field courses” and government programs. For example, the government will provide free training for people to get drivers’ licenses, something few people know about but which can make a big difference in the life of an unemployed youngster.

**Title:** Youth Empowered for Success (YES!) platform

**Start Date:** 2015

**User Description:** Young people in remote areas with limited literacy skills

**User Data:** 25,000 young South African users

**Platform Description:** The YES! digital technology platform aims to provide underprivileged youth with skills training and employment and mentorship opportunities. The digital platform intends to provide accessibility and greater scale for the program, offering life skills training, business skills training, and access to employment and mentoring for 25,000 young Africans.

**Notable Features:** The YES! digital platform is designed to support widely available technology including SMS messaging and mobile phones, in addition to being available through devices at YES! program hubs powered by solar panels and supported by standalone, battery-powered wireless Internet devices.

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