

WHAT WORKS

IN RURAL YOUTH EMPLOYMENT PROMOTION?

Good practices and lessons from GIZ Programmes
on rural youth employment

Agenda –

What works in Rural Youth Employment Promotion (RYEP)

1. Study Overview & Synthesis

Spotlight: Adapted framework of the integrated employment approach

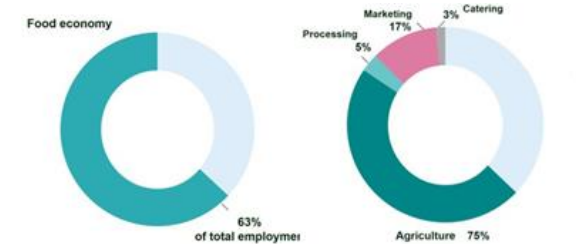
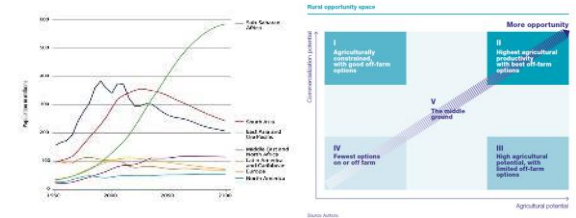
2. *Project Example:* Employment Promotion Programme (EPP III) Sierra Leone

3. *Project Example:* Agricultural Value Chains for Sustainable Development (A4SD) Program (Pan-Africa)



Study Overview & Synthesis: **Background of the study**

- **25 million jobs needed per year** – “classical” sectoral transformation (alone) does not provide enough jobs
- **High potential for additional employment creation** in the **agri-food sector**, but RYE still a (relatively) new topic in the rural development
- Important to **understand concepts and approaches what works** and how to measure employment effects, in order **to shape portfolio development** and to deliver impacts for a growing youth population



Study Overview & Synthesis: Objectives & Take-aways of the study



Show approaches in case studies

The study shows **different approaches to rural youth employment promotion in 11 in-depth case studies**, partly in GIZ programmes for rural development, partly in economic development.



Distil success factors and lessons learned

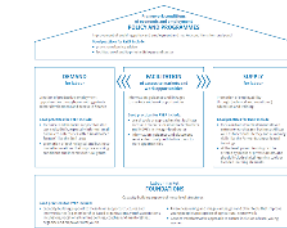
The study **distils success factors and learnings** from these ongoing programmes and provides deep dives into topics like **how employment promotion can be tailored to the needs of rural youth** and especially to women.



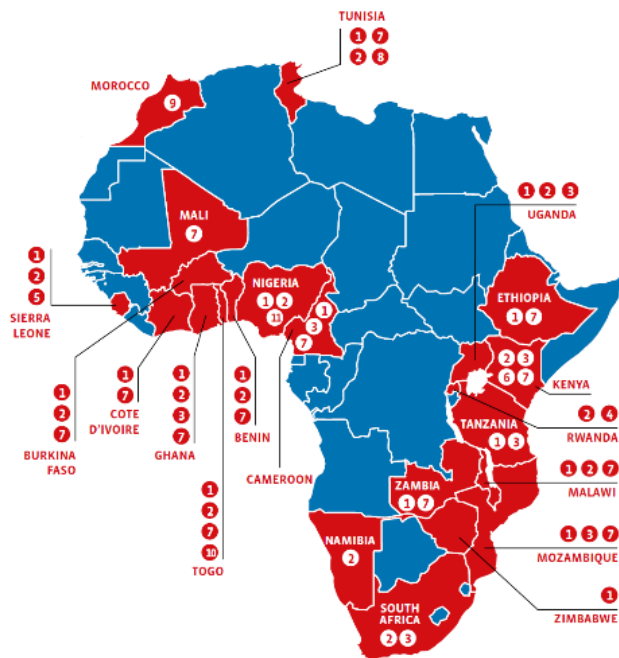
Adapt GIZ's integrated approach to rural contexts

The study applies GIZ's “integrated approach to employment promotion” as a **systematic framework to compare different programme approaches** and presents ideas **how to adapt** the integrated approach **to rural youth employment promotion**.

- In project with national or international development agencies
 - In many other partners and local authorities
 - Implementation of rural youth employment promotion support
 - Improvement of existing people's perception of agriculture
- Use of integrated approach to employment promotion
 - Use of a long-term time frame
 - Use of narrowly focused programme design
 - Provision of support to existing and emerging approach
 - Adaptation of employment promotion activities to the local and youth



Study Overview & Synthesis: GIZ projects working on RYEP



ICONS IN TABLE

PROGRAMME	COUNTRY/IES	APPROACHES*
1 Agricultural Value Chains for Sustainable Development (A4SD)	Pan-African (12 countries)	Supply side and demand side
2 Agricultural Technical Vocational Education and Training (ATVET & ATVET4W)	Pan-African (12 countries)	Supply-side and policy support
3 Employment for sustainable Development in Africa (E4D)	Pan-African (7 countries)	Integrated approach with focus on labour-market supply, demand and matching
4 Economy and Employment Promotion (Eco-Emploi)	Rwanda	Integrated approach on all levels
5 Employment Promotion Programme (EPP III)	Sierra Leone	Integrated approach with focus on labour-market supply and demand
6 Food Security Through Improved Agricultural Productivity Project (FSP)	Kenya	Supply-side and policy support
7 Green Innovation Centres for the Agriculture and Food Sector (GIC)	Pan-African (14 countries) and India	Integrated approach with focus on labour-market supply and demand
8 Promotion de l'Agriculture Durable et du Développement Rural (PAD II)	Tunisia	Supply and demand side
9 Promoting youth employment in rural areas in Morocco (PEJ II)	Morocco	Supply side, labour-market matching and policy
10 Programme pour le Développement Rural et l'Agriculture (ProDRA III)	Togo	Supply side, demand side and policy
11 Pro-poor Growth and Employment Promotion in Nigeria (PPGEP)	Nigeria	Integrated approach on all levels

- The report identifies a total of **18 success factors for RYEP programmes** clustered around 4 categories.
- For each success factor, the report **highlights selected examples** from existing GIZ programmes.
- **4 success factors found / relevant in all programs** (as a kind of minimum standard)

SUCCESS FACTOR	ALB	ACTIVATION	AD	DIS- CLOSURE	DP	ESP	ES	FSB	HC	INTRA	SDIN
Context											
Alignment with national or continental development agendas											
Buy-in by political partners and local authorities											
Empowerment of rural youth through meso-level support structures											
Improvement of young people's perception of agriculture											
Design											
Use of an integrated approach to employment promotion											
Use of a long-term time frame											
Use of specifically focused programme design											
Provision of support using a multi-component approach											
Adaptation of employment promotion activities to the needs of rural youth											
Processes											
Business opportunity studies to identify market-driven opportunities											
Flexibility in programme structures											
Use of RYEP indicators and a ToC											
Exchange of knowledge with other programmes or organisations											
Partners and people											
Use of co-funding to increase flexibility											
Facilitation of stakeholder coordination and alignment											
Work through local partner structures											
Capacity building for local service providers											

- ▶ Alignment with national or continental development agendas
- ▶ Buy-in by political partners and local authorities
- ▶ Empowerment of rural youth through meso-level support structures
- ▶ Improvement of young people's perception of agriculture

CONTEXT

PROCESSES

- ▶ Business opportunity studies to identify market-driven opportunities
- ▶ Flexibility in programme structures
- ▶ Use of RYEP indicators and a Theory of Change
- ▶ Exchange of knowledge with other programmes or organisations

- ▶ Use of an integrated approach to employment promotion
- ▶ Use of a long-term time frame
- ▶ Use of narrowly focused programme design
- ▶ Provision of support using a multi-component approach
- ▶ Adaptation of employment-promotion activities to the needs of rural youth

DESIGN



PARTNER & PEOPLE

- ▶ Use of co-funding to increase flexibility
- ▶ Collaboration with private sector to respond to market needs
- ▶ Facilitation of stakeholder coordination and alignment
- ▶ Work through local partner structures
- ▶ Capacity-building for local service providers

Study Overview & Synthesis: **Main learnings across all case studies**



1

Identify suitable business models and private-sector partners

- **Robust business models** that are **suitable for youth** and
- A **close private sector collaboration** are important for leveraging expertise and resources for scaling.



2

Adapt to local employment needs and mobilise youth as key actors for development

- **Programmes tailored to the employment realities** of rural youth and esp. women are more likely to attract participants.
- **Involving rural youth in decision-making** ensures their assets and aspirations are what shapes agricultural development.



3

Increase the attractiveness of agriculture and rural areas

- **Improve perceptions of agriculture** fosters a win-win approach among all stakeholders.
- Provide **innovative business and employment opportunities** and use of digital tools in production and off-farm services.



4

Strengthen local structures and multi-stakeholder cooperation

- **Collaborating with** national and local **partners**, coordinating efforts with existing support and education systems, and
- **Involving youth** in planning and decision-making **helps ensure sustainability and scale.**

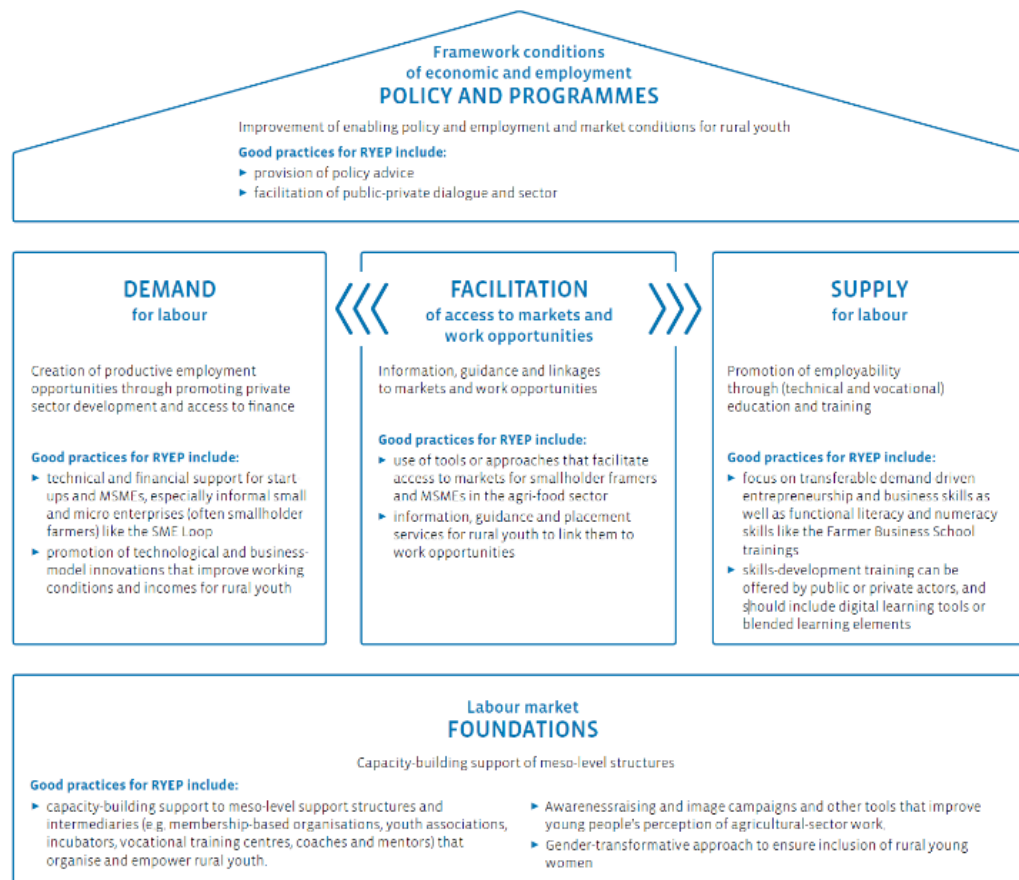


Spotlight: Adapted framework of the integrated approach

GIZ uses an integrated approach to employment promotion – **addressing the demand and the supply side of the labour market** as well as the framework conditions and the matching of actors.

In RYEP, the models need adaptation due to

- (1) the important role of **informal and entrepreneurial training** rather than formal TVET on the supply side;
- (2) the **relevance of market access** when matching supply and demand;
- (3) the **importance of micro-enterprises** on the demand side of the labour market; and
- (4) the **relevance of support structures** designed to empower rural youth at the meso-level of the labour market.



2. Project Example: Employment Promotion Programme (EPP III) in Sierra Leone



PROGRAMME

Employment Promotion
Programme (EPP III)



COUNTRY/IES

Sierra Leone



APPROACHES*



Integrated approach
with focus on labour-
market supply
and demand



GIZ PROGRAMMES IN RYEP

EMPLOYMENT PROMOTION PROGRAMME (SIERRA LEONE)

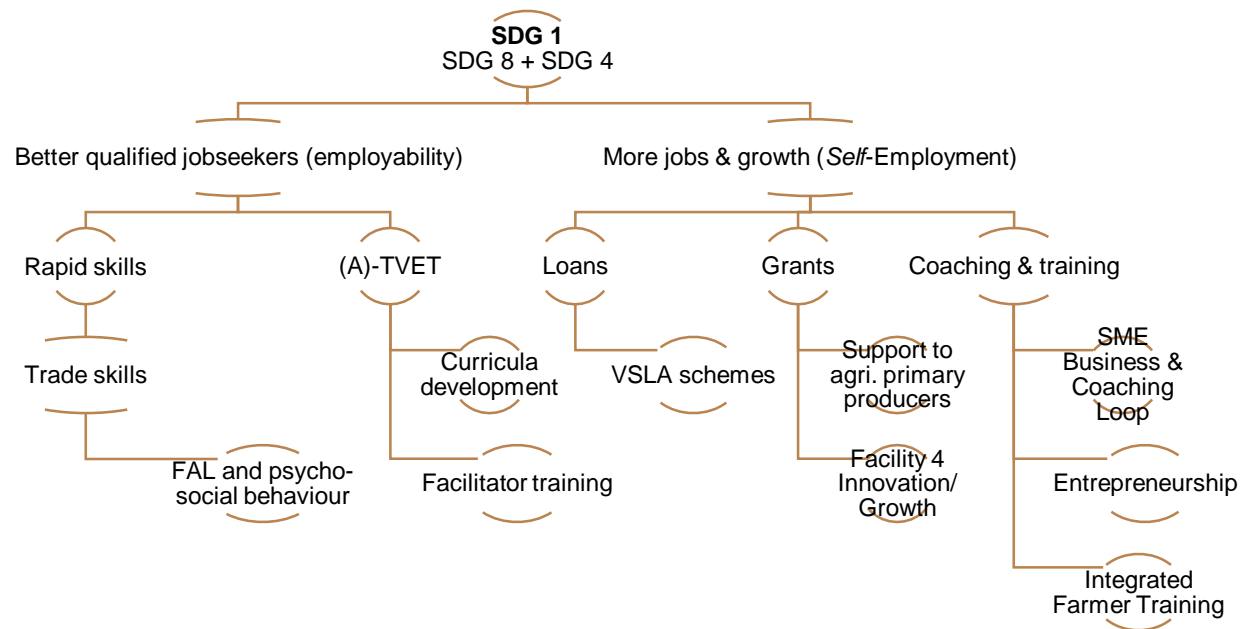


The Employment Promotion Programme (EPP III) aims to increase employability and create jobs in Sierra Leone. The programme applies a holistic youth employment approach with several interlinked project components.

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EPP I-III: Young people's income and employment situation in agricultural and MSM businesses has sustainably improved. Duration: 2009 – 2016; Commission volume: ca. **52 million €**; Target group: underemployed youth and young entrepreneurs in the rural northeast of Sierra Leone with a focus on female youth.





PROGRAMME

Employment Promotion
Programme (EPP III)



COUNTRY/IES

Sierra Leone



APPROACHES*



Integrated approach
with focus on labour-
market supply
and demand



Results

Total of people reached in the implementation districts:

487.000 (33,8%) of ca. 1.441.000

Total of direct beneficiaries:

97.958 (35% ♀, 6.8 %, 2.4 ♀, on average
4,97 dependents)

1.1 People that came into employment

2.127 (42.2% ♀)

=> permanent and recurring temporary and seasonal employment

1.2 Additional employment

41.933 (29,5% ♀)

=>self employment in agriculture, cash 4 work

1.4 Income

47.313 (35.3% ♀)

=>Cash 4 work, entrepreneurial support, self employment in agriculture

2.3 Short-term training measures

66.441 (33,6% ♀)

=>CEFE, FFS, FBS, IFT, trade life and business skills etc.

3.1 Food security

39.340 (47.4% ♀)

=> farmers that have been trained in GAP x adoption rate

3.2 Rural income

257.565 (households)

=>increase in income at household level

3.3 Sustainable land management

20.833 ha

=>area of land that has been rehabilitated and is managed according to GAP

In total **2.314** non-agricultural MSMEs have received financial and / or in kind support (transport, machines, raw material, processing facilities, package material, power generator etc.)

In total **33.933** farmers have received financial and / or in kind support to improve their business (land rehabilitation, tools, equipment, seed material, cocoa seedlings (ca. 3 million)).

→ In theory, **one new ("job")** durable possibility to earn permanent income or additional income has cost roughly **1.500€**, whereas agricultural employment creation is more cost effective (**ca. 300 - 600€**) than non-agricultural job creation (**12.000 – 17.000€**)



PROGRAMME

Employment Promotion
Programme (EPP III)



COUNTRY/IES

Sierra Leone



APPROACHES*



Integrated approach
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Major instruments

■ Facility 4 Innovation/Growth

- Grant for innovative or growth related business ideas between 4000 – 8000€
- Rigorous selection with a last public pitch step
- Individual support by consultants to prepare business plan and get “pitch ready”
 - In total 175: Agribusiness 77.3%, Tourism 4%, Renewable energy 6.3%, ICT 0.6%, Transport and merchandising 11.9%
 - Jobs created so far 449 (188 ♀)

■ SME Business & Coaching Loop

- Intensive individual coaching on site with upstream commercial training and downstream module for access to finance (6 month). Only coaching, no financial support. Two step selection process.
- It aims at the achievement of a set of basic set goals (registration, book keeping etc.) and some individual goals derived from the specific situation of the enterprise (better marketing, better storage facility and supply chain etc.)
 - In total 1143 (47.7% ♀) completed the cycle
 - E.g. achievement of proper record keeping was at 70%
 - The average increase with a large variance each was 88% for profit and 74% for turnover (approx. 100€ resp. 400€/ month)

■ Land rehabilitation and Integrated Farmer Training (IFT)

- Two interventions that go together: Provision of employment possibilities through access to productive land and agronomic/commercial knowledge transfer.
 - IFT is the logical answer to challenging educational standards. It combines in a series of one day plus follow up day trainings essentials from GAP, farming as a business and attitude change elements.
 - In total 19.451 farmer have received access to reclaimed land and attended various IFTrainings.
 - Adoption rate is around 78%. Additional income was on average approximately 100€/a (cocoa, coffee, rice)



PROGRAMME
Employment Promotion
Programme (EPP III)



COUNTRY/IES
Sierra Leone



APPROACHES*
Integrated approach
with focus on labour-
market supply
and demand



Major instruments

■ Rapid skills

- Various short-term courses (4 - 6 weeks) aimed at improving the most obvious deficits and increasing the chances of (re)integration into the labour market.
- solar, retail, construction, produce-dealer, agric. processing, functional literacy and VSLA, psycho-social behavior.

■ Agricultural Market Information System (AMIS)

- In cooperation with a local telecommunication company (Orange)
- Establishment of an digital seller to buyer platform operated by html or by ussd code on non smart phones.
 - Including a basic extension system providing information about agronomy.

=>Tools to replicate

- Facility 4 Innovation/ Growth
- SME Business & Coaching Loop
- Integrated Farmer Training



PROGRAMME

Employment Promotion
Programme (EPP III)



COUNTRY/IES

Sierra Leone



APPROACHES*

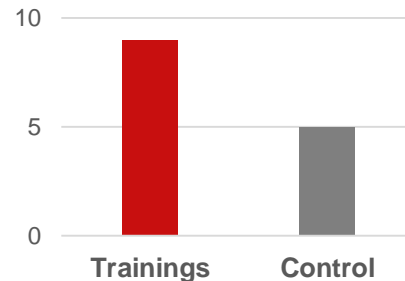


Integrated approach
with focus on labour-
market supply
and demand



Lessons learned

- A wide variety of instruments to apply the right tool to the right issue
- Instruments should be complementary and sequential
- Adequate financial support is crucial (micro loans, VSLA schemes, grants, PPPs)
 - VSLA 3559 (60% ♀) people took part: 10% interest, average saving 21€, average total savings sum 900€, 66% took 1-2 loans for mostly business expansion, 98% repayment.
- Champions and economic development nuclei support should be preferred over shotgun approach - look the entrepreneur in the eye -
- Technical support should be long- term rather than selective
- Proper mid term to long term TVET courses should be preferred over rapid skill improvement courses
- A planned adapted selection of participants and its strict enforcement is essential for success
- You should check your own intervention against the natural variance as often as possible



=>How to select and train good –quality local implementation partners and hold them accountable?

1. Start small and further engage those who are serious and quality/performance oriented
2. Establish a well defined M&E system that is used for quality control as well
3. Explain your standards and train service provider staff
4. Establish a performance based payment



PROGRAMME

Employment Promotion
Programme (EPP III)



COUNTRY/IES

Sierra Leone



APPROACHES*

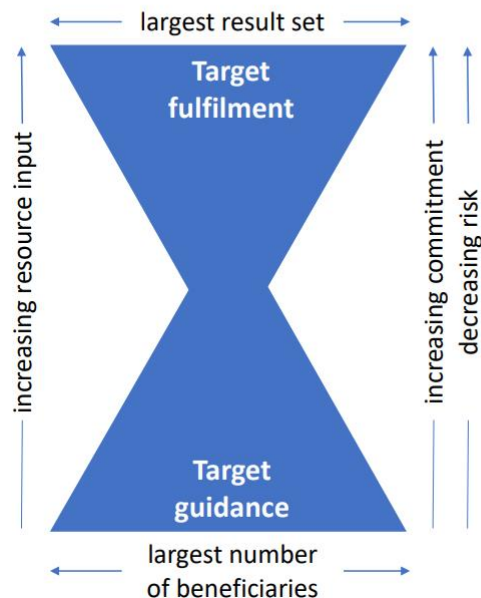


Integrated approach
with focus on labour-
market supply
and demand



Lessons learned

Hourglass approach



Intensification and scale up phase

1. Reduced number of beneficiaries
2. Change to direct hard targets
3. Increased demands (higher numbers) from individual beneficiary
4. High “support resources / beneficiary” ratio
5. Wide variety of adaptable support tools

Finding and extensive support phase

1. Large number of beneficiaries
2. Limited number of support tools
3. Low “support resources / beneficiary” ratio
4. Achievable small set of target(s) (eventual proxy or fundamental to results indicators)
5. Low demand from individual beneficiary



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APPROACHES*

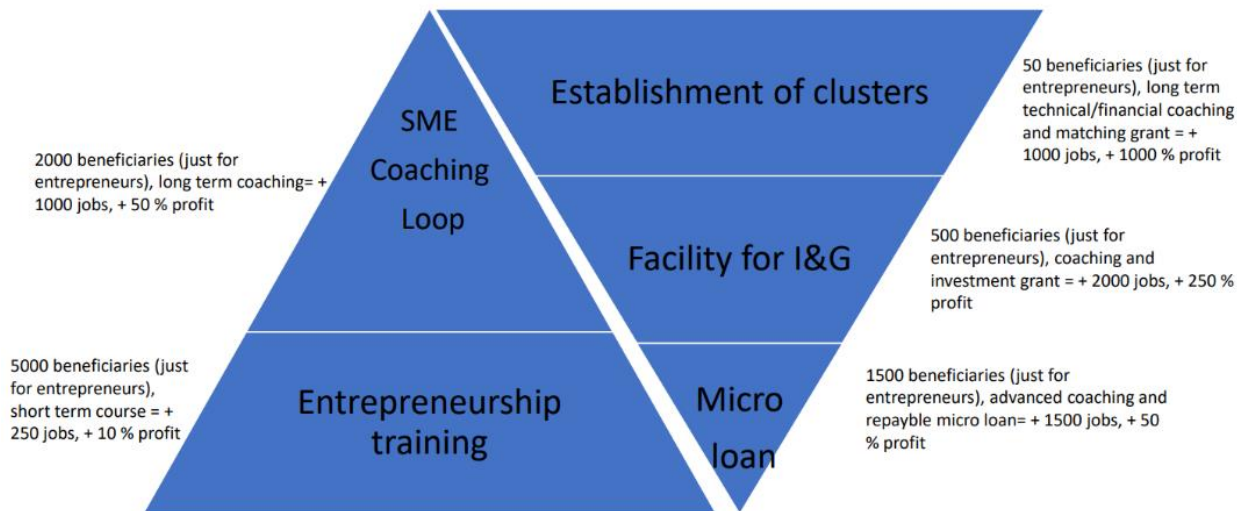


Integrated approach
with focus on labour-
market supply
and demand



Lessons learned

Hourglass approach



3. Project Example: Agricultural Value Chains for Sustainable Development (A4SD)



PROGRAMME

Agricultural Value
Chains for Sustainable
Development (A4SD)



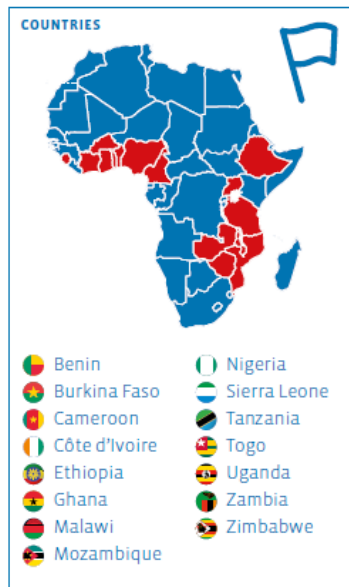
COUNTRY/IES

Pan-African
(12 countries)



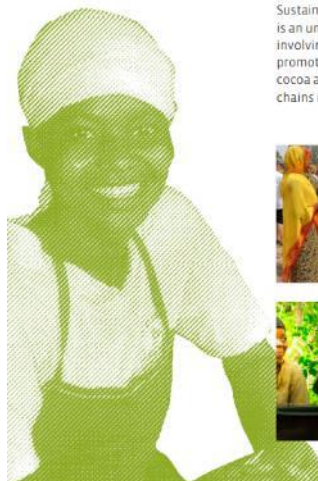
APPROACHES*

Supply side and
demand side



GIZ PROGRAMMES IN RYEP

AGRICULTURAL VALUE CHAINS FOR SUSTAINABLE DEVELOPMENT (PAN-AFRICAN)



Agricultural Value Chains for Sustainable Development (A4SD) is an umbrella programme involving four projects that promote cotton, rice, cashew, cocoa and food crop value chains in sub-Saharan Africa.



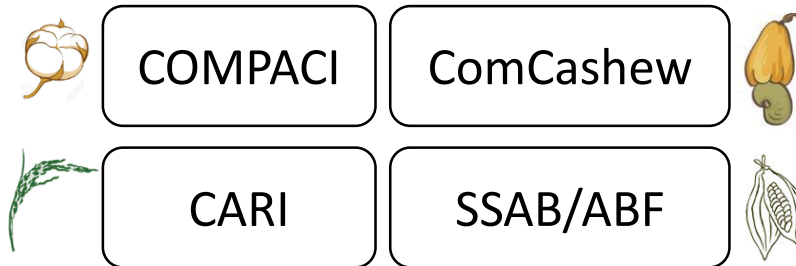
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Agricultural Value Chains for Sustainable Development (A4SD)



A4SD is an umbrella program involving **4 value chain promotion projects**, focusing on **cotton, cashew, rice, cocoa** and **food crops** in Sub-Sahara Africa. A4SD's objective is to support sustainable **agricultural** growth and thereby help **reduce poverty**. A4SD supports **smallholder businesses** in increasing their income and works on **increasing the number of FTEs** along the value chains.

The key aspect of the A4SD model is to take **processing as entry point**. The core element is the **Matching Fund (MF)**, with which public funds leverage private sector resources and create ownership. A4SD's MF partners have mobilized over **99 USD million** (cash and in kind).



Budget

- 63 EUR million from BMZ
- 84 EUR million from co-financing partners (Gates Foundation, EU, SECO, etc.)

Proven approaches for scale



PROGRAMME

Agricultural Value
Chains for Sustainable
Development (A4SD)



COUNTRY/IES

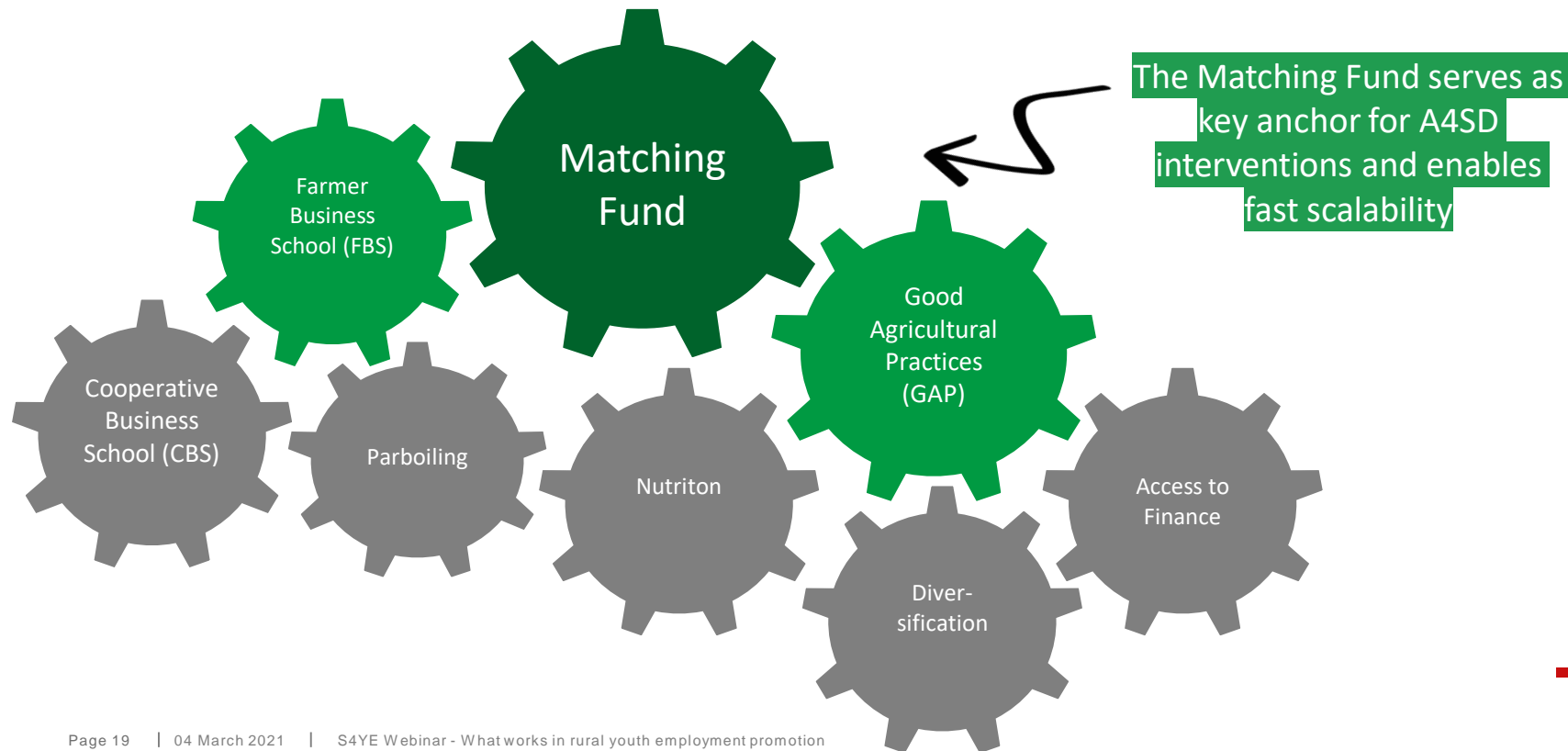
Pan-African
(12 countries)



APPROACHES*



Supply side and
demand side



A4SD works:

More than **1 Mio.**
full-time job equivalents
(FTEs) created

Up to **200%**
yield increase

More than **2.2 Mio**
Farmers trained in good agricultural
practices (GAP) or farmer business
schools (FBS)

107 private partners

67 public partners

More than **14 Mio**
direct and indirect beneficiaries

6 ODA partners

Success factors & lessons learnt



PROGRAMME

Agricultural Value
Chains for Sustainable
Development (A4SD)



COUNTRY/IES

Pan-African
(12 countries)



APPROACHES*



Supply side and
demand side



- **Multi-country** and **multi-value chains** approach enables scale and flexibility
- **Project length** helps nurture and scale public private partnerships (PPPs)
- **Scale vs depth** of programmes impacts quality of of employment
- **ICT is not the silver bullet** for youth employment promotion
- A **diversity of funding partners** promotes sustainability, brings budget flexibility and thematic insight
- When considering employment, it is important to work with concepts and methods that to **include seasonal informal agricultural work** that is not traditionally categorized as “classic” jobs (i.e. **full-time employment equivalents**). This involves reducing underemployment and expanding the scope of focus beyond new job creation.

How we measure employment effects (example CARI)



PROGRAMME

Agricultural Value
Chains for Sustainable
Development (A4SD)



COUNTRY/IES

Pan-African
(12 countries)



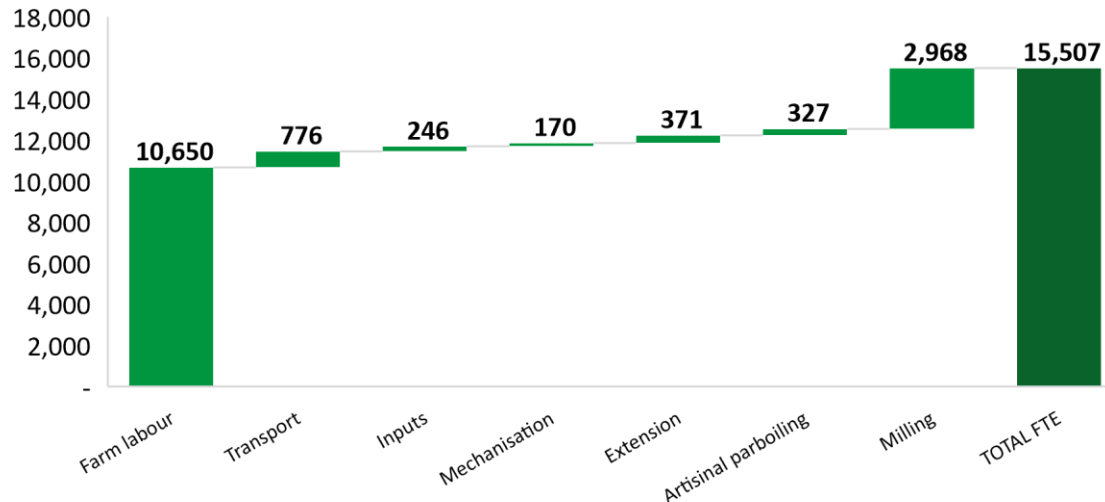
APPROACHES*



Supply side and
demand side



Nigeria Employment Impact (abs. in FTEs created)



- Productivity gains (extra tons) trigger employment effects along the entire value chain
- Highest effects at farm level, followed by milling and transport
- Multiplier-effect no yet considered

Contact



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Employment with a Focus on Youth”

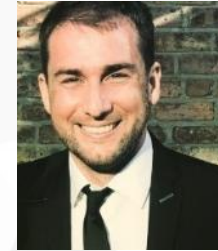
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