

IDG assists with modernizing vocational education and training (VET) systems by working closely with employers and with VET institutions, by choosing for training in job categories where there is demand, by strengthening VET institutions and by developing VET curricula. IDG is particularly experienced in providing this assistance in **francophone and Arabic-speaking** countries. IDG provides the following services:

- Building linkages between the private sector and VET institutions so that VET institutions have mechanisms for understanding the skills in demand by the private sector
- Capacity building for VET institutions
- VET curriculum reform
- Pilot trainings for workers and managers, followed by scaling up nationally or for a specific industry.
- Introducing “Quick-Start” – targeted training to workers selected by employers to provide skills required by identified jobs
- Strengthening public employment services agencies and private employment service providers
- Improving national workforce policy, and reducing labor-market legal and regulatory barriers
- Reforming labor taxes and social contributions, and associated government programs, to reduce the costs of hiring workers and increasing labor competitiveness
- Improving labor market data collection and analysis
- Improving job-matching programs and internet services

Illustrative Project Experience

USAID Tunisia ICT Competitiveness and Workforce Development Project

IDG recently implemented the USAID Tunisian Economic Growth ICT Competitiveness Program, a \$7.5 million project that promotes the development of the Tunisian ICT sector to enhance its role as a catalyst for accelerated private sector growth and job creation for Youth. In Tunisia, university graduates are affected by unemployment most severely, while the economy produces fewer new jobs than graduates. The Tunisia EG ICT Competitiveness Program focused both on increasing the number of jobs by promoting the competitiveness of ICT and ICT-enabled sectors and on improving the preparedness of young Tunisian workers for those jobs through training.

IDG exceeded the project target of creating 2,000 jobs. It trained at least 500 people, placing them in jobs; it organized job fairs and supported the establishment of career centers. IDG worked closely with private companies in the ICT and ICT-enabled sectors, training providers, professional associations, and government counterparts to identify and address shortfalls in the labor market. Activities were defined by two mutually reinforcing goals: equipping aspiring workers with skills critical for further career growth and helping employers create new jobs and fill them with the best qualified candidates.

IDG implemented a demand-driven training program, largely focused on Tunisian Youth that placed trainees in jobs upon the successful completion of training. Employers identified training areas and committed to hiring jobseekers that successfully complete the training program. Training was jointly paid for by the Project and employers. IDG assembled an exceptional pool of Tunisian training providers who provided the training on an as-needed basis. The training program offered paramount tools and approaches for aspiring professionals in a range of skills areas including management, business development, effective oral and written communication, leadership, teamwork, language and technical skills. As part of its work to grow and develop Tunisia’s



workforce, IDG also produced a comprehensive analysis of unemployment in Tunisia discussing structural problems and strategies to ameliorate them. A key finding was that unemployment among Tunisia's youth (those between 15 and 25 years old) has reached an all-time high of 29%.

IDG worked with the Tunisian employment services agency (ANETI) to plan and implement two major job fairs (Tunis@Work and JobConect), which brought 6,000 job seekers together. The fairs engaged with 84 ICT and ICT-enabled companies resulting in more than 2,000 job placements. IDG also organized smaller-scale fairs at campus career centers in Zaghouan and Kairouan. It broke new ground by launching the second fair in Tunis in partnership with a private association, CONECT, a dynamic new SME business group that was created in the days following the January 2011 revolution. CONECT is now operating a new job-matching website developed for the fair, and it plans to continue with job fairs in the coming years in Tunis and other locations in Tunisia.

IDG also worked with youth through university career centers. It worked closely with the Ministry of Higher Education to establish six university career centers throughout Tunisia, modeled after career-service departments on American college campuses. The career centers provided continuous support to students and alumni as they navigate the professional world. IDG provided training and support to launch the centers and provided on-going technical assistance to career center staff on developing and delivering programs for young job seekers on career planning, resume writing, job searches, and on employer services

Training through Blanket Purchase Agreements (BPAs)

The Project focused its efforts largely on private sector training suppliers rather than public institutions. Through a competitive process that resulted in 79 expressions of interest and 21 proposals, the Project ultimately signed Blanket Purchase Agreements (BPAs) with 10 qualified Tunisian training organizations. The BPAs permitted rapid responses to the training needs of partner companies while still ensuring competitive bidding.

USAID Enterprise Development and Market Competitiveness Project in Armenia

This project, based in Armenia, is aimed at identifying and strengthening high potential value chains and placing them on a job creating long-run growth trajectory. IDG is leading the Workforce Development Component, and working with existing local institutions; improving curricula, policy, and information distribution at the national level through the Ministry of Education and the National Center for VET Development; arranging for VET services to be provided directly within value chains; improving labor market data and analysis; improving job-matching websites; and assisting private for- and non-profit employment services providers.

World Bank Franchising and Employment Opportunities for Jordanian Female Graduates

The World Bank and IDG, in partnership with the Jordanian National Commission for Women, collaborated on interventions to create employment opportunities for young female graduates. The project objective was to analyze the demand for labor and match it with potential franchising opportunities as a means of increasing small scale female employment and/or entrepreneurship. Activities included strengthening women's access to job markets, skills, and benefits. IDG worked closely with the authorities to design and introduce specific interventions to increase young women's participation in the labor force.

Specifically IDG performed the following activities:

- Conducted an assessment about the number and fields of women graduates from two and four year colleges to map out where large pockets of employable women graduates were residing;
- Performed a mapping exercise against professions and industries where such training or skills could be applicable for franchise opportunities,
- Assessed the viability of creating a mentoring program and/or franchise association for young female franchisors and/or franchisees

- Identified existing educational resources which promote the franchise business model.
- Prepared an action and detailed work plan for a technical assistance program to help young women graduates to set up franchise operations through micro-credit or other credit schemes.