



KNOWLEDGE PLATFORM ON INCLUSIVE DEVELOPMENT POLICIES

# To get to work

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*Synthesis paper*

*Connecting supply and demand-side interventions for youth  
employment in African countries*

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# 1. Introduction

Local Employment in Africa for Development (LEAD) is a programme initiated by the Dutch Ministry of Foreign Affairs (MFA) in 2016 to tackle the root causes of radicalization and migration by improving young people’s prospects in African countries. Accordingly, LEAD aimed to create employment and entrepreneurship opportunities for youth, particularly young women:

*LEAD seeks to stimulate entrepreneurship among youth and enhance their employability and has a special focus on women. It supports young entrepreneurs through business and social skills training, mentoring and local co-working spaces, incubators and innovation labs. The programme can link up young entrepreneurs with interested investors and help them in getting access to finance. With business and social skills training, young people can increase their chances on the labour market. (Ministry of Foreign Affairs, 2017)*

The programme managed funds of EUR 25 million over a period of four years, ending in 2019. This funding was distributed through a consortium of non-governmental organizations (NGOs) based in the Netherlands: Oxfam Novib, Hivos, SOS Children’s Villages and SPARK. These NGOs collaborated with transnational, national and local organizations to design and implement programmes in seven African countries: Algeria, Egypt (2 programmes), Libya (2 programmes), Mali, Nigeria (2 programmes), Somalia (3 programmes) and Tunisia (2 programmes). All organizations implemented their activities from 2016 to 2018, with an extension until 2019. All programmes were evaluated externally and independently, by Voluntas (Hivos and SPARK), Management for Development Foundation Training and Consultancy (SOS Children’s Villages) and three local teams of youth evaluators (Oxfam Novib).

Figure 1 gives an overview of the different activities undertaken by the consortia, arranged by target and type of activity. As shown in the figure, the LEAD programmes offered a mix of supply-side interventions (to tackle youth employment by improving the supply of labour to the market) and demand-side interventions (to improve the demand for young workers). Supply-side interventions included skills training, matching activities, the promotion of youth entrepreneurship, and incentives for firms to hire youth. Demand-side interventions included business support, finance, and investment.

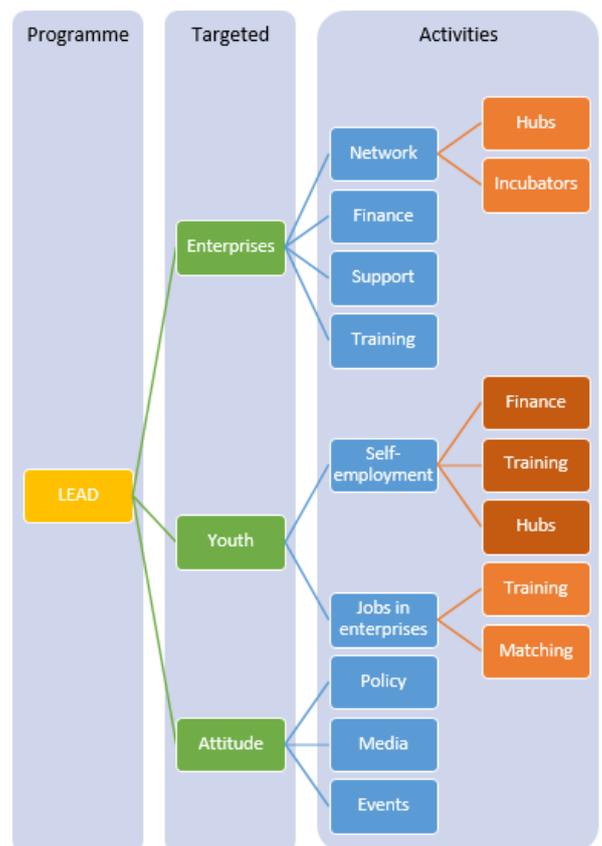


Figure 1. Key characteristics of LEAD programmes

Within its private sector development objective, the Department for Sustainable Economic Development (DDE) of the MFA developed the following key indicators for the LEAD programmes:

- Number of direct jobs supported
- Number of beneficiaries who started a business/self-employment activity and sustained it for at least six months
- Number of companies with a supported plan to invest, trade or provide services

- Number of trained/supported beneficiaries who have become employed

Table A1 (Annex 1) outlines the countries, partners, objectives and activities of the various LEAD programmes, while Table A2 (Annex 2) looks at the evidence related to the different categories of activities.

The following section gives an overview of the LEAD programmes based on the four evaluations. It is followed by section 3, which provides recommendations for LEAD and the next phase of implementation. Finally, a brief conclusion is drawn in section 4.

## 2. Evaluation

For certain indicators, the results of the evaluation studies of the organizations were very different (Brand, Crook & Yeboah, 2019; Unknown, 2019; Voluntas, 2019a; [Voluntas, 2019b](#)). These differences are due to how the different consortia members phrase their objectives, activities and outcomes, and, accordingly, their indicators. To give an example: a sustainable job within Hivos is defined as a job that is likely to remain relevant for the coming 10–15 years, without reasonable doubt that personnel will become automatized or redundant. SPARK, meanwhile, defines a sustainable job as a job that lasts for at least six months. Given these differences, a comparison between these two indicators between projects, as shown in Figure 2, does not reveal much.

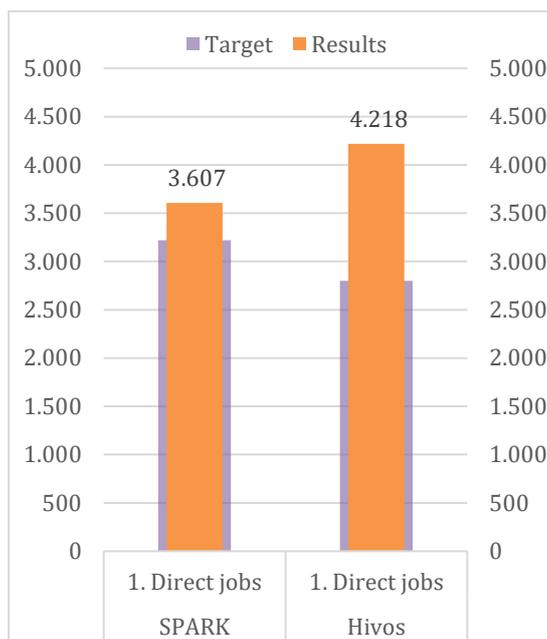


Figure 2. Direct jobs created by Hivos and SPARK

Indirect impact on employment has proved to be a difficult concept to evaluate. While studies have shown that the indirect impact of social and economic interventions on employment can be great, SPARK was the only organization with a substantial target for indirect contribution to employment. The difficulty of evaluating this indicator is due to the fact that indirect effects often take time to manifest, which puts them outside of the scope of evaluations.

Similarly, the sustainability of job creation cannot be measured in the short-term: in fact, most of the start-ups do not survive past the fifth year. As [Quak and Flynn \(2019\)](#) argue, an evaluation performed at the end of a programme is not enough to measure sustainability; at the minimum, a second evaluation should be performed after a longer period has elapsed to study the long-term effects of the programme. In particular those interventions contributing to, but not necessarily immediately creating, employment need to be studied over a longer period of time.

The results of the separate evaluations are given in different tables in the Annexes. These tables give an indication of the performance of the different programmes, each evaluated according to their own indicators. Although a thorough and informative comparison cannot be made based on these results, some tentative conclusions can be drawn. Based on the evaluations, the sub-sections below draw a general picture of the LEAD programmes.

## How did LEAD work?

The LEAD programmes applied a variety of tools to improve the prospects of youth and enterprises in the target countries. Despite the great variation between programmes, several tracks can be identified and broadly characterized. All consortia combined supply and demand-side activities to promote employment and entrepreneurship. A supply-side intervention in this context refers to an activity aimed at improving or enhancing the supply of (skilled) labour to the labour market, and a demand-side intervention is one that targets creating and improving jobs and creating more demand for labour.

Although the evaluation studies are unable to show if the outcomes are sustainable in the long term, the type of jobs created by the programme may influence the sustainability of employment in the long term. Importantly, the studies do not account for the displacement of workers in existing jobs or the displacement of employment (i.e. new jobs displaced by existing job) by the programme. The combination of supply and demand-side interventions may have accounted for some of the success of the programmes, but it is hard to conclude from the evaluations whether the combination of components was a factor in the programmes' success or actually hampered results. For instance, SPARK dropped the finance component of its programme due to problems in implementation. Access to finance is mentioned in various studies as one of the main constraints on businesses in Sub-Saharan Africa. The effect of such a programming change is hard to study within and between the LEAD programmes. According to the evaluators, this prevented the lifting of the constraint imposed by lack of credit, which is a major constraint on entrepreneurial growth and job creation. This case points to the importance of linking different approaches to employment creation, and the synergies that these approaches can produce.

Evidence points to the clear benefit of linking supply and demand-side interventions for employment creation. Similarly, evidence suggests that, in isolation, supply-side interventions (such as skills training and entrepreneurship training) may not be cost-effective. Figure 3 gives an overview of the supply and demand-side components of the LEAD programmes.

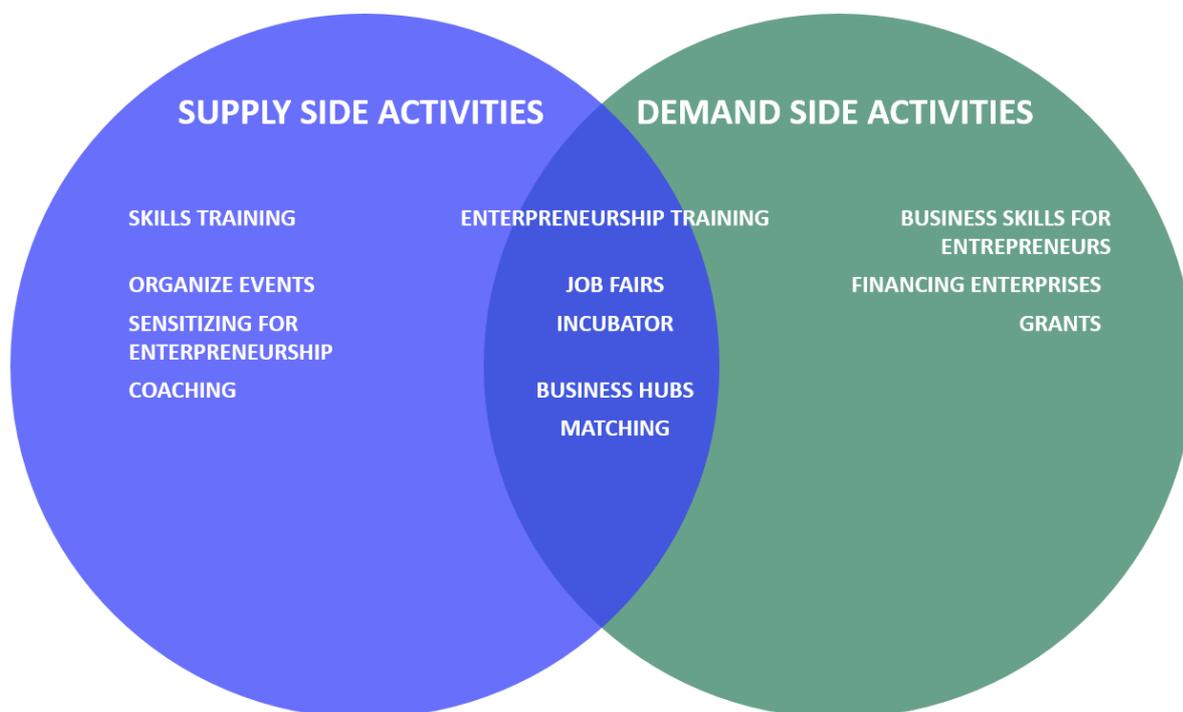


Figure 3. Supply and demand-side components of LEAD

## Supply-side interventions: active labour-market policies

### Training

All of the programmes in the LEAD initiative employed some form of skills training, combined with coaching or business training. Different local implementation agencies were in charge of the trainings. The content of these trainings ranged from employment skills, such as literacy and computer skills, and job market skills, such as composing a CV and cover letter, to business skills, such as accounting and investment skills and acquiring finance. These types of interventions are also known as active labour-market policies (ALMPs).

Overall, the verdict on the effectiveness of ALMPs is not yet out, but differences in earnings and/or employment indicators between treatment and control groups are usually small. Entrepreneurship skills are deemed to be more effective than job skills in employment creation for women ([Kluve et al., 2019](#)), while business trainings and consultancies for small businesses is shown to increase productivity and enhance job creation potential in most cases ([J-PAL, 2019](#)). Successful programmes often tend to include incentives for training providers, financial support for participants and gender considerations ([Stöterau, 2019](#)). The most successful job creation programmes are those that combine entrepreneurship training with business advisory services, long-term mentoring and improved access to finance ([Kluve et al., 2019](#)). Training schemes seem to be more effective when administered by the private sector. Hence, it is important to engage the local private sector at the very beginning of project implementation to align the training with the objectives of the private sector and labour market demand, and provide youth with the opportunity to gain on-the-job experience ([S4YE, 2015](#)).

### Communication strategies

Some of the consortia targeted their activities at promoting (women) entrepreneurship in the media or in national policy. Events, campaigns and sensitization activities promoted entrepreneurship as a serious career opportunity or dealt with cultural and social constraints on women entrepreneurship. The idea behind this type of activity was to help create a business environment that is conducive to the growth of start-up enterprises and to motivate youth and women to attempt entrepreneurship as a career path. Some activities worked to create a positive attitude to business and entrepreneurship, while others attempted to influence policies that would better enable growth in these businesses. Activities included media campaigns, events, summits, and dialogue with policymakers about entrepreneurship.

### Matching

An important barrier to wage employment in low and lower middle-income countries is thought to be job search costs. If that is true, then interventions that reduce job search costs should result in sustained employment growth. Search costs can be characterized as informational barriers; firms face costs in assessing the quality or skills of job seekers, and youth may not know how to find the jobs on offer or what to expect. Matching activities are aimed at reducing these costs for job seekers and helping employers to find personnel with the required skills for their positions. Matching activities included job fairs, co-working spaces, incubators (partly), online platforms for job applications and internships, and other networking activities. Other matching activities included investor match-making programmes (Hivos) and connecting local small and medium enterprises (SMEs) with the value chains of larger companies (SPARK).

Studies show, however, that job search and matching assistance have little effect on employment creation or earnings ([McKenzie, 2017](#); [Fafchamps et al., 2018](#)). One reason may be that urban labour markets (where most wage jobs are located) are actually pretty efficient at connecting job seekers and

firms looking to hire entry-level employees. In other words, labour market symptoms, such as the unemployment of educated youth or presence of a large informal economy are caused by factors outside the labour market, such as lack of jobs, not by the characteristics of the job seekers ([Fox & Kaul, 2018](#); [McKenzie, 2017](#)).

The exception to the limits of matching and job-search programmes comes from an apprenticeship programme in Ghana. This programme offered a partial wage subsidy to firms accepting apprentices. Firms earned higher revenue and made more profit without reducing other labour, suggesting low displacement. In addition, apprentices were more likely to be employed after the subsidy ended ([McCasland & Hardy, 2016](#)). Other programmes aimed to help job seekers seek harder by incentivising or subsidising their job search. In Ethiopia, participants in a transportation subsidy scheme were more likely to get a formal job, which did not pay more, but perhaps had other benefits ([Fafchamps et al., 2018](#)). Another example from Ethiopia shows that travel subsidies for youth living on the periphery of Addis Ababa increased the likelihood of them finding good employment ([Franklin, 2015](#)). Mobility assistance may be especially important for rural youth who cannot find out about labour markets without it. However, the concern is that the effects of job search and matching assistance may purely be displacement ([Fox & Kaul, 2018](#)).

### **Combinations with demand side**

Connecting access to finance with business skills training is one way of combining the supply and demand side of employment creation for youth. Most organizations used a combination of several components, such as finance and entrepreneurship training (Oxfam Novib); labour market analysis, incubators and training (SPARK); or entrepreneurship/employment skills training and crowdfunding (SOS Children's Villages). These activities benefit job seekers and new entrepreneurs by improving their skills in areas such as (digital) literacy, accounting, business and soft skills. At the same time, businesses starting up and already established firms can benefit from access to finance to lift constraints in terms of assets for production and generate more growth in the short term, which may translate into more employment. Studies show that a combination of approaches that tackle structural constraints and fit with the context (social and cultural aspects) of work and entrepreneurship work best for sustainable job creation in the short and long term, especially when private sector actors are involved in the supply side ([Quak & Flynn, 2019](#)).

The programmes under LEAD all addressed start-ups or SMEs (or both). Both types of businesses are very dependent on the policy environment in which they operate ([Amhaa & Woldehanna, 2016](#)). A main concern with start-ups lies in the lack of sustainability of the employment they create, as well as the quality of these jobs. Although the [World Development Report 2019](#) ([World Bank, 2019](#)) shows that it is easier to enhance self-employment than to increase employment in existing firms, the benefit of start-ups in terms of long-term employment is limited.

### **Differences between countries and consortia**

All consortia implemented projects in multiple countries, which is challenging when looking to export a standardized approach, as well as in terms of operational costs. Table 1 outlines the enabling and constraining factors listed by the evaluators for each country. These are supplemented by the rankings in the [Doing Business Index](#) and [Fragile States Index](#). For instance, Libya, Mali, Nigeria and particularly Somalia rank high on the [Fragile States Index](#). The underlying social, economic and political instability may have a severe impact on the performance of new and existing businesses. All evaluators have referred to these contextual factors contributing to the suboptimal performance of the programme.

Fragility and the business environment in each country resulted in differences in implementation between the different projects and consortia; however, this does not fully explain the differences. While differences in the effectiveness of interventions in Libya and Tunisia, for example, can be explained by fragility, the positive impacts in Somalia remind us that success is possible in fragile contexts. According to SPARK evaluators, not the fragility itself, but the presence of a culture conducive to entrepreneurship, as observed in Somalia, but not in Libya, provides the best explanation. What constitutes this culture is not entirely clear, and this points to the argument that interventions should cater to the specific needs of certain groups of job seekers, entrepreneurs or firms ([Quak & Flynn, 2019](#)).

A factor that is thought to constrain job creation in fragile settings is the high level of informality in the absence of institutions. Within fragile settings, programme design needs to adjust to plural lifestyles with multiple income-generating activities that often change. The main message of this cross-country comparison should be that exporting a standardized formula requires investment in the adaptation and study of the local cultural, social and economic dimensions of the lives of young women and men.

**Table 1. Enabling and constraining factors per country**

Country	Enabling factors	Constraining factors	Doing Business Index	Fragile States Index
Algeria		<ul style="list-style-type: none"> <li>- Lack of experience/knowledge of entrepreneurship hinders programme effectiveness</li> <li>- Closed economy hinders links with European start-ups</li> </ul>	157	72
Egypt	+ Generally, a positive trend in growth of entrepreneurship, which makes beneficiaries more receptive and knowledgeable	<ul style="list-style-type: none"> <li>- Regulations that must be complied with to work with and through local partners (such as requiring a visa) can cause severe delays</li> <li>- Legislation hinders the operations of international actors</li> </ul>		34
Libya		<ul style="list-style-type: none"> <li>- Ongoing political turmoil and economic instability causes practical challenges such as roadblocks, power shortages, etc.</li> <li>- Lack of security, support and liquidity</li> <li>- Political instability leads to constant changes in staff and opportunities for service provision</li> <li>- Lack of entrepreneurial ecosystem can cause suspicion regarding projects on 'entrepreneurship'</li> <li>- Limited infrastructure and markets</li> </ul>	186	28
Mali	+ Peace-building operations provide business opportunities in services and construction	<ul style="list-style-type: none"> <li>- High level of informality (and poverty)</li> <li>- Corruption, clientelism and lack of funding options hinder businesses</li> <li>- Weak state and weak social contract between state and citizens</li> </ul>	145	21
Nigeria	<ul style="list-style-type: none"> <li>+ Recently, policies have been adopted to promote the business environment and employment creation</li> <li>+ Big internal market</li> <li>+ Several micro-finance institutions</li> </ul>	<ul style="list-style-type: none"> <li>- Unfavourable and insecure business climate due to corruption, violence, a restrictive trade policy and bad infrastructure</li> </ul>	146	14
Somalia	<ul style="list-style-type: none"> <li>+ Recently, policies have been adopted to promote the business environment and employment creation</li> <li>+ Recently, work has been undertaken on more business licensing (i.e. formalization)</li> <li>High level of investment in enterprises by diaspora</li> </ul>	<ul style="list-style-type: none"> <li>- Very weak state</li> <li>- High level of informality</li> <li>- High level of internal displacement</li> <li>- Government insists on being closely involved and demanding 'facilitation fees'</li> <li>- Lack of coordination leads to duplication and redundant projects</li> </ul>	190	2
Tunisia	<ul style="list-style-type: none"> <li>+ Recent legislative developments, such as the new Start-up Law, are helpful for entrepreneurs</li> <li>+ A conducive business ecosystem, including experts to help businesses</li> <li>+ A positive general trend in growth of entrepreneurship, which makes beneficiaries more receptive and knowledgeable</li> <li>+ Secure, open and easy to establish linkages with</li> </ul>	<ul style="list-style-type: none"> <li>- Abiding by local laws limits timely implementation, payment processes and long-term team building</li> <li>- Lack of infrastructure, bureaucratic procedures and conducive economic, political and social environment limit job creation</li> </ul>	80	95

Source: LEAD evaluation reports (Brand, Crook & Yeboah, 2019; Unknown, 2019; Voluntas, 2019a; [Voluntas, 2019b](#)), Doing Business Index (Doing Business, 2018), and Fragile States Index (Fund for Peace, 2019)

## Gender-sensitive programming

Hivos found that promoting female entrepreneurship was difficult, because of practical issues and resistance from women to being seen as a ‘female entrepreneur’. However, [other evaluations](#) show that promoting self-employment is more promising for women than wage employment. Accordingly, [the impacts](#) are even higher among women who chose to take the business skills track than the general vocational skills track (Bandiera et al., 2018).

One of the conclusions of the INCLUDE Conference ‘[What works to promote employment prospects for women and youth](#)’ was that women’s employment interventions need to differentiate between different types of employment for women: entrepreneurship, farming, employment of young women, and wage employment. The next differentiation is between different groups of women: the very poor, the poor, the non-poor and young women. For example, very poor women will need a more intensive package with more money, technical assistance services, and someone to walk them through this technical assistance (INCLUDE, 2015). Demographic trends and job prospects also need to be distinguished in the four different country settings of the LEAD programmes: agrarian economies, urbanizing economies, formalizing economies, and countries with aging populations; and for two cross-cutting scenarios: conflict-affected countries and resource-rich countries

Another important factor is the sustainability of employment for women. A systematic review by [Buvinic & Furst-Nichols \(2014\)](#) on women’s employment showed that successful impacts in the short-term often vanish in the long-term if underlying gender-specific constraints are not dealt with. Cultural and social aspects often play an important role in the availability of decent work opportunities for women. Furthermore, fragile contexts tend to exacerbate constraints specific to women. For young women living in low-income or fragile countries, so-called ‘safe space’ programmes that provide both vocational and life-skills trainings in clubs outside school led by female mentors have proven effective in improving income generation ([Stöterau, 2019](#)).

## Partnerships

The LEAD consortia organizations engaged in partnerships with local organizations to implement their projects. Table A6–A9 in Annex 5 outline the findings of each evaluation regarding the sustainability and effectiveness of their partnerships with local organizations, based on the rankings given in the four evaluation reports. The most important challenges, advantages and questions regarding the work with implementing partners are summarized in Figure 4.

The most common challenges identified by the LEAD consortia were issues of efficiency and coordination, which often translated into problems in

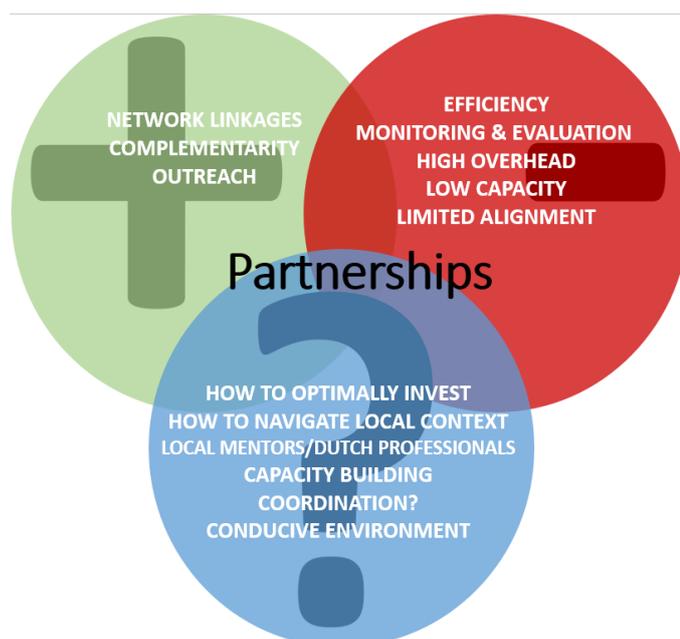


Figure 4. LEAD programme partnerships: challenges, advantages and questions

time management and costs. The vertical arrangement between consortium leaders and implementation partners also caused monitoring and evaluation problems. In addition, there were challenges due to limited alignment between and within organizations. All evaluators reported some degree of incapacity in partner organizations, which hindered programme effectiveness. Inability to mobilize key actors, lack of (trained) staff and general inexperience were some of the many factors listed. Furthermore, several potentially strategic actors were not included in the collaborations. In particular, Dutch embassies were not involved in LEAD programmes, with the notable exception of the partnership between Hivos and the Dutch embassies in Egypt and Tunisia.

Strong partners can provide access to networks and help adjust programme components such as campaigns and training tools to local circumstances. In several programmes, close collaboration with governments was required. The procedures involved in these collaborations caused some delays. Hence, building on existing networks involving government bodies is important for rapid implementation in the future. The different strategies of partners can also increase outreach to these strategic actors and make LEAD programmes more adaptable to local networks. In general, strong relationships between partners and consortium organizations, motivation, dedication and an open culture were attributed to effective partnerships.

Working with partners raises important questions, as it constitutes a trade-off between the challenges and advantages of partnerships. Notably, coordination between and within partnerships poses questions, as well as the hiring of local mentors versus flying in Dutch professionals for coaching and training. [Quak & Flynn \(2019\)](#) suggest that a strategic partnership with private sector actors would be more beneficial in interventions aimed at employment creation. By linking up with the private sector, interventions would more closely approximate its needs and fit better with labour market demands.

### **3. Recommendations**

Several recommendations can be made based on the evaluation studies and the knowledge that is available on supply and demand-side interventions for employment creation. The evaluation studies of the individual consortia, which were conducted by independent agencies, provide specific recommendations for the next phase of LEAD. This section highlights a few overarching recommendations from the evaluations, grouped into three themes: synergies and coordination; monitoring and learning; and adaptive, long-term and context-specific approach.

In relation to Recommendation 1, evidence shows that supply-side interventions are more effective when they link up and coordinate with other types of interventions. Coordination may also enable synergies between components and prevent duplication or competition. Hence, the creation of coordination and synergies is the first recommendation. Secondly, and adding to this first point, it is important to conduct monitoring and weave a learning component into the fabric of interventions, horizontally and vertically, on the operational as well as strategic level. A learning component requires more coordination, but allows for joint monitoring, more rigorous evidence and will make LEAD programmes more consistent (Recommendation 2). Finally, it is important to note that the nature of the supply side of youth employment calls for an adaptive, long-term and context-specific approach (Recommendation 3).

## Recommendation 1. Create synergies and coordination

As mentioned in the previous chapter, there is a debate as to whether or not supply-side interventions alone are cost effective and have significant impact on overall employment. Linking ALMPs with private sector development programmes, for example can potentially increase effectiveness. This was alluded to in the evaluations and is supported by several other studies ([Quak & Flynn, 2019](#)). A systematic review by [Kluve et al. \(2019\)](#) comparing various ALMPs concluded that multi-faceted programmes combining interventions have the highest potential to contribute to youth employment.

Many youth employment programmes have added components to address the issue of access to finance. However, none of them have been implemented in Libya or similar fragile contexts. The programme we identified to be most comparable is the [Economic Empowerment of Adolescent Girls and Young Women \(EPAG\) programme in Liberia](#), where young women and girls were provided with a broad range of skills training and complementary services, including market assessment skills and stipends (Adoho et al., 2014).

The takeaway message of a literature review by [Blattman and Ralston \(2015\)](#) is that interventions equipping individuals with capital (physical or cash) have the best record and provide long-lasting positive impacts. The success of these programmes suggests that there may be synergies between programme components, and that the provision of skills or cash alone is an imperfect way of putting the poorest on a path to stable employment. However, as local contexts vary, and the possibilities for promoting employment targeting disadvantaged youth are numerous, a solid body of evidence has yet to be constituted, in particular with regard to skills formation interventions and work-force programmes. The most successful job creation programmes are those that combine entrepreneurship training with business advisory services, long-term mentoring and improved access to finance ([Kluve et al., 2019](#)). [Stöterau \(2019\)](#) found that the most successful programmes combine incentives for training providers, financial support for participants and gender-sensitive design.

Besides programme components, synergies between and within organizations, and even sectors, may improve the effectiveness, relevance and coordination of employment programmes. Public-private partnerships are a promising implementation modality for ALMPs, as is linking up with private sector actors to determine the curricula for trainings ([Miroro, 2016](#)). However, this will require engaging employers more intensively in phase two of LEAD. Such partnerships will require adequate planning, time to develop relationships with private sector partners, clear roles and expected outputs, shared commitment, leadership and frequent interactions. The Dutch embassies represent a potential partner for the LEAD programme, among others. The launch of the [Challenge Fund for Youth Employment](#) by the Ministry of Foreign Affairs offers a promising opportunity in this regard.

Public-private partnerships are a promising implementation modality for ALMPs. One such example is the Emergency Employment Investment Project<sup>1</sup> (EEIP), which was implemented as a partnership between the Micro, Small and Medium Enterprise Development Agency

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<sup>1</sup> EEIP was a grant EUR 67.6 million, financed by the European Union, administered by the World Bank and implemented by the MSMEDA (formerly, the Social Fund for Development) over the period 2014–2017. Specifically, the 'Improving Youth Employability' component financed the piloting of youth employment projects aimed at facilitating young people's sustainable transition to wage and self-employment. Promising pilot projects were identified and implemented by NGOs based on a demand-driven process, whereby the NGOs proposed interventions adapted to the needs of youth and employers in the local context.

(MSMEDA), a government agency, and over 40 NGOs. The goal of the project was to identify and evaluate promising approaches to facilitate young people's transition to work and contribute to building the evidence base on youth employment programming in Egypt. MSMEDA provided the general principles for programming (e.g. target districts, eligibility criteria for youth, etc.), while giving a lot of flexibility to the NGOs to select the type of interventions best suited to the specific target group and local context. Importantly, NGOs had to meet clear employment targets, which were further emphasized in performance-based contracts (part of the contract value was paid upon independent verification of the employment results achieved). The positive results from the [evaluation study by Alashanek Ya Balady](#) may suggest that such public-private partnerships for employment promotion, which are still a very novel approach in Egypt, hold promise for the future, especially when the reach or implementation capacity of government institutions is weak.

In the case of a large-scale programme such as LEAD, coordination between the different projects within consortia and between the different consortia may lead to increased innovation and positive interaction effects between different programmes. Instead of a silo approach, in which there is no or limited communication and interaction between the consortia or between the different projects within the consortia, horizontal and cross-cutting communication could increase the innovativeness, relevance and effectiveness of projects. As pointed out in a recent [IOB Evaluation \(IOB, 2019\)](#), it is necessary to align the separate interventions with different programme objectives and where possible, or necessary, combine budgets to avoid the scattering of resources.

## **Recommendation 2. Incorporate monitoring and learning**

The differences between the evaluation studies discussed in the sections above show that the variation between evaluation studies performed on the interventions by the different consortia pose a challenge in the monitoring and evaluation of LEAD programmes. The use of different indicators with variable definitions to support the different objectives and goals of the programmes made it nearly impossible to compare data and create a learning process between the different consortia. Coordinating monitoring and evaluation would enable learning across silos within LEAD. Especially because of the overlap in the target countries of several organizations, a decent learning process would prevent organizations from re-inventing the wheel simultaneously in each other's backyard.

Furthermore, the exchange of data from the monitoring and evaluation of the different organizations would promote a better understanding of what types of interventions work, how they work, and in which combination they form synergies. Access to raw data is important to generate evidence-based learning. Oxfam Novib has provided their evaluation data to the public via an online interface. If all consortia under the LEAD umbrella presented their own data in a similar way, it would greatly improve the capacity to learn from each other's practices. The next step would be to share learning experiences and compare notes, using diverse means, for which a publicly-accessible online database such as Oxfam Novib's might be a good starting point. [Iterative beneficiary monitoring \(IBM\)](#) and [high-frequency data collection](#) through mobile telephone interviews with beneficiaries are methods that are increasingly being used to generate loops of learning that can be put into policy or action relatively swiftly and have the potential to monitor beneficiaries throughout the implementation process.

**Recommendation 3. Take an adaptive, long-term and context-specific approach**

It is essential to understand the structure of the national and local labour market to know how and where Sub-Saharan Africa’s youth will find employment and what this means for youth employment challenges in the given context. The following questions should be answered to prepare LEAD for its next phase:

- Where do most young people reside?
- Where do young people work and where will they be working in the coming years?
- What are the characteristics of youth? ([INCLUDE, 2017](#)).

Youth are not a homogenous group. Four groups of youth can be distinguished, together with four main strategies for addressing the challenge of youth employment. Table 2 gives an overview of the different categories of youth identified by [Barlet and d’Aiglepierre \(2017\)](#) and adopted in the [INCLUDE synthesis report](#), *Boosting productive employment in Africa: what works and why?* (Dekker, Simbanegavi & Hollander, 2018). The overarching recommendation that follows from these categorizations is to perform context diagnostics before programme design to identify the need for the type of intervention, aimed at alleviating credit constraints.

**Table 2. Strategies for employment for different categories of youth**

Rural youth from modest farming families working on the family farm	Low-skilled, self-employed youth in urban or rural survival enterprises	Young apprentices, from middle-class or modest backgrounds in rural or (peri-)urban individual enterprises	Young urban graduates seeking formal wage-employment
Basic education, access to land, technology and finance, and support in building networks	Basic and vocational education and skills training, and interventions aimed at enhancing their access to employment prerequisites, such as finance and networks	Access to training programmes in business models and mentoring, as well as an enabling business climate	Competences of young urban graduates should match the needs of the labour market

Source: [Barlet & D’Aiglepierre, 2017](#); [Dekker et al., 2018](#)

Advancing insights (*‘voortschrijdend inzicht’*) can be produced by adding a learning component to programmes and adapting to the environment, which entails engaging with changes in the programme context. Some LEAD programmes operate in fragile countries, such as Tunisia, Somalia or Algeria. These settings require an even more flexible approach, adjusted to the dynamic livelihoods of beneficiaries and the changing social, political and economic circumstances. For example, gender constraints are exacerbated in fragile settings and providing ‘safe spaces’ is an effective way of giving women in these precarious settings vocational and life skills trainings ([Stöterau, 2019](#)).

Although no systematic comparison has been conducted, programme evaluations in such contexts (for instance, a youth employment programme for ex-combatants [in Nigeria; KU Leuven, 2019](#)) show relatively small results. An important source of inspiration for ways to increase effectiveness is the [Economic Opportunities for Youth in Fragile Settings Toolbox](#) (Work for Youth in Fragile States, n.d.).

Time is of importance in employment programmes. Impacts often are best visible in the long term, while some impacts vanish over time, others materialize only after a programme is finished. To obtain an accurate sense of the impact of employment programmes it is imperative

to have a longitudinal focus in implementation, monitoring and evaluation. A major issue is the sustainability of start-ups, which often vanish after programme support ends. Various evaluators have indicated that the inception phase of programmes can take longer than anticipated. Hence, it is recommended to expand the timeframe of LEAD programmes to account for unexpected delays in fragile settings, enable the development of partnerships, and give sufficient time for implementation.

## **4. Conclusion**

The LEAD programme, financed by the Dutch Ministry of Foreign Affairs and implemented by Oxfam Novib, SPARK, SOS Children's Villages and Hivos, aimed to improve employment opportunities for youth in seven African countries from 2016 to 2018, with an extension to 2019. The four consortia operated through local implementing partners. The programme combined supply-side activities (to enhance the supply of labour to the labour market) with demand-side activities (to create and improve jobs and increase the demand for labour) to promote employment and entrepreneurship. These activities ranged from communication strategies, job fairs and job matching, to skills and entrepreneurship training and financing. The size of the programme and the inherent variation between consortia, countries and implementing partners does not allow for comparison based on the separate evaluation reports.

The evidence that is available regarding active labour-market policies suggests that a multi-faceted approach that combines supply and demand-side interventions is most effective, especially in combination with capital. Skills and business training were found to be more effective when the private sector was involved. Furthermore, coordination among the activities of the different implementing partners, and between the consortia, may produce positive interaction effects and prevent duplication.

In order to measure more elusive impact indicators, such as the sustainability of jobs, a long-term perspective on monitoring and evaluation is required. Increased coordination between consortia in monitoring and evaluation activities will provide better data, which could induce a learning environment in which advancing insights inform the activities of implementing partners. An iterative process of learning may increase the ability of projects to adapt to specific needs, changing environments, and challenging contexts, such as in fragile countries.

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# Annexes. Tables from LEAD evaluation studies

## Annex 1. Countries, partners, objectives and activities

Table A1. Overview of LEAD countries, partners, objectives and activities

Lead organization	Countries	Local partners	Objectives	Activities
<b>Hivos</b>	Algeria	BusinessWise SyLabs	1. Promote entrepreneurship as a career opportunity  2. Increase number of youth (particularly young women) opening businesses  3. Increase number of youth using local support for entrepreneurship  4. Increase investment in businesses in promising sectors, for growth of businesses and employment opportunities for youth	1.a. Launch regional media campaign 1.b. Organize debates  2.a. Support CSOs to develop employability hubs 2.b. Provide financial education training 2.c. Set up business start-up courses 2.d. Set up micro-mentor platform 2.e. Set up micro-franchise platform  3.a. Fund co-working spaces 3.b. Provide training and mentorship in co-working spaces 3.c. Award collaboration grants 3.d. Expand the online platform 3.e. Organize co-working summits  4.a. Establish an investor match-making programme
	Egypt	AlMakkan AUC Venture Lab M3mal Mok3b Nahdet el Mahrousa The District/Progress		
	Libya	Nuqta		
	Tunisia	CoArt Cogite Cozi Mercy Corps Wasabi		
<b>Oxfam Novib</b>  Work in Progress! Alliance, with: - Venture Capital for Africa - Butterfly Works - International Organization for Migration	Egypt	Innoventures National Employment Pact Ahead of the Curve RISE Egypt	1. Increase number of young men and women with paid jobs or own enterprises  2. Grow existing local SMEs to create new jobs for youth  3. Improve policies and change attitudes towards youth employment and entrepreneurship	1.a. Train youth in soft skills and technical skills 1.b. Organize job fairs 1.c. Provide opportunity for, and information about, internships  2.a. Provide business development support for start-ups 2.b. Provide acceleration trainings for start-ups 2.c. Provide alternative financing forum  3.a. Organize solutions summit in Egypt 3.b. Provide leadership training 3.c. Work with companies on gender policies
	Nigeria	She Leads Africa Enterprise Development Centre Poise Nigeria EKOBITS		
	Somalia	HAVOYOCO SOSTA Shaqodoon		

<b>SOS Children's Villages</b>  The Next Economy, with: - 1% Club - ENVIU - Afrilabs	Mali	SOSCV Mali Impact Hub AMAGHR ONG Jigi Ubipharm	1. Increase number of youth with employment in enterprises  2. Have youth participate in the Decent Job Placement Program  3. Grow existing SMEs to create new jobs for youth  4. Improve the 'business ecosystem', mainly through hubs	<u>Track 1: Decent Job Placement Program</u> 3 months of life skills training followed by an entrepreneurship (A) or employment path (B) <u>A - Entrepreneurship path:</u> 3 months entrepreneurship training, including developing a business plan and pitching the business idea for crowd funding and grant prize, leading to the creation of the business <u>B - Employment path:</u> 3 months further training in employability skills and 3 months internship  <u>Track 2: Growing existing businesses</u> 3 months of training, coaching and networking activities for start-ups with growth potential Ecosystem activities: advocacy with government/universities, media campaigns, research, networking
	Nigeria	NINE nHub		
	Somalia	SOCSV Somalia Ministry of Employment and Social Affairs SONYO Hargeisa Hub/Digi Hub ACG Iftjin Foundation		
<b>SPARK</b>	Libya	Deraz Jusoor ENALA Idea Drivers Libyan Enterprise	1. Create sustainable employment for youth (particularly women) in growth sectors   2. Promote entrepreneurship among youth by integrating entrepreneurship education in secondary and higher education	1.a. Perform market research in growth sectors 1.b. Recruit successful existing and new entrepreneurs 1.c. Create/expand entrepreneurship centres 1.d. Improve financial and business service providers 1.e. Provide coaching and training for entrepreneurship skills 1.f. Facilitate access to finance through guarantee funds 1.g. Facilitate local SMEs in the value chains of larger companies 1.h. Promote successful young entrepreneurs in the media  2.a. Introduce or improve entrepreneurship courses 2.b. Introduce or improve training programmes 2.c. Organize summer modules in entrepreneurship 2.d. Organize a Global Entrepreneurship Week
	Somalia	Shaqodoon		
	Tunisia	IACE Education for Employment Centre d'Affaires		

## Annex 2. Evidence related to different categories of activities

**Table A2. Evidence related to different categories of activities**

Note: Hivos blue, Oxfam green, Spark orange, SOS Children's Villages red

Category	Activity per organization	Evidence	Example/evidence 2
<b>Training and mentorship (ALMP - active labour-market policies; supply side)</b>	<i>Leadership &amp; mentoring</i>	<ul style="list-style-type: none"> <li>Several recent rigorous evaluations have shown that, even among successful programmes addressing the supply side of the job market, differences in earnings and employment between treatment and control groups are usually small. Evidence from 113 youth employment programmes in developing countries (Kluve et al., 2019) found positive impacts in only 30% of cases; in addition, the observed impacts were generally modest in scale. However, the study also showed that multi-faceted programmes that combine the supply side with the demand side of the labour market are the most effective. Such programmes combine skills training with financial assistance and mentorship, and in-class training with internships or other forms of on-the-job experience.</li> </ul>	<ul style="list-style-type: none"> <li>Entrepreneurship promotion had the highest overall impact on youth employment and earnings and business performance outcomes (Kluve et al., 2019).</li> <li>Results for business skills training were mixed (Fox &amp; Kaul, 2018).</li> <li>Programmes targeting women are more successful in increasing self-employment than wage employment. The impacts are even higher among women who chose to take the business skills track than obtain general vocational skills track (Adoho et al., 2014; Bandiera et al., 2018).</li> </ul>
	3.b. Provide leadership training		
	3.b. Provide training and mentorship in co-working spaces		
	1.e. Provide coaching and training for entrepreneurship skills		
	Track 1: Provide training and coaching in skills to enhance employability and entrepreneurship	<ul style="list-style-type: none"> <li>Similarly, McKenzie's (2017) review of ALMPs found that the median impact on the probability of getting a job is two percentage points (for every 100 trainees only 2 get jobs they wouldn't otherwise have obtained).</li> <li>The most successful job creation programmes are those that combine entrepreneurship training with business advisory services, long-term mentoring and improved access to finance (Kluve et al., 2019).</li> </ul>	<ul style="list-style-type: none"> <li>The employment effects of entrepreneurship interventions have been very small (Grimm &amp; Paffhausen, 2015).</li> <li>Successful promotion of youth entrepreneurship and self-employment requires better access to credit (Pieters, 2013).</li> </ul>
	<i>Start-ups and entrepreneurship training</i>		
	2.c. Set up business start-up courses		
	2.b. Provide acceleration trainings for start-ups		
2.a. Introduce or improve entrepreneurship courses			

<p>2.c. Organize summer modules in entrepreneurship</p>	<p>Providing financing, technical and personal support is, therefore, critical.</p> <ul style="list-style-type: none"> <li>Measures to improve the situation of the most vulnerable groups of self-employed, such as the poor, women, and migrants, should be targeted to the specific needs of each group (Pieters, 2013).</li> <li>Programmes need to address people’s empowerment (Pieters, 2013).</li> </ul>	<ul style="list-style-type: none"> <li>Those in livelihood self-employment should be treated as a different group than entrepreneurs (Pieters, 2013).</li> <li>Jobs generated by start-ups show little sustainability in the long-term (Mwanza, 2015). Moreover, the digital economy is creating a job for, at best, 1 in 50 young people. And with most of the jobs being created in the low-cost labour segment for the delivery of digital products or services, there is also concern about the quality of the jobs being created, including the vulnerability of these jobs in the international context (Adolwa et al., 2017).</li> <li>The Government of Tunisia passed a Start-up Act in April 2018, with the main aim to incentivize start-ups in the innovation and new technologies industry and to enhance their competitiveness and ability to value add – not nationally, but internationally (Monga et al., 2019).</li> </ul>
<p>Track 1: Entrepreneurship training Track 2: Start-ups coaching and training</p>	<ul style="list-style-type: none"> <li>Successful programmes commonly include: <ul style="list-style-type: none"> <li>incentives for training providers</li> <li>financial support for participants</li> <li>gender considerations (Stöterau, 2019)</li> </ul> </li> </ul>	
<p>Financial training</p>	<ul style="list-style-type: none"> <li>The most effective entrepreneurship training combines core business administration skills such as accounting with softer entrepreneurial skills such as problem-solving (Pieters, 2013)</li> <li>Enhancing skills for agro-industrialization and entrepreneurship can be done through skill enhancement zones. These zones develop a skilled workforce aligned to employer needs by creating demand-led training and upgrading economic-related skills to feed industry and job placement programmes within industrial clusters. They further develop youth entrepreneurship capacities for the uptake of business opportunities in industry value chains. To date, 14 countries (Burkina Faso, Democratic Republic of Congo, Cote d’Ivoire, Egypt, Ghana, Guinea, Kenya, Liberia, Mozambique, Madagascar, Senegal, South Africa, Tanzania, and Zambia) are developing staple crop processing zones and agro-industrial parks (Monga et al., 2019).</li> </ul>	<ul style="list-style-type: none"> <li>Entrepreneurs should receive financial training and mentoring through institutions such as community innovation hubs and should receive clear information on grants, loans, venture capital, private equity funds, and government innovation and SME funds (Monga et al., 2019).</li> </ul>
<p>2.b. Provide financial education training</p>		
<p>Soft and technical skills</p>		
<p>1.a. Provide training for youth in soft and technical skills  2.b. Introduce or improve training programmes  Track 1: Employability Skills</p>		<ul style="list-style-type: none"> <li>Training schemes seem to be more effective when administered by the private sector. This shows that it is important to engage the local private sector at the very beginning of project implementation to align the training with the objectives and demands of the private sector and provide youth with the opportunity to gain on-the-job experience (Glick et al., 2015).</li> <li>For young women, demand-oriented skills training, on-the-job training, vouchers and wage subsidies effectively increase their employability and earnings. However, the effect in the short term (e.g. increased employment) can vanish in the long term if social</li> </ul>

			constraints (family restrictions and social norms) are not addressed ( <a href="#">Buvinic, Furst-Nichols &amp; Pryor, 2013</a> ).
<b>Matching/ demand side</b>	3.d. Expand online platform	<ul style="list-style-type: none"> <li>• Job search assistance and employment services can help match jobs and job seekers. They are usually inexpensive and can reduce the length of unemployment. But they typically benefit only a small number of active job seekers. Promoting access to information and communications technology (ICT) could help remove supply and demand-side constraints in the labour market. Young people are the biggest consumers of technology, which they can use to enhance their skills, seize opportunities, and connect to a global audience (<a href="#">Monga et al., 2019</a>).</li> </ul>	<ul style="list-style-type: none"> <li>• A key concern with policies directed at particular job seekers is that they merely change who gets the jobs that firms are advertising, without increasing the total number of jobs available.</li> </ul>
	4.a. Establish an investor match-making programme	<ul style="list-style-type: none"> <li>• Some labour markets simply do not work well in bringing workers and employers together. A review of nine studies on the impact of job search and matching assistance interventions in seven developing countries (including Ethiopia, Uganda and South Africa) found only two with statistically significant employment effects and none with statistically significant earning effects (<a href="#">McKenzie, 2017</a>). The reason adduced for the failure of search and matching assistance to make much of a difference is that the labour markets in question appear to function reasonably well.</li> </ul>	
	1.b. Organize job fairs		
	1.c. Provide opportunity for, and information about, internships		
	1.b. Recruit successful existing and new entrepreneurs		
	1.g. Facilitate local SMEs in value chains of larger companies		
Track 1: Internships			
<b>Finance</b>	3.c. Award collaboration grants	<ul style="list-style-type: none"> <li>• The successful promotion of youth entrepreneurship and self-employment requires better access to credit (<a href="#">Pieters, 2013</a>).</li> </ul>	<ul style="list-style-type: none"> <li>• Finance alone is less effective than training or business development services alone (<a href="#">Grimm &amp; Paffhausen, 2015</a>).</li> </ul>
	2.c. Provide alternative financing forum	<ul style="list-style-type: none"> <li>• Alleviating start-up capital constraints through grants or loan finance has proved effective in getting businesses started (<a href="#">Fox &amp; Kaul, 2018</a>).</li> </ul>	
	1.d. Improve financial and business service providers		

	1.f. Facilitate access to finance through guarantee funds		
	Track 1: Crowd-funding and prizes for start-ups		
<b>Network and platforms</b>	2.d. Set up micro mentor platform	<ul style="list-style-type: none"> <li>Entrepreneurs should receive financial training and mentoring through institutions such as community innovation hubs and receive clear information on grants, loans, venture capital, private equity funds, and government innovation and SME funds (<a href="#">Monga et al., 2019</a>).</li> </ul>	
	2.e. Set up micro-franchise platform		
	2.a. Provide business development support for start-ups		
	3.c. Work with companies on gender policies		
	Track 2: Coaching, support and networking for start-ups		
<b>Infrastructure</b>	2.a. Support CSOs to develop employability hubs	<ul style="list-style-type: none"> <li>Although incubators, accelerators, and tech hubs are relatively new to Africa, experiences elsewhere provide policy lessons. For example, some nascent firms in incubators may be incompatible with their business environment, so can only survive inside the incubator, not outside (<a href="#">Cohen, 2013</a>). Recent developments suggest that organic, multi-stakeholder ecosystems work better than initiatives led by the government, academia, or private sector alone (<a href="#">Kelly &amp; Firestone, 2016</a>; <a href="#">World Bank, 2016a</a>). In general, large government assistance programmes for SMEs have proved unsuccessful, as massive template approaches overlook heterogeneous business needs. Entrepreneurs are better assisted either by other entrepreneurs or by established industry experts. The sheer number of tech hubs in Africa presents a considerable opportunity for improving the entrepreneurial environment, but the absence of links to academic centres of innovation is seen as inhibiting the cross-pollination of ideas and skills (<a href="#">Ahmadou, Golub &amp; Vasilyeva, 2015</a>).</li> </ul>	
	3.a. Fund co-working spaces		
	1.c. Create/expand entrepreneurship centres		
<b>Communication</b>	1.a. Perform market research in growth sectors	<ul style="list-style-type: none"> <li>Economic analysis might identify several constraints that need to be addressed to generate better jobs outcomes in a given sector or region. If so, an integrated jobs project might include components addressing more than one market failure. Solution: ‘Spatially focused interventions’ by the World Bank, which packages several job-relevant interventions in one (<a href="#">Robalino &amp; Walker, 2017</a>).</li> </ul>	<ul style="list-style-type: none"> <li>Example: The project ‘Productive inclusion opportunities for young women and men in Tunisia’ combines ALMP activities with enterprise support and infrastructure interventions relevant to high potential value chains in regions with large jobs challenges (<a href="#">World Bank, 2016b</a>).</li> </ul>

## Annex 3. Key outcomes, targets and results

### Clarification on methodology and terminology used

As shown in tables A3 and A4, there are variances in the type of indicators listed, which stem directly from the different indicators used by evaluators. For instance, while some evaluations have used aggregate indicators to report on outcomes, others have disaggregated these based on various indicators (such as Oxfam Novib, which reported on specific outcomes for women, or SOS Children’s Villages, which reported on different training tracks). Table A3 first outlines the evaluation of the programmes using five criteria, based on the [OECD-DAC guidelines for Evaluating Development Assistance](#): 1) effectiveness of the programme; 2) relevance of the programme to beneficiaries; 3) functioning and sustainability of partnerships; 4) how the costs of the programme relates to outcomes (cost-effectiveness), and 5) impact of the programme. However, the evaluators have used slightly different terms for assessing these criteria and different indicators for outcomes. For instance, the evaluations of partnerships have all been done differently: SOS Children’s Villages and Oxfam’s evaluators have assessed partnership as a separate criteria, while Hivos and SPARK have assessed them under the umbrella of sustainability, including the sustainability of results. Moreover, Hivos has distinguished between findings at the project level and the organizational level. The latter has not been taken into account in the tables below.

**Table A3. Key outcomes of LEAD evaluations**

	Hivos*	Oxfam Novib**	SOS Children’s Villages***	SPARK*
Effectiveness	Medium	3.7	Good	Medium
Relevance	Medium/high	3.7	Good	Medium
Partnerships/ sustainability	Medium/high	3.3	Very good	Medium
Cost- effectiveness	Medium	2.7	Mixed	Medium
Impact	Medium/high			Medium/high
* Aggregate scores, based on outcomes listed in the evaluations of Hivos and SPARK ** On a scale of 1 to 5, with 1 being the lowest and 5 being the highest *** Based on descriptions of outcomes in the evaluation of SOS Children’s Villages				

In Table A4, we have attempted to link the outcomes listed in the evaluations to the key indicators of the DDE-MFA and to the targets defined in the project proposals.

**Table A4. Key targets and results**

Hivos (by end of 2018)		Oxfam Novib (by end of 2018)		SOS Children's Villages (by end of 2018)		SPARK (by end of 2018)	
Target	Result	Target	Result	Target	Result	Target	Result
2,800 jobs created directly	4,218	# trained youth (women)	5,231 (2,357)	300 youth have sustainable income through self-employment	291	109 formal businesses established	72
120 new companies and jobs (includes informal)	331 (107)	1,470 youth found paid jobs (women)	1,055 (423*)	1,000 youth with decent jobs	826	245 formal SMEs expanded	473
230 companies supported	198	390 youth became self-employed (women)	133 (50)	400 jobs created directly by scaling up businesses	70	3,220 jobs created directly	3,607
5,000 youth trained on employ-ability skills	5,377	120 trained SMEs	85	Jobs created indirectly by scaling up businesses	1,855	17,710 jobs created indirectly	2,970
1,000 youth employed after employ-ability training	1,559	120 start-ups accelerated	107	4,200 youth trained in core basic life skills 1,279 youth trained on entrepreneurship	4,102 1,016	50% increase motivation for entrepreneurship	--
		1,800 direct jobs supported (in SMEs/start-ups)	922 (615/307)	2,500 youth trained in employ-ability skills	2,600		

\* This number is likely to be higher, as in the first year (2016) data were not disaggregated by gender.  
Note: The results are assessed based on their deviation from the original targets according to four categories

- Red indicates a result of 40+% less than the target
- Orange indicates a result 20–40% less than the target
- Yellow indicates a result 0–20% less than the target
- Green indicates a result equal to or more than the target

## Annex 4. Programme effectiveness

Table A5. Programme effectiveness

Hivos		Oxfam Novib		SOS Children's Villages		SPARK	
Objective	Effective	Objective	Effective	Objective	Effective	Objective	Effective
1. Entrepreneurship as career opportunity	High	1. Youth have paid jobs or enterprises	Unknown	1. Youth with enterprises	High	1. Create sustainable youth employment through entrepreneurship	High
2. Youth opening businesses	High	2. Growth of local SMEs, leading to more jobs	Unknown	2. Placement in Decent Jobs Programme	High	2. Promote entrepreneurship	Low
3. Youth using local support	Medium	3. Improved policies and attitudes	Unknown	3. Grow existing SMEs	Medium		
4. Investment in promising sectors	Medium			4. Improve 'business ecosystem'	Medium		

## Annex 5. Partnerships

**Table A6. Hivos' partnerships**

<b>Indicator</b>	
<u>Overall rating partnership</u>	Medium
Qualities	<ul style="list-style-type: none"> <li>+ Good working relationships</li> <li>+ Clear expectations and task divisions</li> <li>+ Strong and sustainable partnerships</li> <li>+ Team responded quickly and effectively to legislative and security issues</li> </ul>
Room for improvement	<ul style="list-style-type: none"> <li>- Making subtitles for the media campaign took much time and delayed implementation</li> <li>- Updating the logframe in the initial phase delayed implementation</li> <li>- Documentation requirements for partners delayed implementation</li> <li>- Monitoring and evaluation system was difficult to comply with and time-consuming</li> </ul>
<u>Cost-effectiveness</u>	Medium
Qualities	<ul style="list-style-type: none"> <li>+ Clear and efficient division of labour</li> <li>+ Co-working spaces have high job-cost ratios</li> </ul>
Room for improvement	<ul style="list-style-type: none"> <li>- Support programmes have low job-cost ratios</li> <li>- Low job-cost ratios in general</li> <li>- The grant appeared to be insufficient for local partners; they had to make own investments in capacity building (particularly non-Hivos partners)</li> <li>- (Although not clearly concluded by evaluators) relatively many costs go to the Hivos Impact Investments</li> </ul>

**Table A7. Oxfam Novib's partnerships**

Indicator	Egypt	Nigeria	Somalia
<u>Overall rating partnership*</u>	3	4	3
Qualities	<ul style="list-style-type: none"> <li>+ Shared values and vision on youth employment</li> <li>+ Complementarity of partners through different outreach strategies</li> <li>+ Communication between partners and beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>+ Horizontal** and vertical governance*** work well</li> <li>+ Provides local partners with opportunities to work on other projects and build capacity</li> <li>+ Outreach to target groups</li> <li>+ Review and update of project materials</li> </ul>	<ul style="list-style-type: none"> <li>+ Horizontal** and vertical governance*** work well, through regular meetings, field visits and communication channels</li> <li>+ Partnership is flexible; activities and work plans adjusted if needed</li> </ul>
Room for improvement	<ul style="list-style-type: none"> <li>- Horizontal communication is limited</li> <li>- Monitoring and evaluation systems not aligned</li> </ul>		<ul style="list-style-type: none"> <li>- Local partners lack reporting and monitoring skills</li> <li>- Operational costs of International Organization for Migration too high; lack of support to local partner as result</li> </ul>
<u>Cost-effectiveness</u>	3	2	3
Qualities	(Unknown)	<ul style="list-style-type: none"> <li>+ Budget on Ekobits and employability skills well-tailored</li> </ul>	<ul style="list-style-type: none"> <li>+ Partners have mechanisms to prevent fraud, corruption and bribery</li> <li>+ Flexible budgeting</li> </ul>
Room for improvement	<ul style="list-style-type: none"> <li>- Human resources costs were relatively high relative, hence, little budget was used for implementation</li> <li>- Budget was underspent (in 2016 only 34% of budget was spent and moved to activities in Nigeria and Somalia)</li> </ul>	<ul style="list-style-type: none"> <li>- Data on budgets and finance not always complete or available</li> <li>- Balance between operational costs and projects costs disproportionate</li> </ul>	<ul style="list-style-type: none"> <li>- Balance between operational costs and projects costs disproportionate</li> </ul>
<p>*On a scale of 1 to 5, with 1 being the lowest and 5 being the highest            ** 'Horizontal governance' concerns communication and various types of cooperation between partners at the local level. It includes the awareness of the existence of other local partners, as well as communication and cooperation between them.            *** 'Vertical governance' concerns communication and various types of cooperation between Northern offices, country offices and local partners.</p>			

**Table A8. SOS Children’s Village’s partnerships**

Indicator	
<u>Overall rating partnership</u>	Not available
Qualities	<ul style="list-style-type: none"> <li>+ Relationships between partners are good</li> <li>+ Teams have great dedication to the projects and are competent</li> <li>+ There has been a good attitude towards learning, particularly given the innovative character of the programme</li> </ul>
Room for improvement	<ul style="list-style-type: none"> <li>- Lack of alignment in the organization of the events hinders outreach</li> <li>- Required approval of prize money by the SOS office in the Netherlands has delayed their awarding, possibly decreasing the credibility of the programme</li> </ul>
<u>Cost-effectiveness</u>	Not available
Qualities	<ul style="list-style-type: none"> <li>+ The open learning culture contributed significantly to project result</li> <li>+ Activities aimed at employability appear to be most cost-effective (particularly the core life skills training)</li> </ul>
Room for improvement	<ul style="list-style-type: none"> <li>- While employability activities were implemented cost effectively, the number of youth employed through the programme is almost four times as low</li> <li>- The siloed nature of the partnership limits possible synergies within local, country-level contexts</li> <li>- Joint reporting at the country level could lead to joint strategizing, planning, and communication</li> <li>- A single registry database could make the different tracks operate more efficiently</li> <li>- Devoting more budget to monitoring and evaluation may be useful</li> </ul>

**Table A9. SPARK’s partnerships**

Indicator	
<u>Overall rating partnership</u>	Medium
Qualities	<ul style="list-style-type: none"> <li>+ Adaptability of SPARK is praised: dealt with issues of understaffing and inefficiency of monitoring and evaluation system adequately</li> <li>+ Good and efficient management</li> <li>+ Good synergies with other networks and in their activities</li> <li>+ Partners seek funding opportunities outside the programme</li> <li>+ Large focus on capacity-building of local partners</li> </ul>
Room for improvement	<ul style="list-style-type: none"> <li>- High staff turnover</li> <li>- Insufficient staffing (initially)</li> <li>- Difference in work ethics between partners</li> <li>- Reporting is not done in a timely way and quality varies between partners</li> <li>- Reporting is considered too burdensome and time-consuming</li> <li>- The ICT systems can be integrated better; also to make reporting more efficient</li> </ul>
<u>Cost-effectiveness</u>	Medium
Qualities	<ul style="list-style-type: none"> <li>+ Activities for objective 1 (creating youth employment through entrepreneurship) are cost effective</li> </ul>
Room for improvement	<ul style="list-style-type: none"> <li>- Activities for objective 2 (promoting entrepreneurship through education) are not cost effective</li> <li>- Programmes are not well enough focused on the promising sectors</li> <li>- The total budget was far from met</li> <li>- Identifying partners took time, leading to a delay in allocating funds</li> <li>- A longer inception phase was required than currently planned</li> </ul>