



GETTING TRAINING RIGHT:

Tools and best practices for assessing
private sector demand for skills training
in conflict and post-conflict countries

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Presentation Goals and Objectives:

- Introduce the Afghanistan Workforce Development Program (AWDP) skills training and job placement/promotion model.
- Explore the attributes of post-conflict development contexts and the applicability of AWDP's model in Afghanistan and countries with similar challenges.
- Present AWDP's labor market supply and demand survey and discuss best practices associated with ensuring demand assessment processes adequately inform training programs that serve business's needs for skilled employees.



What is the Afghanistan Workforce Development Program (AWDP)?

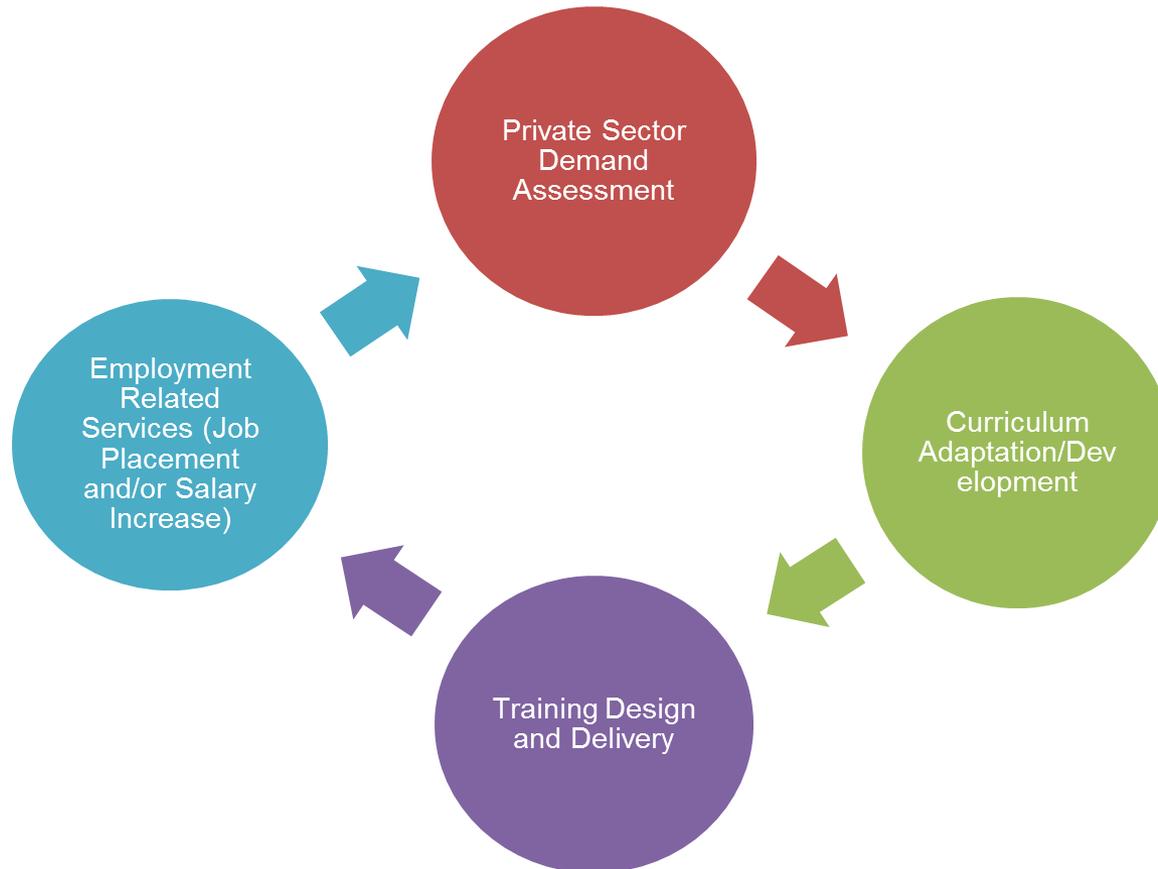
- AWDP addresses short-term stabilization goals and achieves ambitious training and job creation targets quickly, while simultaneously building long-term institution capacity in demand-driven training.
- AWDP is designed to address the challenges of high unemployment caused by the gap between the limited number of Afghans who possess technical and business-management skills at the mid-career/semi-professional level and market demand for these skills.
- AWDP is a unique workforce development intervention providing support to businesses that have demonstrated the ability to sustain, and even grow, their enterprises in the face of Afghanistan's challenging and highly variable business enabling environment.

Afghanistan's Development Context

- Decline in local and foreign direct investment and rising unemployment.
- Five month-long 2014 national election process, slow post-election political appointment process, and ongoing political uncertainty associated with a tenuous power sharing arrangement within the current government.
- Brain drain due to security issues and lack of employment opportunities.
- Decline in presence of the International Security Assistance Force (ISAF) adding thousands of Afghan youth to the rising unemployment numbers.



How is AWDP Implemented?





Key Elements of AWDP's Model

- AWDP utilizes a deliberately non-prescriptive approach to identify the explicit human resources needs of Afghan businesses.
- AWDP works with growing businesses in dynamic economic hubs. The model allows for the identification of businesses that have demonstrated the ability to sustain, and even grow, their businesses in the face of Afghanistan's challenging and highly variable business enabling environment.
- AWDP builds sustainable institutional capacity, while also yielding short-term results that can positively impact economic stabilization in rapidly evolving post-conflict environments.

AWDP Implementation Challenges

- Unemployment has increased by 70% in Kabul alone as indicated by ACCI/GIZ “Business Tendency Survey”, August 2015, while the Afghan Ministry of Labor and Social Affairs (MoLSA) estimated that 40,000 individuals join the ranks of the unemployed every year.
- Extensive corruption at national, regional and local-levels.
- The majority of the Afghan business community has limited experience with the application of modern enterprise management techniques and lacks access to up-to-date training in continually evolving high-demand technical areas such as financial management and ICT.
- Short-term, demand-driven, skills-based training to meet immediate private sector demand is a new training modality for businesses and grantee service providers.
- The notion that a training program would be evaluated primarily through its ability to meet tangible employment targets was a foreign concept for many of the firms that received grants during the first few years of implementation.



Project Achievements

AWDP has exceeded targets for each of the 10 indicators currently utilized in the approved M&E plan including the following:

LoP Beneficiaries Trained: Target 23,228 – Achieved 27,028.

LoP Beneficiaries Placed/Promoted: Target 13,000 – Achieved 17,656

Women Placed: Target 25% – Achieved 36%

Demand-driven Training Curricula Developed: Target 132 – Achieved 250

Institutions Improved: Target 1800 – Achieved 2060

LoP PSE's Engaged: 2500

LoP Cost per Beneficiary Placed/Promoted: \$500



Handout #1 – Demand Assessment Challenges in Post-Conflict Development Contexts

What are the specific challenges associated with introducing demand-driven training and placement mechanisms in post conflict business enabling environments?



The Foundation of AWDP's Four Pillar Model: Private Sector Demand Assessment Tool

AWDP focuses on identifying homegrown businesses and meeting the training needs of those that have remained operational within the country's most dynamic economic hubs during a difficult period of economic and political transition



Handout #2 - Getting Training Right: The AWDP Private Sector Labor Market Demand Assessment Tool

- Capturing business demographics and targeting functioning businesses that have identified skills gaps that can be addressed by short-term training.
- Measuring private sector perceptions of the economy and identifying specific sectors with the most need for skills training.
- Identifying unmet demand and the specific human resource needs of businesses that import skilled labor.
- Targeting promising sectors, geographic areas, and skill sets.