

National Livelihoods Working Group



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INTAJ

Improved Networks, Training and Jobs





*INTAJ's target is to achieve **improved stability and resiliency** in target communities through **reduced unemployment and increased income** for businesses*

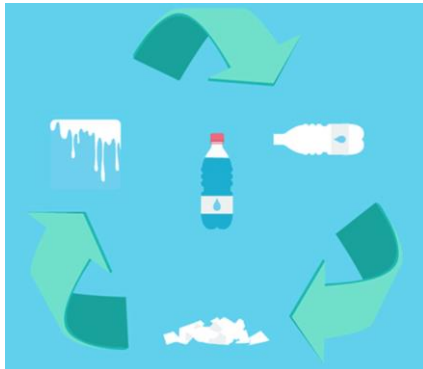
We do this in 3 ways:



We work with individuals
Training people in the skills
they need to get jobs.



We work with businesses
Helping them grow and
succeed.



We work with communities
Supporting the development of
the recycling industry.

Skills Building:



Technical and professional skills training over 150 hours.

Wide variety of topics: Baking, Air Conditioning Maintenance, Dentistry assistance, Metal and glass work, Embroidery, Carpet making etc.

INTAJ 2.0's target: 2,400 trainees.



Helping Businesses succeed:



Business coaching, grants and networking.

Wide variety of businesses: Dairy and food producers, Printing company, Metal products manufacturer, Furniture makers, Embroiderer etc.

INTAJ 2.0's target: 120 businesses



Supporting recycling industry:



Household sorting and collection; enhancing businesses that process recyclables; innovative ways to use recyclables in new products.

Working at many levels of the community: Local NGOs, Municipalities and Unions of Municipalities, businesses and skills training providers.

INTAJ 2.0's target: 20 CBOs, 4 public sector entities (municipalities), 20 SWMR businesses

INTAJ 2.0 - Key figures & dates

› Budget: £10,000,000

› Target intervention:

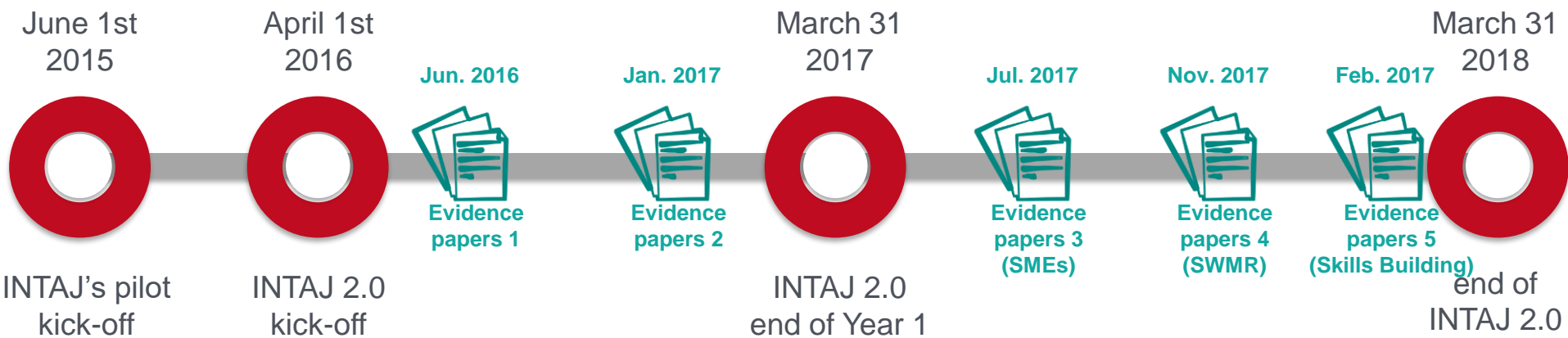
- Skills building: 2.400 trainees
- SMEs support: 120 businesses
- SWM/R:
 - 44 SWM/R value chain actors expanding their activities (CBOs, Municipalities...)
 - 20 SWM/R sector businesses (SMEs),
 - and 40,000 households

› Duration: 2 years

- From April 1st , 2016 to March 31, 2018

*INTAJ's
Evidence Papers*

Timeline & Evidence papers



Key observations and trends

Skills building component:

- › **The strongest determinants of improved employment outcomes for INTAJ beneficiaries were either:**
 - the ability of the training provider to absorb employees directly,
 - or preparations that the employer made in connecting beneficiaries with the labor market

... the content of skills courses may be less important than the connections between training providers and the job market
- › **Soft skills training may have played an equally important role in positive employment outcomes, particularly for the most vulnerable beneficiaries**
 - Participants in subsequent focus group discussions said they benefitted from what was their first exposure to basic skills such as: how to write a CV, how to communicate with potential employers, and how to behave in a job interview
- › **Certain trainees had low readiness and willingness to work**

Main reasons evoked:

 - “lax culture”: some trainees are looking for “easy jobs” and fast money that does not require too much of a commitment or an effort, work distance, long working hours...

Key observations and trends

Skills building component:

› **Training providers have become more understanding and appreciative of the selection process of trainees:**

Initially they were hesitant and used to view it as an inconvenience and a waste of time and effort. At the beginning of INTAJ 2 some of the training providers disclosed their annoyance with the component processes mandated in the selection of trainees. The process includes:

- a. an announcement of the training to the public,
- b. application form submission,
- c. review of the candidates based on the application,
- d. shortlisting (if necessary),
- e. interviewing the selected individuals (and further shortlisting if necessary),
- f. contacting the final selected trainees,
- g. registration of the trainees on the first day of the training

This process has allowed the training provider, in collaboration with the INTAJ 2 team, to be more selective with the course trainees and eliminate individuals either who do not fit the desired criteria or who show a low commitment potential.

› **Increased visibility of INTAJ and participation in broader outreach yielded positive results in attracting new training providers and trainees**

The skills component is the component most benefitting from outreach that takes place on a larger scale.



Key observations and trends

SME component:

- › The large labor market assessment conducted by external consultants proved ineffective at identifying promising beneficiaries
- › Program visibility proved to be a key constraint to successful outreach and selection of businesses with viable growth potential

Even though the broad outreach approach proved beneficial for the Skills component, targeted outreach and collaboration with local stakeholders proved to be beneficial in SME identification, increasing INTAJ's visibility and raising awareness of the program so that it is recognized as a legitimate partner within the local communities

- › Limited management abilities and quantitative decision making by businesses means beneficiary selection and intervention design is complex and time consuming

Key observations and trends

SME component:

› **Technical assistance in the form of traditional business consulting is not suitable for all SMEs**

- Business mentoring and coaching has proven to be much more efficient than business, management or technical training
- Case-by-case consultants recruitment was overwhelming for the team and in some cases did not yield desired outcomes
- 4 to 6 months management & business mentoring have proven to be the most efficient approach in term of technical assistance

› **Providing technical assistance is directly correlated with achieving higher business confidence and lowers the average cost per job created**

While nearly all business owners want financial support in securing new equipment or services to improve their production, in cases where only equipment is provided, jobs created have tended to be lower-skill and lower-wage, with the potential for high turnover. Adding technical assistance to improve management practices stimulated the creation of higher paid jobs for skilled employees such as in sales, marketing and middle management.

Key observations and trends

SME component:

- › A large number of the job created took place within the span of a few months after the end of the intervention

Creating sustainable employment in an SME can take several months, thus beneficiaries should be monitored for approximately 6 months after the interventions are fully finalized

- › A positive consequence of technical assistance has been the network effects of introducing SME owners to business consultants, and creating linkages to other business service providers

Thank You!



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