

**GLOBAL PARTNERSHIP
FOR YOUTH EMPLOYMENT**

YOUTH EMPLOYMENT IN NORTHERN SENEGAL:

Creating Job Opportunities
for Young People

FINAL REPORT
March 2013



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Final Report

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EXECUTIVE SUMMARY

This assessment report focuses on youth employment in the region of Saint-Louis, Senegal. Over the last decade, the major efforts made by this country to foster youth employment can be seen in a number of initiatives. However, the jobs that have thus been created are associated with low wages and a lack of security, especially in the agricultural sector. Such poor prospects have significant social impacts, as well as negatively affect young people's dynamism on the job market. This situation seems to be at least partly caused by the gap between the youth's qualifications and competencies with regards to the firms' needs.

The report thus seeks to identify innovative actions that can improve the employment conditions and earnings for young people in the context of weak job creation and low accumulation of human capital. The agricultural sector shows strong potential to meet these needs as it provides a large share of the jobs for young people in the Saint-Louis region.

Our report will thus focus more particularly on agriculture and use an original methodology to collect information on firms, households, youth and various other stakeholders in Northern Senegal. The study's aims are thus two-fold, as it considers job-planning objectives (training, skills gaps, and needs and opportunities for youth employment and business development in the agricultural sector) and the dynamics of the job market (how the actors in the market position themselves towards young people, their hiring practices and integration efforts).

The main findings of this study are as follows. First, it confirms that young people experience difficulties securing a quality job, both in the formal and informal sectors, for a variety of related reasons such as the skills required to gain access to jobs. Secondly, it contrasts the employment conditions between gender, location, and education – most notably showing the limited advantage education has provided those with diplomas. Finally, it points towards the sub-sectors in the agriculture industry which can induce more job creation for youth such as: rice, onions, and tomatoes.

The findings first provide detailed and revealing information on the jobs held by young people in the agricultural sector: seasonal jobs with no security, low and non-fixed wages, informal hiring in family aid or apprenticeships. Moreover, young people have a pessimistic view of their employability perspectives, especially concerning stable jobs and recruitment procedures. They often spend little time seeking a job due to the lack of hope, insufficient funds, limited access to information, etc. Yet, it should be noted that difficulty to find a job varies according to gender and location in rural or urban areas as it appears that the demand constraints faced by people living in rural areas are heavier.

As far as firms are concerned, they seem to have no set stance towards young people. Yet, they feel a qualified workforce is lacking for certain types of positions that they have a hard time filling because of this qualification gap. Hence, they resort to social and family-network recruitment, which clearly puts inexperienced and socially isolated young job seekers at a disadvantage. The lack of structured support aimed at informing, orienting and financing young people hinders their job search.

In light of these results, a whole series of actions to facilitate the integration of young people into the productive system must be supported.

- First, the position of agriculture-oriented colleges should be reinforced so that jobs in the informal sector can go beyond the minimum level of working as family aids.
- Second, it is crucial to follow-up with the pilot projects aimed at training youth for jobs in formal companies, as well as for setting up their own business.
- Third, actions to better connect training with the needs of the agricultural industry need to be developed further. This can be done through regular communication between the various stakeholders on both sides, with a focus on the people in the training institutions who are in charge of the prospects and internships, in order to give young people access to more formal jobs in companies and lay the emphasis on the required soft skills in their training such as teamwork and autonomy.
- Fourth, to foster access to quality jobs, young people's networking efforts need to be stimulated so they become more proactive: for example, supporting the development of information on jobs available (sites dedicated to jobs in various spheres, forums and sites focused on employment and self-employment). From that perspective, ICTs appear to offer tools to increase access.
- Fifth, although training is a necessary condition for landing a job, it is far from being sufficient. Indeed, accompanying measures are also needed for youth who have completed their training, such as information and orientation centers (i.e. career guidance). Financing programs must also be made available to them, such as micro-credit programs designed for financing income-generating activities
- Finally, the implementation of these recommendations absolutely needs to go hand-in-hand with a follow-up plan to upgrade and enrich the knowledge of the dynamics and incentives at work for a better integration of youth on the job market. The experimentation and evaluation of such orientation, support and capacity building projects for the young people would definitely be boosted by more structured follow-up, interaction and data collection plans that can easily be provided by ICTs.

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CONTENTS

1. BACKGROUND	1
2. CONTEXT	4
2.1. Hydro-Agricultural Development	6
2.2. The Modernization of Agriculture	7
2.3. Constructing Production Tracks	8
2.4. Implementing Financing Structures for the Youths' Farming Projects	8
2.5. The Policies and Programs that have been implemented	8
2.6. Training Young Entrepreneurs	10
3. OBJECTIVES	11
3.1. Main Goals	11
3.2. Key Research Questions	11
4. DATA AND METHODOLOGY	12
4.1. Stakeholders' Assessment	12
4.2. Focus Groups	13
4.3. Households' and Youths' Survey	14
4.4. Firms' Survey	14
5. MAIN FINDINGS	15
5.1. Jobs	15
5.1.1. <i>Jobs in the region of Saint-Louis</i>	15
5.1.2. <i>Youths seeking jobs</i>	27
5.1.3. <i>Behavior of young people faced with employment difficulties</i>	29
5.1.4. <i>Skills and competencies of young people</i>	31
5.1.5. <i>Youth employability according to the youth</i>	35
5.1.6. <i>Youth employability according to notables in villages</i>	35
5.2. Firms	37
5.2.1. <i>Productivity and sector disparities in firms in the Saint-Louis area</i>	37
5.2.2. <i>Characteristics of agricultural businesses</i>	39
5.2.3. <i>Value chain in the agricultural sector</i>	40
5.2.4. <i>Recruitment process in firms</i>	42
5.2.5. <i>Difficulties to hire</i>	43
5.2.6. <i>Hiring policies in firms</i>	44
5.2.7. <i>Job creation in the agriculture sector</i>	46
5.3. Agricultural Business Environment	46
5.3.1. <i>Business development in the agricultural sector</i>	46
5.3.2. <i>Supporting and supervising institutions</i>	47
5.3.3. <i>The obstacles to youth integration into agriculture</i>	47
5.4. The Adequacy of Supply and Demand in the Agricultural Sector	48
5.4.1. <i>Job opportunities in the agricultural sector</i>	48
5.4.2. <i>Types of skills necessary to join durably agricultural businesses</i>	48
5.4.3. <i>How to solve the supply-demand imbalance in the sector?</i>	49
5.4.4. <i>Partnership between agricultural firms and youth support organizations</i>	49
5.5. Vocational Training in Agriculture in the Region	49
5.5.1. <i>The context of vocational agricultural training</i>	51
5.5.2. <i>An overview of the initial training</i>	52
5.5.3. <i>Agricultural businesses' needs in terms of vocational training</i>	52

6. CONCLUSIONS AND RECOMMENDATIONS	52
REFERENCES	57
Appendix A	58
Appendix B	62

ACRONYMS

ADRAO	Africa Rice Center (<i>Association pour le Développement de la Riziculture en Afrique de l'Ouest</i>)
ANCAR	National Agency of Farm and Rural Consultancy (<i>Agence Nationale de Conseil Agricole et Rural</i>)
ANEJ	National Youth Employment Agency (<i>Agence Nationale pour l'Emploi des Jeunes</i>)
ANIDA	National Agency of Integration and Farm Development (<i>Agence Nationale d'Insertion et de Développement Agricole</i>)
ANREVA	National Agency for the Return to Agriculture (<i>Agence Nationale de plan de Retour Vers l'Agriculture</i>)
ANSD	National Agency of Statistics and Demography (<i>Agence Nationale de la Statistique et de la Démographie</i>)
APIX	Investment Promotion Agency (<i>Agence pour la promotion de l'Investissement et des Grands Travaux</i>)
ARD	Regional Agency of Development (<i>Agence Régionale de Développement</i>)
CFAF	Financial Community of Africa Franc
CIEL	Initiative Center for Local Employment (<i>Centre d'Initiative pour l'Emploi Local</i>)
CIFA	Interprofessional Center for the Formation for Careers in Agri-business (<i>Centre Interprofessionnel de formation aux métiers de l'Agriculture</i>)
CMS	Mutual Credit of Senegal (<i>Crédit Mutuel du Sénégal</i>)
CNCAS	National Agriculture Credit Fund of Senegal (<i>Caisse Nationale de Crédit Agricole du Sénégal</i>)
CNT	Coumba Nor Thiam
CRREJ	Regional Center for Youth Employment (<i>Centre Régional de Ressources pour l'Emploi des Jeunes</i>)
CSS	Senegal Sugar Company (<i>Compagnie Sucrière du Sénégal</i>)
CUCI	Center for Data Collection (<i>Centre Unique de Collecte d'Information</i>)
DCA	Dual Client Assessment
DRDR	Regional Division of Development (<i>Division Régionale du Développement</i>)
DSRP	Poverty Reduction Strategy Paper (<i>Document Stratégique pour la Réduction de la Pauvreté</i>)
EEJSL	Saint-Louis Region Youth Employment Survey (<i>Enquête sur l'Emploi des Jeunes dans la région de Saint-Louis</i>)
EEEJSL	Saint-Louis Region Survey on Firms and Youth (<i>Enquête sur les Entreprises et l'Emploi des Jeunes dans la région de Saint-Louis</i>)
ESPS	Senegal Poverty Follow-up Survey (<i>Enquête de Suivi de la Pauvreté au Sénégal</i>)
FEPRODES	Federation of Women Producers' Groups of the Saint-Louis Region (<i>Fédération des Groupements des Femmes Productrices de la Région de Saint-Louis</i>)
FNPJ	National Youth Promotion Fund (<i>Fonds National de Promotion de la Jeunesse</i>)
FOMAED	Maintenance Fund Adductors and Drainage Emissaries (<i>Fonds de Maintenance des Adducteurs et Emissaires de Drainage</i>)
FOMIIG	Maintenance Fund for Community Interest Facilities (<i>Fonds de Maintenance des Infrastructures d'Intérêt Général</i>)
FOMPI	Irrigated Perimeters Maintenance Fund (<i>Fonds de Maintenance des Périmètres Irrigués</i>)
FOMUR	Mutual Fund of Pumping Stations Renewal (<i>Fonds Mutuel de Renouvellement des Stations de Pompage</i>)

FONDEF	Technical Teaching and Vocational Training Development Fund (<i>Fonds de Développement de l'Enseignement Technique</i>)
GDP	Gross Domestic Product
GDS	Grands Domaines du Sénégal
GIZ	German International Cooperation
GOANA	Great Agricultural Offensive for Food and Abundance (<i>Grande Offensive Agricole pour la Nourriture et l'Abondance</i>)
ILO	International Labor Organization
ICT	Information and Communications Technology
IYF	International Youth Foundation
LOASP	Agro-Sylvo-Pastoral Act (<i>Loi Sénégalaise d'Orientation Agro-Sylvo-Pastorale</i>)
MCA	Millenium Challenge Account
NGO	Non-Governmental Organization
NINEA	National Firms and Associations Identification Number (<i>Numéro d'Identification National des Entreprises et Associations</i>)
OECD	Organisation for Economic Co-operation and Development
OFEJBAN	Office for Employment of the Youth from the Suburbs (<i>Office pour l'Emploi des Jeunes de Banlieue</i>)
ONPF	National Office for Vocational Training (<i>Office National de Formation Professionnelle</i>)
PACR	Support Programme for Rural Communities (Programme d'Appui aux Communautés Rurales)
PADELU	Support Program for Local Urban Development (Programme d'Appui au Développement Local Urbain)
PDMAS	Agricultural Markets Development Project (<i>Projet de Développement des Marchés Agricoles du Sénégal</i>)
PINORD	Northern Initiatives Platform (<i>Plateforme des Initiatives du Nord</i>)
PSDAR	Support Project for Agricultural and Rural Development (Projet de Soutien au Développement Agricole et Rural)
RC	Rural community
SAED	Delta Development Society (<i>Société d'Aménagement et d'exploitation du Delta</i>)
SCA	Accelerated Growth Strategy Policy (<i>Stratégie de Croissance Accélérée</i>)
SIGEM	Employment and Migrations Management Integrated System (<i>Système d'Information pour la Gestion Efficace de la Migration</i>)
SOCAS	Society of Food Canning Senegal (<i>Société de Conserverie Alimentaire du Sénégal</i>)
SRADL	Regional Support Service (<i>Service Régional d'Appui au Développement Local</i>)
SSA	Sub-Saharan Africa
UGB	Université Gaston Berger
USAID	United States Agency for International Development
VFS	Vallée du Fleuve Sénégal
YEN	Youth Employment Network

1. BACKGROUND

Over the last decade, Senegal's economic and social policy has been marked by two documents focused on poverty reduction strategies and implementation – Poverty Reduction Strategy I and II (DSRP I and II). Agriculture sector development is a clear driver of these strategies: the national development policy mainly aimed at diversifying and intensifying cultivation, making gains in productivity, and promoting irrigated cultivation and agriculturally-oriented business in rural areas. It should be noted that agriculture remains the main sector providing employment in Senegal (78% according to the Senegal YouthMap 2011) and is highly supported by the donor community, notably by the U.S. Government through their Feed the Future program. Moreover, the 2008 food crisis enticed the State to create and implement Grande Offensive Agricole pour la Nourriture et l'Abondance (GOANA) which aims to provide jobs, especially for the youth, in connection with the significant investments that were made.

However, despite the good performance of the agricultural sector, unemployment and inactivity remain at a high level: it was estimated at 48% in 2011, with 61% of young people under 25 not employed (source: Senegal Poverty Follow-up Survey (ESPS), 2011).

In general, the job market in Senegal is characterized by:

- Few jobs available in the underdeveloped formal sector;
- High rates of urban unemployment, especially for the youth (ESPS, 2011);
- Chronic unemployment in rural areas causing people, especially the youth, to migrate to urban areas.

With such unemployment problems in mind, the Senegalese government promoted labor-intensive activities (such as agriculture, breeding, fishing, and forestry) in its strategic policy documents on poverty reduction (DSRP I and II). In its Accelerated Growth Strategy Policy (SCA), several growth-promising clusters of activities were targeted to create jobs and curb unemployment significantly: agriculture and agribusiness (or food) industries, fishing, tourism, industrial arts and design, textile-clothing and ICTs.

The issue of youth employment is in no way a new one, but it is made all the more acute today by the economic crisis and the demographic changes in the population. Indeed, the share of young people in the active population has been rising rapidly. According to the 2007 World Bank report on the labor market, over 100,000 new young job seekers (between 15 and 34 years old) hit the job market every year in Senegal. Most of them work outside the formal sector and are involved in traditional, low-output economic activities such as subsistence agriculture or informal urban

livelihood activities. Indeed, in Senegal, the increase in workforce supply has primarily occurred in the informal sector, which makes up for 97% of the job increase (World Bank, 2007).

Job creation trends in Senegal thus appear to be somewhat puzzling as there seems to be a shift of workers from the formal to the informal sector. This pattern is made apparent in the strong increase in urban jobs in trade and household services which have replaced formal labor-intensive economic activities such as textile or agribusiness. The reforms in the public sector go hand in hand with these changes: privatization drives in electricity and water services, as well as the trimming of public administration.

The rising share of the informal sector in employment runs counter to what occurred in Latin America. Indeed, informal jobs in Senegal and more generally in Africa, rarely lead one to a better-paid and more permanent or formal job. As in most of the poorest developing countries, micro-enterprise and household business represents a large share of jobs (World Bank, 2012). Yet, the fact that these activities yield opportunities or that such informal activities are actually formal ones in disguise remains to be proven. However, it can be seen that the informal sector does not uniformly yield low returns: in an urban context for example, sectors such as trade and services are relatively profitable when compared to formal activities (Echevin and Murtin, 2009).

While acknowledging these facts, it is necessary to stress how agriculture plays a major part in job creation. Indeed, increasing the productivity of small production units in agrarian countries such as Senegal should be a priority since the urban labor market still doesn't provide sufficiently numerous and quality jobs partly due to rapid urbanization. The improvement in productivity in both the traditional and informal sectors could contribute towards an improvement in the standard of living and could thus reinforce national demand. This, in turn, could be beneficial to the Senegalese economy which is still not looking to international exchanges much because of its weak competitiveness. In that perspective, it is necessary to favor both public and private initiatives, especially in order to modernize the agriculture sector, make access to credit easier for investments and to encourage entrepreneurship. Moreover, numerous reports emphasize the major part played by education and vocational training for professional development in the agriculture sector.

Among the main obstacles youth are faced with on the job market, the fact that supply does not match demand is of major importance (World Bank, 2007). On the one hand, information gaps cause firms to delay the hiring of workers. This, in turn, benefits the informal sector which relies on a different range of criteria in which workers' qualifications do not necessarily take. On the other hand, the fact that the training background of job seekers proves not to meet job offers should be stressed. Hence, to help meet job demands and needs in terms of skills and qualifications, it appears necessary to have a better understanding of the information available concerning the job market through participative consultations between the main players on that

market. One of the solutions Senegal has been considering for years is to set up an institute dedicated to the study of employment and vocational qualifications. Finally, another problem lies in the fact that some categories of workers can benefit from wage benefits that exceed their contribution to the firms' productivity, as it undermines the value of real qualifications.

Moreover, it appears necessary to promote job-related qualifications through the education and vocational training system. Returns education prove to be low in Senegal, especially when it comes to secondary education, and even more so in the informal sector. The gains in salary related to better qualifications prove to be very marginal, if they exist at all, thus leading to massive dropout patterns in the school system. According to World Bank (2007), to make up for this situation, the inadequacies of the secondary school system (both in general and vocational training) should first be tackled: some avenues for improvement could involve re-examining the budgets of education to place more emphasis on secondary and vocational training, or to favor the development of vocationally-oriented modules in the school system, or reinforcing the governance of public vocational training centers. Then, it appears necessary to reintegrate those who dropped out of school, for example by speeding up the implementation of a system accrediting work experience that can count towards a qualification or by trying to promote more structured and skills-oriented ways of teaching and learning. Finally, reinforcing continuing or vocationally-oriented education is a major point, especially through a more active cooperation between the players in the private and in the public sector.

From the perspective of assessing youth employment opportunities in northern Senegal's agricultural sector, priorities have to be reassessed. Indeed, one important issue is to identify appropriate and attainable youth employment and enterprise development opportunities in key agriculture sub-sectors and value chains that demonstrate growth potential (such as rice, dairy, tomato, horticulture, transformation, packaging, transportation, retailing industries, etc.). For that purpose, an evidence-based approach to youth employment activities has to be implemented with the collection of new data on the labor market (e.g., household and youth-employment surveys, firms' survey and focus groups). What is more, rigorous feedback on projects and field experiments concerning youth training and the implementation of efficient value chain models is another priority that has to be implemented more intensively in the future.

Few studies are focused precisely on the job market and youths employment situation in the Saint-Louis area. The Senegal YouthMap (2011) or the OECD report (2008) have pointed the fact that despite the large share of the agriculture sector in the economy and the great interest in training on the part of rural youth, there are too few agriculture-oriented colleges. Stakeholders in rural areas pleaded for agriculture to be taught to primary school children. Moreover, a wide majority of young people have expressed interest to learn a skill or trade, and said they would like to work in the agricultural sector. This should be seen as being especially relevant in the light of the large growth potential of the agricultural sector.

2. CONTEXT

Africa, and more particularly West Africa, is facing major increases in youth unemployment, both in urban and rural areas. Factors such as the population increase, the growing share of young city-dwellers in the population, the drift from the land and the economic crisis, make the situation worse. Yet, across most of the country, the main causes of the problem remain under-dynamic economies and poor job opportunities both in the public and private sectors.

As in most countries in SSA, Senegal is also facing a rapid population growth. According to 2011 data from the National Agency of Statistics and Demography (ANSD), over 63% of the population is under 25 and the population between 15 and 24 was an estimated 2,675,000 in 2011, which makes up more than one fifth of Senegal's overall population. Furthermore, people between 15 and 29 represent more than half of the working age population (ANSD, 2011). In this context, it is crucial to find the relevant response to meet the many challenges young people face, primarily unemployment.

In Senegal, agriculture has always been central to the economy and thus constitutes the main driver of economic growth with 6% to 8% share of nominal GDP (ANSD, 2012). In addition, around 40% of the labor force works in the Senegalese agricultural sector (ESPS, 2011).

The Saint-Louis region is central to the national development policies of agriculture. Moreover, the agricultural sector in the region represents 50% of the primary production and 11% of the regional economy (ANSD, 2009). Indeed, the region's strengths are closely connected to the river as it flows along 500km of the region, and fuels the major hydraulic works made since the commissioning of the Diama dam in 1986 and the Manantali dam in 1992, which led to the control of water in a large part of the region.

The strategic importance of the region's agricultural sector appears through the establishment of companies that accompany the process of exploiting the potential of the region (Delta Development Society (SAED), Grands Domaines du Sénégal (GDS), agro-industrial units such as Society of Food Canning Senegal (SOCAS) and Senegalese Sugar Company (CSS), as well as programs and projects (Agricultural Markets Development Project (PDMAS), Support Programme for Rural Communities (PACR), Vallée du Fleuve Sénégal (VFS) Northern Initiatives Platform (PINORD)).

The issue of agricultural employment in general and of youth employment in this sector is likely to feature prominently in the concerns of households and authorities in the region of Saint-Louis. Indeed, according to the latest Follow-up Survey on Poverty in Senegal (ESPS 2011), nearly 60% of the working age population is composed of young people (Table 1). Among those people

younger than 35 years, less than half are employed, most are inactive and a relatively high percentage (12% among 25-34 years older youths) are seeking employment. In total, 41% of the working age population is employed.

Table 1: Share and composition of youth employment and non-employment in the working age population, region of Saint-Louis

	All	15-24	25-34	35-44	45-54	55-64	65+
%	100.0	37.1	22.2	14.7	10.7	7.7	7.6
Employment status							
Permanent wage earners	7.2	1.7	10.5	13.0	15.5	8.8	0.5
Full time	1.4	0.2	2.5	3.2	1.9	1.4	0.0
Part time	5.8	1.5	8.0	9.8	13.5	7.4	0.5
Casual wage earners	6.9	2.8	9.3	12.7	10.8	6.8	3.4
Self-employed	13.5	2.6	12.0	26.2	29.2	32.7	13.9
Family aids / apprentices	13.5	17.1	16.2	10.1	6.9	5.7	4.1
Unemployed	8.2	7.9	12.2	7.6	8.5	5.5	1.5
Inactive	50.8	67.9	39.8	30.4	29.2	40.5	76.6

Source: Authors' calculation using ESPS, 2011.

The ESPS 2011 also shows that 49% of the employed population in the region of Saint-Louis takes part in the “agriculture, livestock and forestry” sector. The proportion is 51% among those ages 15-25 and remains relatively stable regardless of age (Table 2). Relatively more young people aged 25 to 34 work in manufacturing and construction or in the trade and services sector.

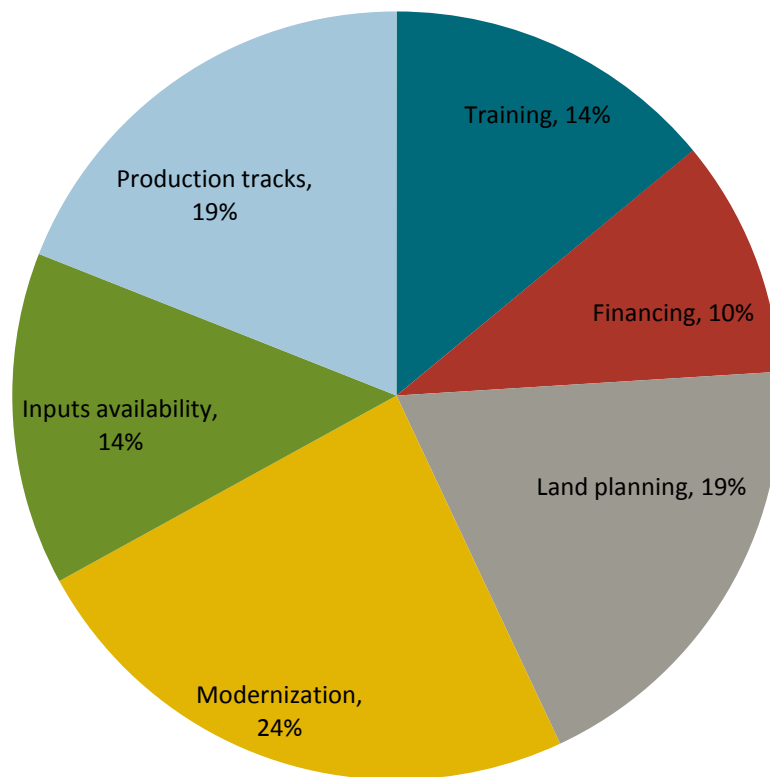
Table 2: Distribution of workers by industry, region of Saint-Louis

	All	15-25	25-34	35-44	45-54	55-64	65+
%	100.0	37.1	22.2	14.7	10.7	7.7	7.6
Branch of activity							
Agriculture (without fishing)	48.5	51.3	41.4	45.6	51.5	55.6	64.1
Fishing	9.8	12.4	10.0	7.8	7.9	12.3	7.0
Manufacturing	15.3	15.2	18.5	16.1	15.0	8.8	9.4
Construction	4.8	5.5	6.7	4.0	3.5	3.5	2.9
Trade	4.7	2.3	3.7	5.4	5.1	8.8	7.9
Hotel & Restaurant	0.7	0.1	0.9	1.1	0.2	0.6	1.9
Transports & Telecom.	3.7	3.1	5.2	3.3	4.0	2.9	0.7
Insurance and fin. services	0.2	0.0	0.5	0.2	0.3	0.0	0.0
Other services	12.2	10.0	13.1	16.5	12.6	7.5	6.0

Source: Authors' calculation using ESPS, 2011.

Several issues are of major importance for the development of the agricultural sector in the Saint-Louis region. For instance, evidence based on focus groups conducted in rural areas show that young participants declare that several conditions should be met for youth to be better integrated in the agricultural sector. In particular, most young women consider the fact that the higher attractiveness of the sector goes with better profitability.

FIGURE 1: Young women’s opinion on conditions for profitable agriculture



Source: Authors’ computation using focus groups interviews in the region of Saint-Louis (young women).

As shown in Figure 1, 24% of young women think that agriculture should be modernized (e.g. integration of machines in the production cycle, such as pumps and tractors for better yields) and 19% cited the necessity to implement production tracks (rural roads from the site of production to the storage and marketing location, thus helping to counter isolation problems). 19% spoke of land planning, because, although there is no shortage of cultivable land there, the lack of development and planning leads to under-exploitation. 14% think it is necessary to be trained before any integration in the sector. Another 14% talk about the availability of inputs. They think that inputs should be subsidized. Finally, the remaining 10% report the lack of financing structure and the fact that conditions for granting credit should be relaxed for the youth.

2.1. Hydro-Agricultural Development

The area boasts vast stretches of fertile land which needs to be developed in order to become farmland. Indeed, only half of the land bordering the Senegal River is currently developed. New developments will thus have to be carried out in accordance with the valley development plans of action held by the SAED (which is the main structure in charge of land development and planning

for the Senegal River valley). Large stretches of land had already been developed by the SAED. Yet, some farmers neglected them as they found the development was too basic (no prior planning, unreliable irrigation and no drainage systems, etc.). Such problems must be avoided with new equipment. Another difficulty is the lack of maintenance. As generated costs got too high, the State, at one point, had to transfer the servicing of the development to farmers' organizations which grouped together as hydraulic unions. But as these groups were not prepared to manage and service the developments, they ran into major difficulties. The State and its partners in development quickly took over again and set up funds such as the FOMAED (Maintenance Fund Adductors and Drainage Emissaries), the FOMUR (Mutual Fund of Pumping Stations Renewal), the FOMPI (Irrigated Perimeters Maintenance Fund), or the FOMIIG (Maintenance Fund for Community Interest Facilities). Such funds need to be consolidated with financial and workforce means so as to play their real part.

Moreover, the rules that govern their allocations will have to take the youth's needs into account. Indeed, the land that is suitable for cultivation is often monopolized by older people, so that the youth are discouraged by the lack of available land. A new system should be devised so young farmers get a better share of newly developed land.

In addition to quality land, the natural supply of water is also sufficient, with recorded rainfall and the river Senegal which can potentially mobilize up to 38 350 000 m³/day while 4 000 000 m³/day are actually being used. With two dams, one in Diama and one in Manantali, great volumes of quality water are available throughout the year. Yet, in the lower part of the delta, the design of the water network needs to be rethought through and maintenance of the conduits needs to be done more regularly. Surprisingly enough, the areas located at the end of the network experience regular water shortage. Since a breach was opened in the Langue de Barbarie area, the Ngalam and the Gandiolais ponds no longer get flooded.

2.2. The Modernization of Agriculture

The modernization of agriculture will necessarily imply that cultivation operations will have to be mechanized in order to ensure a better work productivity and to reach higher-yielding production levels. The tractor appears as the tool that will be most necessary for the shift from subsistence farming to trade-oriented and industrial farming. Using tractors implies that large stretches of land suitable for cultivation can be made productive. Therefore, the obstacles to property ownership need to be overcome in order to allow families to own bigger farms. Indeed, this is a major factor that hinders the development and modernization of agriculture, as illustrated with the cry of alarm from the Investment Promotion Agency (APIX): "The problem we face concerning land ownership might jeopardize available investments worth 25 billion FCFA." Finally, irrigation equipments should be upgraded with motor pumps and a drip-feed system; also, granting farmers access to threshing machines for rice cultivation would facilitate its trade.

On top of the need to mechanize agriculture, the ways of financing this process also need to be addressed. Thinking through what types of groupings (trade associations or other non-profit associations) are best suited for that process is necessary.

2.3. Constructing Production Tracks

Producing is of little use when there are no means to transport what is being produced towards places where it can be stocked and traded. That is why production tracks need to be set up. Other avenues for improvement include 1) reducing wasted harvests by shipping produce directly towards marketplaces and 2) cutting the costs of agricultural inputs which help increase the yield of harvests.

SAED, with the support of some backers, had to ensure the project management part of the construction of tracks to open up the area. Yet, the problem is far from being completely solved, as the construction of other tracks is being planned with the APIX at the MCA level.

Moreover, ways of stocking the production and to identify how to better package and preserve fresh products should be implemented, as well as ways to bolster processing structures for farming products, for example by raising the means of local tomato or cane processing factories, so that they can take up a greater share of what farmers produce at a good price.

2.4. Implementing Financing Structures for Youth Farming Projects

Conditions for young farming entrepreneurs to better access credit and loans through financial institutions (which are numerous in the Saint-Louis area) have to be implemented. These banks often consider the farming sector to be high-risk because of its lack of organization and regulation. So their rules to grant somebody a loan are very strict, and the youth do not meet them (these young people can usually not afford a guaranteed deposit). Moreover, these banks usually only allow short-term financing plans, thus ruling out major investments in the equipment that would enable for these young farmers to modernize and develop the sector. Micro-finance is an interesting alternative when it comes to rural financing. Reinforcing and supporting its expansion thus appears to be a priority, as does the adjustment of credit allocation by banks to allow for the characteristics of the farming sector to be taken into account (such as including the credit dedicated to investment). Programs should be implemented so that youth do not need to give a deposit: for example a bank guarantee system dedicated to young farming entrepreneurs could be set up, with requirements such as undergoing appropriate training as an intern in an incubation center and presenting a farming business project.

2.5. The Policies and Programs that Have Been Implemented

Over the last few years, there have been initiatives with a focus on the social and professional integration of youth in order to help curb unemployment, gain access to a salary and to autonomy so as to curb poverty in general.

2.5.1. Funding initiatives and technical support

In 2001, Senegal developed the National Youth Promotion Fund (FNPJ) whose aim is to help solve problems in connection with the integration of youth in productive sectors through research, mobilization of financial resources and the implementation of funding mechanisms. FNPJ means to contribute towards funding individual or collective projects initiated by youth between 18 and 35 in agriculture, trade, industries and services.

2.5.2. Accompanying and placement measures

Placement structures aim to frame the process of professional integration of young job seekers. Indeed, the National Youth Employment Agency (ANEJ) was set up on February 7, 2001 to support companies and structures that can help develop job offers for youth. This implies a set of services, from the reception to the integration of youth on the job market, be it as salaried or self-employed workers.

A 2-year National Civic Service program was set up to promote volunteer work among the youth and offer them opportunities to learn and get a job. Over 2, 400 voluntary young people have already enrolled on the national “Youth in agricultural farms” program.

The National Office for Employment of the Youth from the Suburbs (OFEJBAN) was set up in December 2008. It aims to fight poverty by giving young people from the suburbs a decent job and promoting a healthy environment, thus securing better life conditions for them.

2.5.3. Training structures and funding

A number of initiatives have been set up in order to take charge of traditional training as well as of the integration of vocational training into the general system.

- The Technical Teaching and Vocational Training Development Fund (FONDEF), was set up in 2004. It plays a significant part in all sectors, more particularly in the training programs for public and private companies than in training programs defined by professional organizations.
- Since 1996, the National Office for Vocational Training (ONPF) provides the Senegalese government with the avenues and methods for a more adequate fit between training and employment.
- Since 1983, the National Centre for Jobs and Qualifications (CNEQF) has trained youth who came out of the educational system without any professional qualification. It has developed continuing education for active people, and enhanced the efficiency and transparency of the job market.

Other initiatives are still in the making:

- Under the supervision of the Ministry of Youth services, the project called “Maisons de l’Outil” (“tool homes”) provides urban and rural populations with multi-purpose resource centers where youth excluded from the formal educational system can get the qualifications that are necessary for their economic and social integration.
- The Initiative Centers for Local Employment project (CIEL) aims to implement local programs to promote employment, in connection with local authorities. The Employment and Migrations Management Integrated System (SIGEM) was to be operational in January 2010. This system is managed by the National Youth Employment Agency (ANEJ) and the Employment Management Bureau and is financially supported by the ILO. It should enable employment services to have an operational database as well as reliable and updated data, to democratize access to information on the job market, and to implement registration points with agents trained to use the software.

Finally, it should be noted that the promotion of youth employment is also part of a number of other programs with a broader scope. Here, only those programs which were set up for this specific purpose have been considered.

2.5.4. Regional initiatives for youth employment

In the Saint-Louis area, the Regional Centre for Youth Employment (CRREJ) is a service offered by the Regional Council of Saint-Louis to design and implement its youth and women employment promotion policy by receiving them and giving them access to information. It also provides a structure to receive, orient and support the setting up of projects as well as to give visibility to the technical and vocational training offered in the area. The CRREJ also helps youth to better specialize thanks to a structure of validation of professional assets. It is currently helping in the establishment of an agricultural farm pilot project in the three departments of Saint-Louis.

Other non agricultural programs are set up to help job creation for the youth in the area through various agencies (e.g., Agence Autonome des Travaux Routiers, Agence d’Exécution des Travaux d’Intérêt Public, Support Program for Local Urban Development (PADELU)). Alongside the job creation programs, training structures and vocational schools have been set up to facilitate youth integration (cf. in Table A3 in Appendix a list of training schools in the region of Saint-Louis). Vocational schools (often called “workshop schools”) often deal with rural or urban suburb milieu. With a view to fostering community projects of public interest, the workshop schools are active in six sectors: agriculture, tourism, public buildings and public work, heritage restoration, area planning and development. Employment cooperatives are expected to help guide the youth as soon as they end their training.

2.6. Training Young Entrepreneurs

Training and capacity building are known to be major assets for successful business, and such training needs to be implemented for youth and young agricultural entrepreneurs. They

themselves expressed that need in the focus group discussions. To start with, the potential of already existing agricultural vocational schools and training associations should be reinforced with increased financial and human means. They can play a major part in the training and hence in professional integration. Unfortunately these training structures are also facing tremendous difficulties so that they are not able to develop and provide adequate service.

3. OBJECTIVES

3.1. Main Goals

The general goal of the Dual Client Assessment (DCA) in Northern Senegal is to identify innovative actions that can improve the employment conditions and earnings for young men and women in the context of weak job creation and low accumulation of human capital. In this regard, the assessment addressed the following key question: how to address supply-demand imbalances in youth (15-30) employment in the context of Northern Senegal and thereby create economic opportunities for young people?

More precisely, the DCA is designed to identify appropriate and attainable youth employment and enterprise development opportunities in key agriculture/agribusiness sub-sectors and value chains, demonstrating growth potential and employment/enterprise development opportunities for youth (such as the rice, sugar, dairy, tomato, horticulture production/industries and downstream activities including transformation, packaging, transportation, retailing and conservation). Also, to identify skills gaps between young people's skills and labor market needs. The DCA aims to inform the development of a platform for youth programming to include training, internship/apprenticeship/job placement, and enterprise development. By having agriculture sector employers and stakeholders participate, the assessment will also serve as a means to engage stakeholders in conversations that lead to the design of an agriculture-sector youth employability/entrepreneurship program.

3.2. Key Research Questions

Key research questions for the study are as follows:

- Given the existing potentialities in the region of Saint-Louis, what mechanisms should be put in place in order for agriculture, which is the main source of employment in Senegal, to be more beneficial to young people seeking jobs?
- How can the imbalance between supply and demand for youth employment in the region be resolved?
- What kind of jobs do we find in the agricultural sector in the area?
- Is there a good fit between training and employment in the agricultural sector?
- What are the characteristics of young people who manage their career successfully in the sector?

- How effective are existing mentoring mechanisms to enable young people to become active in the agricultural sector?
- What skills are needed for young workers to be successfully integrated in agricultural firms?

4. DATA AND METHODOLOGY

This section details the activities that have been conducted in the field which constitute the main methodological instruments. Four distinct methods of data collection were utilized: Interviews with stakeholders, focus groups with youth and community leaders, a household survey, and a survey on firms.

4.1. Stakeholders' Assessment

Stakeholder interviews were conducted in the region of Saint-Louis (Richard Toll, Rosso Béthio and Rosso Sénégal) with the major organizations likely to place youth employment as a priority in their agenda. Twenty three interviews were conducted in October 2012.

The targeted stakeholder groups represent national and foreign private agricultural enterprises and institutions involved in youth training, coaching, guidance and placement. The study focused on agricultural companies working in the production segment. Value chains particularly targeted are rice, sugar cane and market garden production. The institutional actors consist of policy makers (locally elected representatives), economic actors (chamber of commerce and industry), agricultural training institutions and structures of coordination and management of youth employment, as well as the departmental technical services from ministries concerned with youth integration programs in agriculture. The key stakeholders list is presented as an appendix (Appendix B).

The institutional actors were chosen on the basis of the literature review on economic and social development policies, as well as on the development programs in the region. The choice of agricultural enterprises was made with institutional stakeholders taking into account the diversity, size and scope of the activities. It should be noted that the region has only four major large companies.

Two complementary methods of data collection were adopted: the survey questionnaire and the semi-structured-interviews survey. The agricultural companies were surveyed through a questionnaire.

An interview guide was used for the institutional stakeholders. The interview was intended to diagnose agricultural employment, assess future needs in vocational qualification for rural youth, and identify the agricultural sector's job-creation potential.

4.2. Focus Groups

Focus groups were organized in five rural communities, namely:

- The Ndiébène Gandiol rural community (RC) located in the department of Saint-Louis in the Langue de Barbarie peninsula. The focus of the RC is primarily on agriculture because of the development of market gardening, but there is also fishing and tourism in connection with Djoudj Park. In 2003, the town experienced a four-foot chasm which created more problems for the population than solutions.
- Guédé Village, the largest rural community in the region and largely dependent on agricultural. Nearly a third of the agricultural production in the Podor department comes from this locality. It is well irrigated because, in addition to the Senegal River, it benefits from water streams such as the Ngalinka and the Doué backwater.
- Richard Toll, located in the Dagana department; is characterized by the presence of food industries such as the CSS in the processing of sugar cane. It holds a virtual monopoly in brown sugar production in Senegal. Also, the Bergère Creamery (*Laiterie Bergère*) processes dairy products. In addition, several rice husking units are implanted in the locality.
- Ross Béthin also has a strong focus on agriculture with the production of rice, vegetables and tomatoes for the processing industry, etc. More importantly, its area is used for the agricultural production's export towards Dakar and other regions in the country. It is also part of the Dagana department.
- Dioum, the largest town in Podor is located on the national II road. It is also very focused on agriculture and has several rice husking units as well as a one for animal feed. The town should soon expand economically as a result of the Dioum bridge completion, which was financially supported by the MCA. Thus, access to farming areas, to Morphil Island and the marketing of agricultural produce should be facilitated.

Focus groups were organized in the agricultural areas in order to ensure that many of those interviewed would be involved in the agricultural sector and, thus, would understand the assessment focus. As a consequence, four focus groups were thus organized in each town or village. The participants were selected to provide a fair representativeness of the community, as follows:

- Unemployed young women and men (two distinct groups): representativeness criteria according to neighborhood/village and age were met.
- Young workers (one mixed group): various occupations were selected.
- Community leaders, mainly local elected members: mayors, town councilors, village chiefs, etc.: they had to show a good understanding of agricultural issues, especially of possible actions to develop the sector.

Each group discussed a given topic. Thus the young unemployed men and women talked about their behavior in response to the job market difficulties. The young workers gave their assessment

of the local labor market. Finally, the community leaders spoke of the integration of youth into the economic fabric.

4.3. Household and Youth Surveys

A household survey was conducted in the area of Saint-Louis in August 2012. It complements and enriches the already available statistical database on employment and living conditions (ESPS 2011) by focusing on young people’s integration into the agricultural sector. The questionnaire for this household survey dealt more particularly with the household’s occupation/activities, and within each household, young people’s employment status, qualifications, skills and aspirations.

The EEJSL (Saint-Louis Region Youth Employment Survey) is a household survey based on the sample households from the Follow-up Survey on Poverty in Senegal (ESPS 2011). This survey targeted six households from each census district to answer the so-called “longer” questionnaire (as opposed to the people who answered the so-called “lighter” questionnaire of the ESPS, which collects less information).

The EEJSL sample size was set at 300 households, 50 census districts had to be drawn among those belonging to the area (74 were drawn from the ESPS sample). A random draw was then conducted from urban and rural lists according to the concerned department. Hence, the EEJSL represents about one fourth of the ESPS sample in the Saint-Louis regions.

4.4. Firms’ Survey

The firm-based survey EEEJSL (Saint-Louis Region Survey on Firms and Youth) was given to 132 formal and informal production units. Data collection was conducted from September 18 to October 2, 2012. The survey sample consists of firms with a National Firms and Associations Identification Number (NINEA) and of the list of companies providing the Centre for Data Collection (CUCI) with an accounting document for the National Statistic and Demography Agency (ANSD).

Table 3: Survey sample (number of units), EEEJSL

	All	Dagana	Podor	Saint-Louis
Agriculture	15	6	2	7
Fishing	3	2	0	1
Manufacturing	33	16	1	16
Construction	4	2	1	1
Trade	27	12	5	10
Hotel & Restaurant	9	3	0	6
Transports & Telecommunications	6	2	1	3
Insurance and fin. services	4	0	0	4
Other services	31	11	3	17
Total	132	54	13	65

The production units were selected as follows: large firms (CSS, GDS and SOCAS) were chosen first, followed by those having filed an accounting document at the CUCI, then by the ones having given a phone number to facilitate contact, and finally by a random selection from the NINEA base. Units were classified according to the main activity and were doubled to allow for potential replacements.

5. MAIN FINDINGS

Combining qualitative and quantitative analysis gave a holistic picture of young people's situation as it pertains to jobs, firms, and the agricultural business environment, the agriculture sector from a macro-economic perspective, and the previously implemented policies and programs.

5.1. Jobs

5.1.1. Jobs in the region of Saint-Louis

Analysis was firstly conducted based on the household survey. Figure 2 presents employment status by age group, gender and area of residence. The survey found that 55% of young men and 34% of young women were employed, but less so than older ones. The unemployment rate is, however, relatively low at around 2%, regardless of the gender and age categories considered. Unemployment rates appear to be lowest in rural areas. The inactivity rate of young women proves to be particularly high in urban area: about two thirds of them are inactive, in contrast with less than half of their male counterparts in the same area.

The employment rate, as shown in Figure 3, is lower among those who hold a secondary or post-secondary degree. The employment gap across education categories is logically larger among young people, since educated youth are likely to be in school. The employment rate generally increases with age, thus causing the employment gap to decrease. However, especially among women in rural areas, higher educated people tend to work less than lower educated ones across all age brackets.

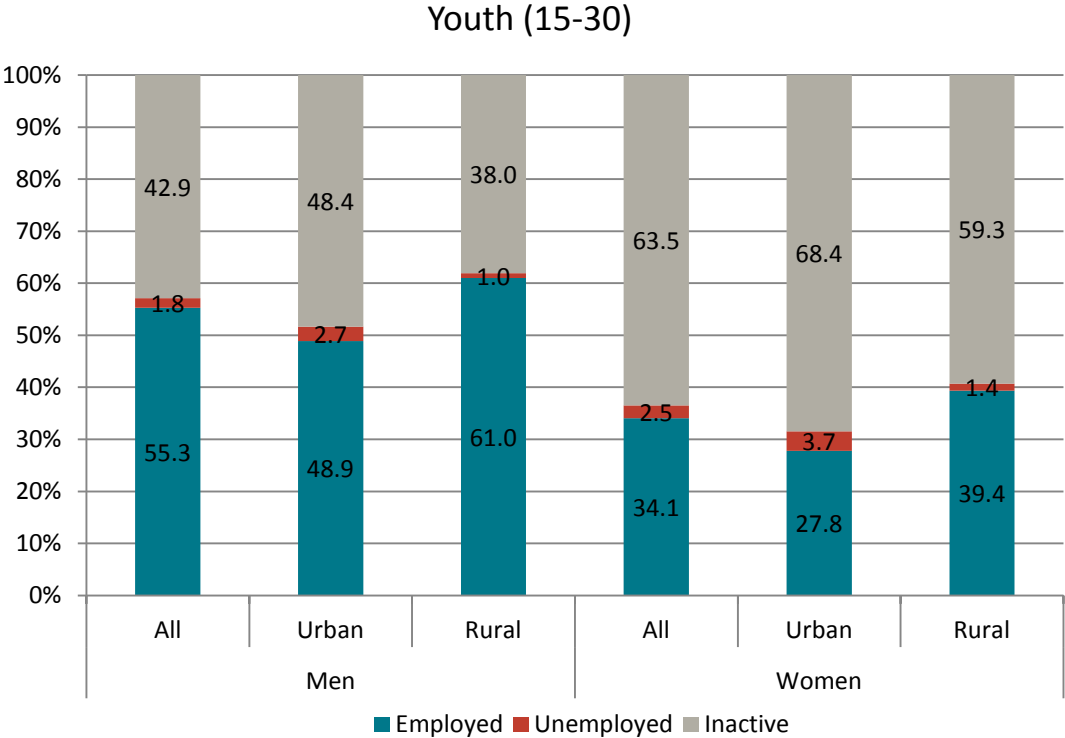
Initial education thus proves to be a major issue as it does not guarantee employment. Hence, the question that arises is: does education have a positive impact on youth employability? In that perspective, a major focus is placed on the kind of competencies people ought to get to gain better access to the labor market. Also, what are young people's needs in terms of training and initial education for being successful in the labor market?

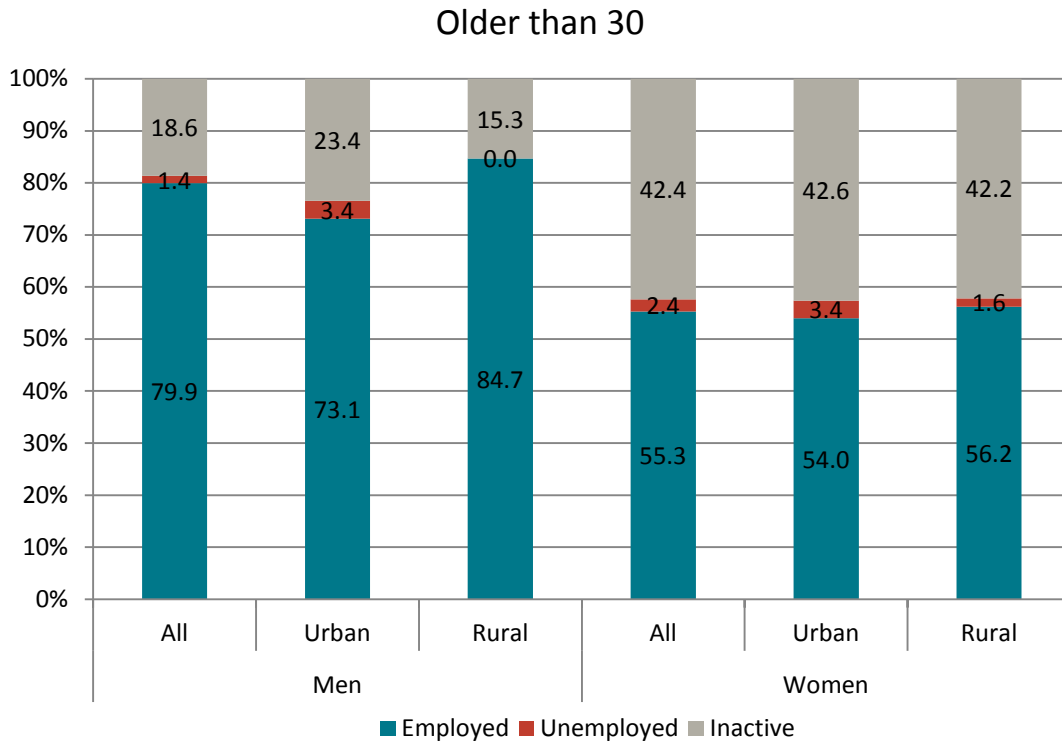
Figure 3 also reveals employment discriminations in terms of age and gender, although other characteristics may differentiate these categories. For instance, experience and social network should be more developed among older people. However, Figure 3 shows that, regardless of their

age and area of residence, the employment rate is significantly lower for women. Other personal features are likely to play a major part in explaining employability and work conditions such as cognitive and soft skills.

Moreover, job conditions are particularly precarious by nature. Indeed, jobs mostly consist in self-employment or family aid (77% of total employment among men and 86% among women) and wage earners have mostly precarious or casual jobs (see Figure 4). The degree of job insecurity is the number of precarious conditions for a job: no written contract, no reserved space to work, unstable earnings, under-employed, and unsatisfied seeking a new job. Having one condition or more classifies the job as precarious. Among workers with precarious jobs, 45% of male workers and 31% of female workers combine 2 to 3 precarious conditions; 53% of male jobs and 59% of female jobs meet just one condition. Finally, in many cases, wage earners have casual jobs (26% for men and 32% for women) that also lead to job insecurity.

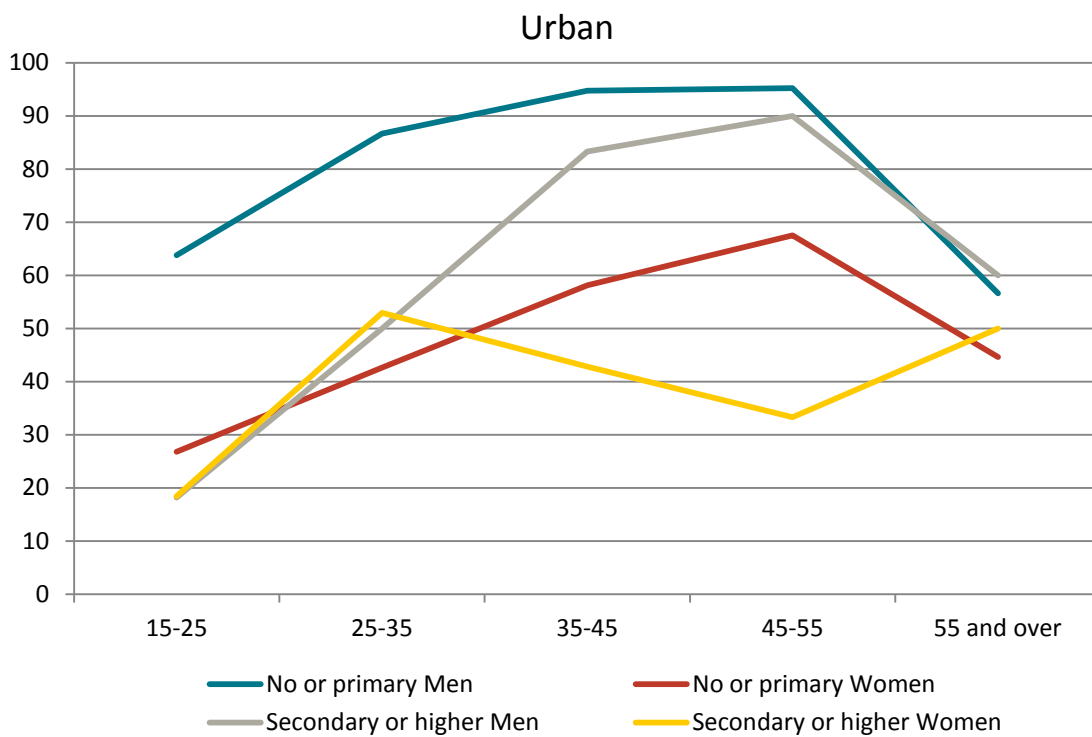
FIGURE 2: Employment status, by area and gender

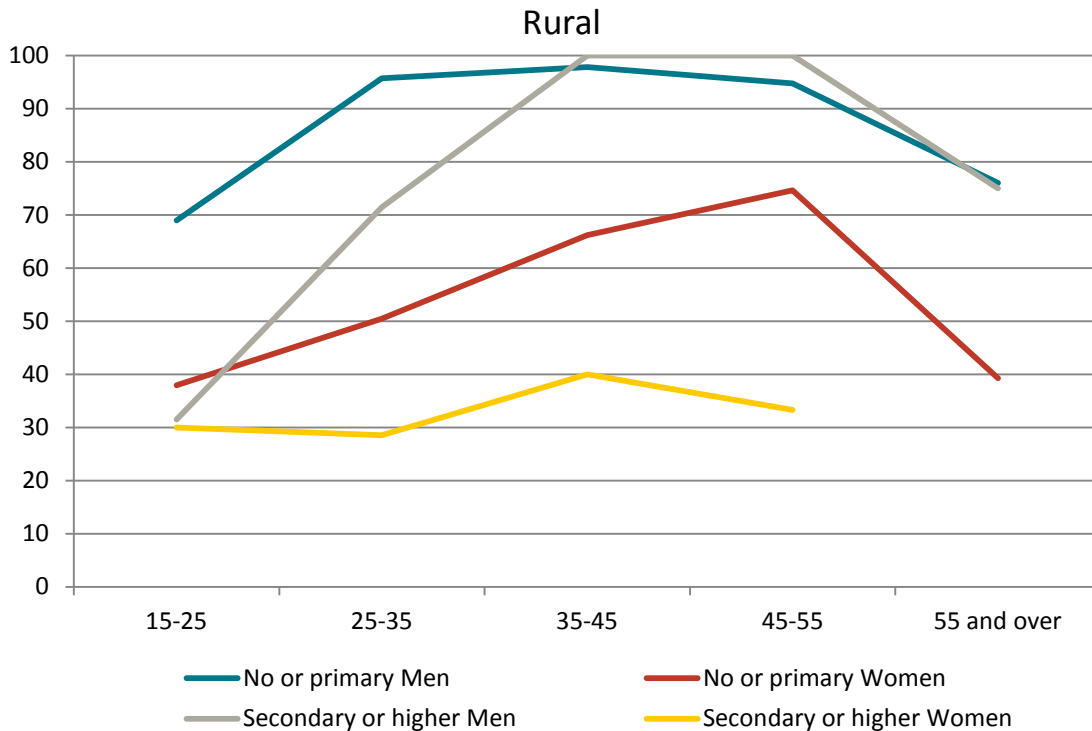




Source: Authors' calculation using EEJSL 2012.

FIGURE 3: Age profile of employment rate, by education level and gender





Source: Authors' calculation using EEJSL 2012.

Figure 4 clearly shows that the youth are more often employed as family aids or apprentices than older workers: only 7% in urban areas and 17% in rural areas among older people against nearly half of jobs among young people (43% in urban areas and 59% in rural areas). On the other hand, the self-employed are relatively more numerous among the over 30 year old: they represent 64% of jobs in urban areas (56% among men and 74% among women) and 68% in rural area (75% among men and 59% among women).

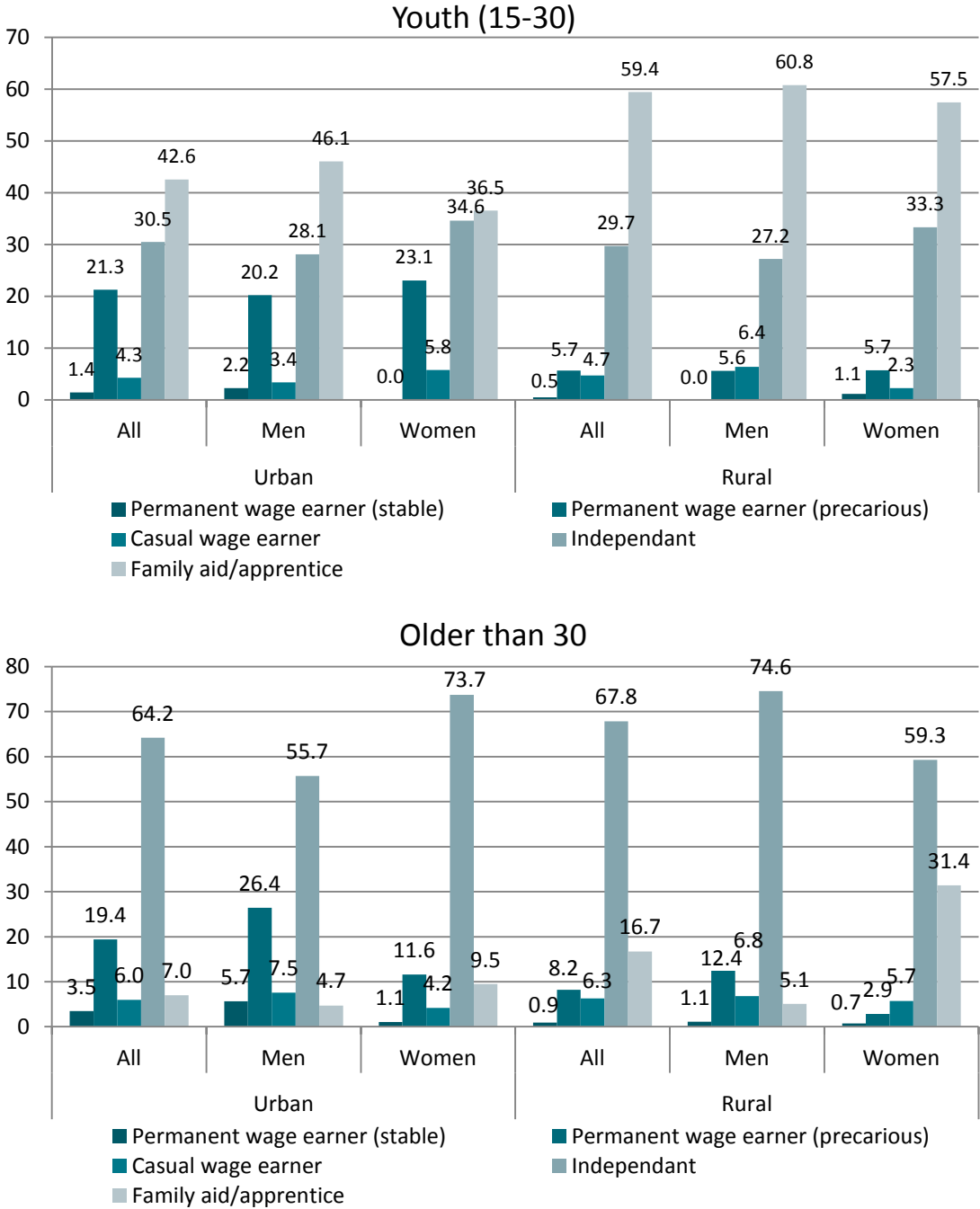
Family aid jobs represent a larger part of young men's jobs than of young women's, whereas inversely among older people, especially in rural areas where 31% of women over 30 years old are family aids. Indeed, the percentage of family aids among young men is 46% in urban areas and 61% in rural areas, while it is respectively 37% and 58% among young women.

Figure 5 shows important sector discrepancies in terms of employment conditions. In particular, family aid jobs among youths are more common in the agriculture and manufacturing sectors, and less so in the trade and service sector. Among the over 30 year olds, independent workers are proportionally more numerous than other categories except among men in the trade and service sector (where 60% of men are permanent wage earners).

These statistics show that young people in the agriculture sector are poorly inserted in the labor market, especially because few of them are employed as wage earners or self-employed. This

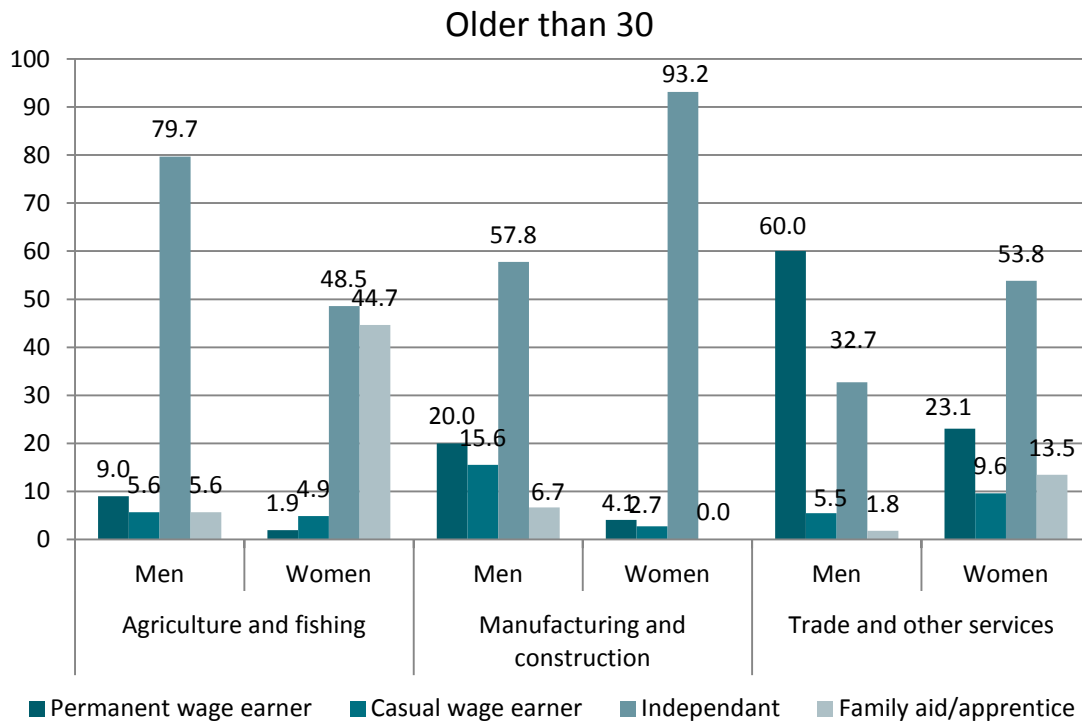
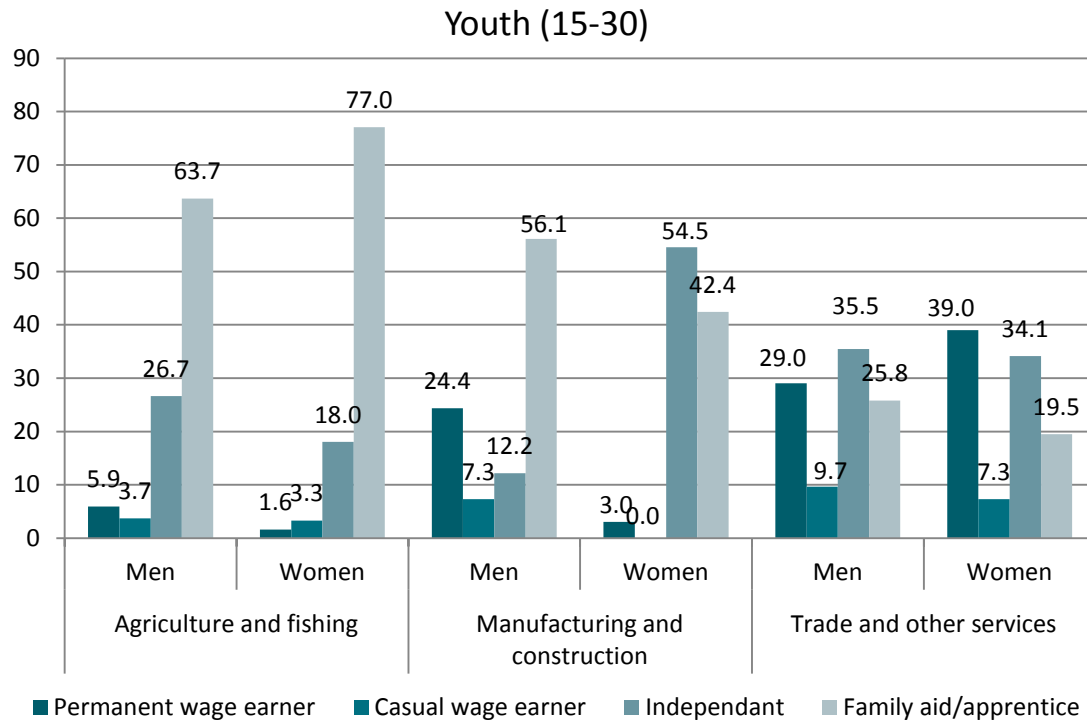
indeed illustrates that the labor market is rather closed to young people who must make their first work experiences in the family. It is an important matter, in so far as the agriculture (and fishing) sector accounts for almost 65% of male employment (45% of female employment), a little less among young people: 60% among the 25 to 34 years old men and 41% among young women (Figure 6). Indeed, women, especially older ones, are often brought to trade.

FIGURE 4: Employment conditions, by area and gender



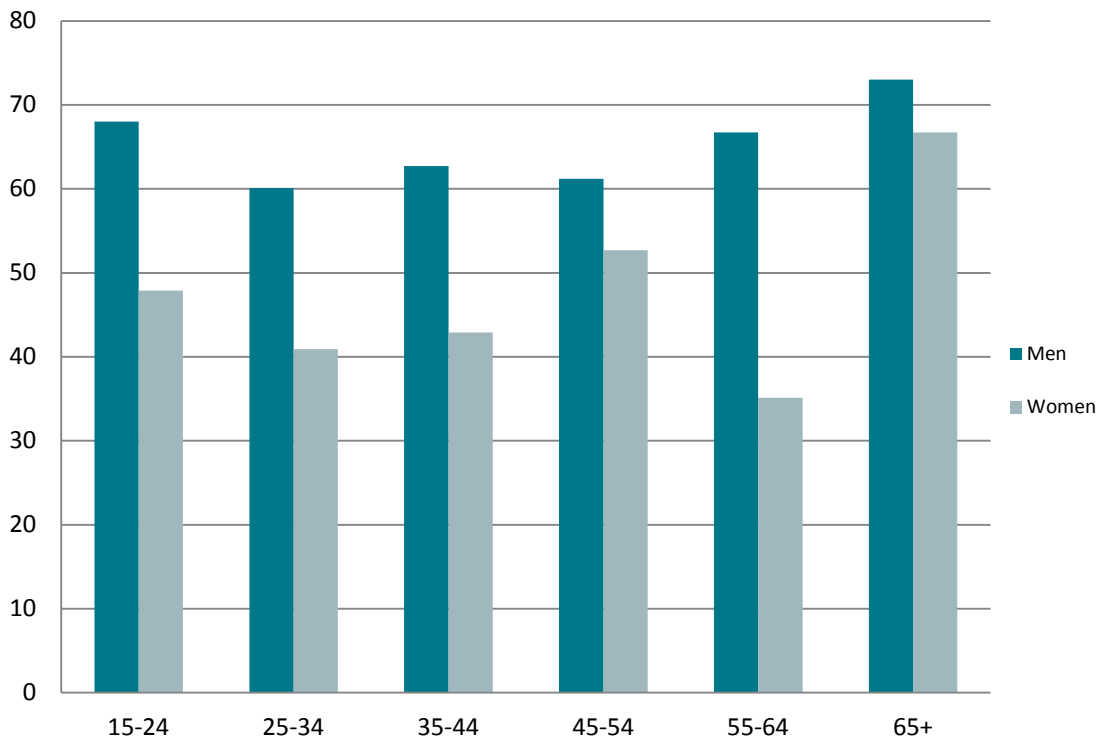
Source: Authors' calculation using EEJSL 2012.

FIGURE 5: Employment conditions, by sector and gender



Source: Authors' calculation using EEJSL 2012.

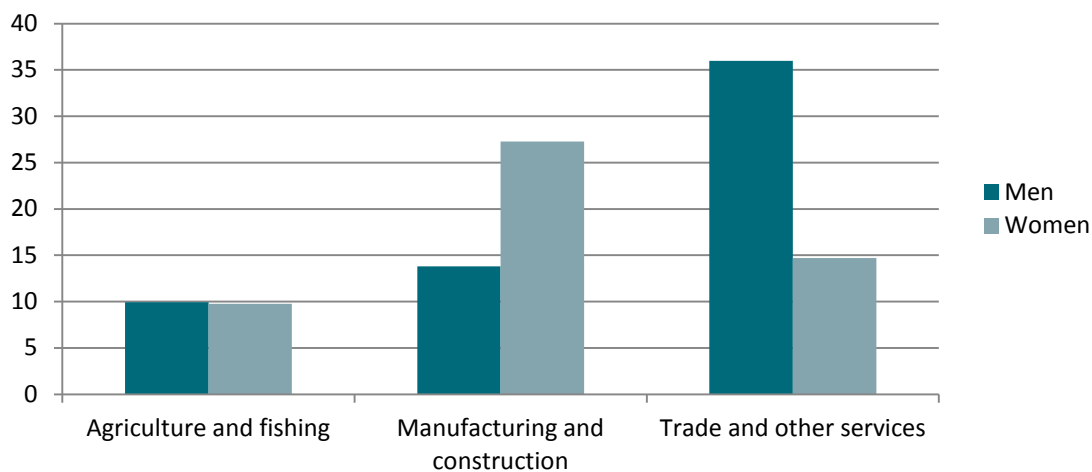
FIGURE 6: Percentage of workers in the agricultural (and fishing) sector



Source: Authors' calculation using EEJSL 2012.

Also, as shown in Figure 7, workers are less educated in the agricultural sector than in other sectors. Regardless of gender, 10% hold at least a secondary degree in the agricultural (and fishing) sector, whereas 14% (men) and 27% (women) do in the manufacturing and construction sector, to be compared with 36% (men) and 15% (women) in the trade and other services sector.

FIGURE 7: Secondary or higher education, by sector and gender



Source: Authors' calculation using EEJSL 2012.

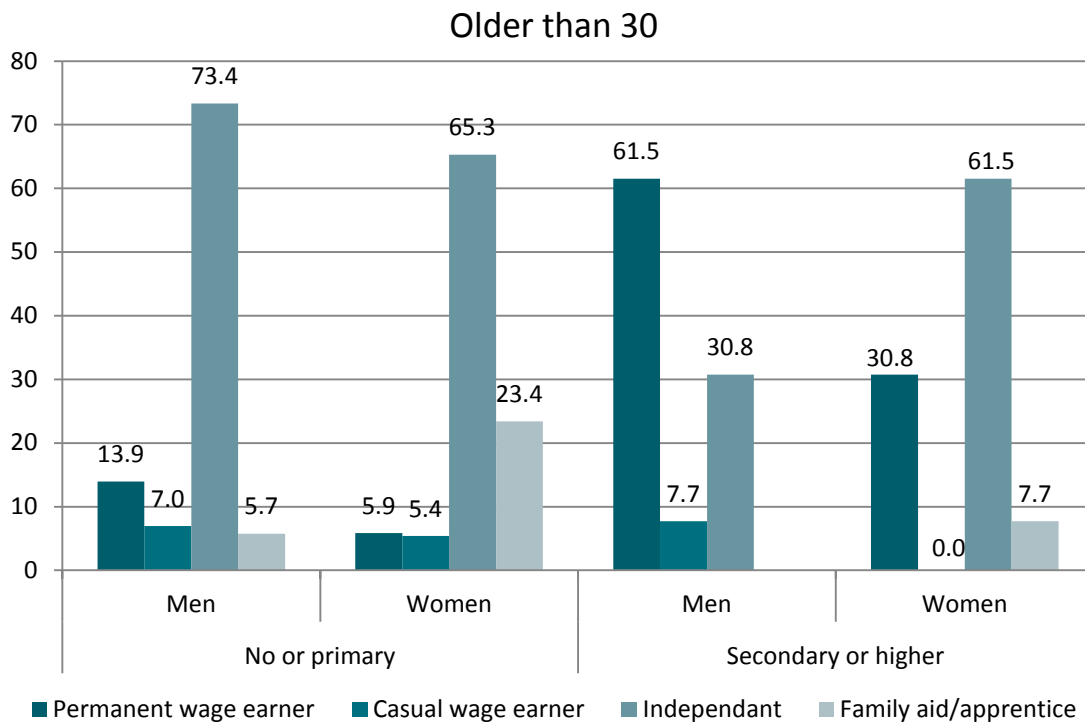
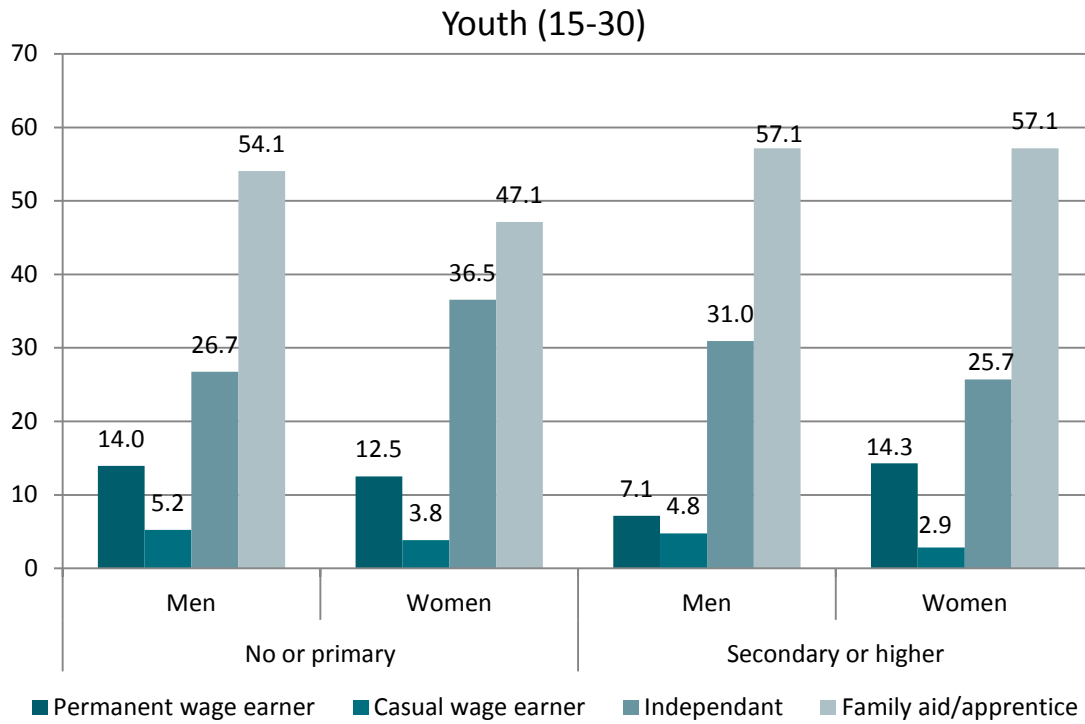
Looking at discrepancies in Figure 8, it is noteworthy that employment conditions differ a lot among older people according to education level and less so among young people. Permanent jobs as wage earners are much more common among older, more educated people: 62% for men over 30 with a secondary or higher level. On the other hand, 57% of more educated young people are family aids. Hence, once again, higher education does not seem to contribute towards better employment conditions for the youth.

Figure 9 shows the occupation status among youth by sector of activity and gender. As seen above, family aid jobs appear to be particularly developed in the agricultural sector while self-employed workers are found more frequently in other sectors, particularly among men. Apprentice jobs appear more in the secondary and tertiary sectors, especially among men too. Indeed, apprenticeship represents almost 37% of male jobs in the manufacturing and construction sector and 26% in the trade and other services. By contrast, it represents only 3% of jobs in the agricultural sector, both for men and women. Self-employment is more common among young women in the manufacturing sector (55%). Finally, we note that wage earners are divided roughly equally between unskilled, semi-skilled and skilled workers in the tertiary sector.

Sectors also differ according to compensation types. Figure 10 shows that the agriculture sector offers jobs paid by piecework, tasks wage and fees, whereas fixed wages seem to be the norm in other sectors.

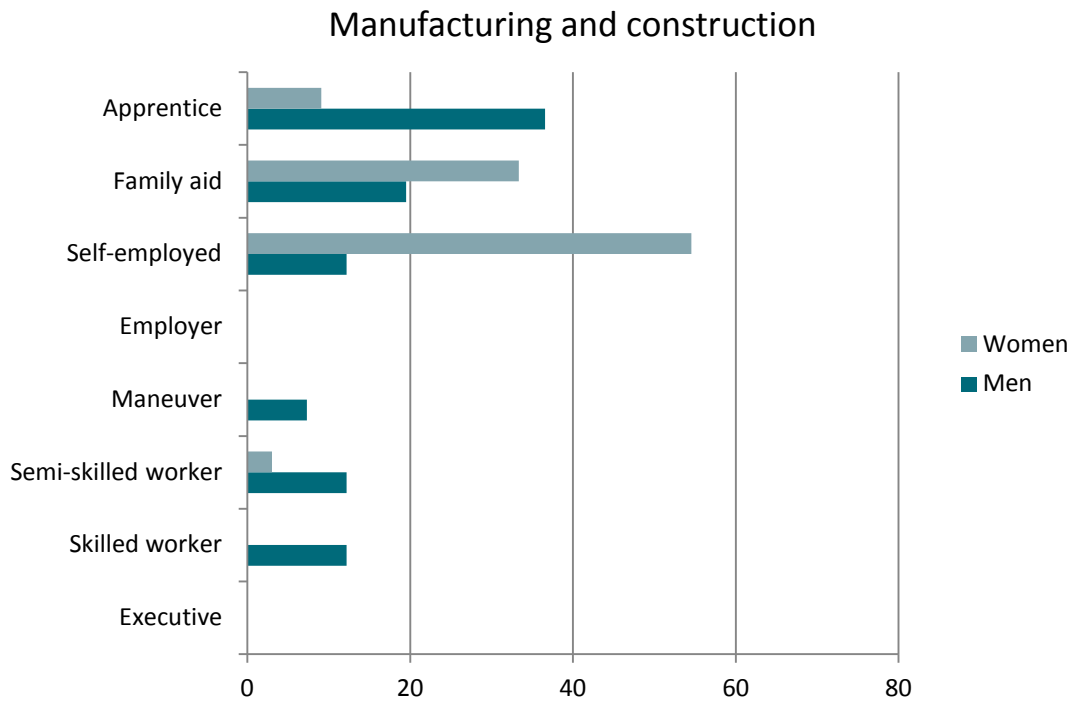
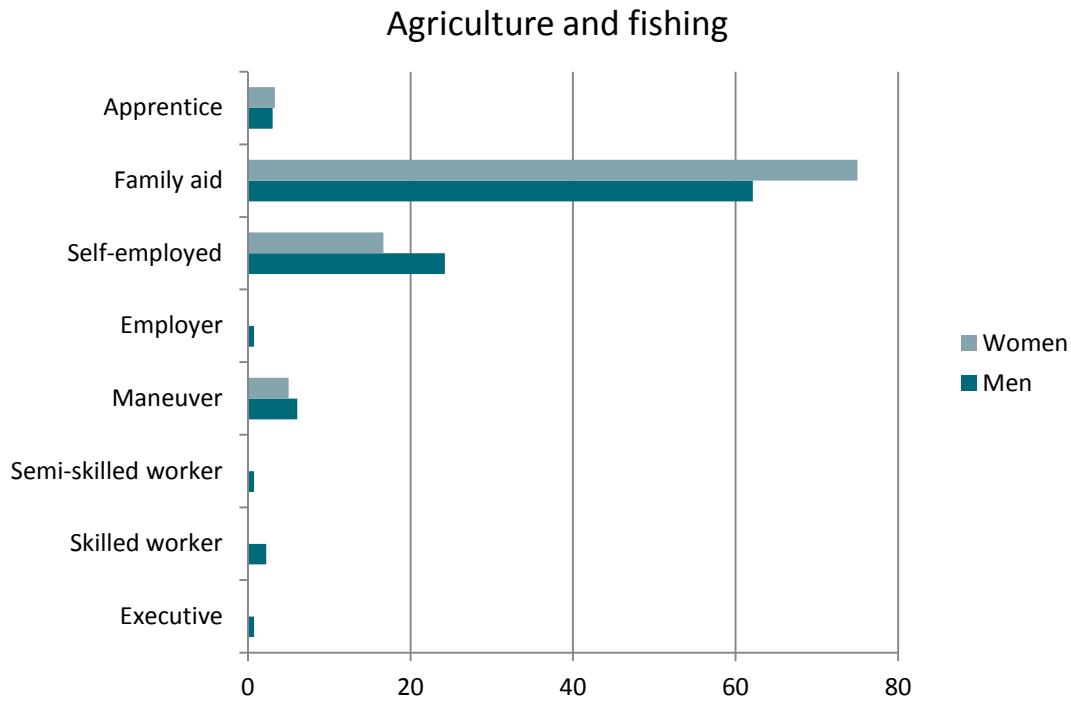
Finally, Figure 11 presents a list of professions in the agricultural sector. This list is not exhaustive and can be completed with the one presented in the Appendix. However, it is worth noting that common jobs in the agriculture sector are low qualification jobs such as farmer, shepherd, stock-farmer, and so forth.

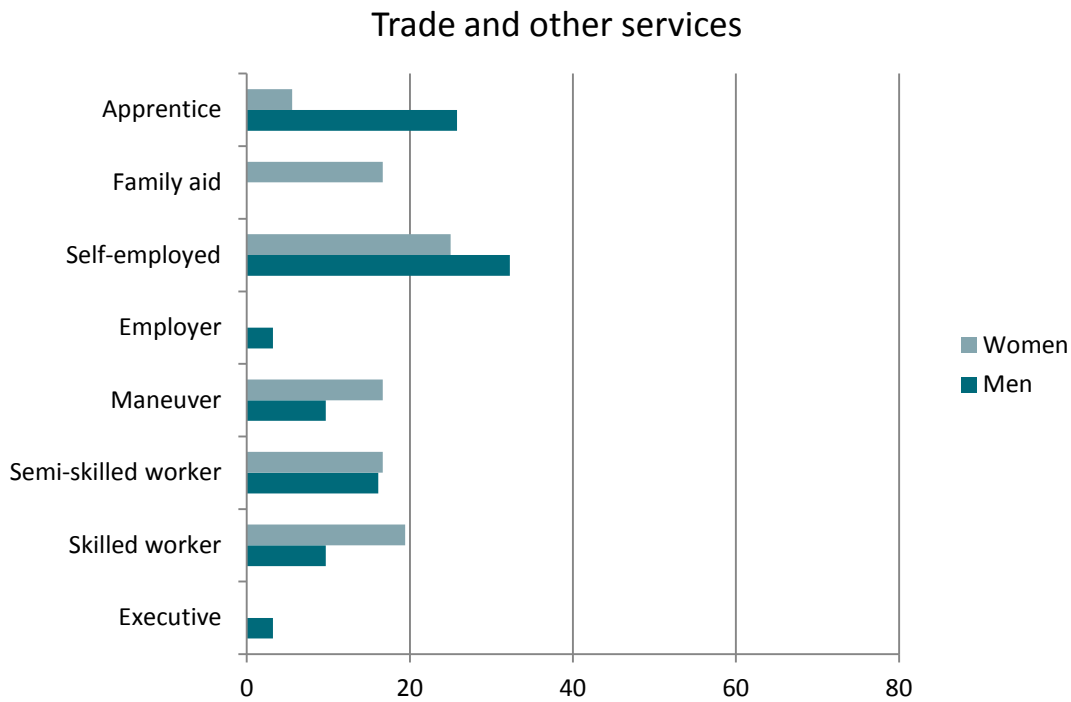
FIGURE 8: Employment conditions, by education level and gender



Source: Authors' calculation using EEJSL 2012.

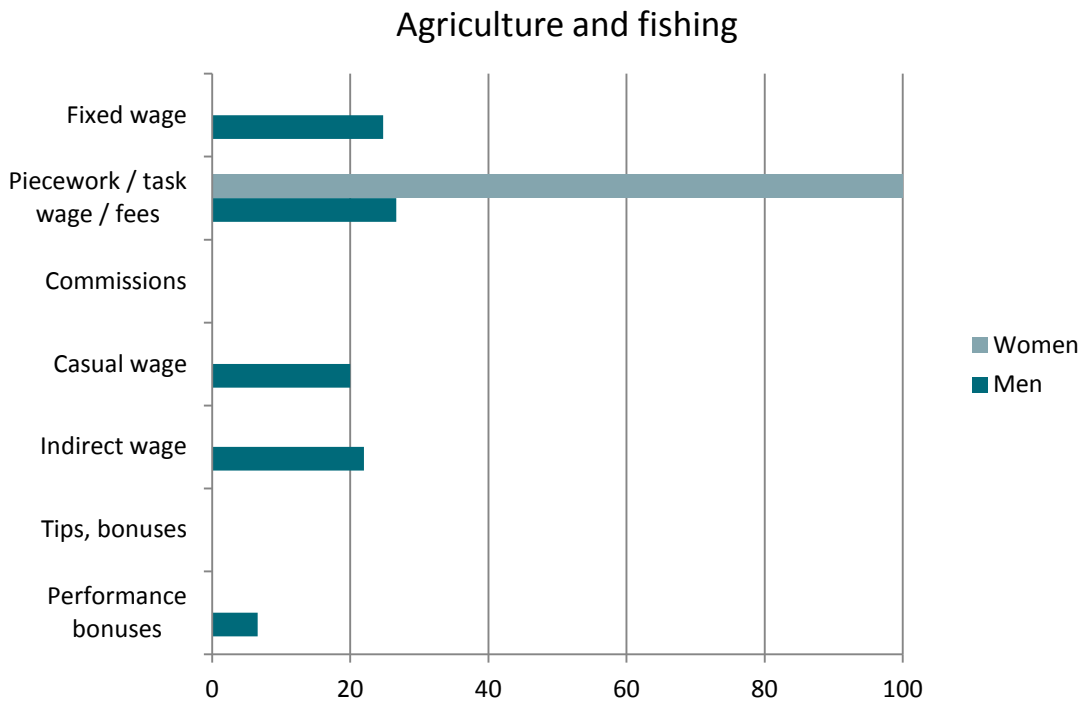
FIGURE 9: Youths (15-30) occupation status, by sector and gender



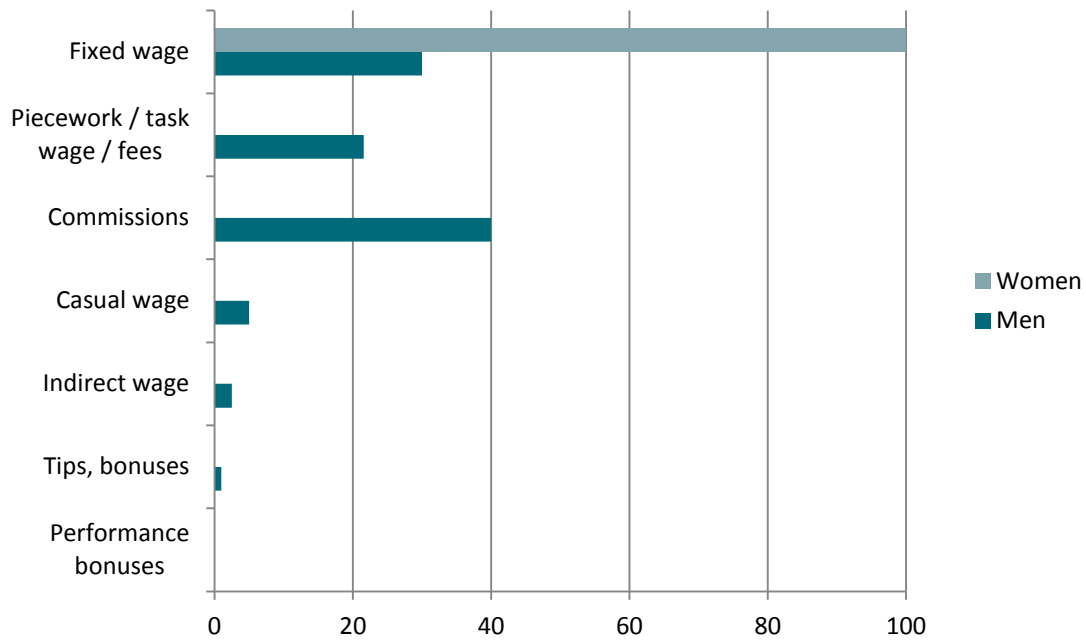


Source: Authors' calculation using EEJSL 2012.

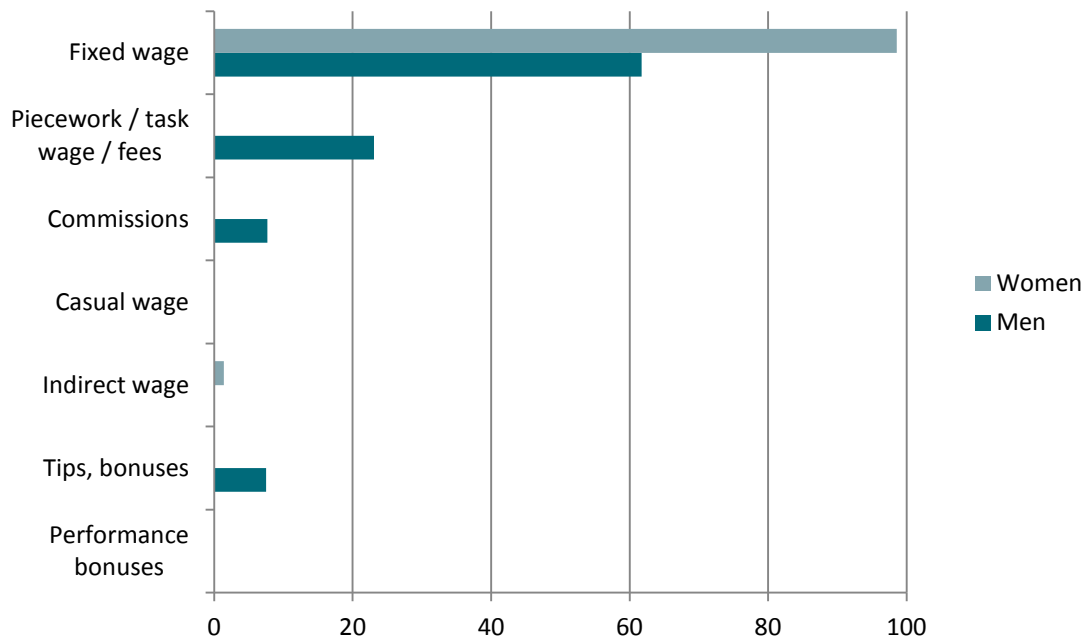
FIGURE 10: Youths (15-30) compensation type, by sector and gender



Manufacturing and construction

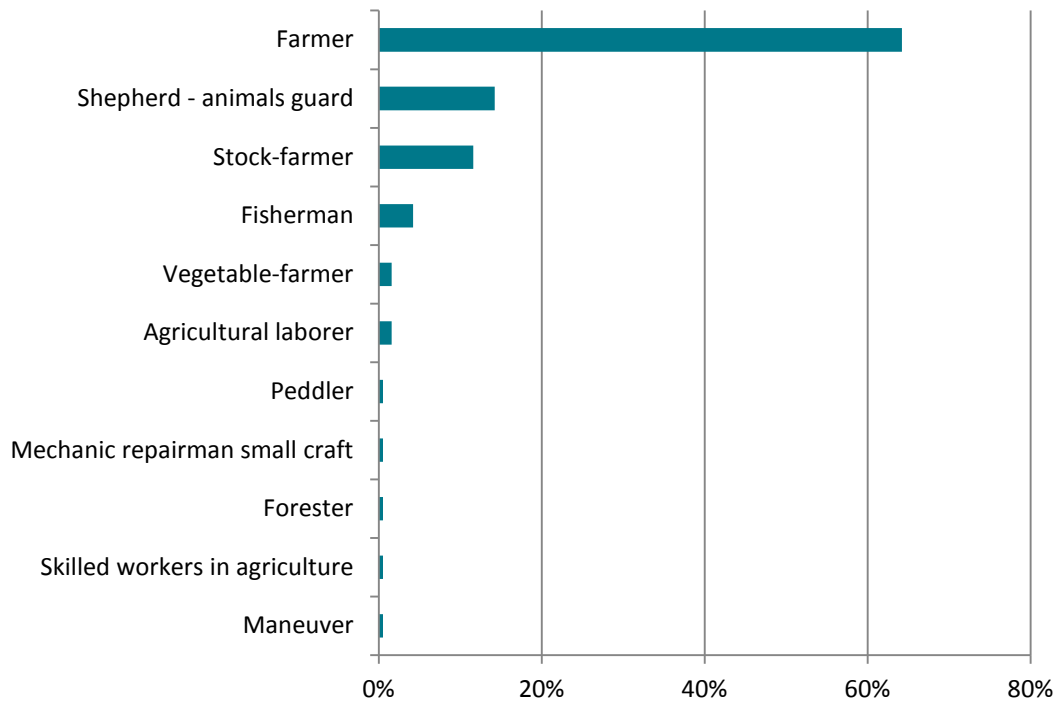


Trade and other services



Source: Authors' calculation using EEJSL 2012.

FIGURE 11: Youth (15-30) professions in the agricultural sector



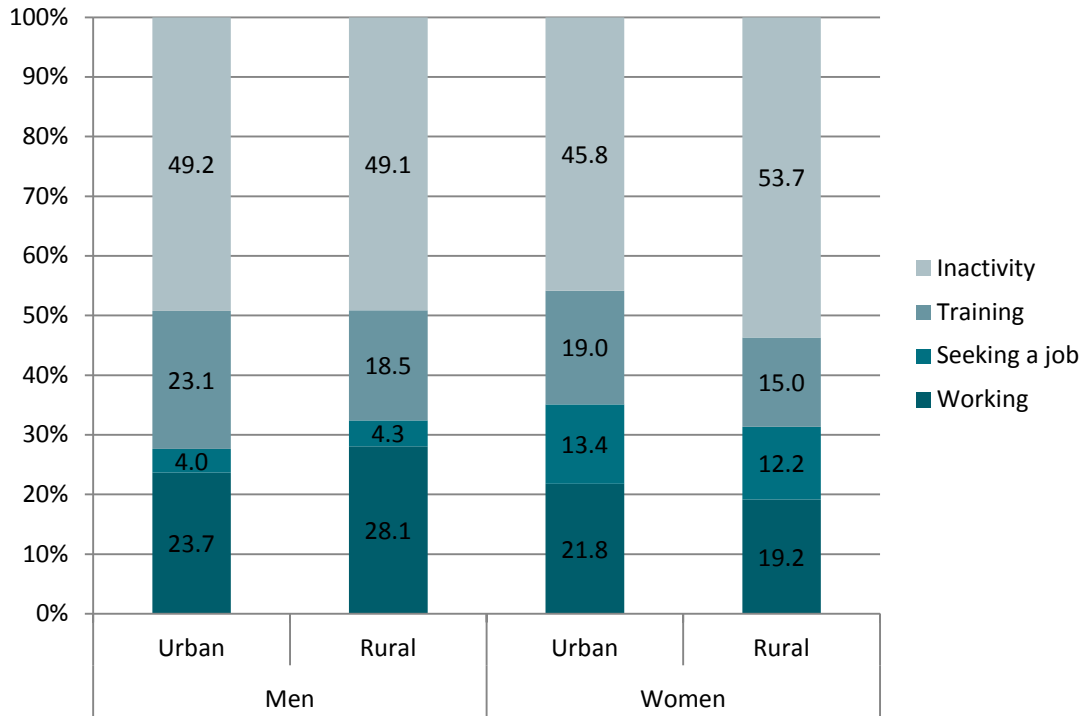
Source: Authors' calculation using EEJSL 2012.

5.1.2. Youths seeking jobs

Given their low level of integration into the labor market, young people may be discouraged to find stable jobs. Indeed, as shown in Figure 12, young people, both men and women, spend half of their time being inactive. Men spend more time working (26%) than women (20%), but less time seeking a job (4% compared to 13%). Furthermore, men spend a little more time than women in training activities (21% compared to 17%). Young men are more likely to get training as it looks more profitable for them on the labor market. On the other hand, high inactivity rates may cover unpaid activities, especially for young women.

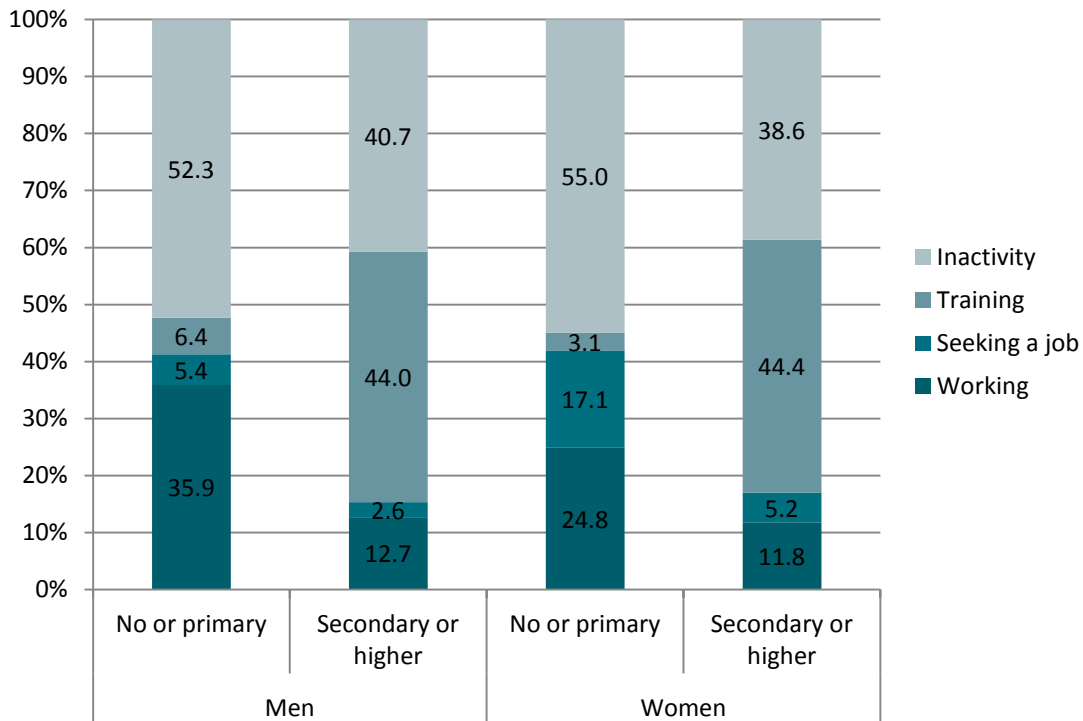
Figure 13 deals with the differences in time allocation according to education groups. Young people with at least a secondary degree spend more time training (when they are actually at school) and less time seeking a job than less educated young people. What is more, less educated young people are more likely to be inactive.

FIGURE 12: Allocation of time, by area and gender



Source: Authors' calculation using EEJSL 2012.

FIGURE 13: Allocation of time, by education level and gender



Source: Authors' calculation using EEJSL 2012.

Overall, young people spend little time seeking a job. This could be explained by a discouragement factor, as reported in focus group discussions (see below) and the youth survey. Indeed, as young people experience stretches of unemployment due to a change in employment or because they are seeking their first job, they were asked to account for these periods of professional instability. As shown in Figure 14, they often answered that they do not have the adequate means to get a job. In particular, young people most often declare they were lacking funds to continue or start a business of their own (43% overall, 48% of men and 40% of women) or that firms are not hiring (39% overall, 48% of men and 35% of women) during the period they were changing or seeking jobs, more so in rural areas (44%) than in urban areas (33%). What is more, one third of them considers that they have no access to information about available jobs (48% of women and 35% of men), more so in rural areas (39%) than in urban areas (32%). They also consider that they lack qualifications to continue or start a business (34% overall, 48% of men and 35% of women), more so in rural areas (44%) than in urban areas (33%). Interestingly enough, access to land is a reason given by only 5% of young people, all young women.

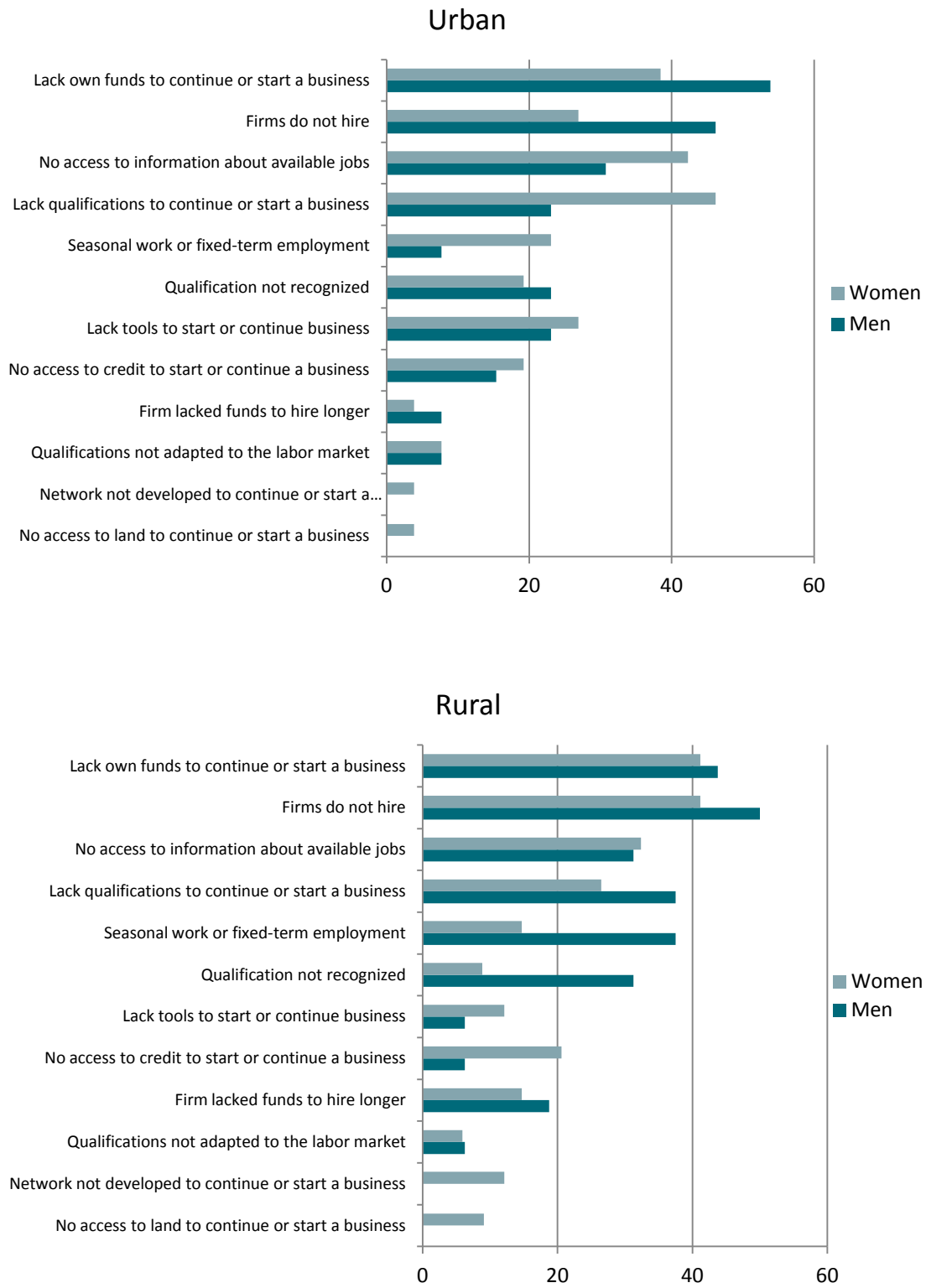
Difficulty finding jobs proves to differ between men and women and rural and urban areas. Indeed, it appears that people living in rural areas face demand constraints more heavily than in urban ones. Men are more willing to work but unable to because firms do not hire or because of seasonal work (in rural areas) or because they lack funds to start a business. On the other hand, in urban areas, women declare more often that they do not have the capacity to do so (because they lack qualifications, or have no access to information). Qualification is more an issue for men and less for women in rural areas. Therefore, as the constraints are perceived differently depending on gender and area of residence, specific and targeted responses should be brought.

Hence, implementing policies and programs to keep young people active appears to be essential. They could improve job search strategies, facilitate vocational training, and promote entrepreneurship. For that purpose it is necessary to remove certain barriers related to access to information on jobs, informal networks, access to credit or access to land.

5.1.3. Behavior of young people faced with employment difficulties

This topic was discussed in focus groups among young unemployed men and women. The differences between them were slight. Indeed, although they are mature and have great physical and intellectual abilities enabling them to cope with unemployment problems, they feel a need for help and support to get out of this situation and find a job.

FIGURE 14: Reasons for changing or seeking a job, by level of education and gender



Source: Authors' calculation using EEJSL 2012.

The young people surveyed in the focus groups understood the importance of training and education for socio-professional integration. Thus, they vehemently expressed their desire for youth training centers to emerge locally to offer training in all areas and be accessible to all. These centers should be able to absorb much of the school wastage, knowing that the dropout rate is very high in the region.

Although training is a necessary condition for landing a job, it is far from sufficient. Indeed, accompanying measures are also needed for the young who have completed their training, such as information and orientation centers. Financing programs must also be made available to them, such as micro-credit programs designed for financing income-generating activities such as sewing, hairdressing, auto mechanics, marketing of agricultural products, etc.

With regard to integration into the field of agriculture and livestock, young people would like to be trained in these areas in order to become true professionals. This concern reflects their desire to professionalize these activities because despite growing up in that environment, they acknowledge the fact that comprehensive technical expertise might be useful. Some outreach and training centers already exist, like the *Volontaires de l'Agriculture* (Agriculture Volunteers, VAGRI) where individuals are trained for a period of two years in the context of the *Service Civique National* (National Civic Service, SNA) through the *Centre National d'Education Populaire et Sportive de Thiès* (CNEPS). Through them, nearly 1,000 young people have been trained in agriculture throughout Senegal.

Other major factors should be considered to promote young people's employability in agriculture: particularly, making developed lands, investment credits, seeds and fertilizers available.

5.1.4. Skills and competencies of young people

As stated previously, the lack of qualifications is highly correlated with job search and, hence, discouragement regarding youth prospects to be integrated into the labor market. Young women particularly made this comment. So, what skills are needed for young workers to be successfully integrated into agricultural firms? And, among those who manage to integrate the labor market, which ones successfully manage their careers?

The youth survey alone cannot answer these questions, and further analysis derived from the firms' survey is needed. However, it is possible to delineate several factors impacting youth integration into the labor market. As seen previously, not only do the skills and competencies of young people matter, but so do factors related to the firms' needs. Among the skills required to be successful, some may be deemed very important, especially in the agricultural sector: namely, entrepreneurship, leadership, and teamwork.

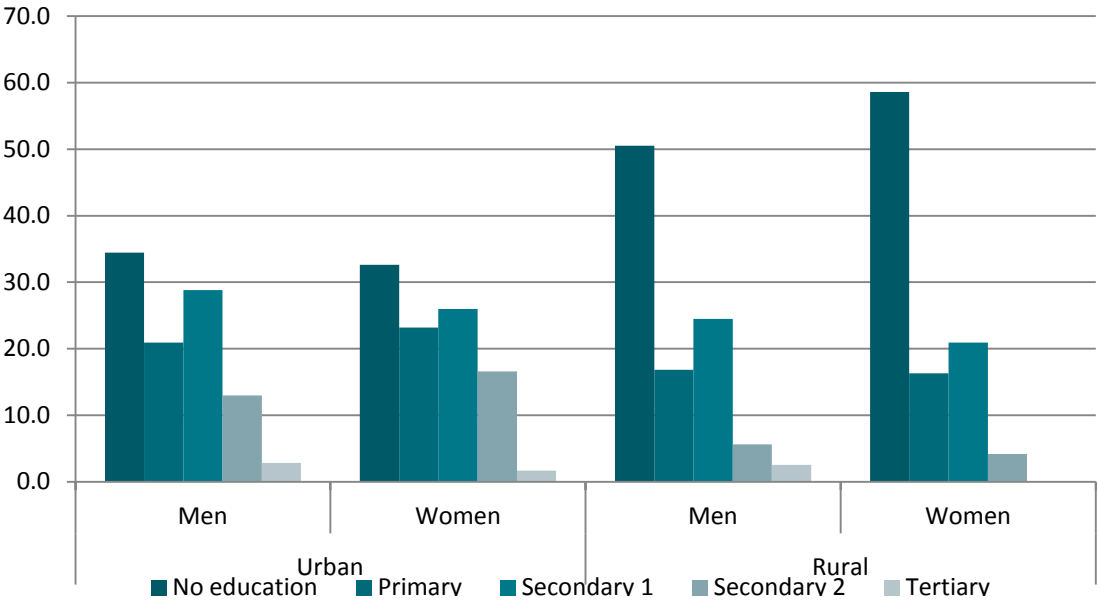
Firstly, initial education seems to have little impact on the employability of young people. What is more, the education level is low in rural areas, especially among women, as well as in the agricultural sector. Indeed, as shown in Figure 15, more than half of the young people have little to no education in rural areas.

Secondly, 42% of young people are illiterate (see Figure 16) including 56% of women and 42% of men in rural areas. Hence, ensuring youth’s basic education appears to be essential in order to improve their employability.

Thirdly, few young people have access to vocational training. Indeed, 9% of young people in the region are enrolled in vocational training, 13% in urban areas and 6% in rural areas, 11% of men and 7% of women. On-the-job training appears to be more common (62% of total training) than vocational training, especially among those who are already working. As shown in Figure 17, on-the-job training mostly concerns men (70% of total training) and people in rural areas (72% of total training).

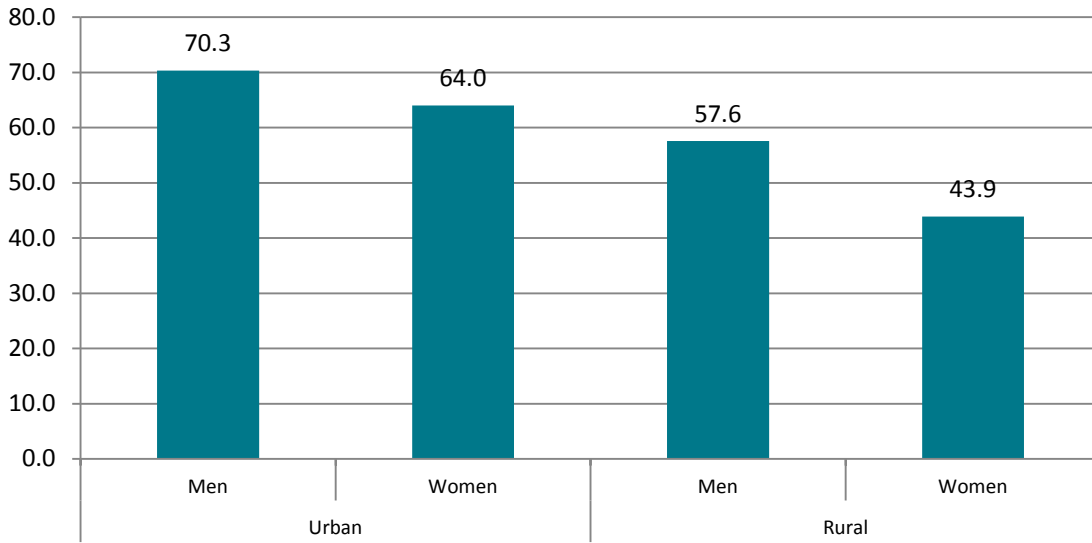
Finally, Figure 18 presents youth’s technical, cognitive and soft skills. The hierarchy of skills does not differ a lot according to gender, area of residence or sector of activity. Punctuality seems to be the most shared characteristics (68% of young women and 58% of young men), well above reading numbers and mathematics (respectively 48% and 49%), reading French (respectively 46% and 43%), teamwork (respectively 33% and 32%), using tools/machines/vehicles (respectively 26% and 30%), using computer (24%), supervising a team (respectively 23% and 25%) and autonomy (respectively 18% and 17%).

FIGURE 15: Education level of young people (youth 15-30), by area and gender



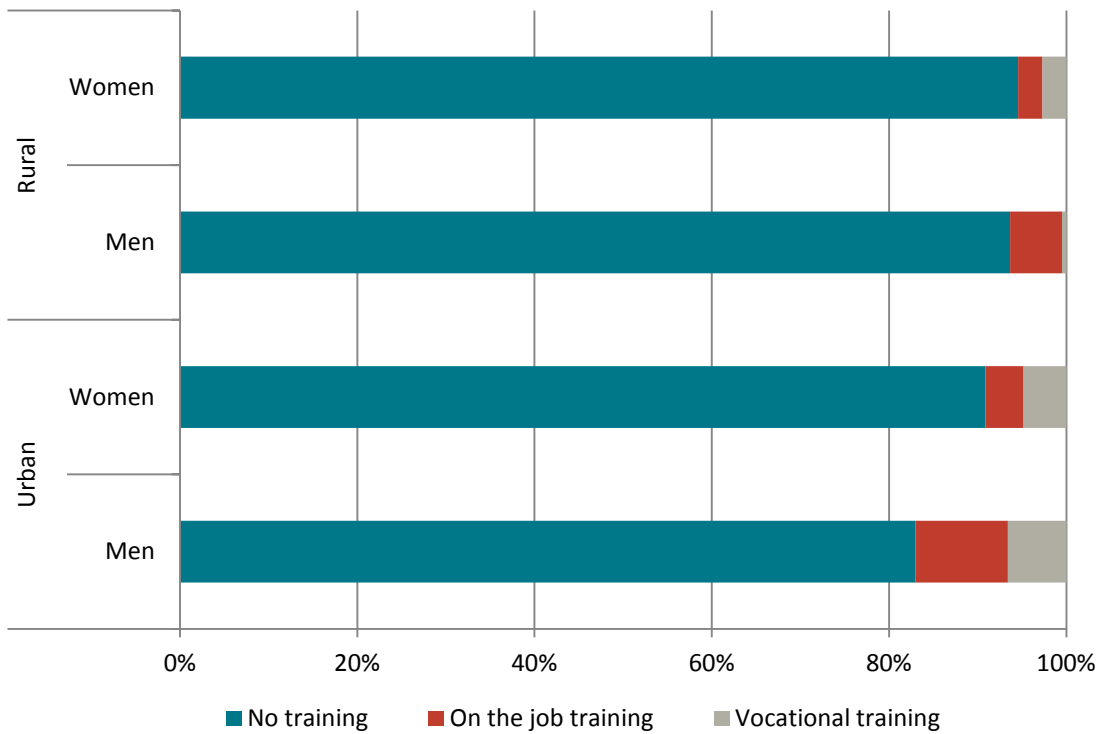
Source: Authors’ calculation using EEJSL 2012.

FIGURE 16: Literacy rate of young people (youth 15-30), by area and gender



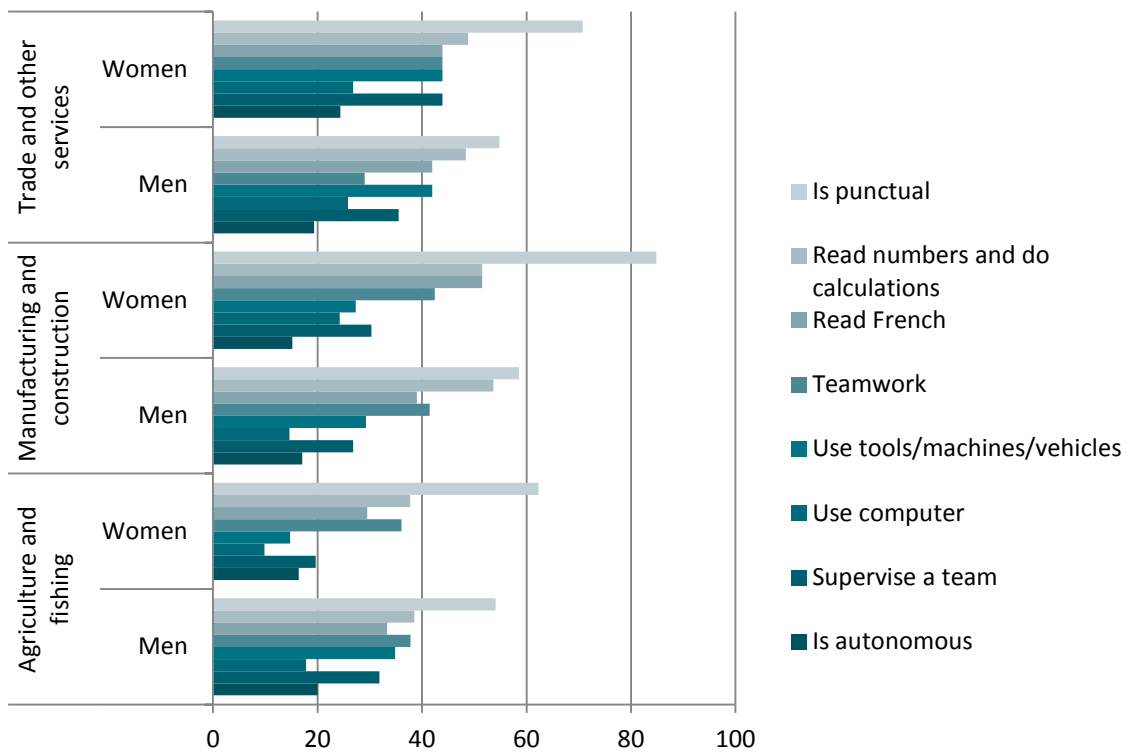
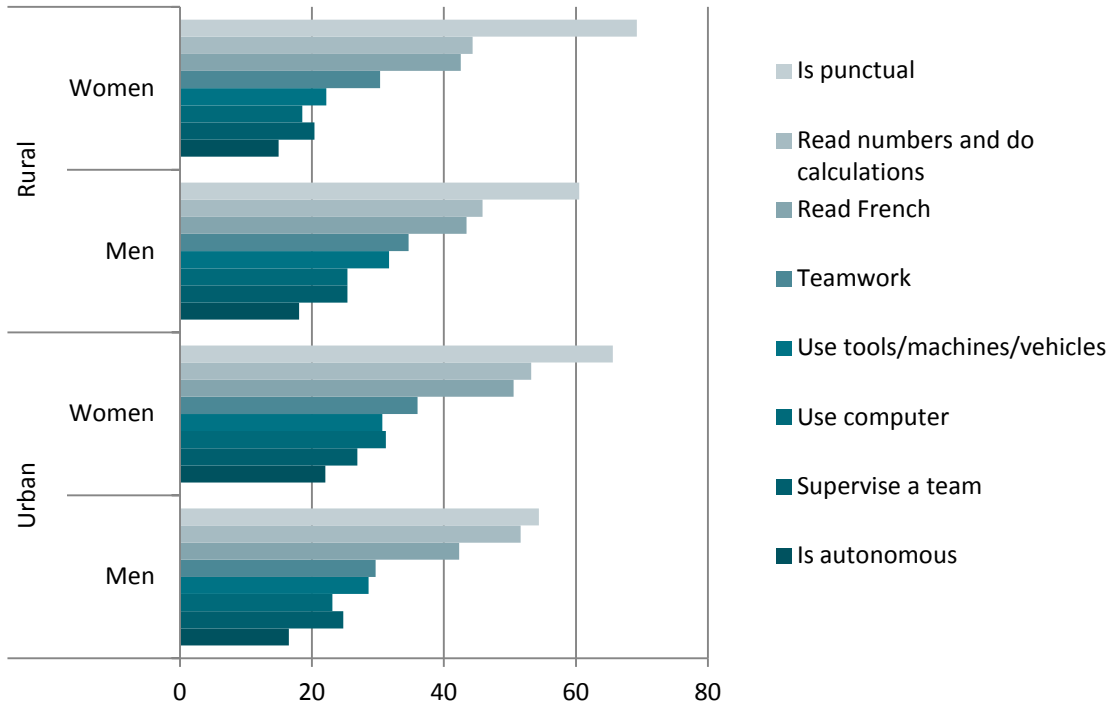
Source: Authors' calculation using EEJSL 2012

FIGURE 17: Training of young people (youth 15-30), by area and gender



Source: Authors' calculation using EEJSL 2012.

FIGURE 18: Technical, cognitive and soft skills of young people (youth 15-30)

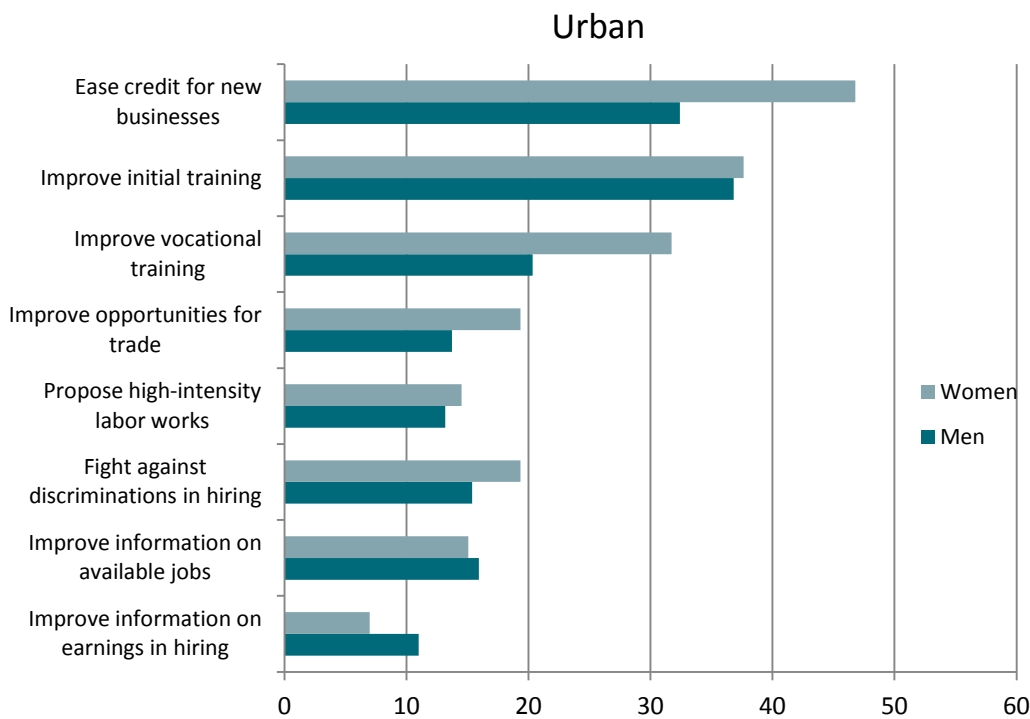


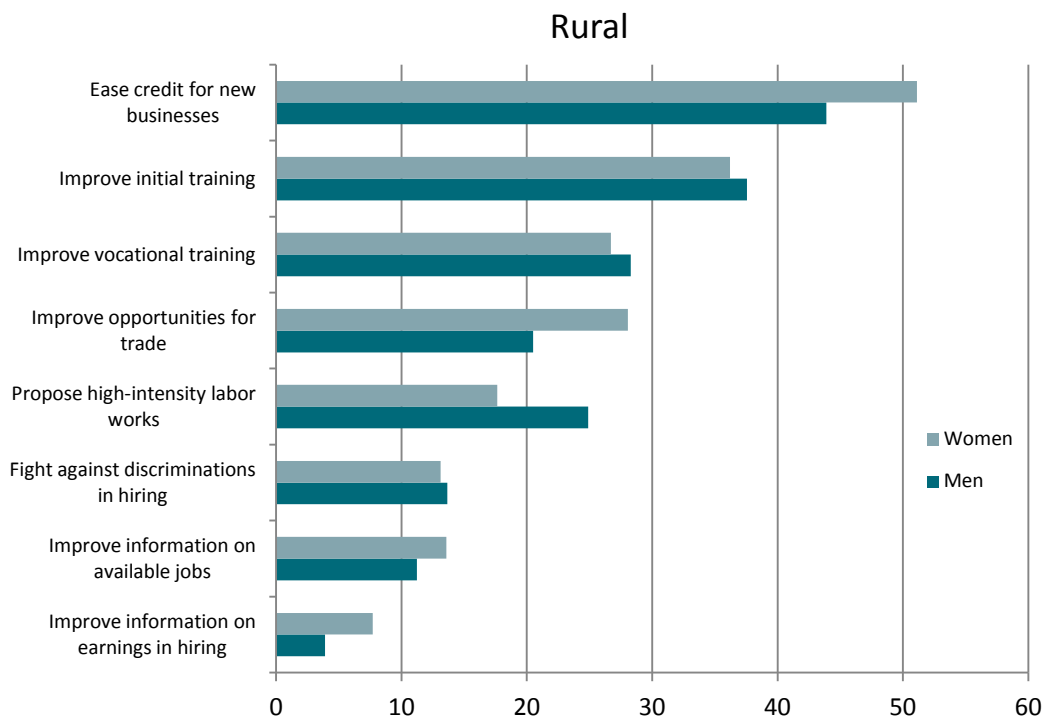
Source: Authors' calculation using EEJSL 2012.

5.1.5. Youth employability according to the youth

Before proceeding with the analysis of the firms' needs, the perceptions of urban and rural young people in terms of employability are presented in Figure 19. Analyzing the combined responses of urban and rural young people, the main measures to improve employability would be first to ease credit for new businesses (44% of all youth participants said it would improve employability for their age cohort), second to improve initial training (37%), third to improve vocational training (27%), and fourth to improve opportunity for trade (21%). Information improvement concerning job availability or earnings are also part of their concerns but for a lesser proportion of them.

FIGURE 19: Main measures to improve employability of people your age (youth 15-30)





Source: Authors' calculation using EEJSL 2012.

5.1.6. Youth employability according to community leaders

Youth unemployment is a major problem for the community leaders. Unemployment is proving to have a terrible impact on youth. Indeed, idle young people are likely to face crime, rural exodus and illegal emigration. The last is very common in the region because of the great number of fishermen who know the sea and organize convoys to Europe via Spain. These trips have resulted in significant casualties, yet this is not enough to turn young people away. The fact that young people risk their own lives in pursuit of a means of better quality of life is clearly related to a difficult socio-economic situation

In the same perspective, it could also be said that the State does not play its part either. Indeed, well-meaning initiatives to reduce youth unemployment are undertaken but never seem to come through. The reasons for the failure of youth employment policies are multifold, but they are rooted in the lack of coordination and dialogue with the people concerned. In fact, most programs are developed without initially taking the targeted populations into account, while they are better suited than anyone else to know their needs and opportunities. In addition, employment policies materialize for each given program by creating agencies or funds responsible for managing it.

In order to change the process, the community leaders were invited to describe their local reality in terms of opportunities, in order to identify promising markets. Their description proves similar to those made by unemployed youth, reflecting not only the social cohesion in the region but also

young people's understanding of how to remedy chronic underemployment. However, young people neither have the means nor the skills to deal with this situation.

5.2. Firms

This section looks into the challenges and opportunities of job creation in the agricultural sector in the Saint-Louis region. Stakeholder' interviews were conducted primarily with agricultural companies in the formal sector. Additionally, a survey was conducted with a representative sample of firms operating in the formal sector (EEEJSL 2012). The household survey also provides a good deal of information concerning agricultural and non-agricultural household activities.

Previous findings can be confirmed based on the analysis of firms: in particular, the cognitive and soft skills of workers are highly valued by firms. Additional issues are raised with regards to the agricultural value chain and its characteristics. On the one hand, significant differences in productivity between large firms in the formal sector and small family firms reflect the difficulty that the latter have to compete with the former. On the other hand, crop diversification can be explained by uncertainties in agricultural production as well as by the existence of subsistence production. These facts could lead to underdeveloped value chains, since small production units may have difficulties anticipating changes despite the relatively high growth potential of the sector in the Saint-Louis area.

Conclusions and recommendations are thus aimed to develop new forms of competencies, more focused on know-how skills, project-based learning, and teamwork, thus requiring initial funding sources (to ease entrepreneurship) as well as constant supervision. This framework would indeed favor value chains based on the support of small family production units.

5.2.1. Productivity and sector disparities in firms in the Saint-Louis area

Table 4 compares the characteristics of firms by sector in the EEEJSL 2012. A greater number of firms were surveyed in the manufacturing and construction sector (37 units), or trade and services sector (77 units) compared to the agricultural and fishing sector (18 units). The average size of firms is 21 and the median is 4, meaning that important disparities exist, especially in the agricultural sector where one big firm provides most of the jobs.

Full time permanent jobs are very common in those firms (89% of all jobs composed of 87% full time workers and 13% part time workers). In this survey, most firms are indeed formalized with a NINEA or a taxpayer code (CC) (16% have neither NINEA nor CC).

Table 4 also shows that output (i.e. added value) per worker is 5.7 times higher in the trade and services sector than in the agriculture and fishing sector. Capital per worker, however, is high in the latter, meaning that, all in all, low returns are to be expected in the agricultural sector. Things

look different in the manufacturing and construction sector where earnings per worker are higher than in other sectors.

Table 4: Characteristics of firms, by sector, region of Saint-Louis

In %	All		Agriculture and fishing		Manufacturing and construction		Trade and other services	
	Mean / %	Median	Mean / %	Median	Mean / %	Median	Mean / %	Median
Size of firms	21.2	4.0	77.6	5.5	20.9	4.0	8.2	3.0
Number of perm. Workers	15.5	3.0	51.3	5.0	14.6	3.0	7.6	3.0
Share of perm. Workers	88.9	100.0	83.0	100.0	89.6	100.0	90.1	100.0
Full time	86.5	100.0	65.5	100.0	86.4	100.0	91.5	100.0
Part time	13.5	0.0	34.5	0.0	13.6	0.0	8.5	0.0
Output per worker ('000 CFAF)	10900	1483	2835	475	3691	1838	16200	1651
Capital per worker ('000 CFAF)	5407	490	12300	30	1959	500	5349	863
Earnings per worker ('000 CFAF)	1141	370	518	147	2087	477	832	420
Age of firms	9.6	10.0	9.9	12.0	9.3	7.0	9.6	10.0
Number of firms	132		18		37		77	

Source: Authors' calculation using EEEJSL 2012.

When looking at sector disparities (see Table A1 in Appendix A), workers' education does not appear to be lower in the agriculture and fishing sector than in the manufacturing and construction sector, although most workers have no education in the latter. In the agriculture and fishing sector, 36% have secondary or higher education, 35% in manufacturing and construction, and 59% in trade and services. The data show that only 19% of workers are women, with female workers making up only 11% of the manufacturing and construction sector.

Access to infrastructure can explain part of the sector-based differences in productivity: firms in the agriculture and fishing sector have less access to infrastructure, especially electricity. In this sector, firms' production takes place at home without power for 50% of the surveyed production units and the level of informality is higher (22% of surveyed agricultural firms). Firms in the agriculture and fishing sector mostly consist of cooperatives (83%), whereas the activities of firms in other sectors are mostly located in regular offices.

Workers' characteristics in firms are presented in Table A2 in the Appendix A. The proportion of permanent workers is relatively high and the education level appears to be higher for men than for women. Management and executive categories are predominantly male. While, the average earnings are about 1.4 times higher for women than for men, the mean has to be taken with caution as there are relatively few women in these positions.

5.2.2. Characteristics of agricultural businesses

The agricultural sector is composed of modern higher-productivity firms and traditional low-output and subsistence firms. Traditional firms are small production units which operate at the household level. Table 5 provides a comparison between both types of firms. Productivity appears to be much higher in the modern sector; even if the size of most firms appears to be relatively low in this sector (75% of firms have less than 9 workers). Indeed, median output per worker is 6.7 times higher in the formal sector.

Table 5: Productivity in the agricultural (and fishing) sector

	Formal firms				Traditional firms (Households)			
	Mean	P25	Median	P75	Mean	P25	Median	P75
N	18				215			
Firm size	78	4	6	9	17	2	4	6
% of household's members					71	50	100	100
Output per worker ('000 CFAF)	2835	127	475	1600	208	16	71	202

Source: Authors' calculation using EEEJSL and EEJSL, 2012.

There are two types of businesses operating in the formal agricultural sector in northern Senegal: large agribusiness companies (SOCAS, GDS and CSS) and medium size firms involved in the production, processing and marketing of agricultural products (e.g., Coumba Nor Thiam SUARL based in Thiagar Richard Toll in the rice sector). The agro-industrial firms reveal another feature of agriculture in the region of St-Louis, thus making hydro-agricultural investment profitable to some extent and allowing job creation. Indeed, the oldest company is *Compagnie Sucrière du Sénégal* (Sugar Company of Senegal), which exploits about 12,000 hectares. Also, the *Société de Conserverie Alimentaire du Sénégal* (Society of Food Canning Senegal; SOCAS) produces tomato paste from field crops run by contract farmers. *Les Grands Domaines du Sénégal* (Great Properties of Senegal; GDS) have settled in the delta to develop exportable produce, and already exploit nearly 300 hectares including more than 70 in greenhouses.

Workers' characteristics in agricultural (modern) firms are presented in Table 6. Casual workers represent about half of workers in this sector (59% among men). Also, many workers (one third) actually work part time (56% among women). Education in agriculture is comparable to what can be observed in the total population of workers (see Table A2 in Appendix A). The education level appears to be higher for men than for women. However, average earnings are two times higher on average for women than for men. Indeed, women appear to be better paid than men in most occupations although they tend to work relatively less in firms.

Table 6: Workers characteristics in agricultural (and fishing) firms

	All	Men			Women				
		15-30	31-50	>50	All	15-30	31-50	>50	All
N	1396	343	564	47	964	192	193	46	432
Employment status									
Full time permanent workers	15.3	9.0	18.3	55.3	16.6	5.2	16.1	23.9	12.3
Part time workers	33.9	25.4	24.3	19.1	24.2	58.3	52.8	56.5	55.6
Casual workers	50.9	65.6	57.4	25.5	59.2	36.5	31.1	19.6	32.2
Education (PW)									
No education	27.8	39.2	12.0	6.0	21.4	62.0	30.4	8.7	42.3
Primary	12.3	16.2	11.2	6.0	13.4	15.6	5.2	4.3	9.8
Secondary 1	27.2	13.3	51.9	12.0	35.7	5.7	11.0	6.5	8.1
Secondary 2	19.2	23.9	18.1	10.0	19.5	6.3	22.0	56.5	18.6
Tertiary	13.5	7.4	6.9	66.0	10.1	10.4	31.4	23.9	21.2
Occupation (PW)									
Management	1.5	0.0	1.6	18.0	2.0	0.0	1.1	0.0	0.5
Executives	1.4	1.0	1.8	4.0	1.6	0.6	0.6	2.4	0.8
Skilled workers	13.4	8.0	14.7	42.0	13.9	17.4	8.4	7.1	12.2
Unskilled workers	16.8	12.8	17.1	16.0	15.6	19.2	15.1	40.5	19.6
Other workers	66.9	78.3	64.7	20.0	66.9	62.8	74.9	50.0	66.9
Average earnings (PW) ('000 CFAF)									
Management	5339	-	4313	5067	4690	-	11044	-	11181
Executives	11689	16667	10040	-	10027	20000	30000	10000	20000
Skilled workers	1186	2041	810	952	1076	1341	1039	5000	1475
Unskilled workers	1319	2541	231	1875	974	771	926	5882	1954
Other workers	1066	614	706	2000	690	1852	2239	476	1939
All	1336	1128	869	2012	1020	1661	2194	3221	2070

Source: Authors' calculation using EEEJSL 2012.

5.2.3. Value chain in the agricultural sector

The participants in the focus groups insisted on the numerous job opportunities, notably for the youth in the agricultural sector, more particularly for rice, tomato and onion cultivation. During the interviews, it was reported that the valley would be able to make Senegal self-sufficient rice-wise. Indeed, land, water and sun are available in great quantities and employable youths provide a sizeable workforce. Yet, issues have to be faced such as rural planning. Many lands may be available but not usable due to a lack of rural development. On top of this, other difficulties arise in connection with inputs availability, the modernization of agriculture, the lack of funding for the youth, land ownership, the development of a good distribution network, and so forth.

The second sector that draws attention is tomato cultivation. SOCAS is a big local processing factory, the main buyer and job provider in the Saint-Louis region. Yet, due to a lack of organization, farmers do not take fair advantage from their produce.

The third sector is onion cultivation. It is hit by imports, and reconsidering its distribution channels seems necessary in order to promote local consumption. Another factor worth considering is the strong rise in demand for peer to peer training (i.e., youth to youth) as well as mentoring by community leaders. The lack of training for youth was mentioned as the main hindering factor for their employability. The complete lack of dedicated training structures, particularly in the agricultural sphere is significant, considering, that this is an agricultural area.

Low productivity in the traditional agricultural sector is a major issue when it comes to considering the potentialities of this sector to develop and generate good quality jobs for youth. Indeed, in order to identify potential leverage for growth, we should be able to break down the agricultural sector into specific sub-sector “value chains”: market participants include agricultural producers, input suppliers, traders, processors, export agents, and retailers. However, a value chain approach is difficult to apply at the level of the small traditional farms since many of them are diversified businesses, engaged in a number of different agricultural sub-sectors and off-farm activities (GIZ, 2011).

On the other hand, field investigations have made it possible to define several promising agricultural supply chains in the region of Saint-Louis. For instance, gross margin rates appear to be relatively high for the following products:

- Groundnut/Peanut
- Corn
- Fresh spice
- Tomato (to be dried)
- Onions
- Sweet potato
- Melon/ Watermelon
- Okra
- Eggplant (bitter or sweet)
- Potato
- Rice

Table 7 presents the main products cultivated in traditional firms. For instance, 63% of households cultivate rice, 28% cultivate onions and 21% cultivate fresh tomato. Those three products represent 77% of total production and 75% of total sales in the traditional agricultural sector. On average, 2.6 crops are cultivated by each household.

Table 7: Main agricultural products cultivated by agricultural production units

Product	% of households cultivating	% of total production	% auto-consumed	% of total sales
Rice	62.5	50.9	35.8	40.3
Onions	28.1	18.9	7.8	25.1
Niébé	26.9	1.7	48.9	1.3
Fresh tomato	20.6	7.1	15.8	9.3
Mil	17.5	2.9	53.8	1.6
Groundnut	11.9	4.3	26.1	4.7
Watermelon	11.9	1.6	48.7	1.2
Fresh sorrel	10.6	0.3	99.7	0.2
Eggplant	8.1	0.8	5.3	1.2
Cabbage	7.5	1.9	9.2	2.4
Okra	7.5	0.6	15.9	0.5
Corn	6.3	0.3	60.4	0.2
Sweet potato	6.3	0.5	30.5	0.5
Carrot	6.3	1.0	16.7	2.2
Diakhato	6.3	0.3	29.7	0.4
Turnip	5.6	4.8	0.7	7.1
Spice	4.4	0.3	12.2	0.4
Sorgho	3.8	0.5	95.4	0.0
Mango	1.9	0.2	29.5	0.2
Manioc	1.9	0.1	22.0	0.1
Banana	1.9	0.1	22.0	0.1
Pumpkin	1.9	0.0	9.6	0.0
Cashews	1.3	0.0	60.0	0.0
Sugar cane	0.6	0.4	30.0	0.4
Other	6.9	0.5	26.2	0.5
Average number of products per household	2.6			
Number of households	160			

Source: Authors' calculation using EEEJSL 2012.

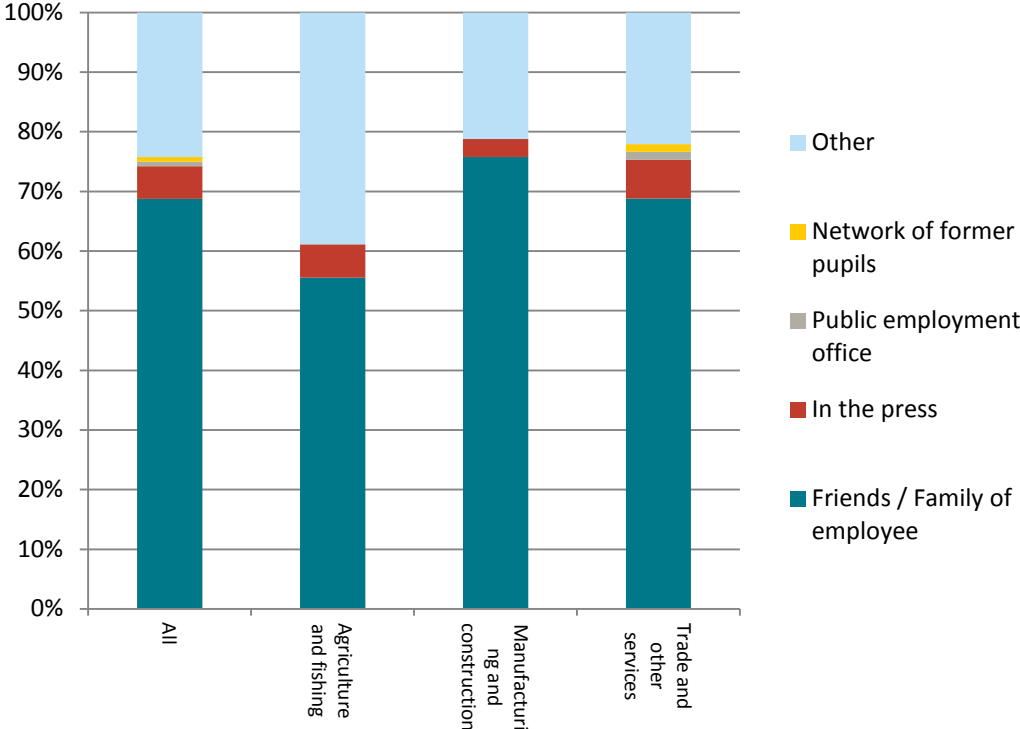
5.2.4. Recruitment process in firms

To be better able to make recommendations regarding young people's integration in the region of St-Louis, it is necessary to know the workings of the local labor market. Thus, discussions with young people in the focus groups focused on the recruitment process, which is most often based on relationship networking. In fact, most of those surveyed claimed to have found work with the support of a close relative or acquaintance, rather than on the basis of skills and qualifications.

Indeed, as shown in Figure 20, the recruiting method as declared by the firms is essentially an informal process. Although the firms interviewed are mostly formal firms, about 69% of them declare that they make use of family or friends networks to hire new employees. Public employment office services are considered by only 1% of firms.

Moreover, the lack of structured support aimed at informing, orienting and financing young people is harmful to them in their job search. It is also detrimental to firms that have incomplete information about the quality of the workforce. Nevertheless, according to the participants in the focus groups, the local labor market does not suffer from gender discrimination in employment. However, wages are too low for both women and men, which do not allow them to meet their needs properly. Also, labor laws hardly protect the workforce employed in the area, which mainly consists in small informal firms.

FIGURE 20: Recruiting method, by sector



Source: Authors’ calculation using EEEJSL 2012.

5.2.5. Difficulties to hire

Firms may have difficulties hiring for particular jobs such as managers or executives. As shown in Table 8, the average number of days to recruit is 2.8, but it rises to 14.5 for managers and 13.6 for executives; it is however 1.3 for skilled workers, 2.5 for unskilled workers and 2.2 for other workers.

Table 8: Hiring difficulties of firms, by category of workers

In %	All	Management	Executives	Skilled workers	Unskilled workers	Other workers
Average number of weeks to hire	2.8	14.5	13.6	1.3	2.5	2.2
Issues associated with hiring						
Few or no candidates	19.4	6.2	3.9	11.6	7.0	2.3
Candidates do not have the qualifications	19.4	1.6	4.7	10.1	4.7	6.2
Candidates require higher wages	25.6	2.3	8.5	16.3	3.9	3.1
Candidates do not like the working conditions	19.4	2.3	6.2	10.1	3.1	3.1
Other	1.6	0.0	0.0	1.6	0.0	0.8

Source: Authors' calculation using EEEJSL 2012.

Table 8 shows that 19% of firms mention problems associated with hiring because of a lack or absence of candidates, 19% because candidates do not have the qualifications they require, 26% because candidates want higher wages, and 19% because candidates do not like the working conditions. Such issues are mostly associated with skilled workers and less so with unskilled workers.

5.2.6. Hiring policies in firms

Table 9 presents some characteristics of the hiring policies of firms in the formal sector. Most firms require a relatively high level of skills and competencies: this is of course particularly true for skilled workers who have to use computers (for one firm out of three), tools (for about two thirds of interviewed firms), or supervise the work of others (for 58% of firms). Technical, cognitive or soft skills such as using tools, supervising the work of others or teamwork are particularly required by firms.

Table 9: Tasks required at work, by category of workers

In %	All	Management	Executives	Skilled workers	Unskilled workers	Other workers
Use computer	59.1	46.5	29.4	33.9	15.1	10.1
Use tools	85.8	59.8	38.1	64.5	31.1	16.2
Supervise the work of others	83.5	64.6	41.3	58.1	19.8	13.1
Teamwork	87.4	70.1	46.0	69.4	45.3	21.2
Read French	80.3	64.6	44.4	52.4	26.4	17.2
Read invoices or tables of figures	78.7	63.0	42.1	53.2	19.8	14.1
Estimates weight, size, distance	80.3	56.7	38.1	62.9	32.1	21.2
Calculate fractions, decimals, percentage	48.8	38.6	27.8	29.0	14.2	9.1
Use more complex mathematics	29.1	25.2	17.5	16.1	7.5	7.1

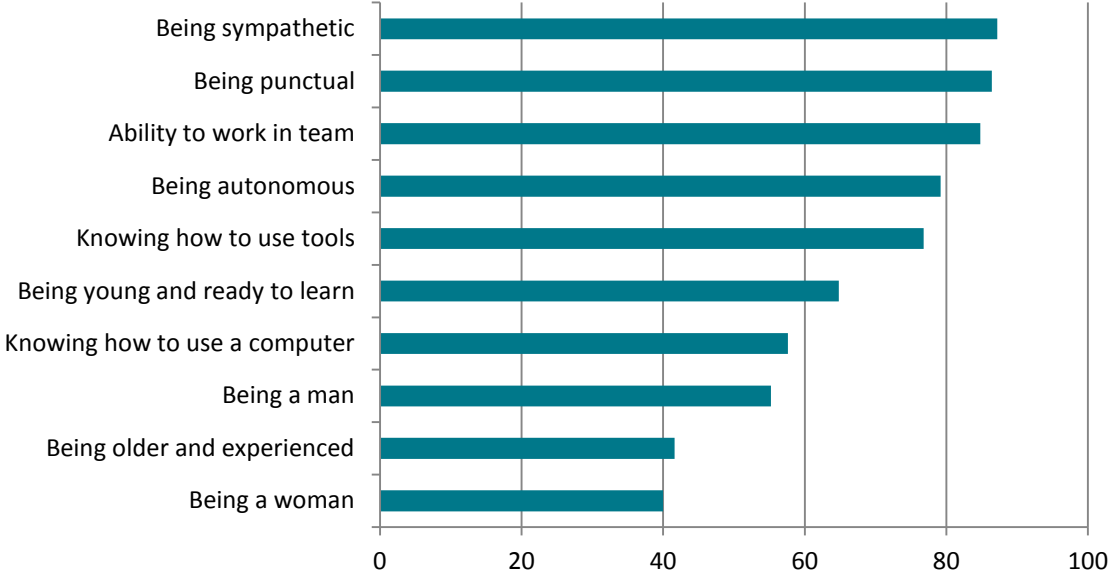
Source: Authors' calculation using EEEJSL 2012.

The main skills considered are technical (use computer or tools; supervise the work of others) as well as cognitive (read French; read invoices or tables of figures; estimate weight, size, distance;

use more complex math) and soft skills (teamwork; attitude at work; and so forth). As seen below, soft skills appear to be at least as important as other skills among hiring criteria (Fig. 21).

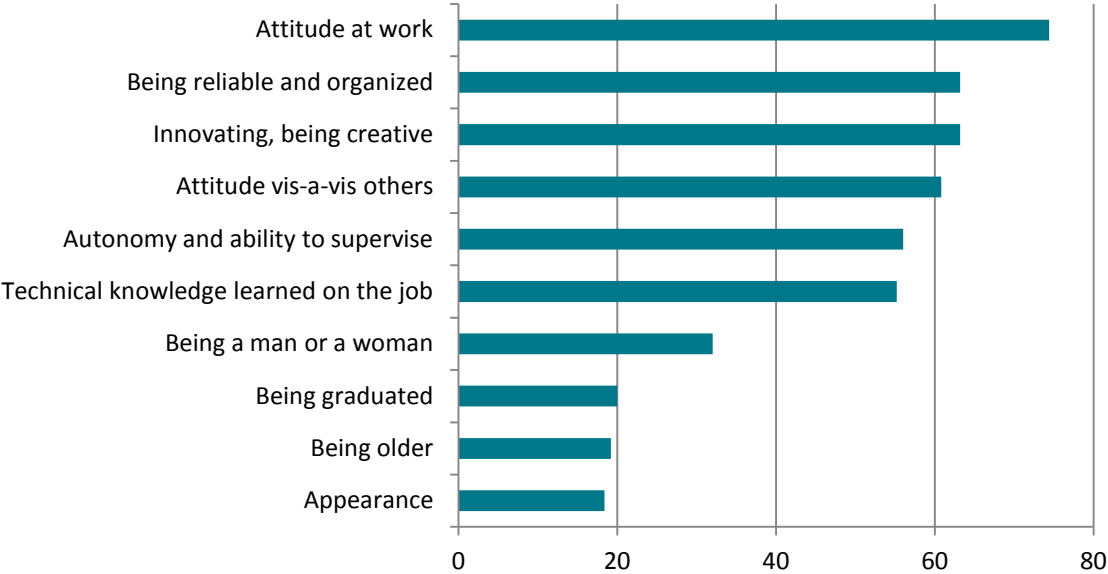
On the other hand, such soft skills can impact earnings (Figure 22). Indeed, attitude at work or vis-à-vis others, being innovative or creative as well as being reliable and organized are among the characteristics of workers which influence earnings the most.

FIGURE 21: Hiring criteria



Source: Authors’ calculation using EEEJSL 2012.

FIGURE 22: Characteristics affecting earnings



Source: Authors’ calculation using EEEJSL 2012.

5.2.7. Job creation in the agriculture sector

The jobs created in agriculture are of two types: seasonal jobs (temporary) and permanent jobs. However, seasonal jobs are more common, especially in medium-sized agricultural firms.

The recruitment method of youth in agriculture varies, depending on the sub-sector or agricultural production sector. Recruitment channels are more formal in the agribusiness sub-sector than in production, processing and marketing sectors. Recruitment procedures consist mainly of a file review, solicitation and ads. Agribusiness employs senior executives including agricultural engineers and technicians, whereas the production, processing and marketing sub-sector employs less qualified agents: from unqualified agents to some who have earned a bac+2 (i.e. 2 years post-secondary diploma) in different fields of study.

The first criterion for youth recruitment in the agribusiness sub-sector is strong professional experience in that sub-sector, whereas in the sub-sector of production, processing and marketing of rice, the first criteria for recruitment are age and qualifications (set at a minimum of a secondary certificate), followed by the youth desire to work in agriculture, which is less obvious among young graduates.

5.3. Agricultural Business Environment

This section will be dedicated to examining business conditions and opportunities in the agricultural sector in the Saint-Louis area. The business environment is studied through such criteria as: business development, supporting institutions and the main obstacles to young people's integration into the agricultural sector.

5.3.1. Business development in the agricultural sector

Business development conditions are not very favorable. The first major difficulty is to allocate land to those who want it. There is also a blatant lack of policy incentives towards business development –especially in the agricultural sector. Also, direct foreign investment proves scarce. Young people not being trained in agricultural industrial production stands as another problem. Finally, land purchase is another important issue. Another major problem should also be noted: energy-connected costs are excessive –they make up for 80% of the operating costs in agribusiness firms such as the SOCAS.

Moreover, young people, especially among those with higher qualifications, are not interested in agriculture. Self-employment is consequently not an easy objective in that sector, even though institutions and support are available to facilitate business development procedures (APIX regional bureau).

5.3.2. Supporting and supervising institutions

Two types of institutions operate in the area in connection with job-related issues in general and more particularly with the youth. These institutions providing support and supervision have efficiently fulfilled their task. Some are directly involved in the supervision, orientation and youth integration (CRREJ and ANEJ). They limit themselves to receiving people and giving them information and advice as well as guiding them towards partner institutions that help them set up projects. Others (such as APIX or Regional Agency of Development (ARD)) take part indirectly in agricultural business development and placement structures or in consulting and capacity-building: their efficiency in terms of job creation remains to be assessed. The Saint-Louis school/workshop project is a good example of a success story in the support and supervision of young people. It was funded by the Spanish cooperation agency and managed by the National Youth Employment Agency: its goal was to help young people work in modern agricultural farms. 300 young people got training through this project in such areas as “*héritage*” (legacy) restoration (90 youths), town and country planning together with agriculture (120 youths), tourism (45 youths) and land development (45 youths). At the end of the program, around 80% of these youth were integrated into the job market.

Moreover, the Saint-Louis Regional Development Agency coordinates the youth employment platform which leads to integration, service and support projects (Support Project for Agricultural and Rural Development (PSDAR)). Very interesting examples can be given, notably Université Gaston Berger (UGB) farm (“*école-atelier*”) and the National Agency for the Return to Agriculture (ANREVA) experimental farms.

5.3.3. The obstacles to youth integration into agriculture

This subsection will focus on the obstacles to be overcome in order to favor massive youth integration into agriculture. According to the interviewed players in that field, two main problems can be identified: access to land ownership and access to credit.

The people working in institutions who were interviewed say the bill on national property is too strict and has become a major obstacle to accessing land ownership in the area. Moreover, for people who inherited the land, producing land ownership documents proves nearly impossible. Yet such documents could be used as security for a loan with credit institutions or simply prove valuation in the context of renting property to foreign investors.

Women face tremendous difficulties accessing land ownership. Likewise, land ownership has always been the main problem youth face when they want to get involved in the agricultural sector. Indeed, facilitating it is the first enticing factor.

The second obstacle that needs to be overcome is access to credit. The availability of funding for youth agricultural projects proves to be one of the main incentives for their integration into this

sector. Yet, those interviewed said they were faced with the lack of targeted financing programs in standard structures. Yet when micro-finance organizations are concerned, they do take this kind of initiatives but on a small scale.

This problem of agriculture financing is not limited to the Saint-Louis area. As a consequence, a project has been launched to set up a national bank for agricultural development. The APIX is also working in that direction, with its implementation of a supervising and improvement procedure for youth employment in agriculture by giving them access to investment incentives programs.

5.4. The Adequacy of Supply and Demand in the Agricultural Sector

This section aims to tackle the issue of the adequacy of supply and demand for youth in the agricultural sector in the Saint-Louis area, as seen through the following criteria: job opportunities in the sector and required skills to integrate durably and/or to promote self-employment.

5.4.1. Job opportunities in the agricultural sector

The agricultural and agribusiness potential of the area leads one to anticipate better opportunities can arise in terms of wealth and job development. Indeed, agriculture in the Saint-Louis area is expanding fast with such big projects as *Sen huile/Sen Ethanol*, which should create a total of 40,000 jobs for a 200 billion CFAF investment. In the companies where the interviews were conducted, people confirm that the area's economic environment favors job creation¹, especially in the agricultural sector (from production through irrigation, processing and transport, to marketing).

For example, in the rice sector, production is the most important step in terms of job creation of any kind, with mostly seasonal jobs. It covers all physical activities ranging from organizing and preparing the soil, through agrochemicals until harvest. In each segment a lot of skilled and unskilled jobs can be created. Processing and marketing activities are still very underdeveloped and require more skills and organization than production activities. They require for instance managerial skills and food engineering. Hence, many jobs can be created in the agricultural sector by making the most of value chains.

5.4.2. Types of skills necessary to join durably agricultural businesses

In this context, most of the people interviewed said youth need to have technical skills and practical knowledge to be able to successfully join agricultural businesses. As agribusiness is expanding, new types of skills are needed, such as skills in agricultural machinery mechanics, management (in connection with entrepreneurship) and agricultural produce processing.

¹ Major infrastructure projects and hydro-agricultural development have been initiated in the framework of MCA (Millennium Challenge Account) since 2010 making the area more attractive in terms of agricultural business.

To develop this field, the three major companies in the region (GDS, CSS, and SOCAS) have decided to fund the creation of a training center dedicated to specializations in agricultural machinery. For example, the *Sen huile/Sen Ethanol* project mentioned above is currently training and retraining employees in a learning approach including young unskilled workers.

5.4.3. How to solve the supply-demand imbalance in the sector?

This imbalance between supply and demand in that agriculture in northern Senegal is mostly due to the lack of technical skills of youth. Most players in the sector say that what is required is a real strategy based on a State-business-training institutions synergy.

Indeed, projects such as “*école-ateliers*” (school/workshops) initiated by UGB were carried out thanks to the support of partners whose goal is to help develop modern agricultural businesses. They show how youth can successfully join the sector.

The second issue has to do with the implementation of those trainings providing youths with the skills needed by agri-business. When people from agricultural businesses were interviewed, there was one recurring concern: giving youths the skills to use agricultural machinery and agricultural mechanization in general.

5.4.4. Partnership between agricultural firms and youth support organizations

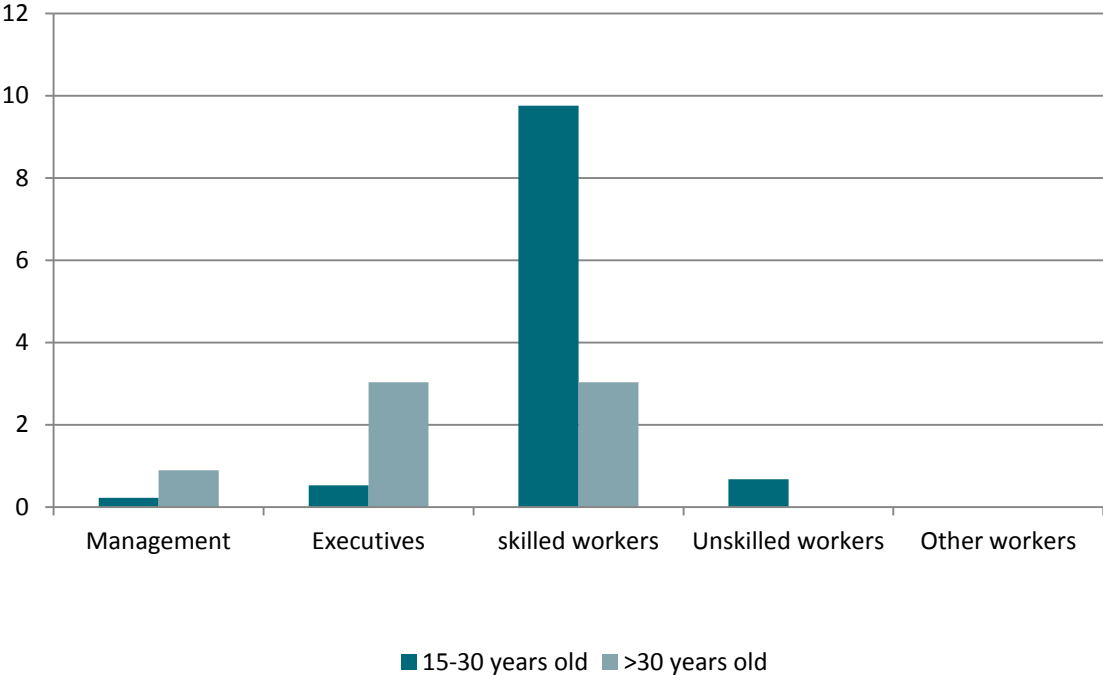
There are different forms of partnership between agricultural firms and organizations supporting youth. For instance, the agribusiness corporations may join forces in the creation of a college dedicated to vocational training in agriculture in response to the request of large companies in the region (GDS, CSS and SOCAS). As for the medium-sized companies operating in the Dagana department, the partnership is almost non-existent with the institutional support for young people but they are willing to work with youth support organizations. For effective and successful partnership, they are willing to collaborate with organizations to support young people, especially in promoting awareness and stimulating the return of youth to agriculture.

5.5. Vocational Training in Agriculture in the Region

Agriculture-oriented vocational training is unanimously considered in institutional spheres to be a key element to ensure job offers meet job demands in the agricultural sector. The main mandate youth training and integration institutions have had to carry out was to prepare young people’s integration into all economic sectors. For example, the youth integration section at Peytavin Vocational High School set up a training program in agricultural machine maintenance at the request of the agricultural businesses in the area. A leading school-business program was set up in 2008 to help meet this specific need.

In the region of Saint-Louis, 9% of the employees followed some training offered by firms (EEEJSL, 2012): 11% of 15-30 years old workers and 7% of workers over 30 years old. On-the-job training mostly concern skilled workers (Figure 23).

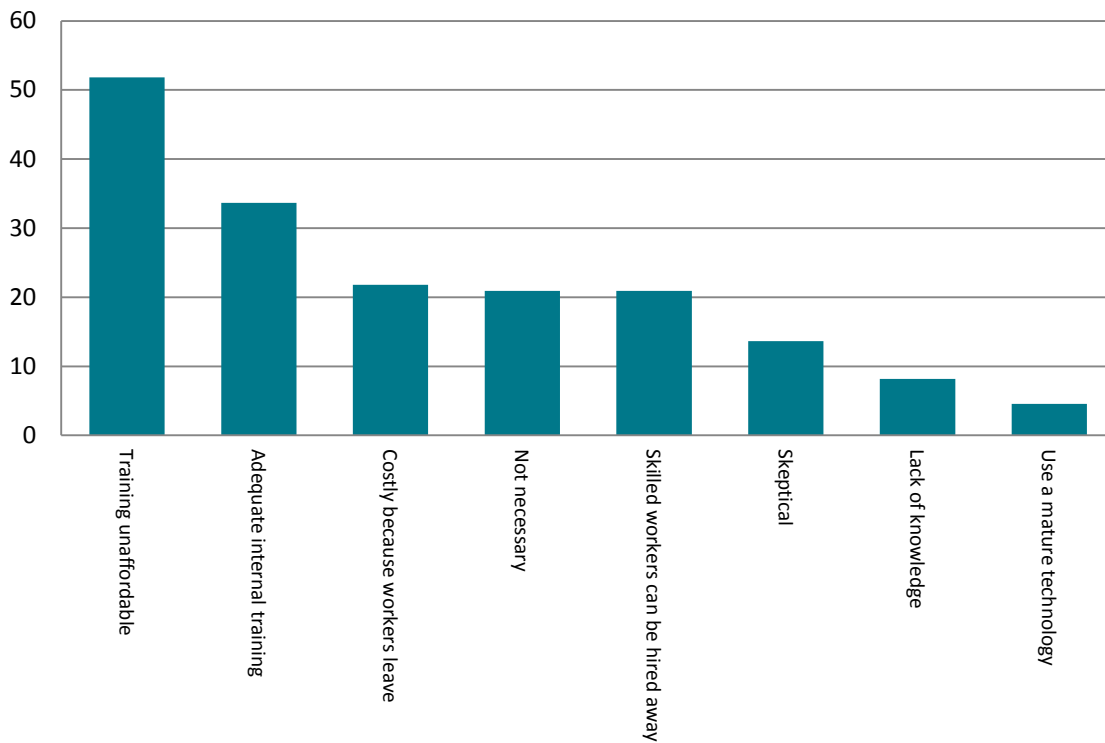
FIGURE 23: Share of employees following training



Source: Authors' calculation using EEEJSL 2012.

The reasons why firms do not offer training is that it is unaffordable for them (52%), because of adequate internal (or on-the-job) training (34%), or it is considered costly because workers leave (22%), see Figure 23.

FIGURE 24: Reason why there is no training (2 reasons)



Source: Authors' calculation using EEEJSL 2012.

5.5.1. The context of vocational agricultural training

The system of vocational training in agriculture in the region is organized by four categories of actors:

- The local, rural community in the region;
- The professional and rural agricultural organizations;
- The State and its agencies;
- The private sector (agribusiness and service providers).

Generally, training centers have little connection with rural communities. Other decentralized State services are fairly close to professional organizations, which they now accompany long after supervising them. This includes, for example, the Interprofessional Center for the Formation for Careers in Agri-business, the Lycée Technique Peytavin (with a sector in the maintenance of agricultural machinery), and a National Training Center for Technicians of Livestock and Animal Industries.

In addition, several ministries are involved in the system of vocational training in agriculture:

- Ministry of the Interior, for local authorities;
- Ministries of Education and Ministry of Technical Education and Vocational Training;

- Ministry of Agriculture, represented by its regional rural development centers, horticultural initiation centers, versatile training centers for farmers, as well as National Agency of Farm and Rural Consultancy (ANCAR) and SAED;
- Ministry of Livestock, which the regional veterinary services inspections and the national training center for technicians of livestock and animal industries depend on.
- Ministry for the Advancement of Women;
- Ministry of Environment;
- Ministry of Employment, trusteeship of associations, POs and NGOs.

5.5.2. An overview of the initial training

The Agro-Sylvo-Pastoral Act (LOASP) of June 2004 states that the "right to education and training is acknowledged for persons working in the sectors of agriculture and for all rural actors." This training should theoretically enable young rural people between 16 to 24 to return to the family farm, to put into practice the "modern" techniques learned at the center, and contribute towards the gradual modernization of these operations, thus improving productivity (considered too low) and production techniques (considered archaic) of farmers qualified as traditional by state technicians.

Initial training does not provide young people with qualifications; it is considered to be very general. However, the initial training facilitates learning for young school dropouts or those less qualified in agricultural trades. In fact, according to institutions, the young people who successfully and durably integrate the agricultural sector are those who have a low level of education because "they do not have the office complex and have high spirits."

5.5.3. Agricultural businesses' needs in terms of vocational training

Nowadays, as agriculture is more developed and mechanized, agricultural businesses claim they are mainly looking for people who can drive and maintain agricultural machines, and are proficient with management tools. Hence the three main agro-industrial businesses in the area have decided to join funding forces to set up a vocational school dedicated to training youth for agricultural mechanization jobs.

6. CONCLUSIONS AND RECOMMENDATIONS

6.1: Conclusions

The DCA in Northern Senegal was built on an original methodology enabling us to collect information on firms, households and the youth as well as on the stakeholders in the Saint-Louis area. Firstly, the household and youth survey provided more precise data than the ESPS II (2011) did, especially when it comes to youth activity, job conditions on the job market and on the activity of family-sized production units. Moreover, household data as well as firms' data helped to

document needs in terms of qualifications, employability and hiring, as well as the gaps that can be observed across age brackets, genders, sector-based activities or the geographical location of workers. Also, combining both qualitative (i.e. focus groups and stakeholders interviews) and quantitative approaches (i.e. households and firms surveys) help buttress the results and enrich the recommendations.

Several important points emerge from this study. First, initial education does not prove to impact positively on youth employability, and youth experience difficulties when they want to secure a quality job. These findings have to do with the lower employment rate of youth and the relatively precarious work conditions they face. The fairly low rate of self-employment among young people should also be noted, especially in the agricultural sector, as it speaks of the difficulties young people are faced with when they want to set up their own business.

Interestingly enough, difficulties are perceived differently according to gender: young women in urban areas tend to view lack of qualifications as a major problem while their male counterparts tend to place a stronger emphasis on the lack of funds to start a business or on the scarcity of job opportunities. Demand constraints are also more dramatically perceived in rural areas.

While youth consider that the lack of qualifications is detrimental to finding a quality job, firms also state they experience difficulties hiring qualified personnel. Hence, what emerges is a clear gap between skills supply and firms' needs.

Besides formal education, other skills and competencies are required to efficiently enter the labor market. For instance, technical (e.g., using machines, vehicles or computers), cognitive (e.g., leading a team, reading numbers or French) or soft skills (e.g., attitude at work or teamwork) are valued on the labor market. More particularly, in order to go beyond the status of family aids, young people should acquire entrepreneurial skills, autonomy and leadership.

Then, to fill the aforementioned skills and competencies' gap, reinforcing initial schooling and training is not quite enough; setting up more pre-professionally-oriented projects (or competence-based pre-vocational training) within firms and the social community at large are just as necessary, if not even more crucial. Indeed, the data clearly show that firms highly value soft skills such as teamwork and leadership: not only is this true in their hiring process but also for career advancement.

A number of regional initiatives integrating vocational training in their general educational system appear to be promising. They emerge through such structures as schools/workshops, vocational training colleges and public/private sector partnerships. However, despite these efforts to foster youth employability, poor prospects negatively impact youth dynamism on the job market. Indeed, because of the lack of hope, money, or access to information, young people tend to spend little

time seeking jobs. As a consequence, people are calling for a real strategy based on a synergy where all three players, the State, businesses and training institutions are involved and collaborate. Furthermore, to counter the lack of pro-activity demonstrated by young people in finding a job, various strategies making the most of ICTs should be considered and implemented: domain-specific sites dedicated to job-searching should be created, as well as forums and sites providing relevant information, resources and contacts on employment and self-employment.

Another important finding concerns the productivity gap between modern agricultural firms and family-sized ones. This illustrates the fact that the latter have a harder time making the most of value chains. Indeed, although household-sized agricultural farms look profitable on paper (because of high returns provided by activities such as horticulture), they characteristically include diversification and self-subsistence as some of their major features, which makes them poorly competitive when faced with the few big players on the market. That is why households tend to sell their production to just one buyer (as is the case for the SOCAS tomato-production, for example) and don't have mastery over the value chain. Indeed, the productivity of small farming units appears to be relatively low, as is the case for their workers' wages. By contrast, a small number of big firms take over the production (directly or otherwise), and sometimes even the export of the agricultural output for the whole area.

6.2 Recommendations

In order to promote young people's employment and integration into successful value chains, the use of farmland should first be intensified in family-sized farm units. This objective can notably be met by facilitating access to credit, seeds and fertilizers. This would contribute significantly towards reducing the harmful degree of uncertainty related to the use of the land, not only by ensuring that these activities are conducted within the household which owns the land, but also by securing their mastery of the value chain.

More specifically, a series of improvements could be implemented to help youth go beyond the status of family aids. Vocationally-oriented trainings and colleges dedicated to agriculture should be developed more. For instance, the contents of training could be revised to include two training periods: in the first one, the youth are given the formal or capacity-building training to master farming techniques adequately, and in a second stage, training is given on micro-business management methods. Incubation structures could be set up so youth can enter as farming interns. They would be housed in the buildings of former schools in the area. The emphasis of the training for these interns is thus laid on the practice of farming methods. The training should be kept short, no more than 3 to 4 terms at the end of which the intern would be ready for the workplace. At the end of technically-oriented training, youth should also go through an entrepreneurship-oriented training for at least 10 days: in it, they would learn ways and tips to

start up micro-businesses and be guided to think their project through, to identify exactly what is left to be done to set it up.

- The first training module called “To be or not to be an entrepreneur” leads them to analyze their current situation, to identify what their motivation is, to refine their project, to assess the strong points and challenges that remain.
- The second module is called “My business project” and comprises five steps:
 - Defining the commodity, service or product at the center of the project;
 - Identifying the customers and trading strategies;
 - Gaining knowledge of the legal forms of business and of what entrepreneurs have to do;
 - Planning budgets and investments;
 - Dealing with cash flow and setting up a business plan.
- The third module called “Negotiating funding” helps youth “take the plunge” to put in a financing request with a bank or a sponsor. Then, putting a team project into practice and following-up on it with instructors trained in farming techniques and project management in the area would provide the appropriate deepening and increase of these competencies.

Project-based training would help develop specific competencies as well as the technical, cognitive and soft skills that are so highly valued on the job market. This training should be assessed according to a rigorous evaluation plan which should include an experimental dimension, in order to reinforce empirical evidence on value chains, growth opportunities and employment possibilities for young people in an agricultural environment. Pilot projects aimed at training youth for jobs in formal companies, as well as for setting up their own business have to be formally assessed. Indeed, these initiatives should be spread if they prove to be effective. Furthermore, it is necessary to improve upon the feedback from positive experiences and disseminate the information towards young people.

To better meet the needs of the agricultural sector, the role and expertise of such people as those in charge of internships in training institutions should be broadened as they can provide youth with relevant information on the needs and demand for formal jobs and act as key go-between players with the industry.

Beyond the required qualifications, information and orientation centers should also be taken as major accompanying measures. Access to micro-credit and other such financing programs designed to fund income-generating activities (sewing, auto mechanics, marketing of agricultural products, etc) is also essential.

To be able to perennially integrate young people into the job market, ICTs should be an integral part of all orientation, support and capacity building projects, as well as documenting the

implementation and evaluation of these recommendations. Indeed, the potential of ICTs would prove highly useful in the context of project-based learning. With fast-developing technologies, the use of communication tools would enable team members to communicate, to gain access to more external information, and hence to develop and update a relevant action plan. Smart apps, for example, could be integrated into such tools so the entered data could be analyzed and upgraded by external agents.

Finally, it will be worthwhile to compare the situation of young people in northern Senegal (the Saint-Louis area) with that of their counterparts in the South of the country (the Casamance area). Comparable data having been collected in the two regions recently, reference situations could be established in both areas to be contrasted.

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APPENDIX A

Table A1: Sector characteristics, human resources, infrastructures and legal environment, by sector, region of Saint-Louis

In %	All	Agriculture and fishing	Manufacturing and construction	Trade and other services
Exports	1.5	5.6	0.0	1.3
Imports	3.8	16.7	5.4	0.0
Branch of activity				
Agriculture (without fishing)	11.4	83.3	0.0	0.0
Fishing	2.3	16.7	0.0	0.0
Manufacturing	25.0	0.0	89.2	0.0
Construction	3.0	0.0	10.8	0.0
Trade	20.5	0.0	0.0	35.1
Hotel & Restaurant	6.8	0.0	0.0	11.7
Transports & Telecom.	4.5	0.0	0.0	7.8
Insurance and fin. services	3.0	0.0	0.0	5.2
Other services	23.5	0.0	0.0	40.3
Education of boss				
No instruction	11.4	11.1	18.9	7.8
Primary	25.0	16.7	40.5	19.5
Secondary 1	17.4	11.1	16.2	19.5
Secondary 2	27.3	38.9	21.6	27.3
Tertiary	18.9	22.2	2.7	26.0
Workers' education*				
No instruction	17.6	44.7	17.7	11.1
Primary	31.7	19.3	47.4	27.6
Secondary 1	26.5	9.3	27.4	30.3
Secondary 2	13.9	10.9	5.4	18.4
Tertiary	8.7	15.8	2.1	10.0
Workers' gender*				
% Females	19.2	20.0	10.5	22.9
Infrastructure				
Industrial area	18.2	11.1	16.2	20.8
Power output	24.2	11.1	21.6	28.6
Own well / water source	7.6	27.8	5.4	3.9
Internet access	29.5	33.3	13.5	36.4
Security infrastructure	15.9	11.1	8.1	20.8
Own roads / transport	7.6	11.1	5.4	7.8
Local				
Street vendor	2.4	6.3	0.0	2.6
Fixed workstation public highway	2.4	0.0	5.9	1.3
Customers' home	0.8	0.0	2.9	0.0
Home not installed	11.8	50.0	5.9	6.5
Home installed	3.9	0.0	8.8	2.6

In %	All	Agriculture and fishing	Manufacturing and construction	Trade and other services
Public market	11.0	6.3	0.0	16.9
Professional office	64.6	31.3	73.5	67.5
Other	3.1	6.3	2.9	2.6
Administrative registration				
NINEA	73.5	66.7	73.0	75.3
Tax payer code (CC)	60.6	50.0	64.9	61.0
<i>NINEA or CC (formal firms)</i>	<i>84.1</i>	<i>77.8</i>	<i>86.5</i>	<i>84.4</i>
Commercially registered	73.5	55.6	78.4	75.3
License (<i>Patente</i>)	62.1	44.4	59.5	67.5
Professional card	52.3	66.7	54.1	48.1
CSS / IPRES	20.5	0.0	18.9	26.0
Legal status				
Individual firm	60.5	11.1	60.0	72.4
Association / cooperative	25.6	83.3	28.6	10.5
SARL, SUARL	6.2	0.0	8.6	6.6
SA	4.7	5.6	2.9	5.3
Other	3.1	0.0	0.0	5.3
Main shareholder				
Household / Individual	81.7	56.3	80.0	88.0
Private company	3.2	6.3	0.0	4.0
Bank / Fund	3.2	0.0	2.9	4.0
Officers / Employees	1.6	6.3	2.9	0.0
State	0.8	6.3	0.0	0.0
Other	9.5	25.0	14.3	4.0
Number of firms	132	18	37	77

Source: Authors' calculation using EEEJSL 2012. *Calculated as the average of proportions in firms.

Table A2: Workers' characteristics in firms, in the region of Saint-Louis

	All	Men			Women			All	
		15-30	31-50	>50	All	15-30	31-50		>50
N	2804	1019	987	152	2176	314	252	59	628
Employment status									
Full time permanent workers	34.5	25.1	42.7	81.6	37.2	21.3	27.0	35.6	25.3
Part time workers	27.0	29.6	18.0	9.9	22.7	39.2	44.8	45.8	41.9
Casual workers	38.4	45.2	39.3	8.6	40.1	39.5	28.2	18.6	32.8
Education									
No education	20.6	25.4	10.4	6.4	15.5	50.4	27.0	15.4	36.3
Primary	27.3	33.0	25.0	52.9	30.9	23.0	11.0	10.8	16.3
Secondary 1	24.6	19.3	38.9	12.1	29.1	9.3	12.2	12.3	10.9
Secondary 2	16.2	16.4	17.4	5.1	15.8	6.9	21.5	43.1	17.4
Tertiary	11.3	5.9	8.3	23.6	8.8	10.5	28.3	18.5	19.1
Occupation									
Management	5.8	1.6	6.8	20.1	6.2	2.2	6.3	7.1	4.6

	All	Men			Women				
		15-30	31-50	>50	All	15-30	31-50	>50	All
Executives	16.5	19.2	16.7	48.4	20.6	3.1	2.7	5.4	3.2
Skilled workers	22.0	20.9	22.5	19.5	21.6	30.2	17.6	19.6	23.5
Unskilled workers	13.0	14.8	11.8	5.7	12.3	14.7	12.2	30.4	15.3
Other workers	42.6	43.5	42.2	6.3	39.3	49.8	61.3	37.5	53.5
Average earnings ('000 CFAF)									
Management	2278	1351	1806	3188	2200	72	3486	2819	2628
Executives	2353	-	4328	-	4328	4780	6917	5133	5648
Skilled workers	1310	2909	724	917	1481	729	661	1683	795
Unskilled workers	1141	1319	359	1715	825	771	926	5935	1966
Other workers	1049	629	697	2000	688	1815	2213	476	1912
All	1406	1232	1346	1124	1281	1387	1991	2787	1810

Source: Authors' calculation using EEEJSL 2012.

Table A3. Training schools in the region of Saint-Louis

School	Training courses	Department	Structure
Centre d'Initiation Horticole (CIH)	Gardening, arboriculture, ornamental, breeding	Saint Louis	Public
Bureau de Formation Professionnelle Agricole (BFPA)	Leadership and coordination of the implementation of the national strategy for agricultural and rural training	Saint Louis	Public
Centre Interprofessionnel de formation aux métiers de l'Agriculture (CIFA)	Irrigation management of large agricultural facilities; Training of Trainers; Training of agricultural advisers	Saint Louis	Nonprofit association
Amicale socio-économique sportive et culturelle des agriculteurs du Walo (ASESCAW)	Fish farming; Mechanical maintenance; Agricultural machinery; Milk processing; Reforestation, management of natural resources	Dagana	Non-Governmental Organization (NGO)
Union des Jeunes Agriculteurs de Kayli Wirndi (UJAK)	Basic training of producers: Literacy, Farming, Methods of pesticide application	Podor	Association
Fédération des Groupements des Femmes Productrices de la Région de Saint Louis (FEPRODES)	Processing fruits and vegetables, Technical production of rice seed, Microfinance, Manufacture of handmade soap	Saint Louis	Professional organization

Projet National d'Infrastructures Rurales (PNIR)	Training in procurement, Monitoring committees, Training in the understanding of a decentralization policy, Training in finance and local taxation, Training of community assistants	Saint Louis	Public
Fondation Paul Gerin Lajoie (FPGL)	Mechanical maintenance of agricultural engines, Metal construction for the production of agricultural machinery, Domestic cold, sewing, dyeing, batik, Food, Processing of agricultural products	Saint Louis	Non-Governmental Organization (NGO)
Association Nationale pour l'Alphabétisation et la Formation des Adultes (ANAFSA)	Literacy in national languages and French, Fruit and vegetable processing, Batick, Training gender, financial management, nutrition, ICT	Saint Louis	Association
Centre de Formation des Techniques d'Elevage et d'Industrie Animale (CNFTEIA)	Breeding technique, Dairy processing, Project management, Animal health, Marketing technique	Saint Louis	Public/ Private
Lycée André Peytavin	Metal structure	Saint Louis	Public
Centre Régional de Formation Professionnelle (CRFP)	Auto mechanics, woodwork, metal structure, masonry, electricity, building design	Saint Louis	Public
Centre de Formation Professionnelle en Economie Familiale et Sociale (CFPEFS)	Sewing, making, catering, hotel business, pottery, ceramic, food processing, technical community: health, environment, arts and crafts, data processing	Saint Louis	Public
Centre de Promotion et de réinsertion Sociale (CPRS)	Home appliance, school education, Koranic education	Saint Louis	Public
Centre Départemental de Formation Professionnelle (CDFP)	Auto mechanics, woodwork, metal structure, masonry, electricity, building design	Podor	Public

Centre Départemental de Formation Professionnelle en Economie Familiale et Sociale (CETF)	Sewing, making, catering, hotel business, pottery, ceramic, food processing, technical community: health, environment, arts and crafts, data processing	Podor	Public
Centre de Promotion et de réinsertion Sociale (CPRS)	Home appliance, school education, Koranic education	Podor	Public
Centre Départemental de Formation Professionnelle (CDFP)	Auto mechanics, woodwork, metal structure, masonry, electricity, building design	Dagana	Public
Centre Départemental de Formation Professionnelle en Economie Familiale et Sociale (CETF)	Sewing, making, catering, hotel business, pottery, ceramic, food processing, technical community: health, environment, arts and crafts, data processing	Dagana	Public
Centre de Promotion et de réinsertion Sociale (CPRS)	Home appliance, school education, Koranic education	Dagana	Public
Centre de Perfectionnement de la Pêche (CPP)	Making fishing nets, Inland fisheries legislation, Safety on the waterways, Fish farming gardening	Dagana	Public

APPENDIX B

Appendix B1: Key stakeholders' list

Institution/Enterprise	Area of expertise	Geographic location	Contact person	Levels (or types) of involvement in the resolution of youth unemployment
SOCAS	Agribusiness	Ndiaye-Saint Louis	FROUIN Jean	Recruitment (seasonal and temporary); on-site learning; training center in farm machinery project

CNT	Irrigated agriculture, production, processing and marketing of rice	Thiagar-Rosso Sénégal	DIEME Charles Bernard	Recruitment (seasonal and temporary); on-site learning; supervision of trainees
CSS	Agribusiness	Richard Toll		Recruitment (seasonal and temporary); on-site learning; training center in farm machinery project
GDS	Agribusiness	Saint-Louis		Recruitment (seasonal and temporary); on-site learning; training center in farm machinery project
UGB	Research and development of horticultural incubators	Saint-Louis	Dr Tandian Aly	Integration assistance; pilot farms; encourage the establishment of incubators
SRADL	Support, advice	Saint-Louis	M. DIONE Abdou	Youth support and leadership
APIX	Support, orientation and advice	Saint-Louis	Mme BA Diop	Support for the creation of formal individual firms
ANIDA	Training and Insertion	Dakar	M. BA Malick	Realization of agro farms; urban and rural youth integration
ANEJ	Assistance and advisory support	Dakar	Mme LEYE Fatou	Placement of youth in the labor market; project conception and realization
CRREJ	Support, placement, capacity building	Saint-Louis	M. DIOUF Ndiambal	Internships and placement of young people in business
ARD	Development project coordination	Saint-Louis	M. WARR Bouna	Integration projects
Lycée technique Peytavin	Training and Insertion	Saint-Louis	M. DIOP	Insertion; development project of a training unit for young people in maintenance of agricultural machinery

Mutuelle d'épargne et de crédit de Ross Béthio	Microfinance	Ross Bethio	Mme HANN Mbass	Microfinance of youth and women's group projects
DRDR	Training, mentoring	Saint-Louis	Mme DIOP Mame Madjiguène	Technical support to producers; capacity building of farmers' organizations; monitoring; coordination and implementation of agricultural projects
SAED	Irrigation schemes, management of farmers' organizations	Saint-Louis		Insertion; development project of a training unit for young people in maintenance of agricultural machinery
Africa Rice	Research and development, training	Ndiaye-Saint-Louis	M. BA Samba Soulé	Training project; capacity building
CNCAS	Microfinance			
CMS	Micofinance			
Ministère de la jeunesse, antenne régionale			M. Alassane Diallo	
FEPRODES	Vegetable production			
CIFA	Training for careers in agriculture	Saint-Louis	DIOP	

Appendix B2: Description of stakeholders' activities

Agence Nationale de l'Emploi des Jeunes (ANEJ)

Contact: *Mme Fatou LEYE, Responsable d'insertion*

Website: www.anej.gouv.sn

Founded in 2001, the agency's missions are to: assist young people in finding jobs, vocational or professional advice, accommodate young job seekers, train them, assist employers in their efforts to hire young people, and assist young people in the creation of income-generating activities.

The agency is involved in finding solutions for youth employment through the following programs: Pedagogical Training for Business Creation (EEP) dedicated to young graduates; a network of 13 bakeries for the emergence of young entrepreneurs; schools/workshops for the training and integration of 300 youths in the St-Louis area; youth access to ICTs through the creation of 30 training centers; youth employment networks; resources mobilization units for the promotion of self-employment; PGMP-for the management of labor migration; PNCSEJ-for social cohesion and youth employment; crafts incubation centers.

The services offered by the agency are as follows: giving assistance to young people seeking jobs, training or professional advice, information services for young job seekers about their rights and obligations (wages, career prospects), assisting employers in their efforts to employ youth (organization of hiring meetings, provision of a recruitment database, preparation of young candidates, Human Resources planning), assistance to young people seeking to create a productive income-generating activity (assembly project files, research funding, support and advice, training in entrepreneurship, business development, small grants), assistance to young candidates for labor migration.

Centre Régional de Ressources pour l'Emploi des Jeunes (CRREJ)

Contact: *Mr. Niambal DIOUF*

Website: www.cr-saintlouis.sn

Founded in 2005, the Regional Resources Centre for Youth Employment (CRREJ) is a structure attached to the Regional Council of St. Louis. Its missions are: to be a tool available to all young people in the St-Louis area; to provide public information; to promote the visibility of technical and vocational trainings; to be an advice and guidance board structure for go-between partners; to be a support structure for project creation. The center intervenes in the following ways: setting up of three decentralized development poles with a central hub in St-Louis and two local poles in Podor and Dagana; to facilitate meetings and educate youth concerning the niches of economic development; to implement and develop a database of "partners" to develop partnership with go-between structures.

Agence Régionale de Développement (ARD)

Contact: *Mr. Bouna WARR, Directeur*

Founded in 2000, the regional development agency's (ARD) main tasks are to provide support to local communities for development activities, to manage projects conducted in the region, municipalities or rural communities, and to conduct studies sponsored by public and private organizations. In addition, through an adequate organizational device, it helps establishing a framework for assistance, support, and cooperation with local communities. It also coordinates the platform "Youth Employment - gender approach."

Coumba Nor Thiam SUARL (CNT)

Contact: *Mr Charles Bernard DIÉMÉ, Responsable de l'exploitation agricole*

Website: www.cntsuarl.sn

Coumba Nor Thiam (CNT) SUARL is an agricultural firm specialized in rice and market gardening. It uses 7,000 hectares of land of which 6400 hectares are allocated to producers in the Senegal valley every year. As part of the modernization of its activity, the CNT has acquired agricultural machinery including equipped tractors, combine harvesters, pump sets for the irrigation of farms and processing units of Paddy rice.

Since June 2010, the Company CNT has had a manufacturing unit of electrical energy derived from rice husks. This unit is a major innovation because it processes rice waste to turn it into electrical energy. This technique avoids environmental pollution. CNT produces Paddy rice which is grown in rice paddies located in the Delta of the Senegal River and then processed in the CNT plant. CNT sells about 65 000 tons of rice per year. In addition, it also produces fresh produce including tomatoes (about 100 tones per year) and okra with an annual production of 80 tons per year. These products are sold on various urban markets.

Africa Rice (ex ADRAO)

Contact: *Mr. BA Samba Soulé*

Website: www.AfricaRice.org

Africa Rice is a regional pan-African institution. It also has other activities related to the training of officers in rice cultivation, support and advice to producers in the river valley for the dissemination of new high yields production techniques.

Lycée technique Peytavin

Contact: *Mr. DIOP, Responsable insertion*

The Peytavin high school of St. Louis was founded in 1963. It is primarily responsible for vocational and technical training and for the integration of young graduates. To meet the demand of agricultural entrepreneurs, it plans to set up training in the maintenance of agricultural machinery.

Agence Nationale de l'Insertion pour le Développement Agricole (ANIDA ex ANREVA)

Contact: *Mr Malick BA, Directeur des études aménagements et infrastructure*

Founded in 2006, with support from the Spanish Cooperation (10 million €) and from Morocco (650 million FCFA), the main mission of this institution is the creation of agro farms and the local integration of young people faced with rural exodus and illegal immigration. ANIDA aims to facilitate the access of young people to land ownership and assist them in carrying out their farming activities.

Division Régionale du Développement Rural (DRDR)

Contact: *Mme Mame Madjiguène DIOP*

The overall objective of the DRDR is to increase productivity in a sustainable way, to develop the production and incomes of small producers, notably through technological changes that protect the environment. It contributes towards the technical support of producers and reinforcement of farmers organizations to improve productivity and facilitate their access to goods and service production. The DRDR also monitors and coordinates agricultural programs and projects. It works with young people through the project "champs-école GIPD".

Université Gaston Berger de Saint Louis (UGB)

Contact: Dr Aly TANDIAN, in charge of training

The main mission of the department in charge of Agriculture at UGB is to conduct research and encourage the set up horticultural incubators.

Mutuelle d'épargne et de crédit de Ross Béthio

Contact: Mme HANN Mbass

Founded in 2005, this institution works in micro-finance projects in agriculture and livestock. It has accompanied many women's groups and youth ASC in terms of financial support.

Société de Conserverie Alimentaire du Sénégal (SOCAS)

Contact: Mr FROUIN Jean, ingénieur agronome, Responsable agricole

SOCAS began operating in 1965 in the delta of the Senegal River. In 1969, a small pilot plant was set up in Ross-Bethio; it was in operation until 1971. The SOCAS manufactures tomato paste and also exports fresh green beans. It is a medium-sized company which employs 300 permanent workers and approximately 1,000 daily workers during harvest time.

Société d'Aménagement des Eaux du Delta (SAED).

Contact: Directrice des ressources humaines

Website: <http://www.saed.sn>

SAED aims to contribute towards poverty reduction in the region of Saint-Louis in participating in urban and rural as well as equipment planning, agricultural development and environmental preservation. Its mission is specifically focused on the development of irrigated agriculture. It has two major objectives: to reverse migration flows in the area of intervention by securing and

improving access to sufficient food resources, cash income, social facilities and infrastructure; to promote good environmental conditions for the valley and contribute significantly towards the national food security and poverty reduction objectives. In order to achieve these goals, the SAED fulfils two functions: the project management of public investments for hydro-agricultural infrastructure development; an advisory, support and operator function for different occupational categories and local development institutions involved directly or indirectly in irrigated agriculture.

Service Régional d'Appui au Développement Local (SRADL)

Contact: Mr. DIONE Abdou

Founded in 1954, the SRADL's main mission is to support the different players at a local level. It is involved in the training and education of young people and women in all areas of economic and social development. It is also a major impetus and support to various development actors.

Agence pour la promotion de l'Investissement et des Grands Travaux Investissements (APIX S.A.)

Contact: Mme Soda DIOP BA, Représentante régionale

Website: www.apix.sn or www.creationentreprise.sn

Located in St-Louis since 2007, the Saint-Louis branch of the APIX continues to assist companies in developing their business. Its main mission is the promotion of investment and the improvement of the business environment. It also helps creating business and accessing investment incentive schemes.



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