The Youth Employment Network and
The International Youth Foundation
Private Sector Demand for Youth Labour in Ghana and Senegal

GHANA AND SENEGAL STUDY FINDINGS

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ACRONYMS

BPO	Business Process Outsourcing
CNP	Conseil National du Patronat (Employer council in Senegal)
CNES	Confédération Nationale des Employeurs du Sénégal (Employer confederation in Senegal)
GDHS	Ghana Demographic and Health Survey
GDP	Gross Domestic Product
GLSS V	Ghana Living Standards Survey, 5
GOANA	Agricultural Offensive for Food and Abundance (Senegal)
GoG	Government of Ghana
GoS	Government of Senegal
GSS	Ghana Statistical Service
ILO	International Labour Office
ICT	Information and Communication Technologies
IMF	International Monetary Fund
ISSER	Institute of Statistical, Social and Economic Research
IYF	International Youth Foundation
NDPC	National Development Planning Commission (Ghana)
NMIMR	Nugouchi Memorial Institute for Medical Research (Ghana)
NYEP	National Youth Employment Program (Ghana)
ONEJBAN	National Office for Suburban Youth Employment (Office National pour l'Emploi des Jeunes de la Banlieue)
PHC	Population and Housing Census
SAP	Structural Adjustment Program
SCA	Accelerated Growth Strategy (Senegal)
WAEMU	West African Economic and Monetary Union
WDI	World Development Indicators
YEN	Youth Employment Network

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FocusAfrica and ISSER would also like to thank the Youth Employment Network (YEN) and International Youth Foundation (IYF) for having entrusted the study to our organizations. FocusAfrica is an indigenous management consulting firm, with six out of seven full-time staff members who are all below the age of 27. We strongly appreciate the fact that the study was able to be carried out by the target group of the study, in support of youth employment. We would also like to thank all the field interviewers and all those who helped in one way or the other in conducting this study.

EXECUTIVE SUMMARY

The study provides a situational analysis of youth employment in Ghana and Senegal. It sought to identify sectors with the highest employment potential, employers' perceptions for hiring young people, minimum skills requirements, existing gender differentials in hiring practices, and existing interventions by businesses to promote youth employment. The study thus provides labour market information to employment actors including youth, employers, education and training institutions, Government, financial and technical partners, etc. The sample was set at a minimum of 300 private sector companies with a minimum of 5 employees for each country. Initially 26 key sectors were identified as having a high potential for youth employment[1]. The number of enterprises for each sector was selected randomly in Ghana, taking into account the ratio of enterprises in Accra and Kumasi. In Senegal, the percentage contribution to GDP, where available, was used to determine the number of enterprises to sample. For other sectors where this data was not available, an estimate of the total number of players and a random representative sample was used. The findings are summarized below by country, and followed by recommendations for both countries.

<u>**Ghana Findings**</u>

The sectors with the highest employment potential in Ghana continue to include traditional ones such as agriculture. However, the services sectors, which are strongly linked to Ghana's well-developed telecommunications networks and Information and Communication Technologies (ICT) capacity, offer strong potentials for youth employment; these include business process outsourcing, and banking and financial services. The key findings for Ghana include:

- <u>**Types of jobs:**</u>
    - A total of **3,624 job openings are available in the 376 sampled formal enterprises for 2009**. In total, 12,129 vacancies open to youth are expected to be created within the next five years from among the 376 sampled formal sector enterprises.
    - A majority of the entry-level jobs available for the next five years are in six professional categories: **armed forces occupations (private security firms), elementary occupations[2], professionals[3], technicians and associate professionals[4], service and sales workers, and clerical and support workers**. These together account for over 96% of the job opportunities for the next five years.
    - The top three potential sectors of employment are **agriculture, business process outsourcing**, **and banking and other financial services**.
- <u>**Recruitment issues:**</u>
    - Critical employer-ranked **minimum requirements include age, years of work experience in a similar position, academic qualification, IT skills and leadership skills**.
    - Critical employer-ranked **challenges** with regards to youth currently employed in their companies include **lack of professional and personal maturity, high turnover and attrition rates by the youth, as well as lack of skills**.

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[1] The security services sector is included as a sector for Senegal. For Ghana, one security service firm is included in the Other Sectors category.
[2] Elementary occupations include junior staff in production line, apprentice, factory hands, support staff such as delivery persons, security guards and cleaners, etc.
[3] Professional jobs include accountants, pharmacists, teachers and lecturers, cooks, graphic designers, etc.
[4] Technicians and associate professionals include senior production staff in manufacturing/industry, senior staff in ICT firms, instructors in transportation firms, etc.

- Employers will be cautious about prospective employees without the **ability to demonstrate high levels of literacy, independence, IT and analytical/technical skills, and initiative, as well as loyalty**.
- The proportion of **females** among the employees of enterprises in the sample was only **about 19%.**
- **Less than half** of the enterprises studied **have recruitment policies**, which rely on skills and other factors.

Senegal Findings

The sectors with the highest employment potential in Senegal are reflective of an economy that is in the process of diversifying and modernizing itself; this includes construction and business process outsourcing, with agriculture continuing to be an essential sector. Further, the high potential of the import-export and logistics sectors are very much reflective of Senegal's development as a regional trade platform. The main findings for Senegal include:

- **Types of jobs:**
  - Approximately **3,490 entry level jobs for 2009** and 10,264 for 2009-2013 will be created in the formal sector **sample of 290 enterprises** of which **40% (4,081) are full-time, and 60% (6,183) are part-time, contractual and/or seasonal**.
  - In 2009, the top five potential sectors of employment in the formal sector are **construction, business process outsourcing, agriculture, import-export, and security services**.
  - For 2009, **professional job types**[5] take the lead (652 jobs in 2009 or 19% of total formal jobs in the sample), **followed by services and sales workers, plant & machine operators and assemblers, and elementary occupations**[6], respectively 15%, 15%, and 12%. Managers and Skilled Agricultural, Forestry and Fishery follow closely with 11% each.
- **Recruitment issues:**
  - Across all sectors, **experience, vocational skills, life skills and degree requirements** were found to be the **most important skills** for private sector employers.
  - **Lack of personal and professional maturity** are the two highest **challenges** with regards to youth already employed.
  - **Life skills and lack of initiative** are perceived as the two **most problematic barriers** to employing youth.
  - The **barriers related to employing women** (27% of sample workforce for 2008) are more often **related to ability to work at any time during the day and physical strength**.
  - With regards to **recruitment policies, 35% of the informal sector and 65.3% of the formal sector** surveyed enterprises reported having one in place, which rely on skills and other factors.

Summary Data Comparison

Category	Ghana	Senegal
Population (2009 estimate)	23,832,495	13,711,597
Number of formal sector enterprises in sample	376	290
Population 15-34 years old (2009 estimate)	7,864,723	4,799,058
Total number of vacancies for youth in 2009	3,624	3,490

[5] Professional job types include developers, product managers, advisors, supervisors, doctors, engineers, accounting managers, professors, reporters, etc.
[6] Elementary occupation job types include delivery staff, office helpers and cleaners, office guards, drivers, kitchen help staff, hotel cleaning staff, junior mechanic, etc.

Category	Ghana	Senegal
Total number of vacancies in the next 5 years	12,129 (93% full-time and 7% part-time)	10,264 (60% part-time and 40% full-time)
Sectors with highest youth employment potential	Agriculture BPO Banking and other financial services	Agriculture BPO Construction Security services
Job types in highest demand in 2009-2013	-Armed forces occupations -Elementary occupations	-Skilled agricultural, forestry and fishery -Services and sales workers -Professionals
% of employees 34 years old and under – Sample	76.6%	54.93%
% of employees who are female – Total sample	26%	27%

Overall Recommendations

The study unveiled several recommendations to be considered as part of future actions to address the issues surrounding youth employment in Ghana and Senegal, both in terms of equipping youth to increase their employability in sectors identified as having the higher employment potential, as well as employers and other stakeholders to promote and facilitate youth employment.

- **Recommendations for equipping youth:**
  - **Support training and educational institutions** to improve upon their curricula to meet the needs of the job market, in order to address the strong need expressed in both countries to better align training programs and market needs. Examples of technical training requirements expressed by the private sector include:
    - Application of basic statistics software and analytical tools (Advisory/Consulting and Banking and Other Financial Services), ethics and personal hygiene (Tourism, Health and Education) in Ghana.
    - Marketing techniques (Agriculture), accounting for the oil industry (Oil and Gas), market analysis (Tourism), transportation management software Amadeus and Galileo (Transportation), English language and general writing skills (Management Consulting), and sales techniques (Trade) in Senegal.
  - **Develop and implement a systematic effort to provide life, literacy and employability skills to youth**, relative to the specific labour markets in both Ghana and Senegal. Maturity and life skills are ranked as problematic areas in both countries. However, it seems that life skills were raised more frequently in Senegal.
  - **Provide support in promoting examples of women successfully engaged in all sectors,** particularly those traditionally reserved to men, in order to reduce the barriers to employing women in sectors that are perceived to be reserved to young men. Since both country samples indicated less than 30% female workforce sizes, such initiatives should cover both countries.
  - **Develop and offer sector-specific entrepreneurship training materials and tools.** Considering the modest employment potential in the private sector in the next five years in both countries, entrepreneurship development will continue to be a key source of job creation. However, both the economies of Ghana and Senegal are rapidly modernizing, making it a necessity for potential entrepreneurs in certain sectors to understand rapidly evolving sector techniques, tools and requirements.
- **Recommendations for equipping employers and other stakeholders:**
  - Establish a **platform where collaboration between industry and training institutions** can be harnessed to help the youth acquire some experience.

- Provide **approaches and tool kits to replicating private sector initiatives** to support youth employment.
- Support the **establishment of observatories to conduct ongoing data gathering** on private sector youth employment.
- Support **Government initiatives to promote private sector youth employment**, such as taxation incentives and other Government-led incentive schemes.
- **Organize and support youth employment events focusing on all job categories**, which tend to be limited to professional job categories, in order to address the stated need from private sector companies in Senegal to participate in such events.

I. INTRODUCTION

Employment is one of the basic indicators of the economic health of a nation. The lack of employment results not only in household poverty but also in losses to the economy as a whole in terms of potential output, tax revenues and human capital. Inadequate employment also exacerbates poor human development and restricts social and political participation. It is also agreed that youth employment is a critical element of a nation's stability and a proven antidote to the loss of hope which often results in social and political turmoil. As a result, the UN World Summit in 2005 identified employment as one of the key requirements for achieving the Millennium Development Goals (MDGs) which is to "develop and implement strategies for decent and productive work for youth."

The African continent faces many challenges one of which is economic growth rates that are not able to create sufficient employment opportunities for an ever increasing demand for jobs. In 2003, young people age 15 to 24 made up approximately 35.7% of the population of Sub-Saharan Africa[7]. The vast majority of these youth are unskilled, underemployed and unemployed. A 2005 report from the United Nations Economic Commission for Africa estimated that 21% of young people age 15 to 24 were unemployed, which was higher than the world average of 14.4%[8]. Unemployment for young women was estimated at 18.4% in 2005, compared to 23.1% for young men.

Potential employers are often reluctant to hire youth and graduates because they lack the necessary skills needed for the workplace. For the vast majority, the educational systems in African nations do not prepare the African youth for the workplace, as the curriculum is mostly theoretical. In addition, there is a mismatch of skills, with most educational institutions still offering courses that are no longer relevant to the current job market, given current economic trends. From this state of affairs, many questions arise:

- How is the skills gap defined more specifically, a prerequisite for designing and implementing adequate solutions?
- How would private sector employment evolve if the match between skills and private sector needs were better synchronized?
- What is the responsibility of the private sector in promoting youth employment?

Very little data is available to accurately estimate the private sector youth employment potential throughout Africa, as well as clearly identify the barriers to entry in order to address them. Before engaging in activities to address the skills gap in a way that is relevant to young people, to the private sector and to any other stakeholder, it is important to first confirm that the potential does exist for the private sector to employ youth that are adequately trained to meet private sector needs.

In a effort to address these critical issues, the Youth Employment Network (YEN) and the International Youth Foundation (IYF) commissioned a study of private sector demand for youth labour. More specifically, the objectives of the study were to assess the following:

- The type and approximate number of entry level jobs including both the number of vacancies currently available and expected labour requirements over the next 5 years.
- Potential markets areas, job types and job quality for entry level hires (youth employment).
- Minimum skills requirements from employers concentrating on specific competencies for example IT, literacy and numeracy, vocational, life and leadership skills, etc.

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7 International Labour Office (ILO) (2004). Global Employment Trends for Youth Model.

8 United Nations Economic Commission for Africa (UNECA) (2005). Economic Report on Africa, Chapter 5: Meeting Youth Unemployment Head On

- Employer-identified barriers that discourage hiring of young workers (labour costs, etc).
- Barriers employers face in hiring young women.
- Current interventions by the private sector to promote entry level hires.

YEN and IYF engaged the services of FocusAfrica, an indigenous African management consulting firm. FocusAfrica subcontracted to the Institute of Statistical, Social and Economic Research (ISSER), University of Ghana, to conduct the study in Ghana. As an integral part of its project strategy, FocusAfrica and ISSER surveyed over 300 private sector companies in each country, in order to gauge private sector demand for youth labour, as well as to identify any constraints to youth employment. For the purpose of this project, youth has been defined as those between 15 and 34 years of age. The section below summarizes the methodology and tools that were used to address these questions. It is followed by an analysis of each country, including (1) a description of the overall environment, (2) an analysis of overall survey findings, and (3) recommendations.

II. METHODOLOGY

A. Sampling methodology

The sampling methodology as per the terms of reference was established at a minimum of 300 enterprises with five employees or more to be surveyed, in each country. The 25 sectors of focus were identified by the consultant team as those most likely to employ young people as defined under the project as youth within the 15-34 year age group[9].

Senegal
The percentage contribution to GDP in 2008 as determined by the Direction de la Prévision et des Etudes Economiques of the Ministry of Finance was used to prioritize the sample size. For example, if the sector's contribution to GDP was 10%, the base sample size was 30 enterprises (10% * 300 enterprises = 30 enterprises). For some sectors where contribution to GDP is embedded within another sector, samples were determined using various approaches such as identifying the total number of existing players and randomly selecting a representative sample. The sector samples were also broken down into subsectors. However, given the dearth of subsector data for most sectors, adjustments were made to some sample sizes and within the sector sample to obtain representation within the sample.

The enterprises that were surveyed were identified and selected based on various listings and sources such as the list of private sector companies of the Chamber of Commerce and Industry of Senegal, according to size (revenue), availability and willingness to conduct an interview, references in the press and other publications, etc. The enterprises were selected as a mix of large companies that have possibly reached their maturity level, and small and medium size enterprises that are in their growth phase with potentially significant recruitment opportunities. For certain sectors, informal enterprises are also included in the sample.

Based on this approach, we interviewed 378 enterprises in the formal and informal sectors (see Table 1 below for sector sample sizes for formal enterprises and Table 2 for the informal sector), which are representative of the makeup of the various sectors (mix of large, medium, small enterprises, formal and informal, etc.). The sample also includes enterprises in one region of Senegal, Thiés. The sample of 16 enterprises was identified based on an estimated number of enterprises in various sectors in Thiés. The enterprises were selected randomly, with a focus on the larger companies such as the vehicle assembly plants located in Thiés.

[9] The security services sector is included as a 26th sector for Senegal. For Ghana, one security service firm is included in the Other Sectors category.

The evaluations of skills requirements, barriers and challenges to youth employment are derived from the total 454 enterprises that were surveyed, since sector make-up was not relevant for an overall assessment.

Table 1: Sample size by sector for formal enterprises for Senegal

Sector	Sample Size (number of enterprises)	Sector	Sample Size (number of enterprises)
Agribusiness	20	ICT	21
Agriculture	9	Import Export	5
Artisan	2	Industry	30
Banking and Financial Services	17	Logistics	13
Beauty	3	Media and Communications	21
BPO	6	Mining	4
Consulting and Other Advisory	16	Oil and Gas	8
Health	20	Real Estate	11
Construction	15	Textiles and Garment Making	2
Education	12	Tourism	15
Entertainment	9	Trade	16
Fishing	3	Transportation	7
Food Processing	2	Security Services	3
TOTAL			**290**

Table 2: Sample size by sector for informal enterprises for Senegal

Sector	Sample Size (number of enterprises)	Sector	Sample Size (number of enterprises)
Agribusiness	2	Industry	4
Agriculture	24	Logistics	1
Artisan	15	Real Estate	5
Beauty	3	Textiles and Garment Making	3
Construction	1	Trade	15
Entertainment	6	Transportation	7
Food Processing	2	**TOTAL**	**88**

Ghana

The sampling was done with a view to getting at least 350 enterprises across key sectors in the two largest cities in Ghana. These enterprises had to have more than five employees and be formally registered (the focus was exclusively on formal enterprises). The sampling approach was informed by two key considerations. First, the absence of a good sampling frame from which to pick the sample. Second, to get a sample of enterprises that is spatially representative over the 2 cities (Accra and Kumasi) where the survey was conducted. The step-by-step approach used to select the sample was as follows:

1. For each of the two cities, ISSER assigned some proportions in terms of the number of enterprises that were to be interviewed. Even though the industrial census was not used as a frame for the sampling, it served as a useful guide in terms of the distribution of the sample across the two cities. The industrial census for instance has the ratio of enterprises in Kumasi versus Accra to be respectively 49% and 51%. The final sample for the study included about 43% and 57% for Kumasi and Accra respectively.

2. Each city was split spatially into four quadrants. Within each quadrant the field team contacted a knowledgeable assemblyman to help determine a central point in that quadrant of the city. This was used by the enumerators as the sampling start point for that quadrant of the city.

3. Starting as near as possible to the sampling start point, the field supervisor chose any random point from which the interviewers were required to walk away from. They walked away in the following

random directions: Interviewer 1 walked towards the sun, interviewer 2 away from the sun, interviewer 3 at right angles to interviewer 1, and interviewer 4 in the opposite direction from interviewer 3.

4. The interviewers used the day codes to establish an interval for the enterprises. The day code introduced randomness into the interval[10].

5. Within each quadrant, the supervisor had to ensure that no one activity dominated and also that all the three broad sectors were covered.

6. In addition to these steps the team was asked to try and talk to as many of the large firms as possible within each city.

Table 3: Sample size by sector for formal enterprises for Ghana

Sector	Sample Size (number of enterprises)	Sector	Sample Size (number of enterprises)
Advisory/Consulting	9	ICT	18
Agribusiness	7	Import-Export	5
Agriculture	2	Industry /Manufacturing	99
Artisan	16	Logistics	2
Banking and Other Financial Services	16	Media and Communications	19
Beauty	4	Oil and Gas	8
Business Process Outsourcing	4	Textiles and Garment Making	5
Construction	8	Tourism	29
Education	25	Trade/Retail	32
Entertainment	3	Transportation	8
Food Processing	5	Security Services	1
Health	39	Others	12
TOTAL			**376**

B. Questionnaire

The data was collected using a structured questionnaire. The questionnaire provides for a mix of both quantitative and qualitative data. It is focused on the following:

- Company profile
- Recruitment policies
- Employment opportunities
- Assessment of youth employment

It is important to note that the planning capacity of the different enterprises surveyed varies broadly. As such, the level of detail of the data is highly dependent on this factor, particularly as it relates to estimating staff size and recruitments beyond 2009.

C. Data capture approach

The questionnaires were administered by a team of surveyors that had been trained in the use of the questionnaire. It was administered face-to-face, and in most cases, with human resources managers or directors. For most companies in the formal sector, the questionnaire was administered following a

[10] This is calculated by adding together the numbers in the day of the month. For instance on the 4th, 13th or 22nd the interval would be 4 (4+0, 1+3 and 2+2), whilst the 6th, 15th and 24th will be 6 (6+0, 1+5 and 2+4).

scheduled meeting. In the informal sector, walk-ins were generally the approach that was utilized. The data was then entered into a commercially available online database for analysis.

III. GHANA REPORT

A. Introduction

The importance of government as a direct provider of formal employment in Ghana has waned in the past two decades. The public share of formal sector employment decreased from about 63% in 1984 to about 51% in 2000[11]. The World Bank/IMF Structural Adjustment Programme (SAP) partly accounts for this trend. However, even more important in explaining this trend is the increasing importance of the private sector in economic activity in Ghana. The growing importance of the mining, ICT and financial services sectors on the one hand coupled with the decreasing involvement of government in these sectors support this assertion.

The informal sector continues to provide employment for the majority of the labour force. For instance in Baah-Boateng and Turkson (2005) it is noted that in 2000 the share of informal sector in total employment was about 80%. This proportion for 2000, although still high, depicted a declining trend. Even though the agriculture and the rural sector dominate in terms of informal sector jobs, current sector growth trends suggest that retail trade is becoming an important sector in terms of providing informal sector employment, particularly in the urban areas. As such, many analysts/experts have argued that employment has become the most visible development challenge in Ghana today. Street vending and hawking have become very important in almost all urban areas of Ghana, and unfortunately, this growing trend has a “youthful face”. Undoubtedly the solution to this youth employment problem will only be effectively solved by addressing supply and demand side constraints.

The National Youth Employment Program (NYEP) being pursued by the GoG attempts to address this problem from both these angles. For instance, by training the youth to enable them to gain employable skills on the supply-side, whilst the direct engagement of the youth as traffic wardens deals with the demand-side. However both these policies are not far-reaching enough as they do not take into account the crucial fact that the private sector remains the cornerstone of the country’s development agenda and therefore provides the most sustainable avenue for employing the youth. Understanding the potential jobs that the private sector could offer the youth and the requirements of these jobs, is therefore non-trivial in formulating and implementing a youth employment policy and initiatives in Ghana.

B. General country presentation

Ghana is a country of 238,537 square kilometres located in West Africa. It is bordered to the west by Cote d’Ivoire, to the east by Togo, to the north by Burkina Faso and to the south by the Gulf of Guinea. Situated a few degrees north of the Equator and with the Greenwich Meridian passing through it, Ghana is unique in being geographically closer to the "centre" of the world than any other country.

Geographically, the coastline is mostly a low, sandy shore backed by plains and scrub, and intersected by several rivers and streams, most of which are navigable only by canoe. A tropical rain forest belt, broken by heavily forested hills and many streams and rivers, extends northward from the shore, near the frontier with Côte d'Ivoire. This area, known as the "Ashanti," produces most of the country's cocoa, minerals, and timber. The northern parts of Ghana are mostly flat savannah, with the primary form of vegetation being bush and grasses. The climate is generally tropical.

The eastern coastal belt is warm and comparatively dry; the southwest corner hot and humid; and the north hot and dry. There are two distinct rainy seasons in the south: May-June and August-September, while in the north, there is only one rainy season.

[11] Baah-Boateng and Turkson, 2005

According to the 2000 Population and Housing Census, Ghana's population was at about 18,412,247, of which about 49.5% are males and the remaining 50.5% females. The Ashanti Region is the most populous region in Ghana, accounting for about 3,187,607 (17.3%) followed by the Greater Accra Region with 2,909,643 (15.8%). The Upper East and Upper West Regions in Northern Ghana have the lowest, each with a population of less than a million. Current projections put Ghana's population at about 23,951,519 with the proportion of males and females remaining the same as the 2000 level[12].

Table 4 : Summary demographic statistics for Ghana

Criteria	Data	Year	Source
Population	**23,951,519**	2010 (Est)	GSS 2005
< Male	11,867,372	2010 (Est)	GSS 2005
< Female	12,084,147	2010 (Est)	GSS 2005
Area	Total area: 238,537 km^2 Land area: 230,020 km^2		Ghanaweb.com
Age structure	0-14: 39% - Male: 4,702,391; Female: 4,676,701 15-64: 56% - Male: 6,670,653; Female: 6,843,891 65+: 4% - Male: 494,328; Female: 563,475	2010	GSS 2005
Median age	20.7 years	2008	World Factbook
Percent population 15-34 years old	33%	2010	GSS
Population growth rate	2.5%	2007	WDI 2007, NDPC 2007
Ratio male/female	98:100	2010	GSS 2000
Urbanization rate	4.6%	1984-2000	GSS, 2000
HDI	135/177 countries	2007	WDI 2007, NDPC 2007
Birth rate	Crude birth rate =33/1000	2001-2003	GDHS 2003, GSS, NMIMR & ORC 2004
Mortality rate	Maternal mortality rate = 224 per 100,000	2007	NDPC 2007
Life expectancy			
< Male	57	2005	WDI 2007, NDPC 2007
< Female	58	2005	WDI 2007, NDPC 2007
Fertility rate	4.4	2001-2003	GDHS 2003, GSS, NMIMR & ORC 2004
Child mortality rate	Under 5 mortality: 111/1,000 Children aged 1 mortality: 50/1,000	2001-2003	GDHS 2003, GSS, NMIMR & ORC 2004
Literacy rate	61.7	2007	WDI 2007, NDPC 2007
<Male	66.4	2006	WDI 2007, NDPC 2007
<Female	49.8	2006	WDI 2007, NDPC 2007
Number of schools			
Primary	Public=13,247; Private=4,068; Total=17,315	2008	Ministry of Education
Secondary	Public JHS=7,423; Private JHS=2,319; Total JHS=9,742	2008	Ministry of Education
Tertiary	Universities=10; University Colleges=20	2008	Ministry of Education
Education expenditures as percentage of GDP	8.98%	2008	Government of Ghana Budget for 2009, Ministry of Finance
Religion	Predominantly Christian: 67.5%	2005-2006	GSS 2007 (GLSS V)
Population under the poverty threshold	28.5%	2005-2006	GSS 2007 (GLSS V)

Of the total population, children between the ages of 0 and 14 account for about 39.2%. The youth aged between 15 and 34 accounts for about 33.2% while adults (between 35 and 64) account for 11.3%. The aged (65+) constitute about 2.1%. This population structure translates into a dependency ratio of about 41.3%.

The age dependency ratio hardly changed between 1995 and 2003 – it has remained at a high level of about 0.9, indicating that there are about 9 dependents (those aged below 15 years and above 64 years)

[12] This is based on Ghana Statistical Service projection for 2010.

for every 10 working people (those aged between 15 and 64 years). Life expectancy at birth has declined over the period – from a level of about 59 years in 1995 to about 54.4 years in 2003. Life expectancy for females generally remained higher than for males. Adult literacy rates, which are higher for males than for females, increased over the period 2004 to 2007.

Ghana has experienced rapid urbanisation, particularly over the last 20 years. The rate of growth of the urban population is estimated at about 4.6% between 1984 and 2000 whilst the entire population has grown at an average of less than 3%. The fifth round of the Ghana Living Standards Survey puts the urban population at about 43% of the total population for the 2005-2006 period.

C. Economic profile

Ghana is a developing country that seeks to attain a middle income status by 2015. It has ten administrative regions and 169 districts. Ghana is well endowed with natural resources and has a per capita income that is higher than the West African average. Gold, timber, and cocoa are major sources of foreign exchange. The domestic economy continues to revolve around subsistence agriculture, which accounts for 38% of GDP (2008) and employs about 55% (based on GLSS V) of the workforce, mainly small landholders. However, Ghana remains heavily dependent on international financial and technical assistance. Since 1983, Ghana has pursued an economic reform programme aimed at reducing government involvement in the economy and encouraging private sector development. This has made the country one of the most open-market economies in the sub-region. The GoG's economic programme is focusing on the development of Ghana's private sector (Growth and Poverty Reduction Strategy, 2005). As a result, the management of the economy has seen improvements over the last decade, especially since 2001. Consequently GDP growth, which averaged about 4.7% over the period between 1995 and 2005, increased to about 6.2% in 2006, 6.3% in 2007 and further to 7.3% in 2008. Ghana's current GDP stands at about US$ 15,647 million (2008). Using an estimated population of about 23.4 million for 2009, this 2008 GDP translates into a per capita GDP of about US$ 669.

Table 5: Summary economic statistics for Ghana

Criteria	Data	Year	Source
GDP in $ (million)	15,647	2008 Est	2009 GoG Budget
GDP growth rate (%)	7.3%	2008 Est	2009 GoG Budget
GDP per capita	5.3% growth	2008 Est	2009 GoG Budget
Sector contribution to GDP			
Agriculture	38%	2007	2008 GoG Budget
Industry	28.6%	2007	2008 GoG Budget
Services	33.6%	2007	2008 GoG Budget
Exports (US$ Million)	Merchandise: 5,275.3	2008	2009 GoG Budget
Imports (US$ Million)	Merchandise: 10,261	2008	2009 GoG Budget
Trade balance (US$ Million)	-4,985.6	2008	2009 GoG Budget
Inflation	18.1%	2008	2009 GoG Budget
Investments (% GDP)	29%	2005	WDI (2007)
Debt (service, % of Export)	21%	2008	2009 GoG Budget
Doing business ranking	87th out of 175 countries	2007	Doing Business Report 2007

Agriculture remains the backbone of the economy, even though its relative contribution to GDP has decreased from about 42.7% in 1995 to 38% in 2007. On the other hand, the contribution of services to GDP has risen from 30.6% in 1995 to 33.4% in 2007, while the contribution of industry has increased marginally from 26.7% in 1995 to 28.6% in 2007. Gross Capital formation has also increased in recent times. From a level of about 17.6% of GDP in 1995, it fell to about 10% in 1999 but has since increased steadily, and reached about 29% in 2007.

The environment for doing business has improved. The number of days to register a business decreased from 14 days in 2005 to 5 days in 2007. The number of days spent on resolving commercial disputes also decreased from 90 days in 2006 to 80 days in 2007. Access to domestic credit by the private sector also improved. According to the World Bank's Doing Business report for 2007, the ease of doing business ranking for Ghana improved from 94th position out of 175 countries assessed in 2006 to 87th in 2007.

The fifth round of the Ghana living standard survey (GLSS5) estimated that about 28.5% of Ghanaians were below the poverty line by 2005-2006. This represents a reduction from 51.7% in 1991-1992 and 39.55% in 1998-1999. The Greater Accra Region recorded the lowest poverty incidence of about 12%, even though this represents an increase from 1998-1999 the figure of only 5%. The incidence of poverty is higher in the three Northern regions especially in the Upper West Region.

D. Employment profile

The Informal Economy in Ghana

The informal economy remains important for Ghana in terms of both employment as well as its contribution to national output. Although there is no reliable data on the contribution of the informal economy to national output, researchers and commentators on the economy of Ghana put the estimate within a range of 20–40% (see Appiah-Kubi, 2007). As a result of the lack of reliable data, the contribution of the informal sector to the economy of Ghana has been discussed more in relation to its importance as a source of employment.

In Ghana, the importance of the informal sector as a source of employment cannot be overemphasised. Between 1987 and 1999, the proportion of the labour force employed in the informal sector increased from about 79% to about 86%. The sector is engaged in almost all the major economic activities. In addition to agriculture, other activities that are important in terms of providing informal sector employment include wholesale/retail trade, community/social services, manufacturing, and construction in that order. Some of the other important features of the informal sector in Ghana include the following:

- First, the proportion of females in informal sector employment is higher than that of male counterparts – about 94% of active females are engaged in the informal sector compared to about 78% for males, according to the Ghana Living Standards Survey in 1998-1999.
- Second, the informal sector is associated with high poverty incidence. This is more pronounced for the urban informal sector.
- Third, the informal sector operators in Ghana are usually small firms, relying mainly on personal savings and micro-finance institutions and mainly produce goods and services for the local market (Osei, R.D., 2007).

It is argued that the informal sector in Ghana has come to stay and contributes significantly to the economy. It provides an important platform for the country in its drive to achieve the twin objective of rapid growth and sustained poverty reduction.

The **labour force in Ghana** is estimated to be about **11.5 million in 2008**. The **agriculture sector** continues to be the most important source of employment, **employing about 56%** of the labour force, followed by **services (29%)** and **industry (15%)**. The majority of the employed are in the informal sector. For the informal sector, the proportion of those in private wage-earning jobs as well as the self-employed in agriculture increased over the 1998-2006 period. For formal sector jobs, the proportion for the public sector decreased (from 7.6% to 6.3%) whilst that for the wage-earning private formal jobs increased (from 4% to 5.9%).

The strong performance of Ghana's economy, particularly since the mid-1990s, has been associated with declining unemployment. The unemployment rate declined from about 3.7% in 1998-1999 to about 2.3% in 2005-2006. Underemployment which was an even bigger problem, saw a big drop over this period – from about 17.3% to 5.8% over the same period.

In spite of the decline over this period, youth unemployment or underemployment remains a major development problem for the country. Arguably today in Ghana, youth underemployment is the most visible development challenge. The anecdotal evidence of this is the increasing proportion of the youth among the squatter population on the streets of major cities including Accra and Kumasi.

Table 6: Employment statistics for Ghana

Criteria	Data	Year	Source
Unemployment rate	Unemployment=2.3% (3.7%) Underemployment=5.8% (17.3%)	2006 (1999)	World Bank
Unemployment rate for 34 years old and less population	6%	2000	GSS
Total labour force	11.52 million	2008 est	World Factbook
Agriculture	56%	2005	World Factbook
Industries	15%	2005	World Factbook
Services	29%	2005	World Factbook
Number of university graduates per year	35,000		
Jobs in formal/informal sector	Wage public=6.3% (7.6%) Wage private formal=5.9% (4.0%) Wage private informal=4.3% (2.3%) Self-employed Agriculture=55.1% (53.8%) Self employed non-agriculture=28.5% (32.3%)	2006 (1999) 2006 (1999) 2006 (1999) 2006 (1999) 2006 (1999) 2006 (1999)	World Bank, 2008

E. Overall findings for Ghana

1. General

A total of 376 enterprises from a wide range of sectors in the formal sector only which represents less than 20% of Ghana's workforce, were surveyed in Accra and Kumasi. Accra accounts for about 57% of the total enterprises surveyed. These enterprises have been in existence for periods ranging from a minimum of less than a year to over 100 years, averaging 15 years in existence.

The manufacturing industries (26.3%), health (10.4%), trade/retail (8.5%) and tourism (7.7%) account for 52.9% of the enterprises surveyed. On the other hand, sectors such as fishing and aquaculture, mining and real estate developers were not represented at all while entertainment (0.8%), agriculture (0.5%) and logistics (0.5%) were uncommon in the sample, each accounting for less than 1% of the enterprises surveyed.

Table 7 shows that the workforce of the sampled establishments totalled 22,336 in 2008. However this is expected to decrease from 19,828 in 2009 through 18,105 in 2010 to 17,890 in 2011 before increasing to 18,652 and 19,340 in 2012 and 2013 respectively.

Table 7: Summary of selected findings for Ghana

Total number of enterprises surveyed	
- **Total (sample)**	376
- **Enterprises located in Kumasi**	162
Size of workforce :	
2007	19,612
2008	22,336
2009 (estimate)	19,828
2010 (estimate)	18,105
2011 (estimate)	17,890
2012 (estimate)	18,652
2013 (estimate)	19,340
% number of employees 34 years old and under – Total sample	76.6%

The annual revenue of the enterprises surveyed is generally low. For both 2007 and 2008, a relatively large proportion of the enterprises surveyed earned less than $60,000 – the percentage of firms over the two years were respectively, 40.7% and 34.5%. Further, over 53% of the enterprises earned less than US$ 100,000 in 2007 and close to 50% earned less than US$ 100,000 in 2008. Those who earned US$ 5 million or more constitute less than 10% of the sample for both 2007 and 2008.

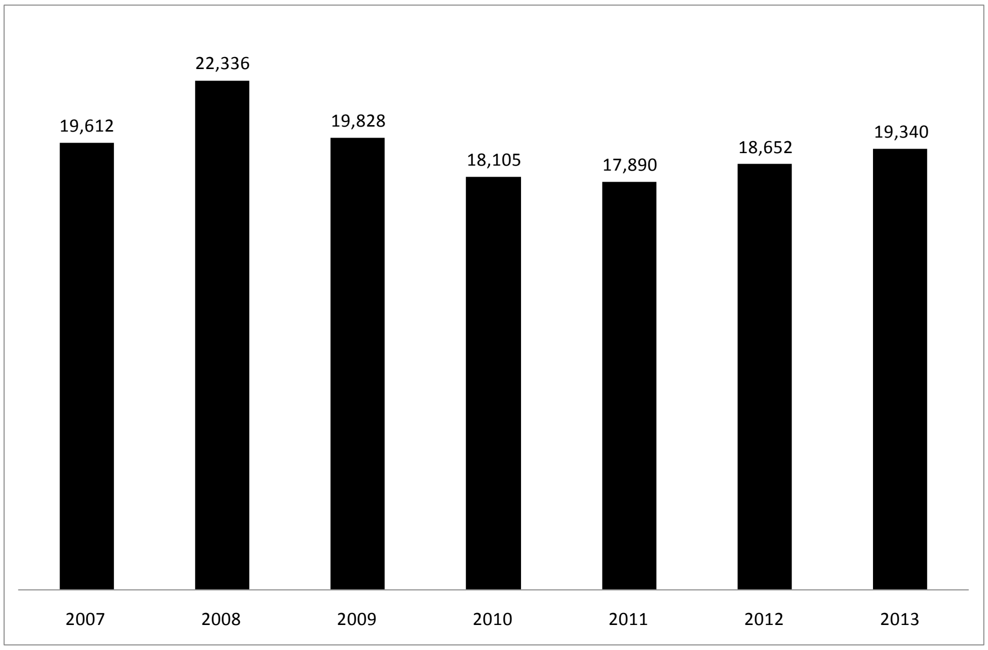
This is not surprising as the majority of the enterprises in the sample are either small or medium. All the enterprises studied expect revenue to grow over the next five years with the growth rates ranging from a minimum of 1% to a maximum of 150% in 2009. On average, the sampled enterprises estimated their revenue growth over the next five years to range from 19% for 2009, 22% for 2010, 25% for 2011, 28% for 2012 and 33% for 2013.

The 2008 workforce of the 376 enterprises surveyed summed up to 22,336. The workforce is dominated by males accounting for about 74%. Full-time employees constitute about 83% of the total number of employees whilst part-time and other workers account for 6% and 11% respectively. Four sectors, namely manufacturing industries, logistics, agribusiness, and health, account for over 57% of the labour force. We also note that a majority of the workforce are within the 15-34 age bracket (75%). Within that cohort, the 26-34 age cohort account for over 68%. Almost half (47.7%) of the enterprises surveyed do not have recruitment policies. Thus for a majority of the enterprises, hiring is done mostly by recourse to informal means or what they adjudge to suit the situation at that particular time. In other words many of the enterprises will usually head-hunt or advertise by word of mouth, both of which involve using informal networks. According to one enterprise, even though this does not always yield the best candidate, it is cuts down significantly on the cost of recruitment.

Workforce size projections

In general, surveyed enterprises expected the size of their workforce over the next five years (2009-2013) to decline. Figure 1 shows that the workforce size for the enterprises surveyed peaked in 2008 at around 22,336. It is interesting to note that in 2009 about 2,508 people are expected to lose their jobs, retire, resign, end their contracts or die. During the interviews, respondents partly attributed this situation to the credit crunch and the world economic meltdown that has plagued many countries of the world since 2008. This suggests that the unemployment situation may worsen in 2009. Undoubtedly this will have adverse ramifications for youth employment.

Figure 1: Expected size of workforce for surveyed enterprises in 2007-2013 for Ghana



2. Approximate number of jobs

Out of the enterprises surveyed, **a total of 12,129 vacancies are expected to be created for various entry level positions between 2009 and 2013 for both full-time and part-time job seekers**. Table 8 shows the estimated number of total jobs available each year from 2009 to 2013. In 2009 for instance, a total number of 3,624 jobs are expected to be created while in 2010, a total of 3,332 new job openings are expected to be made available in the 376 enterprises investigated. Between, 2011 and 2013, a total of 5,173 jobs are expected to be created. On the whole and over the period an estimated 12,129 jobs will be available for the sampled firms. Of these potential job openings about 93% will be full-time[13].

Table 8: Job openings over the period 2009-2013 for Ghana

2009			2010			2011-2013			TOTAL 2009-2013		
FT	PT	Total	FT	PT	Total	FT	PT	Total	FT	PT	Total
3,400	224	3,624	3,047	285	3,332	4,893	280	5,173	11,340	789	12,129
94%	6%	100%	91%	9%	100%	95%	5%	100%	93%	7%	100%

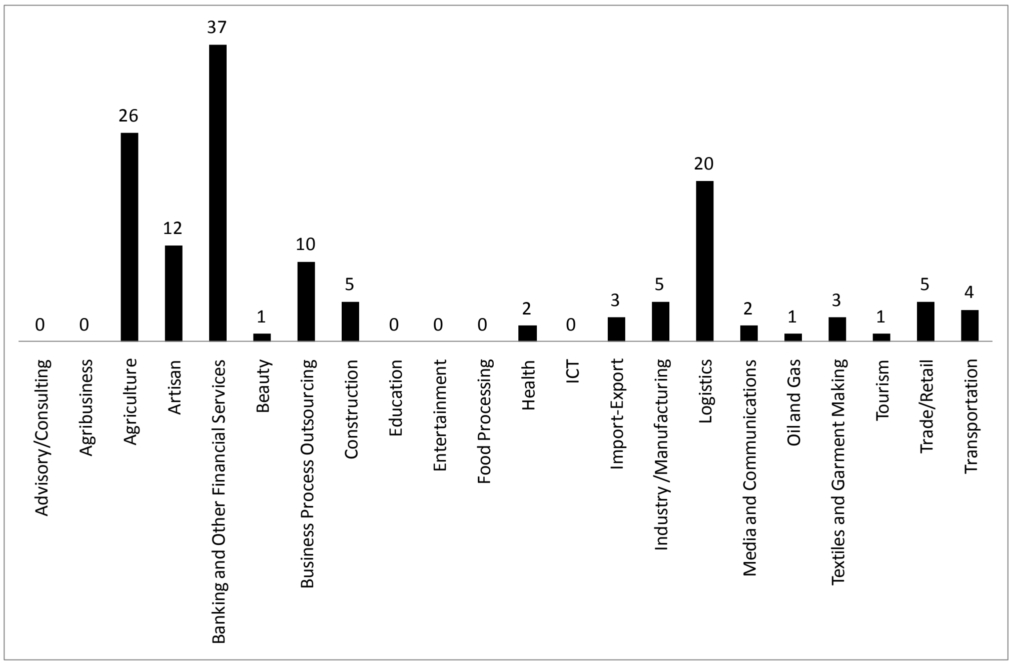
3. Potential job market areas, job types and job quality

Job market areas in 2009

The sector with the highest potential for employment in 2009 is **banking and other financial services**. The **average number of job openings per enterprise in this sector is about 37**. This is followed by the **agriculture sector with 26** and **logistics with 20 job openings per enterprise**. However for education, entertainment, food processing, ICT, advisory/consulting and agribusiness sectors none reported that they will any job openings in 2009.

[13] The reduced workforce levels in 2009– 2011, combined with enterprises creating more new jobs than jobs that are lost is explained as follows: (1) These numbers are what the enterprises actually reported. (2) Arguably, firms may expect some of their staff to retire. (3) There is quite a high labour turnover which does not result in people losing their jobs per se but rather labour playing ‘musical chairs’ with firms. i.e. moving from one job to the other. In this case what firms consider as new jobs may not always translate into jobs for new entrants.

Figure 2: Sectors with highest employment potential by enterprise in 2009 for Ghana



Job types in 2009

From the enterprises surveyed, a total of **3,624 vacancies exist for job seekers in 2009** (Table 8). About **94% of these job openings are full time jobs**. The armed forces occupations in our sample accounts for about 44% of the total job openings[14]. This is followed by elementary occupations with 22.9% and professionals with 17%. Approximately 84% of the job openings in the sample are in these three professional categories alone.

Job opportunities are fewer for managers in the sample studied. Also, employment opportunities seem to be low for technicians and associate professionals, clerical support workers and service and sales workers. Plant & machine operators and assemblers as well as craft and related trades workers and skilled agricultural, forestry and fishery professional group have limited job opportunities in the enterprises in the sample.

Table 9: Job openings by ILO category in 2009 for Ghana

ILO Labour Category	FT	% FT	PT	% PT	Total	As % of total
Managers	50	98.0%	1	2.0%	51	1.4%
Professionals	608	98.7%	8	1.3%	616	17.0%
Technicians and associate professionals	142	81.1%	33	18.9%	175	4.8%
Clerical support workers	95	68.3%	44	31.7%	139	3.8%
Service and sales workers	140	80.5%	34	19.5%	174	4.8%
Skilled Agricultural, Forestry and Fishery	5	100.0%	0	0.0%	5	0.1%
Craft and related trades workers	11	100.0%	0	0.0%	11	0.3%
Plant & machine operators, assemblers	33	100.0%	0	0.0%	33	0.9%
Elementary Occupations	726	87.5%	104	12.5%	830	22.9%
Armed forces occupations	1,590	100.0%	0	0.0%	1,590	43.9%
TOTAL	3,400	93.8%	224	6.2%	3,624	100%

[14] Only one security service firm was surveyed and is included in the other sectors category. The armed forces occupations are from several of the sectors of the study.

Job market areas in 2009-2013

From the 376 companies surveyed it was found that the sector with the highest employment potential for the period 2009 to 2013 based on projections was the **agriculture sector with an average of 60 jobs per firm**, followed by **business processing outsourcing (BPO) with 45** and **banking and other financial services with 39** job opportunities per enterprise in the respective sectors. However the education, entertainment and agribusiness sectors had no vacant job opportunities for the entire period.

Figure 3: Sectors with highest employment potential by enterprise in 2009-2013 for Ghana

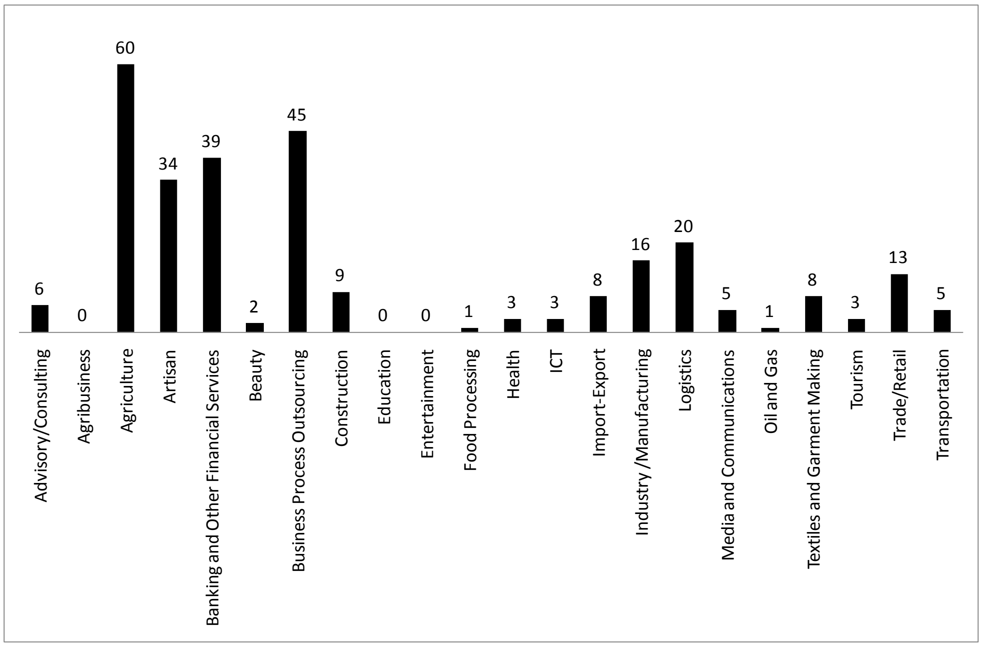


Table 10: Employment distribution by sector in 2009-2013 for Ghana

Primary sector of activity	Number		% of Sector total	
	Total FT	Total PT	FT	PT
Advisory/Consulting	51	0	100%	0%
Agriculture	95	24	80%	20%
Artisan	517	20	96%	4%
Banking and Other Financial Services	615	5	99%	1%
Beauty	7	0	100%	0%
Business Process Outsourcing	151	30	83%	17%
Construction	69	0	100%	0%
Education	9	0	100%	0%
Food Processing	4	0	100%	0%
Health	100	0	100%	0%
ICT	54	0	100%	0%
Import-Export	40	0	100%	0%
Industry /Manufacturing	1,364	93	94%	6%
Logistics	40	0	100%	0%
Media and Communications	101	1	99%	1%
Oil and Gas	7	0	100%	0%
Textiles and Garment Making	39	0	100%	0%
Tourism	78	8	91%	9%
Trade/Retail	360	55	87%	13%
Transportation	36	0	100%	0%
Others	2,606	0	100%	0%
Total	6,343	236	96%	4%

Job types in 2009-2013

Table 11 shows that a majority of the current entry level jobs and for the next five years are in the **armed forces occupation** (security services) in the various sectors**, elementary occupation, professional categories, technical and associate professionals, clerical support workers and service and sales workers**. These **six professional categories account for over 97%** of the job opportunities in the sample studied for the next five years. On the other hand, employment opportunities in the plant and machine operators as well as craft and related trades workers categories are few. Employment opportunities in the skilled agricultural, forestry and fishery category are also low.

The results of the analysis support the earlier result that there are more job openings for armed forces occupation which is basically the private security services, elementary occupation and professional categories than the other professional categories. A**rmed forces occupation along with elementary occupation and professional categories** alone account for **78.6% of the total available jobs** over the period 2009-2013. This is not surprising as the private security firms are a recent phenomenon in Ghana and seem to be growing very rapidly. It is however surprising that, despite the large number of manufacturing enterprises in the sample, the employment opportunities available for plant, machine operators & assemblers are relatively few.

Table 11 also shows that **most of the opportunities** over the 2009-2013 period will be for **full-time jobs**. In fact, 13 of the 21 main sectors reported all their job openings will be for full-time opportunities. Of the projected total of 6,579 employment opportunities available for the next five years from the enterprises surveyed, a large proportion are in the other category. This is principally accounted for by the one security firm in the sample.

Box 1:
Only one security services firm falls in the sample, and it is included as part of the 'others' category. Most of the job creations in the others category stem from the single security service firm in the sample (see Table 10), all of which are for guards (armed forces category) in 2009. In terms of challenges, lack of professional maturity was ranked as the biggest challenge, followed by lack of skills and lack of personal maturity.

Table 11: Job openings over the period 2009-2013 by professional category for Ghana

ILO Classification	2009			2010			2011-2013			Total
	FT	PT	2009	FT	PT	2010	FT	PT	2011-2013	
Managers	50	1	51	64	1	65	149	8	157	273
Professionals	608	8	616	32	10	42	178	4	182	840
Technicians and associate professionals	142	33	175	215	54	269	329	53	382	826
Clerical support workers	95	44	139	87	36	123	266	56	322	584
Service and sales workers	140	34	174	135	107	242	280	25	305	721
Skilled Agricultural, forestry and fishery workers	5	-	5	5	-	5	10	-	10	20
Craft and related trades workers	11	-	11	29	-	29	82	-	82	122
Plant & machine operators, assemblers	33	-	33	13	1	14	2	-	2	49
Elementary Occupations	726	104	830	817	76	893	1,647	134	1,781	3,504
Armed Forces Occupations	1,590	-	1,590	1,650	-	1,650	1,950	-	1,950	5,190
Total	**3,400**	**224**	**3,624**	**3,047**	**285**	**3,332**	**4,893**	**280**	**5,173**	**12,129**

4. Minimum skills requirements

As highlighted above, about 12,129 new job openings will be created in the surveyed enterprises between 2009 and 2013. However these enterprises have some minimum requirements to employ, as follow[15]: literacy (3.06), years of experience in a similar position (2.75), academic qualification (2.61), age (2.34), numeracy skills (2.13), leadership skills (1.81), interview skills (1.71) and IT skills (1.61), appeared to be the most important ones, as indicated in Figure 4. The enterprises also ranked gender (1.27) as a requirement for employment.

These results are consistent with views of analysts/experts on youth employment in Ghana. For instance a popular public speaker in Ghana (Mr Emmanuel Dei-Tumi) makes the point that nowadays young people should never complete their university studies without an e-mail address or some basic knowledge in computers.

Figure 4: Skills required to employ youth (34 years old and less) for Ghana

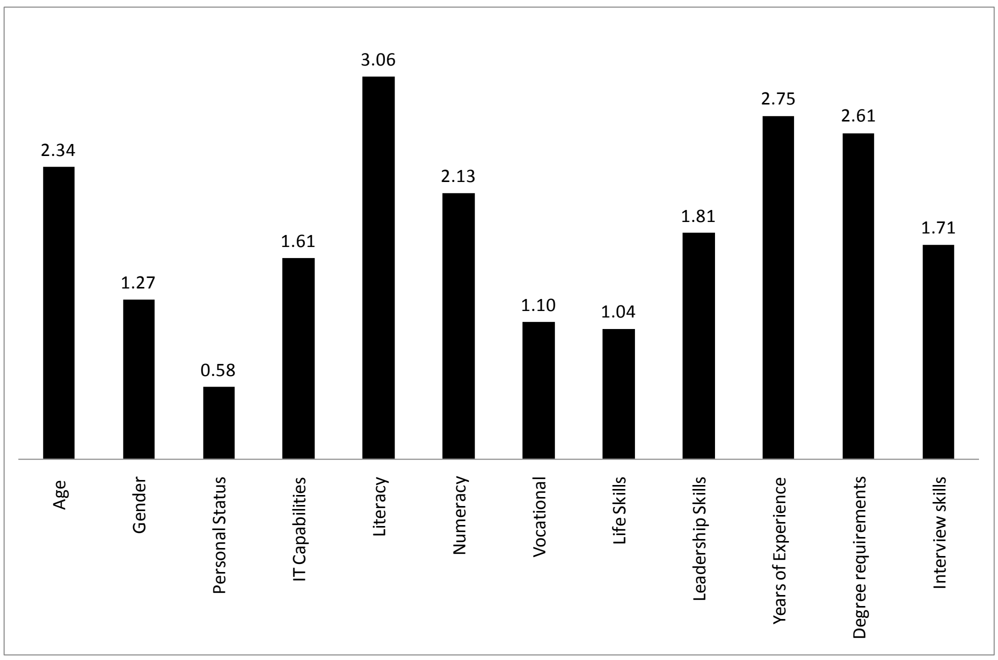


Figure 4 shows the rankings of the skills requirements for employing youth entrants in Ghana. Table 12 presents the requirements for employment by sector of the enterprises[16]. Years of experience, academic qualification and literacy requirements are ranked high in most of the sectors. In addition, among advisory and consulting firms, IT capabilities (0.13) and leadership skills (0.12) are also ranked high. Also among banking and other financial services, the age of the applicant (0.11), IT capabilities (0.11), literacy (0.13) are also very critical. For the health sector, in addition to the three commonly ranked requirements, literacy is also important.

[15] The calculation for each criteria is as follows: (1) For each criteria, multiply the number of times it was selected as number 1 by 13; the number of times it was selected as number 2 by 12; the number of it was selected as number 3 by 11; etc.; (2) Calculate the total points for each criteria; and (3) Calculate total points for the criteria / total points for all criteria.

[16] The calculation for each criteria is as follows: (1) For each criteria, multiply the number of times it was selected as number 1 by 13; the number of times it was selected as number 2 by 12; the number of it was selected as number 3 by 11; etc.; (2) Calculate the total points for each criteria; and (3) Calculate total points for the criteria / total points for all criteria.

Table 12: Skills required to employ youth (34 years old and less) by sector for Ghana

Sectors	Age	Gender	Personal Status	IT Capabilities	Literacy	Numeracy	Vocational	Life Skills	Leadership Skills	Years of Experience	Degree requirements	Interview skills
Advisory/Consulting	0.07	0.03	0.01	0.13	0.14	0.09	0.02	0.05	0.12	0.13	0.14	0.08
Agribusiness	0.09	0.02	0.01	0.11	0.16	0.12	0.04	0.04	0.08	0.15	0.10	0.08
Agriculture	0.09	0.07	0.00	0.00	0.15	0.13	0.08	0.07	0.07	0.16	0.17	0.00
Artisan	0.19	0.12	0.02	0.06	0.14	0.07	0.06	0.04	0.06	0.11	0.08	0.06
Banking and Other Financial	0.11	0.06	0.03	0.11	0.13	0.09	0.04	0.05	0.09	0.12	0.10	0.07
Beauty	0.08	0.04	0.04	0.05	0.15	0.12	0.03	0.03	0.02	0.15	0.16	0.14
Business Process Outsourcing	0.06	0.01	0.06	0.05	0.14	0.09	0.07	0.12	0.11	0.11	0.14	0.04
Construction	0.13	0.07	0.01	0.09	0.14	0.08	0.08	0.02	0.07	0.14	0.11	0.07
Education	0.05	0.05	0.03	0.08	0.14	0.11	0.07	0.05	0.09	0.13	0.15	0.07
Entertainment	0.06	0.00	0.01	0.05	0.15	0.13	0.03	0.01	0.15	0.15	0.15	0.13
Food Processing	0.15	0.09	0.04	0.06	0.14	0.10	0.03	0.07	0.05	0.08	0.10	0.08
Health	0.09	0.05	0.03	0.08	0.15	0.09	0.04	0.06	0.08	0.13	0.12	0.08
ICT	0.09	0.04	0.03	0.14	0.14	0.10	0.04	0.04	0.08	0.12	0.10	0.09
Import-Export	0.12	0.06	0.02	0.10	0.13	0.09	0.04	0.02	0.08	0.14	0.09	0.11
Industry /Manufacturing	0.13	0.08	0.03	0.05	0.14	0.09	0.06	0.04	0.09	0.13	0.10	0.05
Logistics	0.11	0.04	0.00	0.00	0.14	0.14	0.04	0.07	0.13	0.11	0.11	0.12
Media and Communication	0.08	0.02	0.01	0.12	0.14	0.08	0.04	0.03	0.10	0.14	0.14	0.10
Oil and Gas	0.15	0.12	0.04	0.04	0.10	0.07	0.05	0.08	0.09	0.09	0.10	0.05
Textiles and Garment	0.12	0.09	0.05	0.08	0.14	0.06	0.07	0.04	0.03	0.11	0.12	0.09
Tourism	0.10	0.06	0.05	0.07	0.14	0.09	0.08	0.06	0.08	0.12	0.11	0.07
Trade/Retail	0.12	0.07	0.03	0.08	0.15	0.09	0.05	0.04	0.07	0.12	0.11	0.07
Transportation	0.13	0.07	0.04	0.07	0.12	0.08	0.06	0.04	0.08	0.13	0.11	0.07

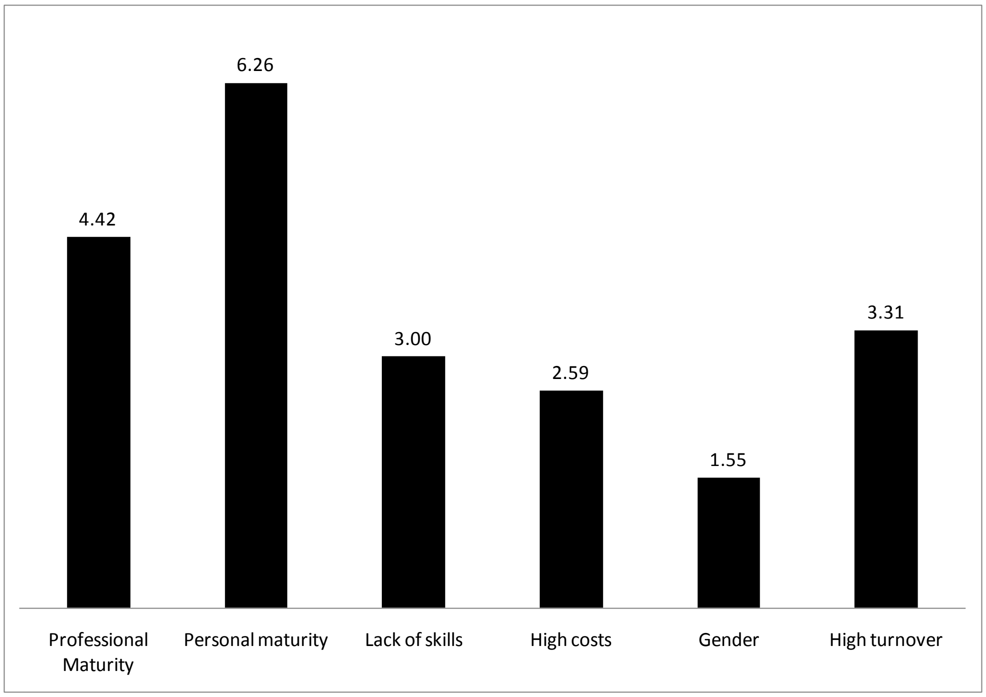
5. Barriers and challenges to employing youth

a) Challenges faced by employers with regard to the youth who are already employed

Figure 5 illustrates the rankings of the challenges faced by employers with respect to youth currently employed[17]. It appears that lack of personal maturity (6.26), professional maturity (4.42), high turnover (3.31) and lack of skills (3.0) are some of the most serious challenges with regards to youth who are already employed.

[17] The calculation for each criteria is as follows: (1) For each criteria, multiply the number of times it was selected as number 1 by 7; the number of times it was selected as number 2 by 6; the number of it was selected as number 3 by 5; etc.; (2) Calculate the total points for each criteria; and (3) Calculate total points for the criteria / total points for all criteria.

Figure 5: Private sector challenges with respect to youth (34 years old and less) already employed for Ghana



In Table 13, the rankings of the challenges are presented against the primary sector of activity. It is evident from Table 13 that professional maturity and personal maturity are critical and rated high by enterprises in all sectors of activity. Advisory and consulting enterprises also rate turnover by the youth and high cost in terms of salary requirements and other benefits as serious challenges of youth already employed in their respective enterprises. High cost is also given serious consideration by artisans (0.17), business process out sourcing (0.18), entertainment (0.3) health (0.15), media and communication (0.19) logistics (0.15), and oil and gas (0.15) enterprises. Similarly, lack of skills is also rated high by advisory/consulting (0.20), artisan (0.16), business process outsourcing (0.17), construction (0.15), entertainment (0.16), food processing (0.24), ICT (0.15), industry and manufacturing (0.17), trade and retail (0.18) and transportation (0.20) enterprises.

Table 13: Challenges with working with employed youth for Ghana[18]

Sectors	Professional maturity	Personal maturity	Lack of skills	High costs	Gender	High turnover
Advisory/Consulting	0.21	0.16	0.20	0.11	0.09	0.23
Agribusiness	0.20	0.39	0.10	0.00	0.00	0.00
Agriculture	0.30	0.27	0.13	0.10	0.11	0.09
Artisans	0.19	0.18	0.16	0.17	0.08	0.21
Banking and Other Financial	0.14	0.46	0.00	0.14	0.00	0.27
Beauty	0.00	1.00	0.00	0.00	0.00	0.00
Business Process Outsourcing	0.17	0.25	0.17	0.18	0.06	0.18
Construction	0.23	0.22	0.15	0.06	0.13	0.13
Education	0.21	0.18	0.13	0.13	0.12	0.22
Entertainment	0.00	0.19	0.16	0.30	0.00	0.17
Food Processing	0.27	0.24	0.24	0.00	0.17	0.09
Health	0.21	0.28	0.12	0.15	0.05	0.15
ICT	0.25	0.22	0.15	0.13	0.10	0.15
Import-Export	0.22	0.31	0.13	0.11	0.10	0.13

[18] The calculation for each criteria is as follows: (1) For each criteria, multiply the number of times it was selected as number 1 by 7; the number of times it was selected as number 2 by 6; the number of it was selected as number 3 by 5; etc.; (2) Calculate the total points for each criteria; and (3) Calculate total points for the criteria / total points for all criteria.

Sectors	Professional maturity	Personal maturity	Lack of skills	High costs	Gender	High turnover
Industry /Manufacturing	0.20	0.23	0.17	0.12	0.08	0.18
Logistics	0.13	0.15	0.13	0.15	0.00	0.28
Media and Communication	0.35	0.27	0.14	0.19	0.03	0.02
Oil and Gas	0.20	0.26	0.11	0.15	0.07	0.20
Textiles and Garment	0.22	0.32	0.11	0.09	0.08	0.18
Tourism	0.24	0.24	0.12	0.13	0.06	0.17
Trade/Retail	0.25	0.23	0.18	0.09	0.08	0.14
Transportation	0.23	0.22	0.20	0.11	0.13	0.11

b) Main Barriers to Employing Youth

In the assessment by employers of barriers to employing youth[19], literacy skills (2.79), inability to work independently with minimum supervision (2.58), time to train the youth for them to acquire the necessary skills (1.83) and lack of creativity among the youth (1.75), are graded as critical barriers to employing the youth (Figure 6). Lack of writing skills (1.65), leadership skills (1.44), and initiative (1.47) are also quite important barriers to employing the youth in the private sector enterprises surveyed. In addition, analytical/technical skills (1.38), IT skills (1.33) and loyalty to the employer (1.18) are also reported to be indicators that employers would look for in recruiting new entrants into their companies.

Figure 6: Private sector barriers to employing youth for Ghana

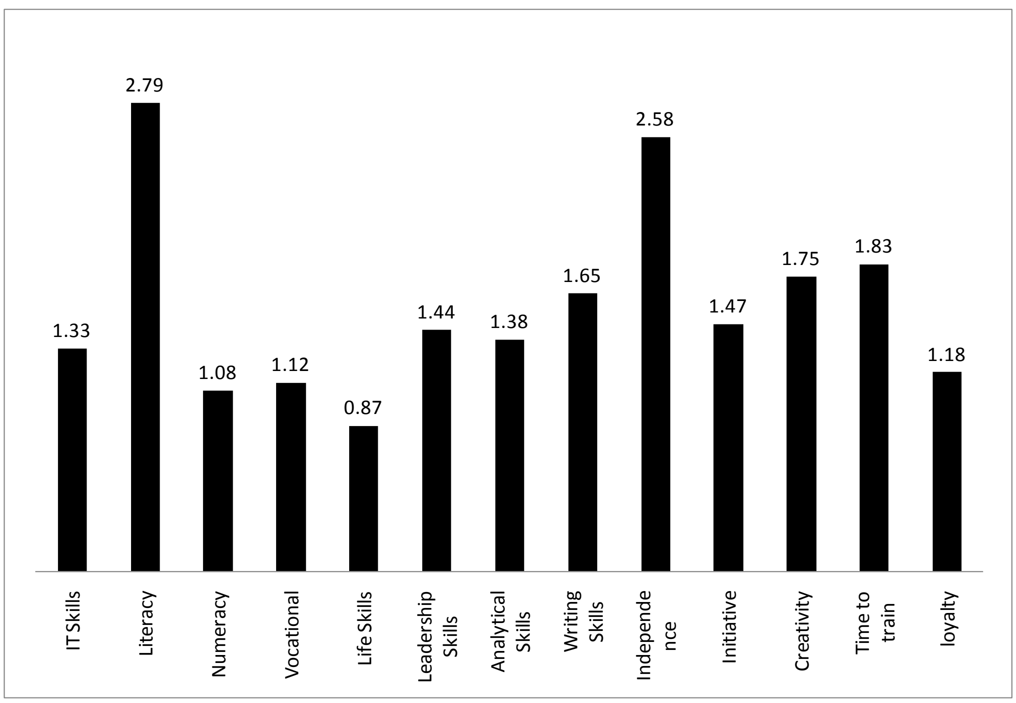


Table 14 highlights the relationship between the barriers and the sectors of activity. Low level of literacy (0.10), lack of leadership skills (0.09), lack of writing skills and loyalty to the employing company (0.09) will serve as serious barriers to gaining entry into the advisory and consulting firms. Further, inability to work independently with a minimum amount of supervision, the drive to initiate things by oneself and the creative and original thinking are necessary requirements for employment and are ranked high as stumbling blocks to the youth who do not possess such skills in almost all the sectors of economic activity.

[19] The calculation for each criteria is as follows: (1) For each criteria, multiply the number of times it was selected as number 1 by 13; the number of times it was selected as number 2 by 12; the number of it was selected as number 3 by 11; etc.; (2) Calculate the total points for each criteria; and (3) Calculate total points for the criteria / total points for all criteria.

In addition, banking and financial institutions, business process outsourcing, ICT, import-export and media/communication related enterprises in the private sector are concerned by youth employment seekers who do not possess IT skills.

Table 14: Barriers to employing youth by sector of activity for Ghana

Sectors	IT Skills	Literacy	Numeracy	Vocational	Life Skills	Leadership Skills	Analytical Skills	Writing Skills	Independence	Initiative	Creativity	Time to train	loyalty
Advisory/Consulting	0.08	0.10	0.08	0.03	0.05	0.09	0.06	0.09	0.08	0.08	0.07	0.08	0.09
Agribusiness	0.00	0.21	0.09	0.00	0.03	0.11	0.15	0.08	0.08	0.07	0.00	0.04	0.11
Agriculture	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.18	0.31	0.00	0.17	0.15	0.00
Artisan	0.03	0.07	0.03	0.05	0.02	0.08	0.07	0.08	0.17	0.07	0.21	0.06	0.05
Banking and Other Financial Services	0.11	0.16	0.05	0.03	0.01	0.05	0.05	0.04	0.19	0.10	0.05	0.10	0.04
Beauty	0.00	0.25	0.00	0.11	0.00	0.10	0.00	0.00	0.11	0.00	0.10	0.22	0.00
Business Process Outs	0.13	0.09	0.09	0.08	0.04	0.13	0.01	0.05	0.13	0.06	0.06	0.05	0.09
Construction	0.08	0.13	0.06	0.02	0.02	0.02	0.07	0.10	0.14	0.10	0.12	0.03	0.07
Education	0.08	0.08	0.09	0.05	0.08	0.08	0.09	0.09	0.08	0.11	0.06	0.03	0.05
Entertainment	0.04	0.05	0.05	0.00	0.00	0.05	0.05	0.05	0.09	0.04	0.14	0.08	0.03
Food Processing	0.07	0.18	0.03	0.15	0.08	0.12	0.08	0.02	0.06	0.05	0.05	0.04	0.07
Health	0.06	0.16	0.05	0.01	0.06	0.06	0.07	0.06	0.14	0.11	0.08	0.08	0.07
ICT	0.14	0.12	0.05	0.05	0.02	0.05	0.09	0.07	0.10	0.08	0.08	0.06	0.08
Import-Export	0.13	0.13	0.08	0.06	0.05	0.06	0.06	0.05	0.12	0.07	0.11	0.03	0.00
Industry /Manufacturing	0.03	0.12	0.07	0.06	0.02	0.04	0.09	0.06	0.11	0.08	0.07	0.10	0.09
Logistics	0.00	0.00	0.00	0.00	0.14	0.00	0.00	0.17	0.18	0.00	0.00	0.32	0.00
Media and Communication	0.11	0.15	0.05	0.02	0.02	0.09	0.06	0.12	0.08	0.07	0.09	0.06	0.04
Oil and Gas	0.01	0.22	0.06	0.08	0.06	0.09	0.09	0.03	0.13	0.07	0.06	0.09	0.00
Textiles and Garment	0.02	0.18	0.01	0.18	0.03	0.04	0.08	0.04	0.05	0.06	0.07	0.06	0.01
Tourism	0.08	0.16	0.05	0.03	0.08	0.07	0.04	0.08	0.09	0.07	0.04	0.03	0.08
Trade/Retail	0.06	0.13	0.06	0.07	0.03	0.03	0.07	0.08	0.10	0.09	0.08	0.06	0.11
Transportation	0.07	0.12	0.05	0.04	0.04	0.08	0.10	0.11	0.06	0.07	0.06	0.05	0.10

Recruitment Policies of Enterprises

Although some of the enterprises had recruitment policies (about 45% of them), none of the enterprises indicated that their policies had targets with respect to nationality, race or the disadvantaged groups (such as the handicapped). Indeed this is consistent with the laws of Ghana as it is unlawful to discriminate against a person, either directly or indirectly on the grounds of colour, race, gender, marital status, creed, nationality, religion, sexual orientation, ethnic or national origins, or disability.

We note from the results that for the labour intensive companies, they tend to employ more males than females. The minimum qualification for employment was basic education. Employers were very conscious of the labour laws in Ghana and therefore employed people aged 16 years or older. For senior and management level vacancies, potential employees were required to have had at least three years of working experience relating to the field.

6. Barriers to employing young women

In 2008, a total of 22,336 people were employed in the enterprises surveyed. Of this number only 3,657 employees were female (26%) whilst the remaining 16,091 workers were male. On the one hand this is surprising since the proportion of females in Ghana is slightly more than males. Indeed the 2000 census report shows that about 50% of the economically active are female. However given that females are more likely to be found in the informal sector (including agriculture), the proportion being low here may reflect the fact the sample covered only formal firms.

Within the formal sector one would expect that the employment of females will be biased in favour of sectors that provide more flexibility in work hours and other conditions. Across the sectors in the sample, female employees dominate in the beauty and also the garment and textiles industry. For all the other sectors males dominated the workforce. Manufacturing and Industry were the sectors that were most biased in terms of male employment. These trends are consistent with the earlier hypothesis that sectors with more flexible work conditions favour females. Indeed this view has also been expressed by others such as Twerefour (2007) who argues that the flexibility inherent in informal sector activities is important for women as it allows them to combine their multiple roles as workers, wives and mothers. Therefore flexibility in work hours may help explain this pattern. However it is also important to note that this result may also be reflecting important demand-side constraints that females face vis a vis their male counterparts. In other words the flexibility (or inflexibility) may only be important in explaining supply-side constraints.

Figure 8 also presents the gender breakdown of the workforce by primary sector of activity. The dominance of males in most sectors is evident in Figure 8. Females only dominate in the beauty, entertainment, food processing and textiles sectors. The rest of the sectors are dominated by males except in health where the proportion is the same for both sexes.

Figure 7: Gender breakdown of employment for 2008 for Ghana

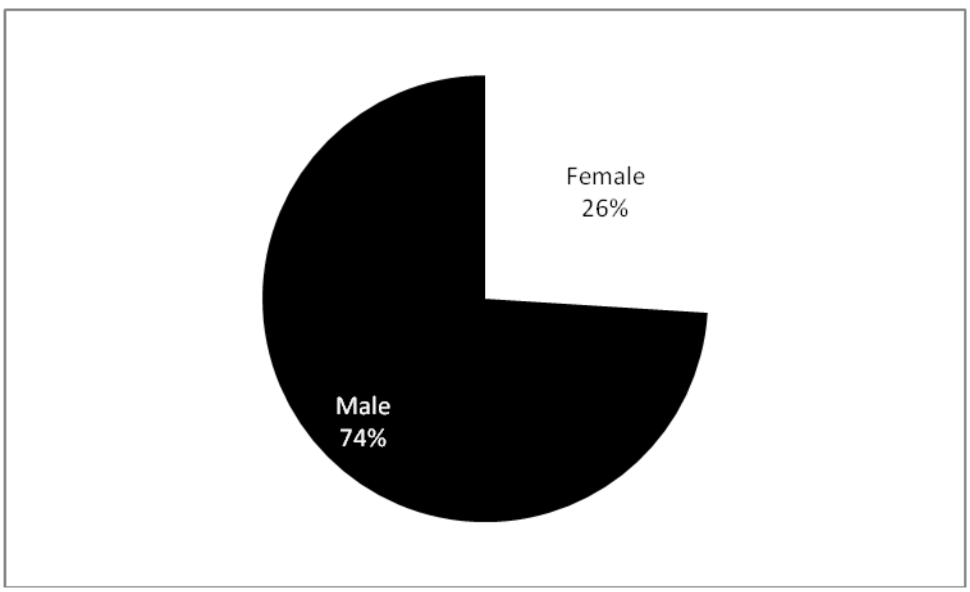


Figure 8: Gender breakdown in private sector enterprises by sector for Ghana

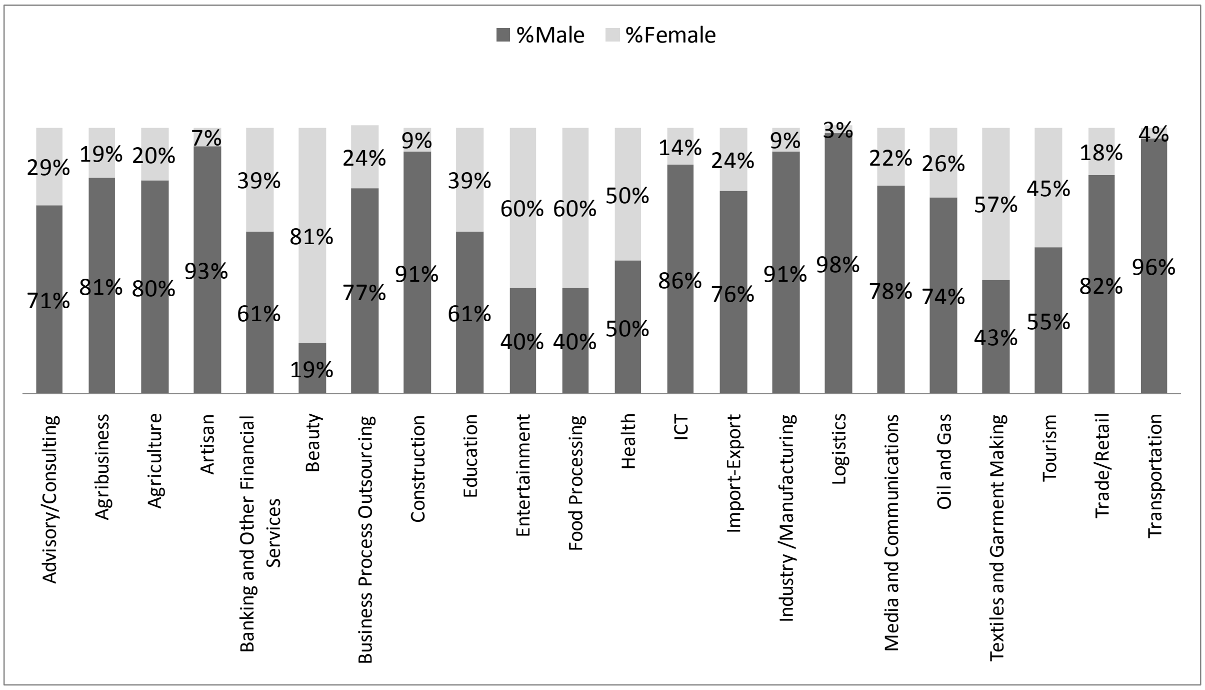


Table 15: Breakdown of employment by sector and gender in 2008 for Ghana

Primary Sector of Activity	Female	%	Male	%	Total
Advisory/Consulting	65	25	196	75	261
Agribusiness	105	12	773	88	878
Agriculture	14	20	57	80	71
Artisan	44	13	296	87	340
Banking and Other Financial Services	250	43	331	57	581
Beauty	32	77	9	23	41
Business Process Outsourcing	189	24	599	76	788
Construction	33	9	336	91	369
Education	181	40	271	60	452
Food Processing	40	38	65	62	105
Health	921	46	1,081	54	2,002
ICT	89	16	470	84	559
Import/Export	40	20	159	80	199
Industry/Manufacturing	469	8	5,388	92	5,857
Logistics	32	3	1,020	97	1,052
Media and Communication	51	22	179	78	230
Oil and Gas	24	12	173	88	197
Textile and Garment	30	88	4	12	34
Tourism	243	40	364	60	607
Trade and Retail	282	18	1,283	82	1,565
Transportation	45	5	848	95	893
Other	480	18	2,187	82	2,667
TOTAL	3,657	19	16,091	81	19,748

7. Indications of current interventions to promote entry-level hires

The study reveals that only a small proportion of the firms undertake activities by themselves which help in promoting youth employment. In fact, in the case of Ghana just over 3% of the enterprises (most of them from Accra) mentioned that they undertook employment promotion activities for the youth. These firms happen to be in the advisory and consulting, ICT, industry and manufacturing, tourism and transportation sectors. However most of the enterprises in the sample, when asked what YEN/IYF could do to help the youth secure employment, mentioned the need for more internship and apprenticeship programmes to support the formal training programmes received through education.

The activities that enterprises undertake by themselves to promote entry-level hires take the form of internships and attachment programmes (including apprenticeships), career progression activities for the youth at the tertiary levels and other educational programs. Interestingly one enterprise said that the compulsory national service programme undertaken by tertiary level graduates in Ghana is a good internship programme for the youth. They however suggest two ways by which the national service programme can be made more effective.

- First, the placements should be done by accurately matching the background of the national service personnel to the sector or area of training and employment.
- Second, the GoG should find ways of extending the concept of the national service to cover other youth who are not tertiary level graduates. Currently, not all youth are part of the national service scheme in Ghana.

F. Summary findings for Ghana

The main findings for Ghana can be summarized as follows:

- **<u>Types of jobs:</u>**
  - The study found out that a total of 3,624 job openings are available in the sampled enterprises alone for 2009. In total, 12,129 vacancies are expected to be created within the next five years from among the 376 sampled enterprises. Given that our sample essentially comprise formal sector enterprises, and the ratio of formal to informal sector jobs in Ghana is about 37% (excluding agriculture), we can infer that informal sector jobs will be significantly higher. Our sampling approach does not allow any weighting to be applied to the numbers here. However these projections are indicative of the number of jobs openings for 2009 in Ghana. Indeed it does suggest that in Accra and Kumasi alone, there will be a minimum of about 13,300 jobs openings in 2009 alone. The additional informal sector jobs is estimated using the ratio of formal to informal (excluding agriculture) employees for Ghana.
  - The study also reveals that a majority of the entry-level jobs available for the next five years are in six professional categories: armed forces occupations (private security firms), elementary occupation, professionals technicians and associate professionals, service and sales workers and clerical and support workers. These together account for over 96% of the job opportunities for the next five years.
  - The top three potential sectors of employment are agriculture, business processing outsourcing and banking and other financial institutions.
- **<u>Recruitment issues:</u>**
  - Critical employer-ranked minimum requirements include age, years of working experience in a similar position, academic qualification, IT skills and leadership skills for prospective employees.
  - Also, critical employer-ranked challenges of the youth currently employed in their companies include lack of professional and personal maturity, high turnover and attrition rates by the youth as well as lack of skills.
  - Subsequent to the challenges facing the youth in their current employment, employers will be

cautious about prospective employees without the ability to demonstrate high levels of literacy, independence, IT and analytical/technical skills as well as loyalty to the company and initiative.

- The proportion of females among the employees of enterprises in our sample was only about 19%. We suggest that one possible explanation may be the fact that most of the enterprises studied were formal entities with very limited flexibility in work conditions to accommodate the needs of women. However, it needs to be acknowledged that this is only one possible explanation and relates more to the supply-side. It is very possible that there are other important demand-side constraints that will be at play in explaining this observed pattern. This certainly warrants further investigation.

- Less than half of the enterprises studied have recruitment policies. Also, informal discussions with the respondents reveal that most of the companies studied do not use recruitment or hiring agencies or open advertisement to fill vacancies in their organizations.

IV. SENEGAL REPORT

A. Introduction

“Work” or “liggey” in Wolof, Senegal’s national language, is one of the most celebrated virtues and values in Senegalese culture. “Liggey” is a daily theme for Senegalese youth in all spheres of life: whether it is in the very large and varied musical repertoire of Senegal, or memorable political speeches celebrating work and rallying a unified youth hungry for political change and economic opportunity. Further, within the family structure, the ability to work and provide defines one’s position and self worth. Yet despite the strong emphasis placed on work in the Senegalese culture, the reality for most Senegalese youth is markedly different.

Various analyses estimate the informal sector to represent anywhere from 80% to 90% of Senegal’s active population. Yet, for the vast majority of Senegal’s youth, the informal sector is not a preferred employment option but rather a temporary occupation until they are able to find formal employment. There is no data that reveals the percentage of young informal sector players who searched in vain for opportunities in the private sector and joined the informal sector in the hopes of some day joining the ranks of formal employment, however, it is safe to assume that the numbers are high. This situation is expected to increase since it is estimated that more than 100,000 new Senegalese graduates enter the job market each year[20], which does not include the thousands of other job seekers who are not necessarily graduates or who have entered the informal sector or other jobs in the hopes of some day finding formal employment.

At the same time, the private sector in Senegal continues to state very strongly that the large gap between the skills needed by private sector enterprises and those available on the market is a strong deterrent to private sector employment, particularly with regards to youth. In addition, the private sector continues to warn that the training currently offered in the education sector at-large does not respond to market demands.

The Senegalese government and its development partners have taken a number of measures to help tackle youth unemployment. This includes a National Employment Policy adopted in March 1997, a 2002 National Agreement between the Government of Senegal and its private sector partners represented by two main national employer councils (Conseil National du Patronat (CNP) and Confédération Nationale des Employeurs du Sénégal (CNES)), the 2000 National Youth Promotion Fund to promote access to credit for young people, the National Youth Employment Agency created in 2001, the requirement for ministries to specifically include the needs of the young population while developing ministerial actions plans for the implementation of the poverty reduction strategy , among many other initiatives. Further, it is important to note the establishment by the Government of the National Office for Suburban Youth Employment (Office National pour l’Emploi des Jeunes de la Banlieue or ONEJBAN) with the following objectives: (1) assist suburban youth to search for employment; (2) strengthen their capacity through short-term training; and (3) funding to support individual and group projects developed by young people. However, this new entity has not yet made its mark.

However, despite these laudable efforts, youth unemployment continues to be a major concern for the GoS and for all other stakeholders. The study aims to inform current and planned initiatives to tackle youth unemployment, as well as support the youth and training institutions to better understand the perspective and requirements of the private sector.

[20] Friedrich Ebert Foundation Senegal; http://senegal.fes-international.de/f-jeunesse.html

B. General country presentation

The Republic of Senegal is located South of the Senegal River in Western Africa. It shares borders with The Gambia, Guinea, Guinea-Bissau, Mali, and Mauritania. Senegal has a favourable geographic position, as its capital, Dakar is located at the furthest West point on the African continent. Senegal's close location to and ease of access from Europe and North America provide a platform for foreign investors to target the population of more than 70 million people living in the West African Economic and Monetary Union (WAEMU), and has fostered a young population that is in tune with global trends.

Many international agencies and organizations have selected Dakar as their regional headquarters for francophone West Africa, and multinationals have followed this trend in recent years. This in turn has spurred major investments to upgrade Dakar's infrastructure. It is important to recognize that Senegal's investor base has also shifted very notably from French multinationals to more diverse investors, particularly from the Middle East and Southeast Asia.

Senegal has an estimated population of 13,711,597 in 2009[21], of which approximately 58% live in rural areas[22]. The 15-34 age group made up approximately 35% of the total population in 2006[23]. Population growth is an estimated 2.079% in 2009[24]. Dakar, the capital, remains the centre of Senegal's production system, and houses an overwhelming majority of formal and non-agriculture employment.

The Senegalese are known to be world travellers from a long history of traders, and have a large Diaspora in various countries. According to the Ministry of the Senegalese Living Abroad, there are approximately 2 million Senegalese living abroad. This Diaspora continues to have strong ties with Senegal and in 2008, sent US$ 779 million (CFAF 400 billion) in remittances back to Senegal[25]. This history contributes to immigration being perceived as a strong option and often as the best and only option for youth to become productive adults. At the same time, Senegal and more specifically Dakar, has become a destination centre for youth from within the West Africa region, also in search of employment. In addition, Dakar has in the last few years strengthened its position as a centre for higher education in French speaking West Africa, sometimes even extending to countries outside of West Africa such as Gabon, Cameroon, Comoros, etc. A number of these graduates sometimes choose to seek employment in Senegal upon completion of their studies.

However, what has appeared to be a very dynamic economy in the last few years, has not yet translated into job creation to be able to absorb Senegal's thousands of formal job seekers.

Table 16: Summary demographic statistics for Senegal

Criteria	Data	Year	Source
Population	13, 711,597	2009 est.	World Factbook
< Male	**6,830,331**	2009 est.	World Factbook
< Female	**6,881,266**	2009 est.	World Factbook
Age structure	*0-14 years:* 42.2% **Male: 2,911,324** - **Female: 2,877,804** *15-64 years:* 54.8% **Male: 3,728,664** - **Female: 3,786,000** *65 years and +:* 3% **Male: 190,343 - Female: 217,462**	2009 est.	World Factbook
Median age	*Total:* 18.6 years; ***Male:* 18.4 years; *Female:* 18.8 years**	2008 est.	World Factbook
Percent population 15-	35%	N/A	Action Aid

21 https://www.cia.gov/library/publications/the-world-factbook/geos/sg.html
22 https://www.cia.gov/library/publications/the-world-factbook/geos/sg.html
23 http://www.actionaid.org/main.aspx?pageId=1100
24 https://www.cia.gov/library/publications/the-world-factbook/geos/sg.html
25 World Bank

Criteria	Data	Year	Source
34 years old			
Population growth rate	2.709%	2009 est.	World Factbook
Ratio male/female	*at birth:* **1.03 male/female;** *<15 years:* **1.01** *15-64 years:* **0.98;** *65 years and over:* **0.88** *total population:* **0.99 male/female**	2009 est.	World Factbook
Urbanization rate	*urban population:* **42% of total population** *rate of urbanization:* **3.1%**	2008	World Factbook
HDI	The HDI for Senegal is 0.502, ranked 153rd out of 179 countries	2008	UNDP
Birth rate	36.52 births/1,000 population	2008	World Factbook
Mortality rate	10.72 %	2008	Index mundi
Life expectancy	59 years	2009 est.	World Factbook
< Male	57.12 years	2009 est.	World Factbook
< Female	60.93 years	2009 est.	World Factbook
Fertility rate	4.95 children born/woman	2009 est.	World Factbook
Child mortality rate	*Total:* 58.94 deaths/1,000 live births *Male:* 65.7 deaths/1,000 live births *Female:* 51.98 deaths/1,000 live births	2009 est.	World Factbook
Literacy rate	39.3%	2008 /2009	Wikipedia
<Male	51.1%	2008 /2009	World Factbook
<Female	29.2%	2008 /2009	World Factbook
Number of schools	7,488	2007	Afriquejet
Number of students	1,215,003 (primary + secondary)	2006/ 2007	GoS statistics (ANSD)
Number of tertiary education institutions	84	2006/ 2007	GoS statistics (ANSD)
Education expenditures as percentage of GDP	5% of GDP	2006	World Factbook
Religion	Muslim: 94%, Christian: 5%, Indigenous beliefs: 1%	N/A	World Factbook
Population under the poverty threshold	53.9%	2001	UN Millennium Project

C. Economic profile

Despite its small size and low endowment in natural resources, Senegal has experienced a steady economic growth in line with other countries in the West Africa region. Senegal made an important turnaround increasing GDP growth from 2.1% in 1993 to an average of 5% annually between 1995 and 2006[26]. The annual inflation rate was estimated at 6.6% in 2008[27] and investment rose from 13.8% of GDP in 1993 to 16.5% in 1997, and 24.4% in 2008[28]. GDP per capita (purchasing power parity) has been estimated at US$ 1,600 in 2006, 2007 and 2008[29]. Between 2007 and 2008 however, Senegal recorded a decline in its GDP increase rate from 5.1% in 2007 to 4.5% in 2008[30]. This was largely due to a slowdown in the construction industry from the completion of most infrastructure projects for the Organization of Islamic Conference held in March 2008, and the incomplete restructuring of the energy sector and the chemical industries of Senegal.

Senegal is above all an agricultural country. Approximately **77.5% of the population is employed in the agricultural sector, which however contributes only 16% to GDP**[31]. Senegal is a major importer of food products. It is the second largest rice importer in Africa (850,000 tons in 2005)[32]. A new plan has been established by the President, the “Agricultural Offensive for Food and Abundance” (GOANA), with the goal

[26] International Monetary Fund
[27] https://www.cia.gov/library/publications/the-world-factbook/geos/sg.html
[28] https://www.cia.gov/library/publications/the-world-factbook/geos/sg.html
[29] https://www.cia.gov/library/publications/the-world-factbook/docs/notesanddefs.html#2001
[30] International Monetary Fund
[31] https://www.cia.gov/library/publications/the-world-factbook/geos/sg.html
[32] http://www.mbendi.co.za/land/af/sn/p0005.htm

to reach self-sufficiency in Senegal's food production by 2015. GOANA is strongly focused on encouraging young Senegalese to become involved in agriculture; however, it is too soon to be able to assess its impact on youth employment to-date.

The **industrial sector** which mainly consists of fishing, phosphate mining, food-processing and petroleum, contributed **approximately 19.14% of GDP in 2008**[33] and employed approximately **12% of the labour force**. Most of the recent growth has come from the **services sector** which contributed **64.6% to GDP in 2008**[34]. In the tourism sector, Senegal is a leading player as one of the most inviting destinations in the Sub-Saharan Africa region with mainly French tourists. Approximately 700,000 tourists visited Senegal in 2007. The turnover in the tourism sector was estimated at US$ 574 million. However, its contribution to employment is expected to fall from 162,000 jobs in 2008 (6.3% of total employment) to 197,000 jobs (5.9% of total employment) by 2018[35]. As such, tourism is one of the priorities of Senegal's Accelerated Growth Strategy (SCA) with an objective to reach an 8% growth rate and increase the number of tourists from 770,000 in 2005 to 1.5 million in 2015. The SCA aims to reduce the number of people living in poverty by half, doubling per-capita income and reaching the status of an emerging economy with an average growth rate of 8%. It has identified five promising clusters for accelerated economic growth, which are: agro-industry and agro-food industry; fishing industry; tourism, arts and crafts industry; textiles and clothing sector; and ICT. In parallel, measures to upgrade Senegal's infrastructure and reforms to improve the business climate are being successfully implemented. Senegal was ranked Africa's top reformer in the World Bank's 2009 Doing Business Report.

Table 17: Summary economic statistics for Senegal

Criteria	Data	Year	Source
GDP in $	$13.9 billion	2008	World Factbook
GDP growth rate (%)	4.7%	2008	World Factbook
GDP per capita	$1,600	2008	World Factbook
Sector contribution to GDP			
Agriculture	16%	2008	World Factbook
Industry	19.4%	2008	World Factbook
Services	64.6%	2008	World Factbook
Informal sector contribution to GDP	More than 50%	2008	Sud Online
Exports	$1.904 billion f.o.b. (free on board)	2008	World Factbook
Imports	$4.654 billion f.o.b	2008	World Factbook
Trade balance	$-2,750 billion f.o.b	2008	World Factbook
Inflation	6.6%	2008	World Factbook
Investments	25.4% of GDP	2008	World Factbook
Debt	21.4% of GDP (public debt)	2008	World Factbook
Doing business ranking	149 out of 181	2008	World Bank

D. Employment profile

Senegal's labour market was composed of approximately **4.973 million workers in 2008**. Of these, **77.5% are in the agriculture sector** and **22.5% in the industry and services sector**[36]. Unemployment data for Senegal varies broadly from one estimate to the other, and is often simply lacking. The CIA World Factbook estimated a rate of 48% in 2007, calculated as the percent of the labour force that is without jobs. On the last national survey on employment conducted for 2005, the data indicated a national unemployment rate of 23.7%, which takes into account those who were not able to find employment, those who are typically engaged in seasonal activities but were inactive during the survey period due to the off-season, and those who received insufficient remuneration. The survey found that underemployment, estimated at 22.5% in

33 https://www.cia.gov/library/publications/the-world-factbook/geos/sg.html
34 https://www.cia.gov/library/publications/the-world-factbook/geos/sg.html
35 http://www.oxfordbusinessgroup.com/publication.asp?country=61
36 https://www.cia.gov/library/publications/the-world-factbook/geos/sg.html

2005, is a larger issue in Senegal, than unemployment. The survey also found that underemployment is higher in rural areas (28.7%), relative to Dakar (13.6%) and other cities (16.8%); and higher for men (25.3%) compared to women (17.3%)[37].

Regardless of the validity and methodologies used to calculate employment data, important factors regarding Senegal's labour market that warrant concern and action include:

- Young people between 15 and 35 represent more than 50% of job seekers;
- Over 50% of the job seekers have no education;
- Most job seekers are in the capital, Dakar;
- The percentage of men seeking employment is higher than that of women.

Table 18: Employment statistics for Senegal

Criteria	Data	Year	Source
Unemployment rate	48%	2007	World Factbook
Total labour force	4.973 million	2008	World Factbook
Agriculture	77.5%	2007	World Factbook
Industries and Services	22.5%	2007	World Factbook
Jobs in formal sector	Senegal's formal sector only accounted for 10% of jobs in 2001, one third in the services sector and one quarter in industry	2001	Pole Dakar
Jobs in informal sector	The informal sector counts an estimated 4.5 million workers out of 5 million workers. (World Bank study) 97% of jobs from the informal economy account for almost 60% of GDP	October 2008	Wal Fadjri Newspaper

E. Overall findings for Senegal

1. General

The table below provides a summary of the sample size, as well as summary data on the sample. The estimates of the workforce size for the total sample size is highly reflective of the current economic environment dominated by uncertainties with regards to the unknown impact of the global economic crisis in Senegal. As such, a large number of the enterprises surveyed indicated that they preferred to be conservative in their estimates of total growth of their staff size. Further, several enterprises noted that recent delays in payments on Government contracts are causing them to put a hold on any hiring, until they are paid by the State. This was particularly the case for companies in the construction sector, and consulting and advisory sector.

Table 19: Summary of selected findings for Senegal

Total number of enterprises surveyed	
- **Total**	378
- **Formal**	290
- **Informal**	88
- **Enterprises located in Thiés (formal + informal)**	16
Size of workforce:	
2007	34,396
2008	37,547
2009 (estimate)	41,082
2009 (estimate)	44,075
2011 (estimate)	46,659
2012 (estimate)	49,072
2013 (estimate)	51,854
% employees 34 years old and under – Total sample	54.93

[37] http://www.walf.sn/actualites/suite.php?rub=1&id_art=55130

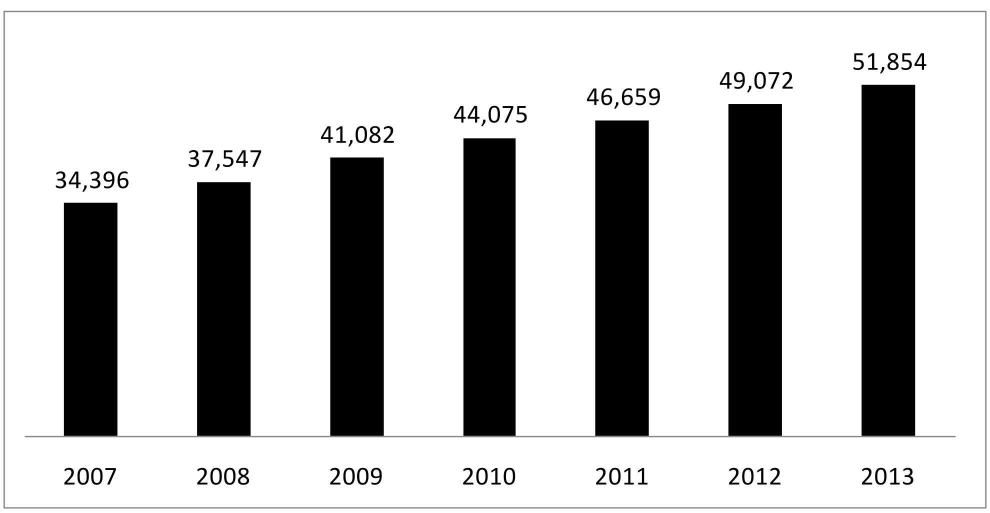
Of the 378 enterprises surveyed, revenue was fairly distributed across the ranges in the formal sector. Approximately 17% of the enterprises surveyed are in the less than $60,000 annual revenue category, while 20% are in the above $5 million category. The balance of the surveyed enterprises are spread out in the remaining categories above $60,000 and below $5 million. In the informal sector, over 71% of the enterprises surveyed were in the less than $60,000 revenue category.

In terms of growth projections, the formal sector projected continued revenue growth, from an average of 18.31% in 2009, 19.61% in 2010, 22.13% in 2011, 23.61% in 2012, and 26% in 2013 (YEN Enterprise Survey, 2009). With regards to the informal sector, revenue projections did not follow an ongoing growth trend; from 11.76% in 2009 to 10.71% in 2010. From 2011 however, the growth trend resumed at 11.13%, 12.22% in 2012 and 12.71% in 2013. Since the informal sector is dominated by the Agriculture, Trade and Artisan sectors, this could be due to the anticipated slowdown in the tourism sector due to the global economic crisis (impact on Artisan sector), and the increase in the costs of trading due to increased transportation costs. The Agriculture sector has always experienced cautious projections, due to its unpredictable nature.

With regards to recruitment policies in place, 35% of the informal sector reported having one. However, these are not necessarily documented, but rather represent certain informal policies and practices applied by the activity owners. In the formal sector, 65.3% of surveyed enterprises reported having a recruitment policy in place. These recruitment policies identified criteria such as minimum training requirements, and non-discriminatory practices. However, whether a recruitment policy is in place or not, the surveyed enterprises had certain criteria that were applied, beyond skills. For example, 41% of the formal sector enterprises indicated that age was an important selection criteria. Several sectors with a strong services focus also indicated that recommendations from clients are strongly viewed in order to strengthen business relations.

Workforce size projections
Growth with regards to the size of the workforce was estimated to be steady until 2013. However, most surveyed enterprises insisted that these projections certainly depend on the state of the economy and business potential.

Figure 9: Expected size of workforce for surveyed enterprises in 2007-2013 for Senegal



2. Approximate number of jobs

The data below pertains to the study sample. It shows that approximately **10,264 entry level jobs** will be **created between 2009 and 2013 in the formal sector**. The concerning fact related to this finding is that **40% (4,081) only of these jobs are full-time, and 60% (6,183) are part-time and/or seasonal**. As such, as encouraging as job creation numbers may be, most of these jobs appear to be unstable. The table below provides a breakdown of these jobs by period (2009, 2010, and 2011-2013).

Table 20: Job openings over the period 2009-2013 for Senegal

2009			2010			2011-2013			TOTAL 2009-2013		
FT	PT	Total	FT	PT	Total	FT	PT	Total	FT	PT	Total
1,140	2,350	3,490	1,091	1,309	2, 400	1,850	2,524	4,374	4,081	6,183	10,264
33%	67%	100%	45%	55%	100%	42%	58%	100%	40%	60%	100%

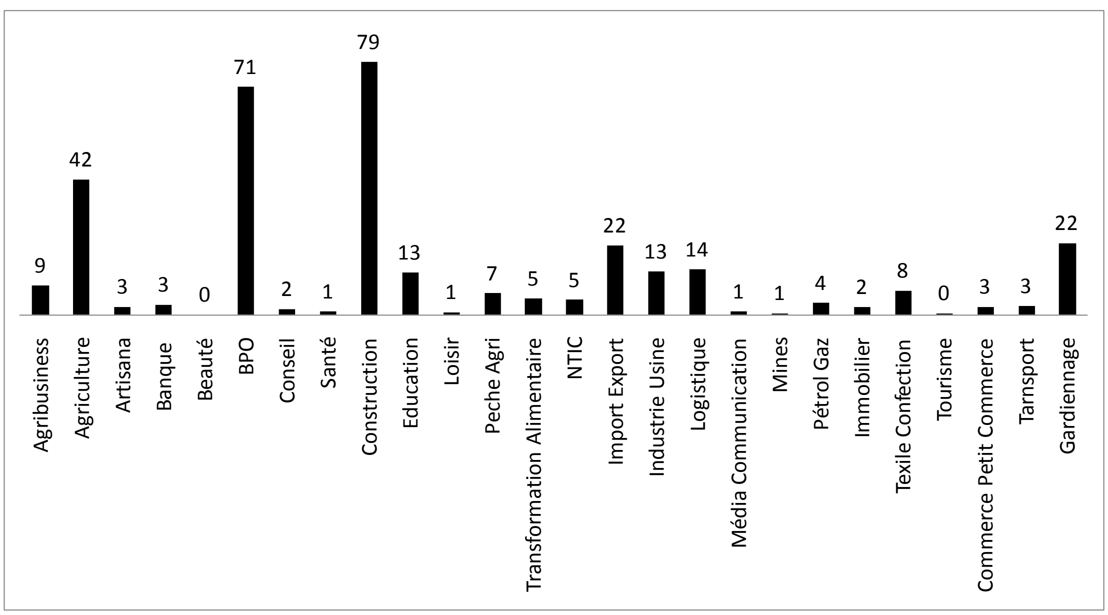
An attempt was made to estimate the total employment potential for each sector, extrapolated from the sector samples. However, the lack of complete and detailed sector data rendered the task challenging and the findings unreliable. For example, the number of enterprises in the informal sector is close to impossible to estimate, due to the nature of this sector of the economy.

3. Potential job market areas, job types and job quality

Job market areas in 2009

Figure 10 below presents the average number of recruitments by enterprise and by sector for 2009. This data is based on 2009 only as recruitment prospects are more likely and better estimated. From the below, it appears that **Construction** (77 jobs by company), **Business Process Outsourcing** (71 jobs by company), **Agriculture** (42 jobs by company), **Import-Export** (22 jobs by company), and **Security Services** (22 jobs by company) are the five sectors with the highest employment potential by company.

Figure 10: Sectors with highest employment potential by enterprise in 2009 for Senegal – Formal sector only



Job types in 2009

The job positions as indicated by the interviewees were categorized as per the International Standard Classification of Occupations for December 2007, hereinafter referred to as the ILO job classification. The estimated number of job opportunities by ILO job type for 2009 are summarized in Table 21 below. From this classification of opportunities in 2009, it appears that approximately 70% of the employment opportunities are more vocational and non-managerial (defined here as excluding managers and professionals).

In terms of highest potential job types, **professionals take the lead (652 jobs in 2009 or 19% of the total)**, followed by **services and sales workers, plant & machines operators and assemblers, and elementary occupations, respectively 15%, 15%, and 12%.** Managers and Skilled Agricultural, Forestry and Fishery follow closely with 11% each.

Also, it appears that almost all job categories experience a high percentage of part-time/seasonal jobs, except for clerical support workers and technicians & associate professionals. The percentage of manager type jobs (11%) is mainly due to a large number of planned manager-type recruitments in the construction sector.

The “**skilled agricultural, forestry and fishery” job category and “armed forces occupations” have the largest percentage of planned part-time and/or cyclical jobs**. Indeed, 354 out of the 367 planned 2009 recruitments are in the agriculture sector, which is typically a highly seasonal sector in Senegal. With regards to “armed forces occupations”, 98% of the staff are part-time/seasonal. Also, most of the labour intensive type planned employments are part-time and/or seasonal jobs. This is due to the fact that these jobs are typically filled based on varying daily and seasonal needs.

Table 21: Job openings by ILO category in 2009 for Senegal

ILO Labour Category	FT	PT	Total	% FT	% PT	As % Total
Managers	138	235	373	37%	63%	11%
Professionals	126	526	652	19%	81%	19%
Technicians and associate professionals	120	66	186	65%	35%	5%
Clerical support workers	204	22	226	90%	10%	6%
Service and sales workers	156	383	539	29%	71%	15%
Skilled Agricultural, Forestry and Fishery	13	354	367	4%	96%	11%
Craft and related trades workers	37	115	152	24%	76%	4%
Plant & machine operators, assemblers	104	418	522	20%	80%	15%
Elementary Occupations	241	176	417	58%	42%	12%
Armed forces occupations	1	55	56	2%	98%	2%
TOTAL	1,140	2,350	3,490	35%	65%	100%

Job market areas in 2009-2013

The same analysis was conducted for estimated jobs for the 2009-2013 period. From Figure 11 below, it appears that **Security Services** (284 jobs by company), **Business Process Outsourcing** (213 jobs by company), **Agriculture** (203 jobs by company), **Construction** (101 jobs by company), and **Education** (61 jobs by company), are the five sectors with the highest employment potential by company. However, it is important to note that enterprises presented large differences in their ability to estimate employment opportunities after 2009. Nevertheless, **Construction**, **Business Process Outsourcing**, **Agriculture and Security Services** consistently remain in the top 5 employers by enterprise both for 2009 and for the 2009-2013 period.

Figure 11: Sectors with highest employment potential by enterprise in 2009-2013 for Senegal

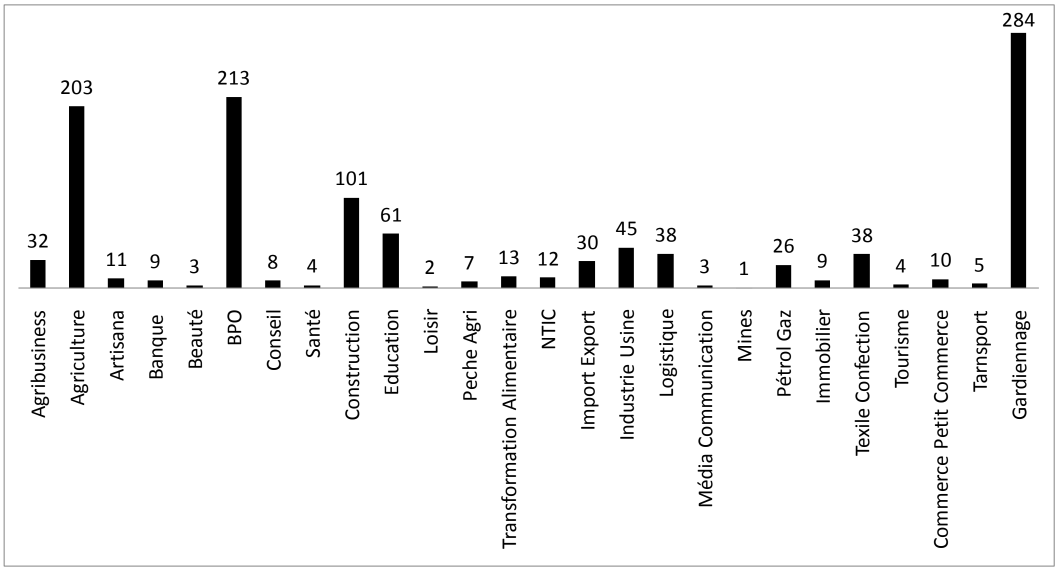


Table 22 below indicates the types of jobs available by sector. In the **Agriculture (97%)**, **Construction (94%), Textiles and Garment Making (100%), Tourism (92%), Trade (79%), Security Services (99%) and Education (78%) sectors**, an overwhelming **majority of the jobs are part-time and/or seasonal**. These sectors are indeed very cyclical; yet four of these sectors are those with the highest recruitment potential (Agriculture, Construction, Education and Security Services).

Table 22: Employment distribution by sector in 2009-2013 for Senegal

Sector	Total FT	Total PT	Total FT	Total PT and/or Seasonal
Agribusiness	396	238	62%	38%
Agriculture	52	1774	3%	97%
Artisan	22	0	100%	0
Banking and Financial Services	105	45	70%	30%
Beauty	10	0	100%	0
BPO	929	350	73%	27%
Consulting and Other Advisory	135	0	100%	0
Health	67	8	89%	11%
Construction	89	1429	6%	94%
Education	157	571	22%	78%
Entertainment	7	12	37%	63%
Fishing	22	0	100%	0
Food Processing	26	0	100%	0
ICT	204	43	83%	17%
Import Export	95	56	63%	37%
Industry	906	456	67%	33%
Logistics	471	25	95%	5%
Media and Communications	39	24	62%	38%
Mining	2	2	50%	50%
Oil and Gas	166	41	80%	20%
Real Estate	103	0	100%	0
Textiles and Garment Making	0	76	0%	100%
Tourism	5	55	8%	92%
Trade	35	130	21%	79%

Sector	Total FT	Total PT	Total FT	Total PT and/or Seasonal
Transportation	29	6	83%	17%
Security Services	9	842	1%	99%
TOTAL	4,081	6,183	40%	60%

Job types in 2009-2013

A clear trend is decreasing full-time employment, and an increasing recourse to part-time or contract employment. This is representative of the private sector's strategy to increasingly outsource jobs where possible, as well as increasingly flexible policies with regards to employment contracts. The analysis also shows that for the next five years, **Skilled Agricultural, Forestry and Fishery-type jobs will be the largest job opportunities (19% of total), followed by Service and Sale Workers (16%), and Professionals (14%).**

Table 23: Job openings over the period 2009-2013 by professional category for Senegal

ILO Labour Category	2009			2010			2011-2013			Total	%
	FT	PT	Total	FT	PT	Total	FT	PT	Total		
Managers	138	235	373	125	24	149	175	67	242	1,528	7%
Professionals	126	526	652	87	128	215	257	352	609	2,952	14%
Technicians and associate professionals	120	66	186	152	78	230	237	134	371	1,574	8%
Clerical support workers	204	22	226	163	16	179	128	31	159	1,128	5%
Service and sales workers	156	383	539	260	44	304	676	101	777	3,240	16%
Skilled Agricultural, Forestry and Fishery	13	354	367	19	350	369	21	1,146	1,167	3,806	19%
Craft and related trades workers	37	115	152	138	220	358	97	105	202	1,424	7%
Plant & machine operators, assemblers	104	418	522	38	2	40	105	12	117	1,358	7%
Elementary Occupations	241	176	417	108	117	225	153	129	282	1,848	9%
Armed forces occupations	1	55	56	1	330	331	0	447	447	1,668	8%
TOTAL	**1,140**	**2,350**	**3,490**	**1,091**	**1,309**	**2,400**	**1,849**	**2,524**	**4,373**	**20,526**	**100%**

Analysis of informal sector sample

The review of the informal sector revealed that **Agribusiness** (108 jobs by company), **Industry** (8 jobs by company), **Transportation** (23 jobs by company) and **Agriculture** (7 jobs by company) are the largest per enterprise employers in the informal sector (see Figure 12 below).

Figure 12: Sectors with highest employment potential by enterprise in 2009 for Senegal – Informal sector only

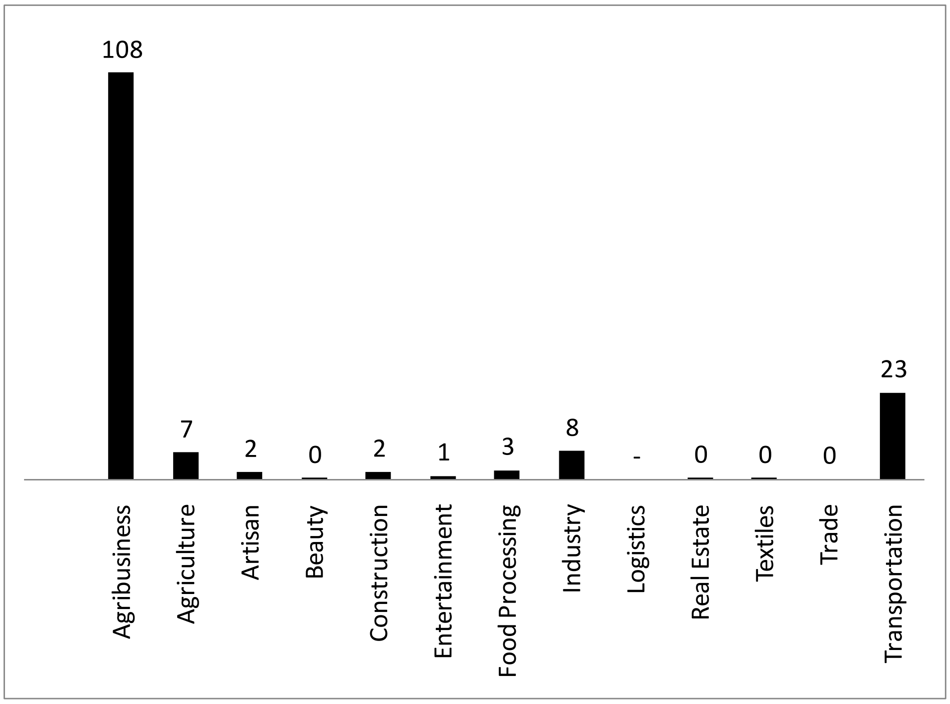


Table 24 below reinforces the importance of the informal sector for job creation. The sample shows that this is particularly the case in the **Agribusiness sector** where only **9% of the sampled enterprises are informal,** yet they generate **81% of the total estimated employment opportunities** in the total agribusiness sample for the 2009-2013 period. In the **Transportation sector, 50%** of the enterprises in the sample are **informal**, yet **97% of the employment potential** for the total transportation sector sample are through informal enterprises.

In other sectors where the informal sector represents a high percentage of the sample and yet a low percentage of the job creation potential, it is indicative of the labour structure of the sector. For example in the Agriculture sector where 73% of the sample in the informal sector represents 20% of the employment potential only, it is indicative of the family-oriented nature of Agriculture in Senegal, where not all jobs are accounted for due to the large size of workers who are family members. As mentioned above, approximately 77.5% of the Senegalese population is employed in the agricultural sector, which contributes 16% only to GDP[38].

In other sectors where the employment potential is much lower than the sample representation (Food Processing, Textiles and Trade), it is reflective of their low generation of employment. The sampling is focused on companies with over 5 employees, yet these sectors generally employ less than 5 individuals.

Table 24: Informal sector employment potential relative to total employment potential for Senegal

Sector	# of enterprises in sample	Total FT jobs (2009-13)	Total PT jobs (2009-13)	Total jobs (2009-13)	% FT jobs (2009-13)	% PT jobs (2009-13)	As % of total enterprises in sample (informal + informal)	As % of employment opportunities (formal + informal)
Agribusiness	2	0	2,235	2,235	0%	100%	9%	81%

[38] https://www.cia.gov/library/publications/the-world-factbook/geos/sg.html

Sector	# of enterprises in sample	Total FT jobs (2009-13)	Total PT jobs (2009-13)	Total jobs (2009-13)	% FT jobs (2009-13)	% PT jobs (2009-13)	As % of total enterprises in sample (informal + informal)	As % of employment opportunities (formal + informal)
Agriculture	24	37	421	458	8%	92%	73%	20%
Artisan	15	154	0	154	100%	0%	88%	88%
Beauty	3	30	2	32	94%	6%	50%	44%
Construction	1	0	10	10	0%	100%	6%	1%
Entertainment	6	16	5	21	76%	24%	40%	53%
Food Processing	2	5	0	5	100%	0%	50%	16%
Industry	4	70	107	177	40%	60%	12%	12%
Logistics	1	4	0	4	100%	0%	7%	1%
Real Estate	5	19	0	19	100%	0%	31%	16%
Textiles	3	0	2	2	0%	100%	60%	3%
Trade	15	5	5	10	50%	50%	48%	5%
Transportation	7	655	150	805	81%	19%	50%	97%
Total FT/PT	**88**	995	2,937	3,932	25%	75%	39%	38%

Table 25: Job opportunities by ILO category for 2009 for Senegal – Informal sector only

ILO Labour Category	FT	PT	Total	% FT	%PT
Managers	5	0	5	100%	0%
Professionals	10	2	12	83%	17%
Technicians and associate professionals	4	0	4	100%	0%
Clerical support workers	5	0	5	100%	0%
Service and sales workers	0	8	8	0%	100%
Skilled Agricultural, Forestry and Fishery	32	136	168	19%	81%
Craft and related trades workers	22	1	23	96%	4%
Plant & machine operators, assemblers	20	50	70	29%	71%
Elementary Occupations	10	319	329	3%	97%
Armed forces occupations	0	0	0	0%	0%
TOTAL	**108**	**516**	**624**	**17%**	**83%**

4. Minimum skills requirements

Across all sectors[39], **experience (3.82), vocational skills (3.09), life skills (2.68) and degree requirements (2.77)** were found to be the **most important skills** for private sector employers (see Figure 13 below). This ranking reflects very strongly on the main feedback theme and perceptions from the private sector in Senegal in that youth lacked the ability “to do” and “to be” in the workplace. For the most part, employers put a strong emphasis on soft skills as key requirements. When asked to further describe skills requirements, the focus was mostly on non-technical skills with the most frequent ones being:

- Discipline including timeliness and reliability
- Motivation and willingness to learn
- Passion and rigor for a task well done
- Personal appearance including dress code and personal hygiene
- Communication skills

[39] The calculation for each criteria is as follows: (1) For each criteria, multiply the number of times it was selected as number 1 by 13; the number of times it was selected as number 2 by 12; the number of it was selected as number 3 by 11; etc.; (2) Calculate the total points for each criteria; and (3) Calculate total points for the criteria / total points for all criteria.

- Organizational skills
- Team spirit and ability to learn quickly
- People skills
- Competitive spirit
- Integrity and morality

The more technical skills that were brought up more frequently include:

- Analytical skills
- Language skills (both English and French language skills were referred to specifically)

It is important to note that although I**T capabilities (1.37), literacy skills (1.48), and numeracy skills (0.98)** which are more technically oriented have **scored lower** as a priority for private sector employers, it is not because the private sector employers do not find these skills important, but rather because many employers appear willing to invest in developing these skills for their employees, provided the required soft skills are in place. However, this could also signify that given that employment is often based on criteria beyond skills, such as relationships, it is a matter of adjusting to the profiles that are made available rather than selecting candidates with the right skills in the open market. In this instance, technical skills lose their primary importance for entry into the job market.

Figure 13: Skills required to employ youth (34 years old and less) for Senegal

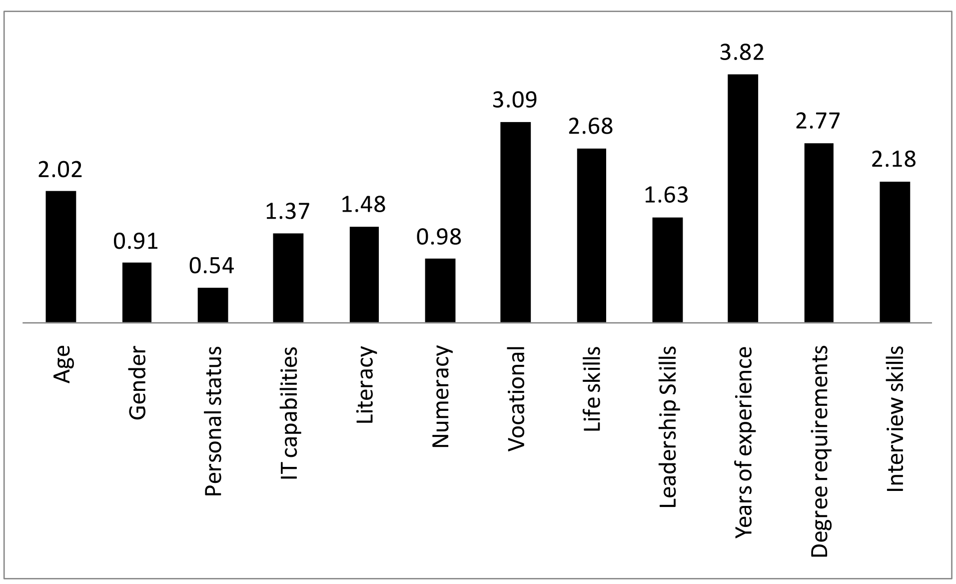


Table 26 below highlights skills requirements by sector. Gender and status were not important criteria in recruiting youth within the sample size. Vocational and life skills, years of experience and degree requirements, however, appeared to be important in almost all sectors. Age was an important criteria in agriculture, construction, import-export, textiles, security services and transportation, where most employers prefer to hire young employees, due to the physical nature of these sectors. In the oil and gas sector, age is also an important criteria, with a preference for older employees. It is also important to note that IT capabilities were an important criteria in the consulting/advisory industry and ICT sectors only. In the other sectors, employers saw it as skill that can be acquired internally. There was no clear distinction between the formal and informal sectors, since the samples are clearly a majority formal or informal for each.

Table 26: Skills required to employ youth (34 years old and less) by sector for Senegal

Sectors	Age	Gender	Personal status	IT capabilities	Literacy	Numeracy	Vocational	Life skills	Leadership Skills	Years of experience	Degree requirements	Interview skills
Advisory/ Consulting	0.03	0.03	0.02	0.19	0.04	0.04	0.13	0.07	0.08	0.14	0.14	0.02
Agribusiness	0.05	0.04	0.02	0.04	0.09	0.03	0.09	0.11	0.11	0.13	0.11	0.13
Agriculture	0.11	0.09	0.02	0.03	0.05	0.07	0.10	0.12	0.10	0.10	0.07	0.08
Artisan	0.06	0.05	0.04	0.02	0.04	0.06	0.18	0.18	0.06	0.08	0.02	0.03
Banking and Other Financial Services	0.04	0.02	0.01	0.06	0.05	0.03	0.07	0.09	0.06	0.17	0.20	0.11
Beauty	0.03	0.08	0.02	0.01	0.03	0.03	0.15	0.14	0.02	0.12	0.00	0.16
Business Process Outsourcing	0.00	0.00	0.00	0.05	0.10	0.04	0.09	0.07	0.04	0.23	0.14	0.05
Construction	0.10	0.04	0.03	0.05	0.07	0.05	0.12	0.11	0.05	0.17	0.13	0.06
Education	0.07	0.02	0.02	0.08	0.07	0.04	0.13	0.10	0.05	0.15	0.16	0.06
Entertainment	0.09	0.05	0.03	0.04	0.04	0.02	0.16	0.17	0.04	0.03	0.03	0.06
Fishing	0.09	0.03	0.04	0.05	0.05	0.04	0.11	0.09	0.07	0.17	0.08	0.06
Food Processing	0.08	0.06	0.03	0.07	0.07	0.04	0.11	0.09	0.16	0.15	0.08	0.06
Health	0.09	0.05	0.02	0.04	0.06	0.04	0.10	0.14	0.07	0.12	0.14	0.08
ICT	0.03	0.03	0.02	0.19	0.04	0.04	0.13	0.07	0.08	0.14	0.14	0.02
Import/Export	0.11	0.04	0.02	0.04	0.05	0.05	0.10	0.09	0.08	0.15	0.09	0.10
Industry/ Manufacturing	0.08	0.05	0.02	0.04	0.07	0.05	0.11	0.13	0.09	0.12	0.12	0.07
Logistics	0.05	0.05	0.03	0.05	0.07	0.04	0.12	0.13	0.07	0.13	0.13	0.05
Media and Communications	0.01	0.02	0.01	0.06	0.05	0.02	0.24	0.12	0.09	0.06	0.12	0.07
Mining	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.34	0.22	0.11
Oil & Gas	0.32	0.01	0.02	0.03	0.12	0.03	0.09	0.11	0.04	0.09	0.04	0.02
Real Estate	0.06	0.02	0.03	0.05	0.06	0.04	0.17	0.12	0.06	0.14	0.15	0.06
Textiles and Garment Making	0.10	0.04	0.02	0.02	0.06	0.06	0.08	0.12	0.04	0.24	0.03	0.13
Tourism	0.03	0.01	0.01	0.06	0.07	0.02	0.14	0.13	0.07	0.14	0.08	0.11
Trade/Retail	0.08	0.03	0.03	0.05	0.05	0.05	0.07	0.10	0.05	0.16	0.06	0.19
Transportation	0.11	0.04	0.02	0.04	0.07	0.06	0.07	0.07	0.07	0.14	0.12	0.07
Security Services	0.20	0	0	0	0	0	0.22	0	0	0.20	0.18	0.20

5. Barriers and challenges to employing youth

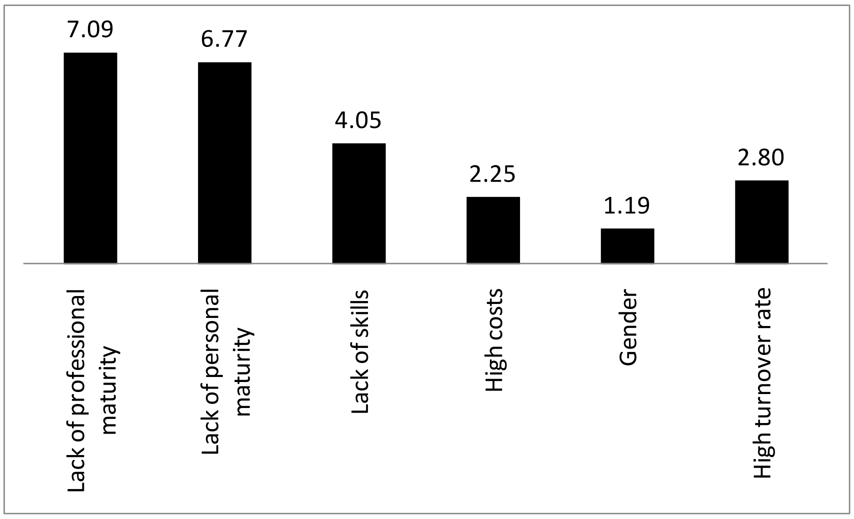
a) Challenges faced by employers with regard to the youth who are already employed

The challenges relating to youth already employed seem to mirror the concerns expressed by the private sector as barriers to employing youth[40]. Indeed, lack of personal and professional maturity are the two highest challenges, with 7.09 and 6.77 points respectively. These two characteristics are mostly associated

[40] The calculation for each criteria is as follows: (1) For each criteria, multiply the number of times it was selected as number 1 by 7; the number of times it was selected as number 2 by 6; the number of it was selected as number 3 by 5; etc.; (2) Calculate the total points for each criteria; and (3) Calculate total points for the criteria / total points for all criteria.

with soft skills. Here again, lack of skills is not perceived as part of the more important barriers, since most employers are of the opinion that the skills can be developed within.

Figure 14: Private sector challenges with respect to youth (34 years old and less) already employed for Senegal



The lack of professional maturity is a challenge in almost all sectors, as well as the lack of personal maturity. Costs don't appear to be a major issue except in the agriculture sector. Also, high turnover rates seem to be most problematic in the security services and textiles/garment making sectors. Further, employers don't appear to view lack of skills as a major issue, except in the tourism, agriculture, beauty, education, and fishing sectors.

Table 27: Challenges with working with employed youth for Senegal

Sectors	Professional maturity	Personal maturity	Lack of skills	High costs	Gender	High turnover
Advisory/ Consulting	0.35	0.30	0.17	0.04	0.00	0.05
Agribusiness	0.21	0.15	0.14	0.14	0.14	0.06
Agriculture	0.04	0.08	0.29	0.28	0.11	0.15
Artisan	0.24	0.34	0.13	0.14	0.04	0.09
Banking and Other Financial Services	0.34	0.30	0.12	0.03	0.03	0.15
Beauty	0.33	0.28	0.21	0.04	0.02	0.06
BPO	0.45	0.33	0.08	0.00	0.00	0.14
Construction	0.28	0.25	0.11	0.07	0.08	0.12
Education	0.18	0.25	0.22	0.08	0.04	0.15
Entertainment	0.25	0.39	0.15	0.05	0.02	0.01
Fishing and Aquaculture	0.27	0.20	0.23	0.09	0.05	0.02
Food Processing	0.25	0.19	0.19	0.09	0.09	0.06
Health	0.28	0.22	0.19	0.12	0.08	0.11
ICT	0.33	0.31	0.16	0.05	0.05	0.10
Import/Export	0.26	0.21	0.19	0.10	0.07	0.13
Industry/ Manufacturing	0.27	0.26	0.16	0.14	0.08	0.08
Logistics	0.28	0.27	0.17	0.07	0.04	0.13
Media and Communications	0.36	0.24	0.11	0.06	0.00	0.10
Mining	0.29	0.18	0.19	0.07	0.00	0.08
Oil & Gas	0.43	0.18	0.06	0.08	0.04	0.02
Real Estate	0.32	0.25	0.13	0.11	0.07	0.12
Textiles and Garment Making	0.21	0.19	0.17	0.14	0.02	0.28
Tourism	0.27	0.22	0.22	0.12	0.03	0.03
Trade/Retail	0.29	0.25	0.11	0.08	0.03	0.14
Transportation	0.31	0.28	0.13	0.07	0.04	0.09
Security Services	0.00	0.67	0.00	0.00	0.00	0.33

b) Main Barriers to Employing Youth

The following analysis seeks to better understand the overall capacities and skills that young people need to strengthen in order for the private sector to become more predisposed to employing young workers. Figure 15 below highlights the areas Senegal's private sector players generally found to be barriers to employing youth 34 years of age and below[41]. **Life skills (3.07) and lack of initiative (2.09) are perceived as the two most problematic barrier**s. When asked to comment further, the following issues were the ones that were brought up more frequently:

- Most of the companies that were interviewed found that they preferred to hire those older than 34 if the skills were the same than those younger than 34, due to lack of discipline including lack of timeliness and professional conscientiousness. They often mentioned that they favoured older job applicants who had families as they would likely be more committed to their jobs due to their family responsibilities and dependency on the job to support their families.

- The second most discussed barrier was challenges for youth to integrate companies, which is linked to a strong lack of understanding of what being an employee signifies. They found that young people often joined companies as employees with very little understanding and unrealistic expectations that translated into impatience and demands for unrealistic salaries, promotions, etc. Several interviewees indicated that they feared that this impatience could very easily translate into a strong temptation for unethical action such as theft.

- Linked to the above, employers found that the youth, particularly young graduates, lacked modesty and humility.

- The other barrier that was referenced by several employers is the lack of respect by young employees of confidentiality and professional secrecy.

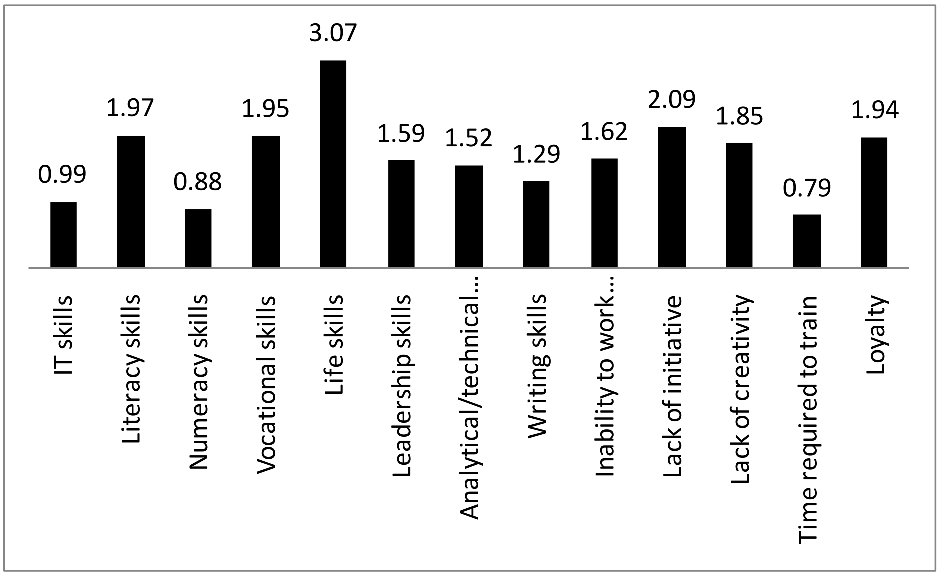
- Finally, employers mentioned that passion for one's job is also a quality that was lacking in the current youth.

Interestingly, skills that are taught in the schooling system were not often brought up as barriers, including writing skills (1.29), IT skills (0.99), numeracy skills (0.88), etc. Instead, it is what are considered the softer skills that constitute the larger barriers. It is also important to note that time required to train was the lowest barrier (0.79). Many employers indicated that they were willing to train entry-level hires on the more technical skills, provided young employees displayed the softer skills mentioned above. The lack of vocational skills (1.95) is also strongly linked to the ability of young workers "to do". Several interviewees felt that the training provided to young people in all disciplines was too theoretical, and needed to become more practical so that young employees can quickly become operational. However, as mentioned above, employers indicated that they were still willing to invest the time to train new employees. A number of formal enterprises indicated that they had opted to invest more in capacity building for existing staff, and reduce staff intake.

It is also important to note that most interviewees were above the 34 years age group and most naturally partly based their perceptions on their own experiences and views. It appears from observation that the younger the interviewee, the less barriers were identified. However, most employers are and will continue to be above 34 years of age, which is critical in the hiring process.

Figure 15: Private sector barriers to employing youth for Senegal

[41] The calculation for each criteria is as follows: (1) For each criteria, multiply the number of times it was selected as number 1 by 13; the number of times it was selected as number 2 by 12; the number of it was selected as number 3 by 11; etc.; (2) Calculate the total points for each criteria; and (3) Calculate total points for the criteria / total points for all criteria.



The barriers to employing youth are distinct by sector. However, life skills is the barrier that appears to be the most common one across sectors, particularly strongly in the security services sector.

Table 28: Barriers to employing youth by sector of activity for Senegal

Sectors	IT skills	Literacy	Numeracy	Vocational	Life skills	Leadership skills	Analytical skills	Writing skills	independence	Initiative	Creativity	Time to train	Loyalty
Advisory/ Consulting	0.02	0.09	0.03	0.06	0.07	0.09	0.07	0.09	0.04	0.07	0.05	0.00	0.02
Agribusiness	0.03	0.06	0.04	0.09	0.09	0.09	0.08	0.08	0.06	0.06	0.09	0.07	0.05
Agriculture	0.02	0.07	0.04	0.10	0.15	0.07	0.07	0.07	0.09	0.09	0.08	0.05	0.06
Artisan	0.01	0.04	0.05	0.06	0.09	0.04	0.04	0.04	0.08	0.07	0.08	0.05	0.10
Banking and Other Financial Services	0.04	0.04	0.00	0.07	0.09	0.10	0.14	0.08	0.04	0.13	0.06	0.01	0.09
Beauty	0.01	0.03	0.02	0.09	0.12	0.04	0.02	0.01	0.13	0.08	0.06	0.04	0.10
BPO	0.11	0.09	0.00	0.00	0.18	0.10	0.08	0.00	0.05	0.15	0.09	0.00	0.04
Construction	0.05	0.09	0.05	0.07	0.10	0.07	0.07	0.06	0.08	0.10	0.09	0.03	0.05
Education	0.07	0.09	0.01	0.09	0.06	0.03	0.08	0.09	0.05	0.10	0.10	0.02	0.09
Entertainment	0.05	0.13	0.07	0.08	0.02	0.05	0.04	0.02	0.07	0.02	0.01	0.00	0.07
Fishing and Aquaculture	0.07	0.06	0.02	0.14	0.06	0.05	0.10	0.06	0.09	0.05	0.02	0.03	0.09
Food Processing	0.04	0.04	0.02	0.04	0.11	0.13	0.10	0.09	0.08	0.09	0.10	0.03	0.06
Health	0.04	0.08	0.03	0.10	0.11	0.09	0.07	0.07	0.07	0.10	0.08	0.06	0.04
ICT	0.06	0.11	0.03	0.06	0.13	0.08	0.06	0.04	0.05	0.09	0.10	0.02	0.06
Import/Export	0.07	0.07	0.07	0.08	0.11	0.06	0.06	0.06	0.06	0.07	0.09	0.03	0.08
Industry/ Manufacturing	0.05	0.07	0.04	0.09	0.09	0.08	0.09	0.07	0.07	0.11	0.09	0.05	0.04
Logistics	0.05	0.07	0.05	0.08	0.09	0.05	0.05	0.06	0.05	0.11	0.05	0.03	0.08
Media and Communications	0.05	0.09	0.02	0.12	0.12	0.06	0.03	0.02	0.08	0.07	0.07	0.00	0.03
Mining	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Oil & Gas	0.03	0.07	0.03	0.13	0.11	0.02	0.04	0.02	0.02	0.06	0.06	0.02	0.03
Real Estate	0.04	0.08	0.04	0.08	0.08	0.09	0.07	0.05	0.08	0.13	0.13	0.02	0.08
Textiles and Garment Making	0.00	0.14	0.03	0.04	0.09	0.05	0.05	0.03	0.05	0.10	0.14	0.04	0.17
Tourism	0.00	0.13	0.03	0.15	0.17	0.03	0.03	0.07	0.09	0.09	0.09	0.09	0.00
Trade/Retail	0.05	0.10	0.08	0.08	0.09	0.08	0.04	0.07	0.05	0.07	0.05	0.03	0.09
Transportation	0.02	0.13	0.07	0.05	0.07	0.05	0.04	0.02	0.07	0.07	0.06	0.06	0.09
Security Services	0.00	0.00	0.00	0.00	0.67	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.33

Recruitment Policies of Enterprises

Although most enterprises in the formal sector reported that their recruitment policies did not favour any types of employees, informal sector enterprises sometimes indicated a clear preference for Senegalese nationals. However, they also indicated that this was due to the need for communications in Wolof.

6. Barriers to employing young women

Based on the interviews, certain companies appeared to have unwritten recruitment policies with regards to gender, which appeared to be common across the sectors. The barriers related to employing women are more often related to ability to work at any time during the day and physical strength, as listed below:

- **Agriculture**: cultivation is often reserved to men and harvesting to women.
- **Services**: women are often looked upon more favourably for sales jobs.
- **Artisan**: most interviewees indicated that it is reserved to men due to the physical labour.
- **Banking and advisory**: women seem to be preferred. One interviewee in the consulting/advisory sector even indicated that it was a challenge for them to identify men to recruit.
- **Health**: one barrier with regards to women is relative to ability to work late shifts and night shifts. Several enterprises felt that men could be recruited to work at any time whereas the employment of women generally had to be limited to day shifts.
- **Construction**: several employers indicated that men are preferred due to their higher technical skills, and that women are most often recruited to provide front office services.
- **Education**: one employer indicated that women were more suited for kindergarten and men for elementary education.
- **Entertainment**: several enterprises indicated that men are preferred for more sensitive jobs.
- **Industrial fishing**: several interviewees stated positions in the sector are more suited for men.
- **Food processing**: women are perceived to be more efficient in this sector.
- **Industry**: men were thought to be better suited to carry out the physical labour.
- **Logistics**: men were thought to be better suited to carry out the physical labour.

It is important to note that for the overwhelming majority, the descriptions made by employers with regards to gender were stated as fact. For example, "women need to be home by a certain time and hence cannot perform this job since it requires extended hours of work". These statements seem to stem from cultural biases which prevent employers from even considering the possibility of hiring women for certain positions.

Figure 16: Gender breakdown of employment for 2008 for Seneg al

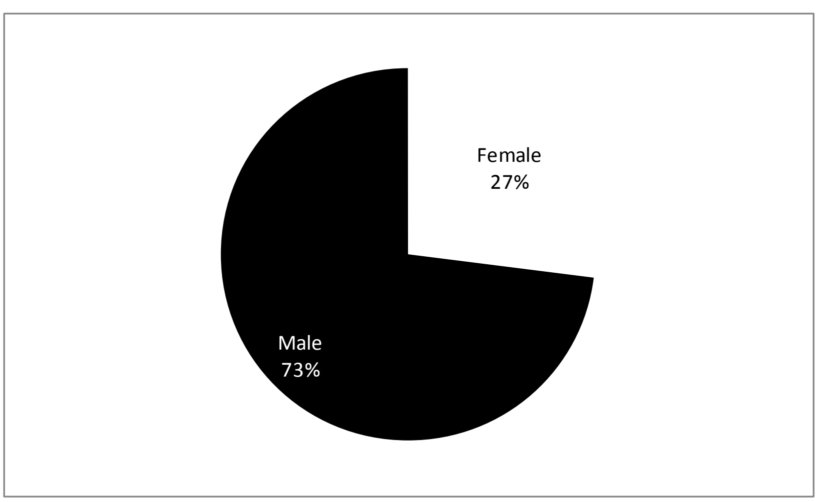


Figure 17: Gender breakdown in private sector enterprises by sector for Senegal

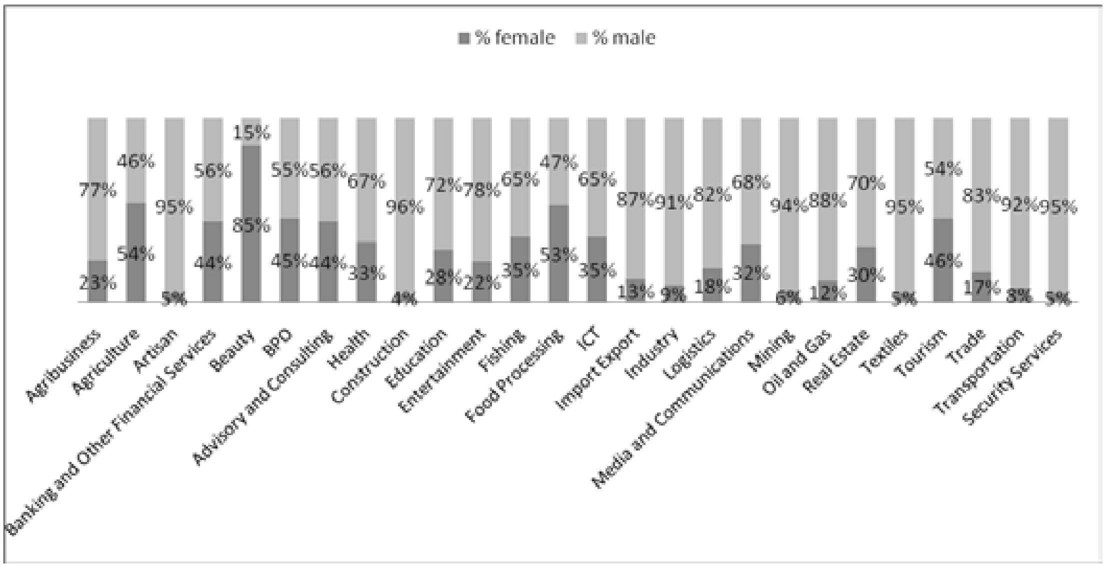


Table 29: Breakdown of employment by sector and gender in 2008 for Senegal

Primary Sector of Activity	Female	%	Male	%	TOTAL
Agribusiness	360	23%	1,231	77%	1,591
Agriculture	1,596	54%	1,379	46%	2,975
Artisan	17	5%	333	95%	350
Banking and Other Financial Services	792	44%	1,016	56%	1,808
Beauty	73	85%	92	15%	165
BPO	908	45%	1,095	55%	2,003
Advisory and Consulting	203	44%	257	56%	460
Health	265	33%	540	67%	805
Construction	230	4%	5,013	96%	5,243
Education	209	28%	532	72%	741
Entertainment	149	22%	522	78%	671
Fishing	137	35%	252	65%	389
Food Processing	52	53%	47	47%	99
ICT	786	35%	1,443	65%	2,229
Import Export	46	13%	321	87%	368
Industry	723	9%	7,150	91%	7,873
Logistics	261	18%	1 154	82%	1,415
Media and Communications	331	32%	705	68%	1,036
Mining	8	6%	131	94%	139
Oil and Gas	152	12%	1,162	88%	1,314
Real Estate	110	30%	257	70%	367
Textiles	40	5%	768	95%	808
Tourism	387	46%	464	54%	851
Trade	170	17%	844	83%	1,014
Transportation	252	8%	3,104	92%	3,356
Security Services	34	5%	680	95%	714
TOTAL	8,292	27%	30,492	73%	38,784

7. Indications of current interventions to promote entry-level hires

The study revealed very few activities by the private sector to promote entry-level hires. It appears that the current uncertainties in the economy are pushing a number of companies to put any new recruitments on hold, as well as reduce any potential investments in non-core business activities. Further, it appears that private sector enterprises are typically not inclined to initiate interventions outside of recruiting young people for their business needs, but might be more inclined to support initiatives at a national level. As such, in terms of interventions that stood out, one company established an entrepreneurship training program, under which the young trainees present a program/project to a jury; and another organization made equipment donations (sewing machines) to young people to help them make a living from this equipment.

Most other interventions were focused on the following more standard activities:

- Internship opportunities;
- Management trainee programs, particularly in multinationals;
- Participation in employment forums targeting youth, as well as presentations to young job seekers on how to prepare to join the private sector (interviewing skills, CV development, job search tools and methods, etc.);
- One company in the logistics sector indicated that they would be supporting the President's initiative to create employment in Dakar's suburbs by creating 100 jobs as part of the initiative;
- Establishment of professional development groups within the company, with a goal to support young employees in their professional development; this includes mentorship programs within certain enterprises.

It is important to mention that a few companies deplored the decreasing number of youth employment events, offering few opportunities for them to participate. They indicated as an example that current job fairs tend to be for the majority in business-related fields due to the impressive growth in the number of business schools in Senegal.

F. Summary findings for Senegal

The main findings for Senegal can be summarized as follows:

- **Types of jobs:**

  - The study reveals that approximately 10,264 entry level jobs will be created between 2009 and 2013 in the formal sector sample of 290 enterprises, of which 40% (4,081) are full-time, and 60% (6,183) are part-time and/or seasonal. An attempt was made to estimate the total employment potential for each sector, extrapolated from the sector samples. However, the lack of complete and detailed sector data rendered the task challenging and the findings unreliable.

  - In 2009, it appears that Construction (77 jobs by company), Business Process Outsourcing (71 jobs by company), Agriculture (42 jobs by company), Import-Export (22 jobs by company), and Security Services (22 jobs by company) are the five sectors with the highest employment potential by company in the formal sector.

  - For the 2009-2013 period, it appears that Security Services (284 jobs per company), Business Process Outsourcing (213 jobs by company), Agriculture (203 jobs by company), Construction (101 jobs by company), and Education (61 jobs by company), are the five sectors with the highest employment potential by company. However, it is important to note that enterprises presented large differences in their ability to estimate employment opportunities after 2009. Nevertheless, Construction, Business Process Outsourcing, Agriculture and Security Services consistently remain in the top 5 employers by enterprise both for 2009 and for the 2009-2013 period.

- For 2009, approximately 70% of the employment opportunities are more vocational and non-managerial (excluding managers and professionals). In terms of number of jobs, Professional-type jobs take the lead (652 jobs in 2009 or 19% of the total), followed by services and sales workers, plant & machines operators and assemblers, and elementary occupations, respectively 15%, 15%, and 12%. Managers and Skilled Agricultural, Forestry and Fishery follow closely with 11% each.

- Also, for 2009, it appears that almost all job categories experience a high percentage of part-time/seasonal jobs, except for clerical support workers and technicians & associate professionals. The high percentage of manager type jobs (11%) is mainly due to a large number of planned manager-type recruitments in the construction sector.

- For 2009, the “skilled agricultural, forestry and fishery” job category and “armed forces occupations” have the largest percentage of planned part-time and/or cyclical jobs. With regards to “armed forces occupations”, 98% of the staff are part-time/seasonal. Also, most of the labour intensive type planned employments are part-time and/or seasonal jobs. This is due to the fact that these jobs are typically filled based on varying daily and seasonal needs.

- In the Agriculture (97%), Construction (94%), Textiles and Garment Making (100%), Tourism (92%), Trade (79%), Security Services (99%) and Education (78%) sectors, an overwhelming majority of the jobs are part-time and/or seasonal. These sectors are indeed very cyclical; yet four of these sectors are those with the highest recruitment potential (Agriculture, Construction, Education and Security Services).

- The review of the informal sector revealed that Agribusiness (108 jobs by company), Industry (23 jobs by company), Transportation (8 jobs by company) and Agriculture (7 jobs by company) are the largest per enterprise employers in the informal sector in 2009.

- **Recruitment issues:**
  - With regards to recruitment policies, 35% of the informal sector reported having one in place. In the formal sector, 65.3% of surveyed enterprises reported having a recruitment policy in place. In general, recruitment policies rely on skills and other factors.

  - Across all sectors, experience, vocational skills, life skills and degree requirements were found to be the most important skills for private sector employers.

  - Lack of personal and professional maturity are the two highest challenges with regards to youth already employed.

  - Life skills and lack of initiative are perceived as the two most problematic barriers to employing youth.

  - The barriers related to employing women (27% of sample workforce for 2008) are more often related to ability to work at any time during the day and physical strength. The descriptions made by employers with regards to gender were stated as fact. For example, “women need to be home by a certain time and hence cannot perform this job since it requires extended hours of work”. These statements seem to stem from cultural biases which prevent employers from even considering the possibility of hiring women for certain positions.

V. RECOMMENDATIONS

The study unveiled several recommendations to be considered as part of future actions to address the issues surrounding youth employment in Ghana and Senegal, both in terms of equipping youth to increase their employability in sectors identified as having a relatively higher employment potential, as well as employers and other stakeholders to promote and facilitate youth employment.

Recommendations for equipping youth:

- **Support training and educational institutions to improve upon their curricula to meet the needs of the job market, in order to address the strong need expressed in both countries to better align training programs and market needs**. Examples of training requirements expressed by the private sector include:
  - Application of basic statistics software and analytical tools (Advisory/Consulting and Banking and Other Financial Services), ethics and personal hygiene (Tourism, Health and Education) in Ghana.
  - Marketing techniques (Agriculture), accounting for the oil industry (Oil and Gas), market analysis (Tourism), transportation management software Amadeus and Galileo (Transportation), English language and general writing skills (Management Consulting), and sales techniques (Trade) in Senegal.
- **Develop and implement a systematic effort to provide life, literacy and employability skills to youth in both Ghana and Senegal, in order to address the key requirements, barriers and challenges identified by the private sector in the sample.** This should be addressed via three primary approaches:
  - Public Sector Response: The Ministries of Education in both countries should be encouraged to introduce life and employability skills as critical parts of a mandatory orientation program offered annually for students in the university systems as well as institutions of higher level in the country. The course, which should be designed by a committee composed of representatives from the public, private and non-profit sectors should also be offered as a mandatory course in secondary schools. In addition, all institutions of higher learning should introduce career services centres to the offerings that they provide to their students. To-date, the major public universities/secondary schools in Senegal and Ghana do not provide this service.
  - The three largest cities in each country should partner with the public, private and non-profit sectors in their countries to create and sustain an employability centre - similar to Workforce One in NYC42, which would provide training, links to jobs, entrepreneurship opportunities, etc. These entities would require donor funding to commence, but can easily become self sustaining.
  - YEN and IYF should partner with funders in Ghana and Senegal, including OSIWA, the Ford Foundation, GTZ, Danida, CIDA and others to foster the emergence of new non-profit organizations or extend the geographic scope of successful non-profit organizations[43], which provide life, leadership and employability skills to youth. These

[42] http://www.nyc.gov/html/sbs/wf1/html/home/home.shtml
[43] The link lists other organizations which are actively engaged in a range of initiatives to prepare young people for employment and support them through the first few years of their engagement in the private sector: http://www.ilo.org/pls/apex/f?p=221:74:2063507477277040::NO::P74_INTERVENTION_AREA:10013

organizations will primarily target young people who have already exited the formal educational system.

- **Provide support in promoting examples of women successfully engaged in all sectors, particularly those traditionally reserved to men, in order to reduce the barriers to employing women in sectors that are perceived to be reserved to young men**. With regards to gender, there have been widely publicized examples of women actively engaged in sectors or enterprises traditionally reserved to men. Support to identify and advertise initiatives in all sectors can contribute to changing cultural biases around women's employment in certain sectors, both for men and women.

- **Develop training materials beyond basic entrepreneurship training.** The West African private sector is becoming noticeably more competitive and is rapidly modernizing, with new companies entering sectors that not too long ago were dominated by a few players only. Examples of these sectors include banking, insurance, industry, etc. This trend is causing many enterprises to review their business models and organizations in order to remain competitive. As such, business requirements, along with skills needs, are rapidly changing. It becomes important to train aspiring entrepreneurs to upgrade their skills and abilities to identify new business opportunities. As such, entrepreneurship training programs can become more specific and responsive to the current market and business environment.

Recommendations for equipping employers and other stakeholders:

- **Provide approaches and tool kits to replicating private sector initiatives to support youth employment.** The private sector seems to be willing to engage in youth employment initiatives, but few seem to be able or willing to design and implement such initiatives internally. The study did not focus on identifying the impediments. However, examples of programs and initiatives that call on private sector participation or the sharing of examples of initiatives and their methodologies for implementation should be shared more widely with the private sector. The recent Youth Employment Network (YEN) study on "Building the case for business collaboration on youth employment" (2009) is one example.
- **Support the establishment of an observatory to conduct ongoing data gathering on private sector youth employment**. The availability of data on the private sector is scarce, and hinders the ability to carry more refined analysis of this sector. Despite impressive strides in both countries in terms of collecting and disseminating data on the private sector, the data remains at the macroeconomic level, and employment data remains poor and outdated.

- **Support Government initiatives to promote private sector youth employment**. Examples include taxation incentives and other Government-led incentive schemes.

- **Organize and support youth employment events focusing on all job categories**, which tend to be limited to professional job categories, in order to address the stated need from a number of companies in Senegal to participate in such events. It is important to mention that a few companies deplored the decreasing number of youth employment events, offering few opportunities for them to participate. They indicated as an example that current job fairs tend to be for the majority in business-related fields due to the impressive growth in the number of business schools in Senegal.

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