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Eleanor Sohnen
FHI 360



Lara Goldmark
FHI 360



Tadzoka Pswarayi
Consultant with
Workforce Connections

Microlinks Seminar #19

Leveraging Labor Market Assessment Tools to Address the Youth Unemployment Challenge





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Eleanor Sohnen

FHI 360

Eleanor (Nora) Sohnen is a workforce and labor market policy expert with over 13 years of experience in communications and international development. She has collaborated with a wide range of international and domestic stakeholders in the public, private, philanthropic, and research sectors on labor market assessment and workforce development projects. She has authored several publications on workforce development, labor market integration of migrants, and international migration (with a particular focus on evolving skills demands and credentialing within economic sectors).



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Lara Goldmark

FHI 360

Lara Goldmark is currently Director of Private Sector Innovations at FHI 360 and is responsible for a portfolio of projects, including USAID's Workforce Connections, launched in October 2013, for which she serves as Project Director. Lara recently worked with the FSG Gold Fields mining project in Peru to develop a shared value strategy (shared value opportunities increase business competitiveness while achieving social impact). Prior to this assignment, Lara managed DAI's portfolio of Private Sector Development projects, served as Chief of Party for USAID's Improving the Business Climate Program in Morocco, and founded a DAI subsidiary in Brazil.

Lara has taught enterprise development courses at Columbia and Johns Hopkins, and authored or edited several publications, including a book on microfinance in Latin America, an article in World Development on micro- and small enterprise growth, and most recently, a volume entitled "The Jobs Challenge: Fresh Perspectives on the Global Employment Crisis."



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Tadzoka Pswarayi

Consultant with Workforce Connections

Tadzoka (Taka) Pswarayi, a Zimbabwean citizen with experience in the US and Spain, was the Youth Consultant on FHI 360's Workforce Connections Zimbabwe Labor Market Assessment. She is also involved in developing a Youth Talent Cloud for Workforce Connections, a platform to engage and build the capacity of young workforce development professionals.

Taka co-founded Inini Face Couture, a company that markets environmentally friendly, organic and fair trade products, and works as a research and writing consultant. Her prior experience includes a World Bank survey on small town economic development and advocacy for SOS Children's Villages. She is a Skills for Life Trust Board Member as well as a Tech Women Zimbabwe Volunteer.

Leveraging Labor Market Assessment Tools to Address the Youth Unemployment Challenge: The Case of Zimbabwe

Microlinks Seminar Series February 19th, 2015



Agenda

Big Picture Context

- 1) LMA Framework
- 2) LMA Tools

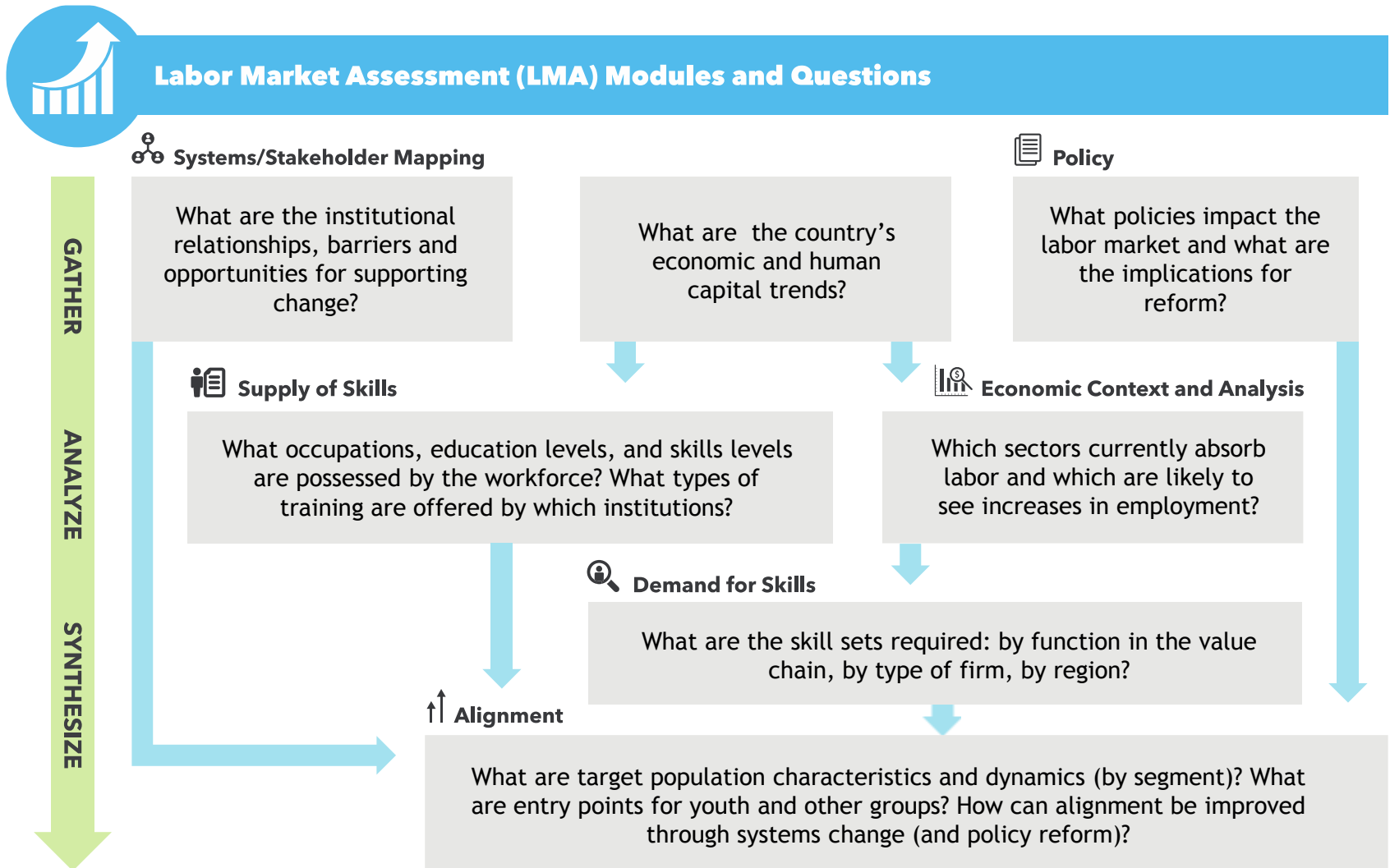
Analytical Tools

- 3) Economic Patterns
- 4) Stocks and Flows
- 5) Value Chain Overlay
- 6) Entrepreneurship Landscape

Moving Forward

- 7) Reflection and Next Steps

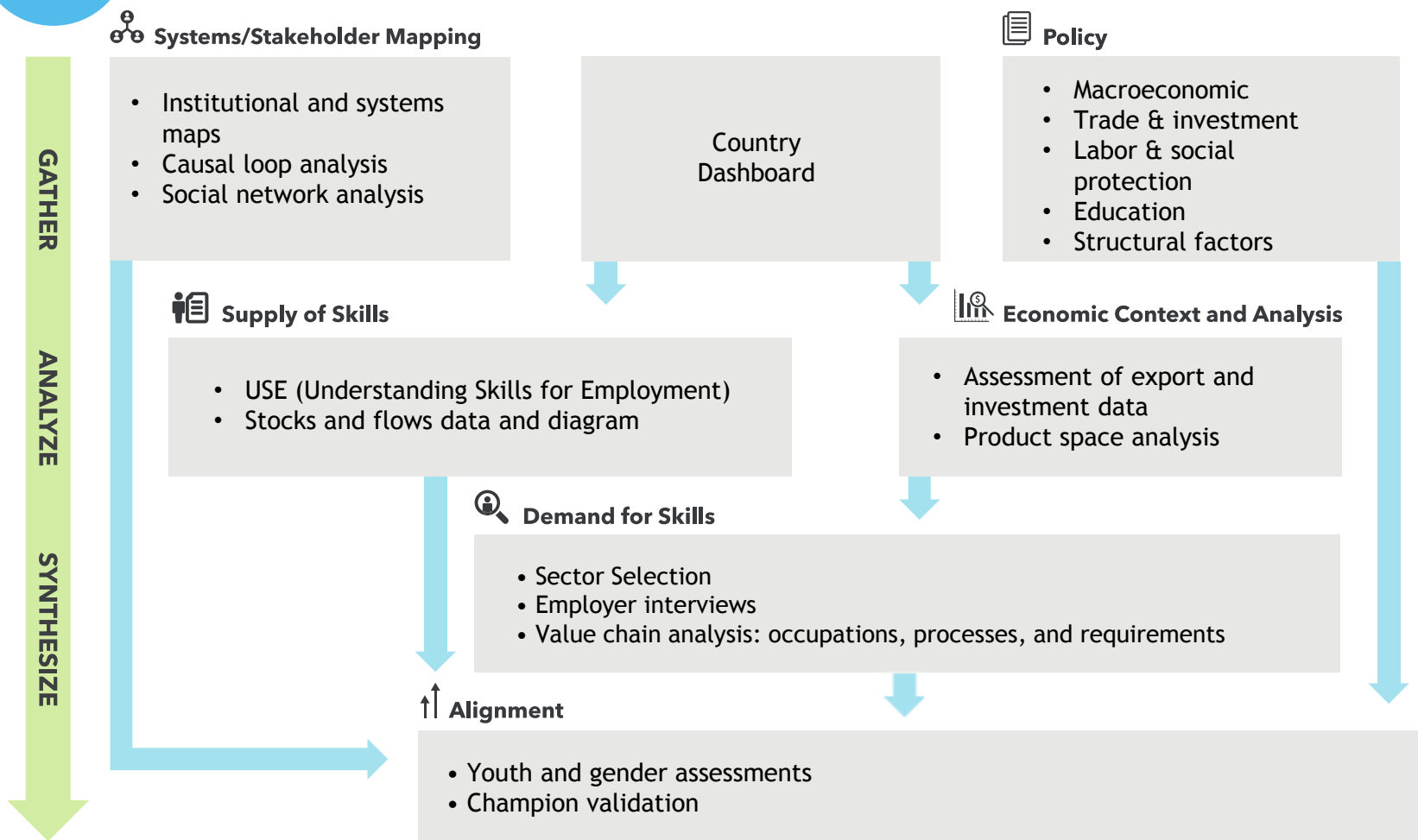
1. LMA Framework



2. LMA Tools

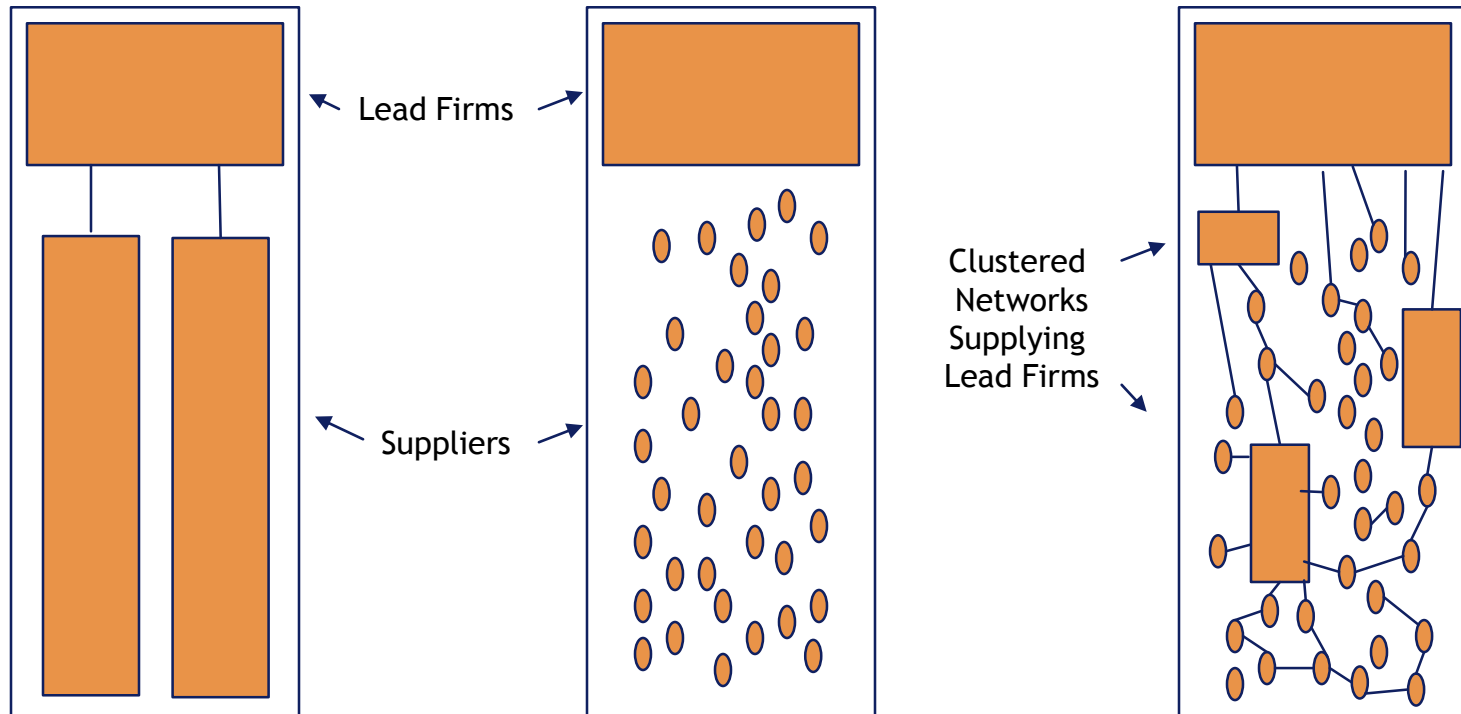


Labor Market Assessment (LMA) Tools and Approaches



3. Economic Patterns

From vertical integration to fragmentation to integrated networks



Integrated Large Firms

Large Industrial Buyers
Large Commercial Farms
1970's, 1980's, 1990's

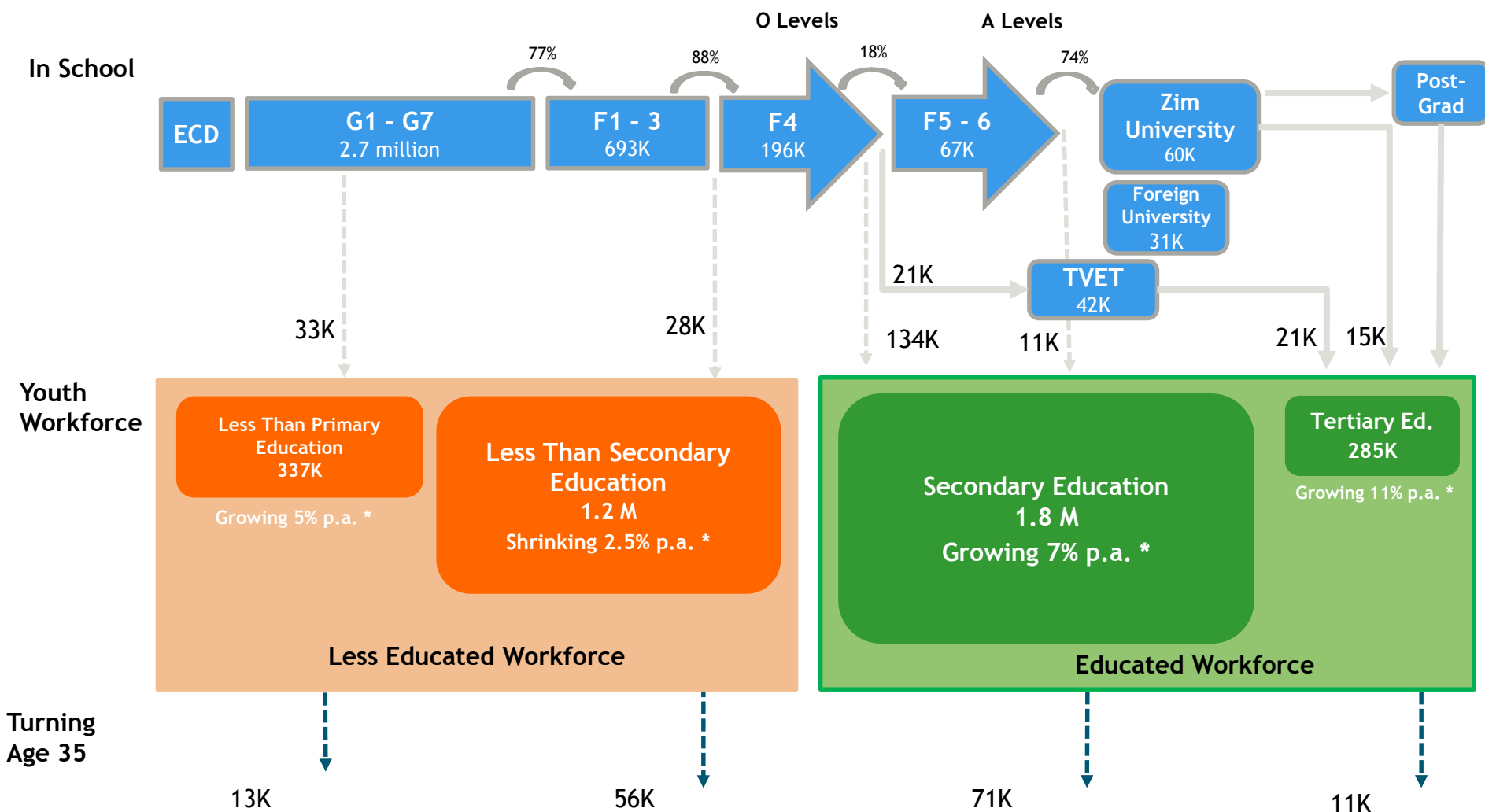
Fragmented Informal Players

Small Shareholder Farmers
Informal Independent Crafts
2000's, 2010-2014

Networks

Clusters, lead firms, affinity/religious groups, horizontal/vertical linkages
2015+

4. Stocks and Flows

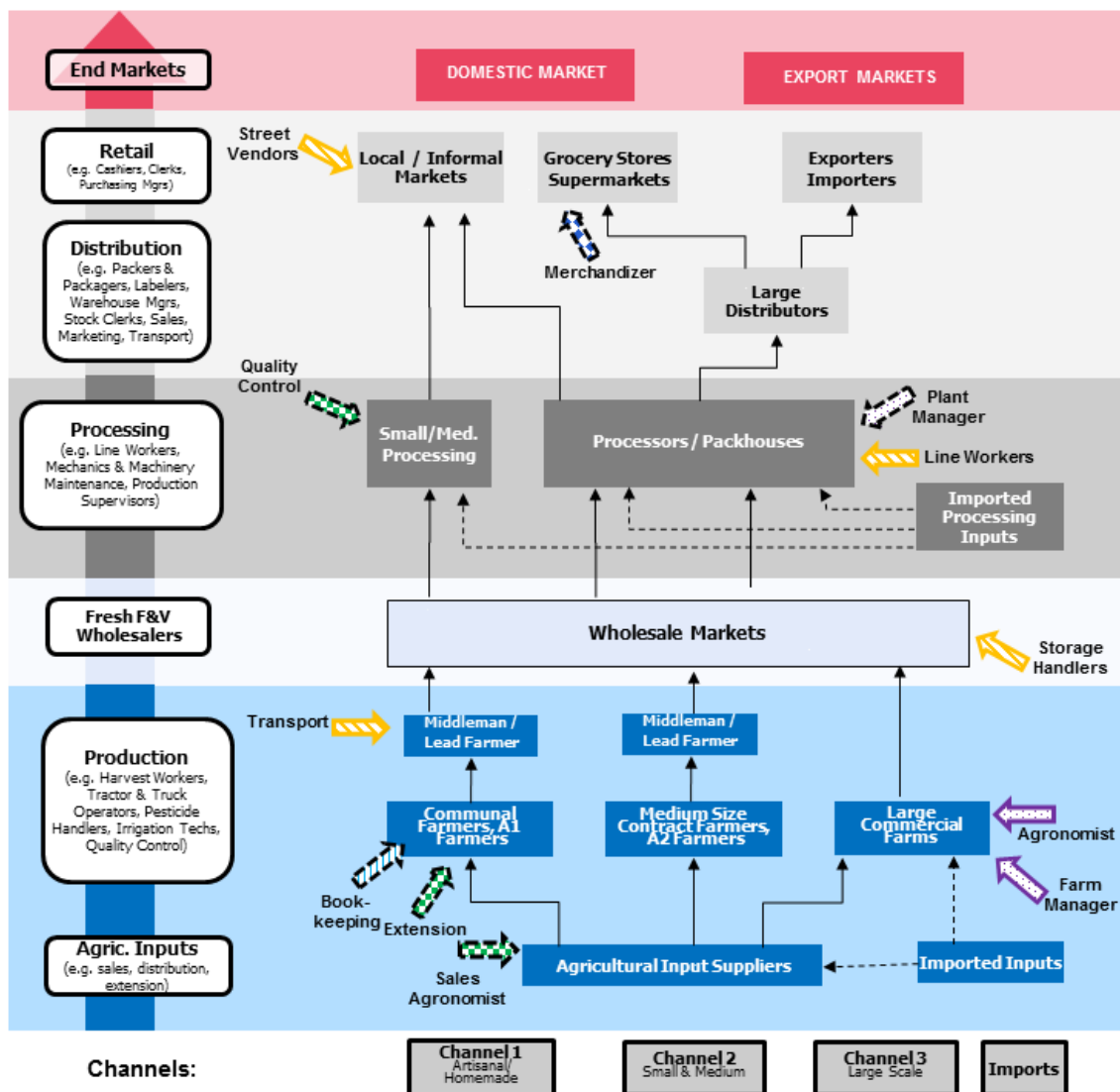
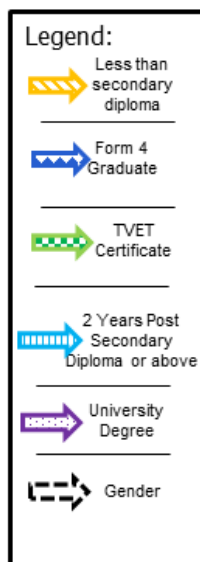


* Average per annum growth rate 2009 - 2013

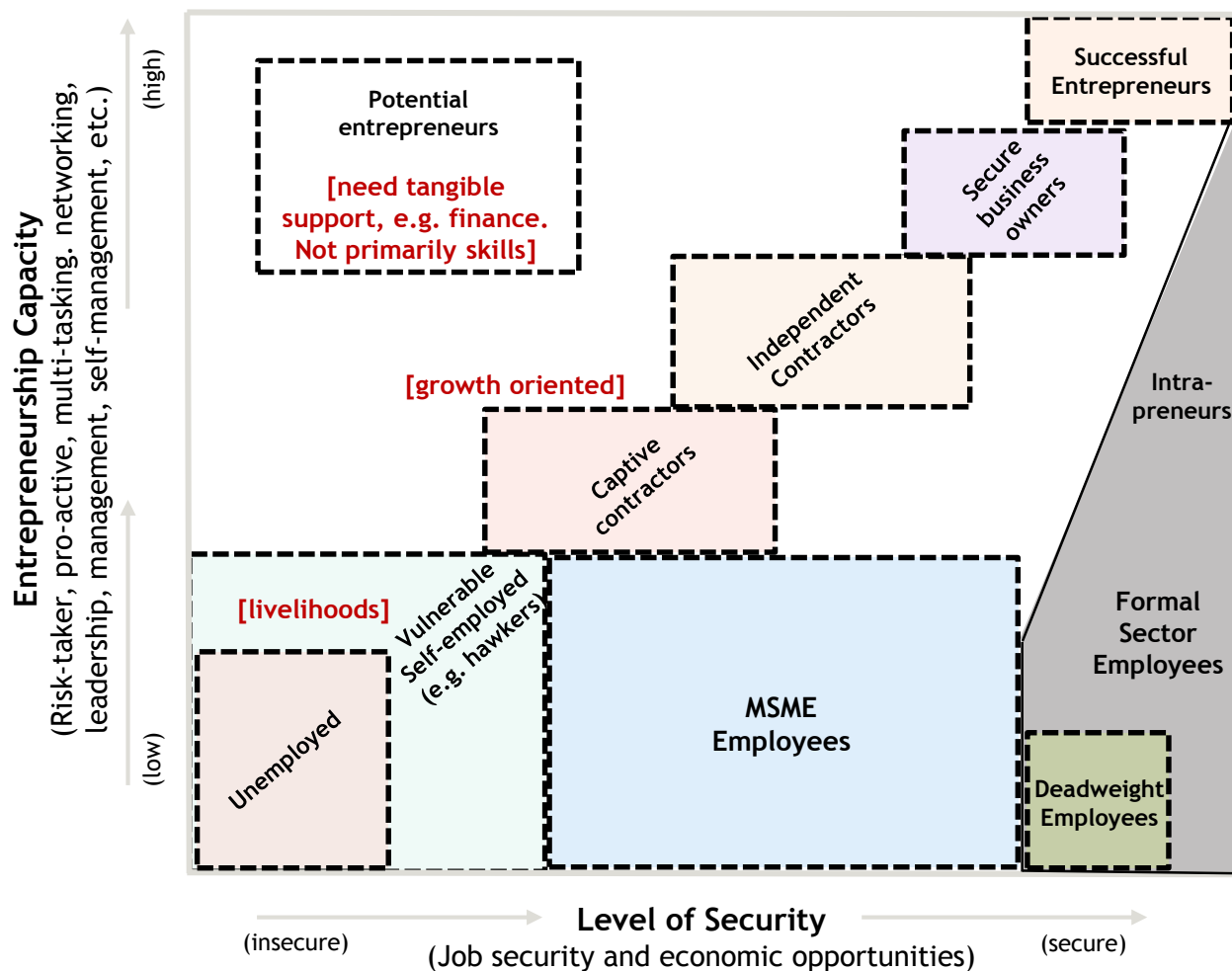
5. Value Chain with Workforce Overlay

VALUE CHAIN MAP:

Horticulture Zimbabwe



6. Entrepreneurship Landscape



7. Reflection and Next Steps

- Lessons for:
 - Decision-making
 - Programming focus
 - Targeting
- Caveats
 - Understanding data behind tools
- LMA tool development: What's next?



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