

OP-VET & friends **Webinar series**

Webinar #3

Opportunity-driven Skills Development in a Value Chain approach: How young businesses can benefit

4 December 2025

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Before we start...



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Agenda

- TEI OP-VET approach to value chains
- TEI IYBA and value chains – Capucine Gonnord
- TEI OP-VET Senegal – Ibrahima Ba
- VET Toolbox Mozambique – Skills for Transport – Belinda Pene

- Q&A and discussion
- Conclusion & Wrap-up

Objectives

- Explore how working with entrepreneurs and young businesses along targeted value chains can amplify local value creation and employment effects.
- Showcase concrete examples where strengthening MSMEs and young businesses has reinforced the impact of the OP-VET approach.
- Discuss key success factors, challenges, and lessons to supporting SMEs and young businesses, to help activate opportunities and create more (and better) jobs along targeted value chains



Key Steps in OP-VET



Investment-linked employment
opportunities identified



HR needs defined,
skills needs specified



VET selectively organised,
addressing skills gaps/HR needs



Graduates can find decent
employment in the sector/VC

Value Chain

A value chain describes all the steps it takes to create value for a product or service - from the initial idea to delivering it to the customer.

Your morning cup of coffee...



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Value Chain Approach

A **value chain approach** is a way of analysing an economic sector or industry to understand how value is created from start to finish.

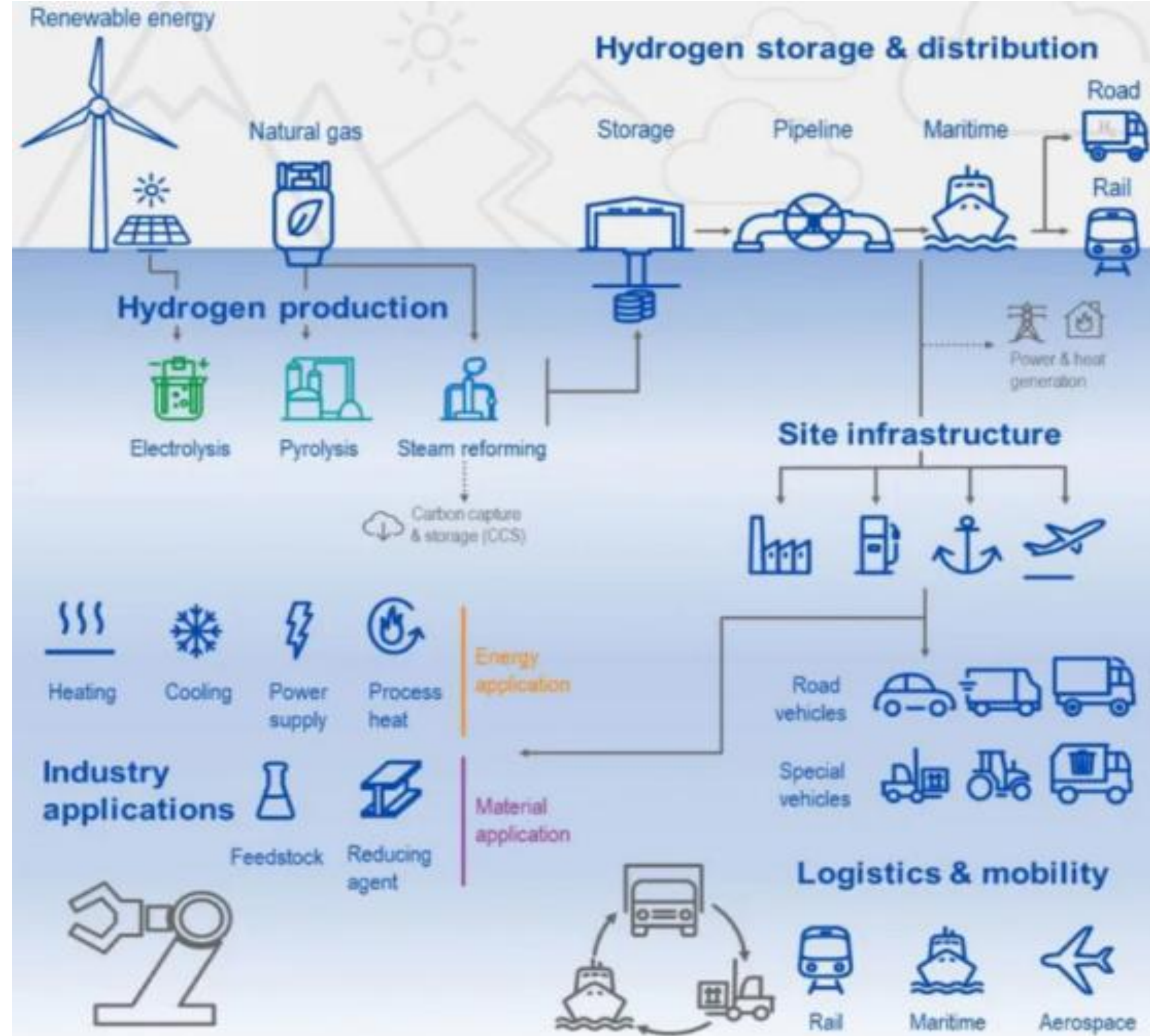
Skills development in a value chain approach...

- Goes beyond the immediate needs of a company or sector
- Ensures that available skills/workforce is aligned with the real market requirements of each stage of production and service delivery
- Reduces skills bottlenecks, supports innovation, improves productivity and enhances employability
- Makes value chains more competitive and resilient

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A Value Chain example – GH2

- At every step, (up-) skilled workforce is needed
- At every step, skills gaps can break the chain
- A range of different job opportunities along the value chain



The Value Chain Approach in OP-VET

The process of creating value within an economic ecosystem, targeting decent work enabled through investment-linked skills development.

In the context of OP-VET, a value chain approach means:

- Using concrete investment/employment opportunities (GG) as a basis, while paying attention to the entire value chain within which the investment operates
- Analysing employment opportunities and HR/skills development needs along the entire value chain
- Support by tailored skills development that enable investments and (decent) jobs (direct and indirect jobs)
- Pursuing positive societal effects beyond job creation
- Engaging the **private sector** along the way

The Private Sector's role along value chains in OP-VET

- **Engage established and larger PS actors** (multinationals, industry leaders, chambers, etc) → foundation for value chain development
- **Engage and support the broader PS ecosystem** (SMEs, business support organisations, etc) → strengthening local economic systems and creating inclusive employment opportunities
 - Engage SMEs, including support structures and intermediaries, to facilitate value chain development and employment
 - Provide advice and capacity development to enhance SMEs' performance and stimulate employment
 - Provide new market access to (M)SMEs, equip them to respond to evolving requests from clients

Value chain actors

- Direct value chain actors (e.g., producers, processors, exporters) – micro-level
- Supporting actors (e.g., financial institutions, service providers, business associations, sectoral private sector networks, accelerators) – meso-level
- Stakeholders that influence the investment and business climate (e.g. financial, legal, political players) – macro-level
 - Public-private dialogue and partnerships as important levers

How to get started?

Analyse the value chain
and its actors around
an investment
opportunity

Map jobs (direct,
indirect) and specific
HR/skills needs and the
VET-offer

Skills gap analysis and
exploration of skills
development solutions



Q&A

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Team Europe Initiative

Investing in Young Businesses in Africa

IYBA



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Webinar TEI OP-VET

TEI IYBA & VALUE CHAINS

04/12/2025



EDFI



BELGIUM CHAIRMANSHIP – June 2025 to 2026

Youth in Economic Value Chains

→ Promoting the anchor firm approach and strengthening entrepreneurial ecosystems along and across value chains

Mobilization of private capital providers

→ Fostering a collaborative network of private capital providers to strengthen policy dialogue and blended-finance solutions

Enhancement of the Team Europe partnership

→ Aligning diverse partners to deliver real impact for youth and entrepreneurship in Africa.

Youth in Value Chains



From the TEI IYBA members perspective

→ Start with clear **definition** and **segmentation**

- **Clarify what value chains** (as they have different entry points) – Not all value chains have the same youth potential!
- **Segment and define youth** (youth vs young businesses vs youth-led businesses)

→ **Promote youth entrepreneurship inside value chains** (not only start-ups, but supplier roles, services, digital tasks, logistics, processing)

- Consider integrating people at different stages of the value chains, e.g. mid-value chain (logistics, marketing)

→ **Banking perspective**: supporting young people is similar to supporting vulnerable groups (no track records...)

- Support FSOs to develop models that reduce risk, financial incentives to hire or contract youth
- Build the business case for youth (lower labour costs, leapfrogging new technologies)

Business Development Services (BDS) Providers in Value Chains



From the IYBA-SEED project perspective

KEY OBSERVATIONS

- **Ecosystem is fragmented**
- **Sector Agnostic** ESOs/ BDS providers remain disconnected from value chains (no incentive tied to value chain performance)
- ESOs and FSOs remain **poorly aligned on investment readiness** (misalignment between trainings/ incubation programs and investment criteria)
- **Cross-border collaboration** between BDS providers remains extremely **limited** (while value chains are regional)
- **Non-viable business models** leading to low sustainability (most ESOs rely on grants and have no clear revenue model)

From the IYBA-SEED project perspective

ON A POSITIVE NOTE, HOWEVER

- **Emerging business models where BDS providers/ESOs are directly embedded within value chains** (e.g., as purchasing centers, aggregators)
- **Integration of digital tools in ESOs' support programs and services** (e.g. digital learning, AI-guided diagnostics and virtual coaching expanding BDS reach and reduce cost-to-serve)
- **Value chain collaboration is slowly improving** (cluster development, market linkage facilitation, ESO/BMOs association and networks)
- ESO/ BDS providers as a **connector of the ecosystem** (weavers, advocacy, policy dialogue, investment facilitation)

How does it all come together?



Recommendation 1: Strengthen value-chain–embedded ESOs and incentive-based BDS models

This recommendation transforms ESOs from trainers into **active market builders where youth success = ESO revenue**

➤ What to do:

- ✓ Support the emergence of **embedded ESOs** (purchasing center, aggregators, last-mile hubs) through catalytic grants and blended finance.
- ✓ Develop **performance-based contracts** where ESOs earn incentives when youth SMEs secure buyers, grow sales, or enter supply chains.
- ✓ Facilitate **partnerships** between ESOs and private off-takers (retail chains, processors, distributors).

➤ Youth employment opportunities created:

- ✓ Jobs in aggregation, sorting, quality control, packaging, collection centers
- ✓ Micro-enterprises led by youth supplying embedded ESOs
- ✓ Stable off-take channels allowing youth SMEs to formalize and scale

Recommendation 2: Build integrated ESO–FSO pathways to accelerate youth finance & investment readiness

This is essential because **without fixing ESO–FSO alignment, youth businesses cannot scale nor employ others.**

➤ What to do

- ✓ **Co-develop selection criteria and pipelines** (ESOs and FSOs agree on what makes a youth SME “investment-ready”. Focus on SMEs with real market potential, viable business models, and capacity to scale)
- ✓ Facilitate regular **ESO–FSO deal rooms** and “**pre-screened pipelines**” **co-owned by both sides.**
- ✓ **Use shared performance indicators** (track metrics like revenue growth, supply contracts, and financial reporting)

➤ Youth employment opportunities created:

- ✓ New jobs for youth as pipeline scouts, deal analysts, financial coaches
- ✓ Improved access to finance for youth-owned SMEs

Recommendation 3:

Develop local and regional value chain collaborations

Youth employment depends on **labour-intensive, growing, structured value chains, connected across borders**

➤ What to do:

- ✓ Support **cluster development** in sectors with high youth absorption capacity
- ✓ Enable **regional youth market linkages** (corridors, cross-border supplier networks, digital commerce).
- ✓ **Strengthen networks connecting ESOs, BMOs, and FSOs** at local and regional levels (sharing directories, joint events, market days).
- ✓ Promote **youth-focused supplier development programs** with anchor firms (cooperatives)

➤ Youth employment opportunities created:

- ✓ Youth-led businesses providing services to anchor firms
- ✓ Opportunities for youth to expand regionally via shared networks and cross-border demand

Any questions ?



MISSION D'ASSISTANCE TECHNIQUE TEI OP-VET

Mandatée par la DUE Sénégal

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Facilité d'Assistance Technique TEI OP-VET DUE Sénégal

Plan de la présentation :

1. *Contexte général & Objectif de la mission d'Assistance Technique au Sénégal*
2. *Approche chaîne de valeur dans le contexte de la mission*
3. *Résultats du diagnostic : analyse écarts de compétences*
4. *Défis et Opportunités de l'approche chaîne de valeur au Sénégal*
5. *Leviers stratégiques proposés par la mission d'Assistance Technique*

Contexte général & Objectif de la mission

Objectif global : Aligner l'offre de formation sur les énergies renouvelables avec les investissements prévus dans le domaine

Composantes :

- Construction de centrales
- Modernisation du réseau électrique
- Renforcement de la formation professionnelle et technique

Méthodologie :

- Entretiens avec institutions publiques, secteur privé, associations professionnelles, PTF
- Analyse des investissements et de la chaîne de valeur énergies renouvelables, et réseau électrique
- Diagnostic des compétences disponibles / manquantes

2. Approche chaîne de valeur : principes clés appliqués au Sénégal

Pourquoi la chaîne de valeur ?

- *Identifier les opportunités d'investissement et d'emploi*
- *Comprendre les besoins en compétences à chaque maillon*
- *Mobiliser l'ensemble de l'écosystème (entreprises, associations, centres de formation, etc)*
- *Assurer une montée en compétences alignée sur la demande réelle du marché*

Appliqué au Sénégal, cela permet :

- *D'adapter l'offre de formation aux investissements dans le solaire PV et dans l'extension du réseau électrique*
- *De renforcer des centres de formation et/ou de créer une structure dédiée*
- *D'assurer la pertinence économique et l'impact social de la formation professionnelle et technique*

3. Résultats du diagnostic : analyse écarts

Compétences disponibles

- *Installateur solaire (système solaire PV, système de pompage, kits électrification rurale, lampadaires solaires)*
- *Opérateur maintenance de systèmes solaires*
- *Technicien supérieur pour la gestion des réseaux électriques*

Compétences manquantes : gaps identifiés

- *Technico – commerciaux du solaire*
- *Développeur de grands projets*
- *Ingénieurs pour la modernisation du réseau & développement des centrales*
- *Métalliers / soudeurs qualifiés (support, structures PV)*
- *Technicien en réparation, recyclage, valorisation des déchets solaires PV*

4. Défis & Opportunités de l'approche chaîne de valeur au Sénégal

Opportunités :

- *Forte dynamique d'investissement dans les énergies renouvelables et dans la modernisation du réseau*
- *Mobilisation active du secteur privé*
- *Marché de l'emploi en expansion*
- *Volonté politique d'aligner formation et besoins du marché*

Défis :

- *Gaps importants dans certains métiers intermédiaires et supérieurs*
- *Besoin de financements structurels pour moderniser les centres de formation*

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5. Propositions d'action

Propositions d'action : Répondre aux besoins concrets en compétences (formation qualifiante, initiale et continue) dans le secteur des ER au Sénégal et modernisation du réseau électrique.

- **Levier 1 :** Renforcement du Centre de Formation et de perfectionnement Professionnels de la SENELEC (CFPP) afin de développer des compétences spécialisées liées à la modernisation du réseau
- **Levier 2 :** Renforcement d'un Centre existant, comme le Centre Sectoriel de Formation aux métiers du BTP de Diamniadio (CSFP – BTP), pour structurer et dynamiser le dialogue public-privé
- **Levier 3 :** Création d'un Centre sectoriel de formation dédié aux énergies renouvelables et à l'efficacité énergétique, placé sous une gouvernance assurée par les organisations professionnelles, et appuyé par des unités mobiles de formation flexibles et réactives, déployées à l'échelle territoriale pour couvrir l'ensemble des maillons des chaînes de valeur

Merci !

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Q&A

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VETToolbox

"Skills for Transport" *Capacitar para transportar*

Mozambique
01/2022 – 12/2023



Co-funded by the European Union



VET Toolbox | Mozambique 01/2022 – 12/2023



Objective

- Improve labour market relevance of VET for T&L
- Develop innovative, scalable training solutions
- Strengthen public-private sector linkages

Key Goals

- Enhance economic development and investment in Mozambique by promoting **demand-driven skills development** in the Transport & Logistics (T&L) sector.

Activities & Strategy

- Training on **bid management for 120 MSMEs** to help access the value chains of lead companies in the sector
- **Internships/Job fairs/Career Advise**
- Development of VET models & skills programmes: **employability training for T&L** (work readiness, safety, operations)
- **Public-private dialogue on skills needs** (in partnership with Business Associations)
- **Diagnostic** of women conditions in the T&L sector



VET Toolbox | Mozambique 01/2022 – 12/2023



Component Objective

To improve the professionalism of national transport MSMEs to increase access to business opportunities and promote more and better jobs.

Starting point

Consultations with contracting companies that reported difficulties faced by MSMEs in meeting quality requirements and participating in tenders.



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VET Toolbox | Mozambique 01/2022 – 12/2023



“How to win contracts by responding to market trends” to support MSMEs in preparing competitive proposals

Design of a 20-hour manual

Main topics

- Legal transport obligations
- Tender terms and conditions
- Cost calculation and financial proposal
- Technical proposal

Results

MSME's	Goal	Achieved
People trained	120	144 (25% W)
Company	120	121
Companies that won contracts	---	16
People hired	---	28 (14%W)
Improvement in employment conditions	---	87 (25%W)



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VET Toolbox | Mozambique 01/2022 – 12/2023



Complementary Actions

- Reinforcement of practical exercises in the preparation of financial proposals, an area identified as weak.
- Reinforcement training for companies interested in participating in the Bolloré (AGL) tender.
- Creation of WhatsApp groups for post-training support, sharing business opportunities and content recapitulation.



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VET ToolBox | Mozambique 01/2022 – 12/2023



Key Lessons Learned

MSMEs need ongoing support to become competitive

- National companies need training in responding to public tenders, calculating costs, preparing proposals, and adopting modern practices.
- Their integration into broader value chains can facilitate job creation.
- Training has increased the confidence and practical capacity of MSMEs to access greater opportunities.

Recommendations

- Continue training MSMEs
- Expand and strengthen training on proposal writing, management, digitalization, and certification.
- Support the integration of MSMEs into larger value chains to increase employment.



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THANK YOU





Discussion

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Thank you

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