



# TAKING WORKFORCE INITIATIVES TO SCALE

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WORKFORCE INITIATIVES DISCUSSION PAPER #2

## **Abstract**

The System-wide Collaborative Action for Livelihoods and Environment, or SCALE process, has become one of AED's and USAID's most utilized and replicated models, with applications in education, health, natural resources management, tourism, sustainable agriculture, and energy, among others. SCALE was originally designed through the GreenCOM project, which was funded by the USAID/Economic Growth, Agriculture, and Trade Bureau's Natural Resources Management Office and implemented by AED. The following discussion illustrates how the SCALE model can be modified for use in the context of international workforce initiatives.

## Definitions

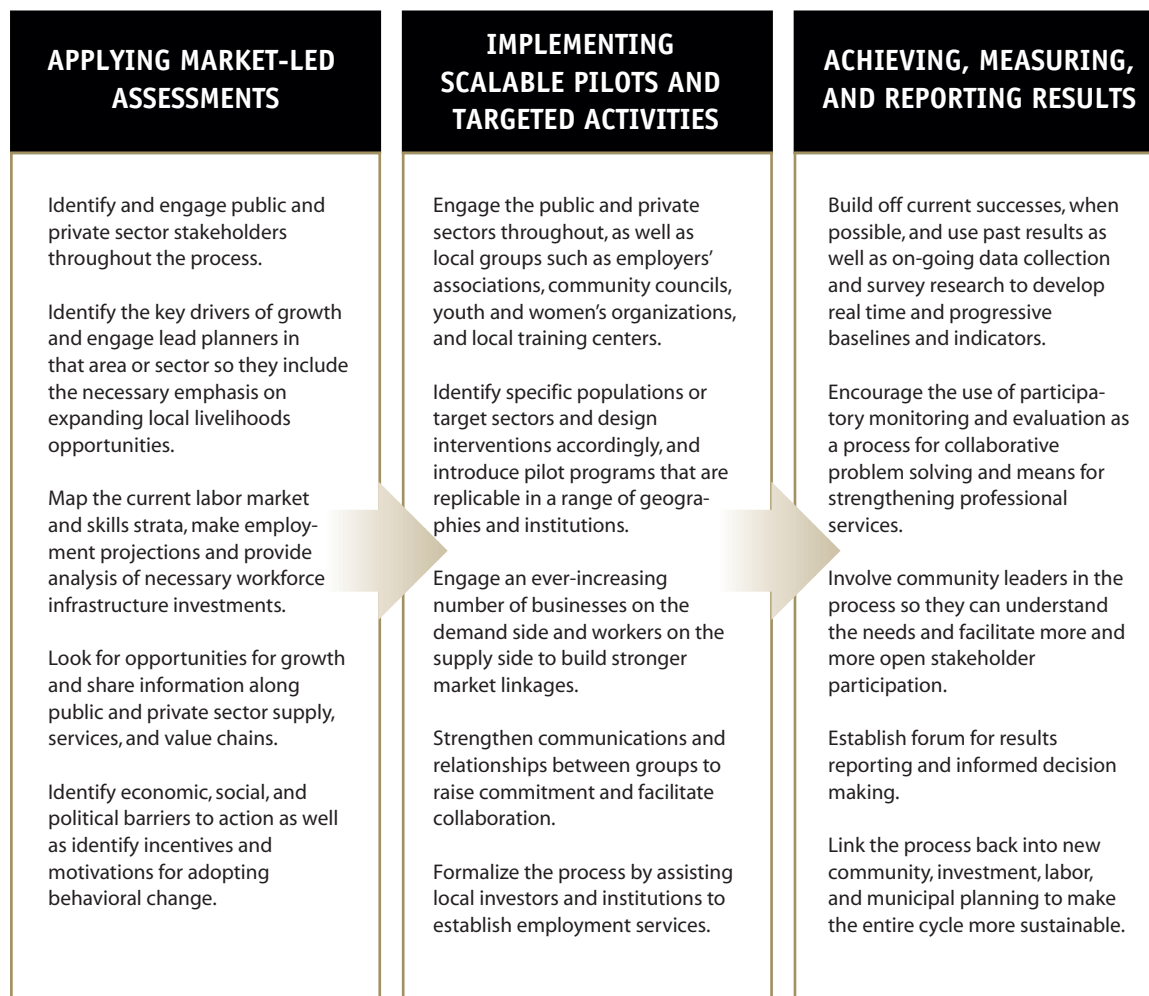
The SCALE approach provides a framework for achieving systemic change, but does so within a staged and collaborative process wherein targeted activities aimed at engaging and building the capacities of agencies, businesses, community groups, and other stakeholders are integrated into work plans across service, supply, and value chains. The approach enables a better understanding of the larger context surrounding a complex issue, while targeting activities so they impact discrete leverage points along supply, service, and value chains. Given that workforce development is best defined as building human capacities along supply, services, and value chains, the ability to build skills along all levels of market strata is critical to creating competitiveness.

A graphical illustration of how components of competitive workforce interact follows:



- ▶ Linking workforce initiatives to investment and municipal planning cycles enables project planners to transition from subsidized to sustainable activities.
- ▶ By focusing on expanding market strata, planners and project implementers can more effectively stage activities and improve sustainability.
- ▶ Workforce initiatives produce the best results when based on supply, service, and value chain analyses within specific industries.
- ▶ The workforce infrastructure consists of public and private sector service suppliers that assist people to move in and out of labor markets.
- ▶ Workforce integration most often involves assisting people into next-generation jobs or into employment in emerging sectors.

The way information is developed and flows through the process to achieve results is illustrated below:



Examples of how sector-specific interventions and workforce initiatives were successfully combined include: In Egypt, with the objective of enhancing efforts to preserve Red Sea natural resources while encouraging increased and sustainable tourism, GreenCOM initiated a mapping process of ecological, economic, and social systems. By engaging Egyptian partners, they helped local agency, business, and community leaders to put the value of conservation efforts into more immediate and tangible contexts. The mapping exercise also identified leverage points for influencing change, including approaches to workforce development. For example, the Egyptian Environmental Affairs Agency's Red Sea Rangers are charged with enforcing coastal management best practices and conducting public education. They were not adequately trained in competency areas critical to success, however, and because of poor public relations efforts prior to this, the Rangers did not have the support of many in the local community. Therefore, a multi-sector approach was needed.

- ▶ A range of targeted training activities were implemented that helped the Rangers to understand the bounds, influence, professional nature, and economic impacts of their jobs.
- ▶ Educators in the school system were provided with a “Red Sea Learning Supplement” and given training on how to use it in environmental education activities and engage youth.
- ▶ Hotel operators were engaged because they were in a position to help Rangers distribute information to tourists, reach out to tourism workers, and improve their own systems.
- ▶ Boat operators were engaged to address issues related to boat mooring and anchoring; more than 300 boat operators were certified and a boat operators association formed.
- ▶ The project developed interpretive training aids and outreach materials on fragile ecosystems. Rangers used these introductory sessions to increase tourists’ environmental awareness.

In Panama, AED used a combination of social change, municipal planning, CVO/NGO strengthening, tourism, and workforce development activities to achieve the goals of the Panama Canal Watershed Management Project.

- ▶ To increase demand for eco-tourism, the project assisted counterparts to design and deploy a social marketing campaign aimed at increasing demand for national park tourism. This program increased public awareness of environmental issues as well as helped policymakers to understand and justify additional eco-investments in watershed areas.
- ▶ An important part of this campaign was an environmental education program for youth, which helped build awareness, as well as expose youth to new career opportunities.
- ▶ To increase the capacities of municipalities to manage their lands more sustainably, they used community participation and environmental planning activities to improve planning, engage local government and local NGOs in partnerships, and build management capacities.
- ▶ To improve services and increase the efficiency of conservation efforts, the project produced training materials for park guards, tour guides, and environmental code enforcement officials.
- ▶ To promote cleaner industrial production, agencies, and businesses were assisted with creating organizational development plans that would help them yield cleaner operations, and staff were trained on how to conduct environmental assessments in 16 key industries.

The overall results were more active and aware communities, a more empowered and professional park service, better municipal plans, cleaner industrial production, and increased incomes from tourism.

In Kenya, under the Agricultural Partnerships for Productivity and Prosperity Project, SCALE helped to:

- ▶ Survey supply and demand markets for enriched feeds for improving the productivity and incomes of small-holder dairy farmers.
- ▶ An estimated 112,000 farmers adopted new small-scale technology.
- ▶ Participating farmers raised their average incomes around \$300 from increased milk suppliers and increased fodder crops generated an average of \$100 per cow per year.

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