

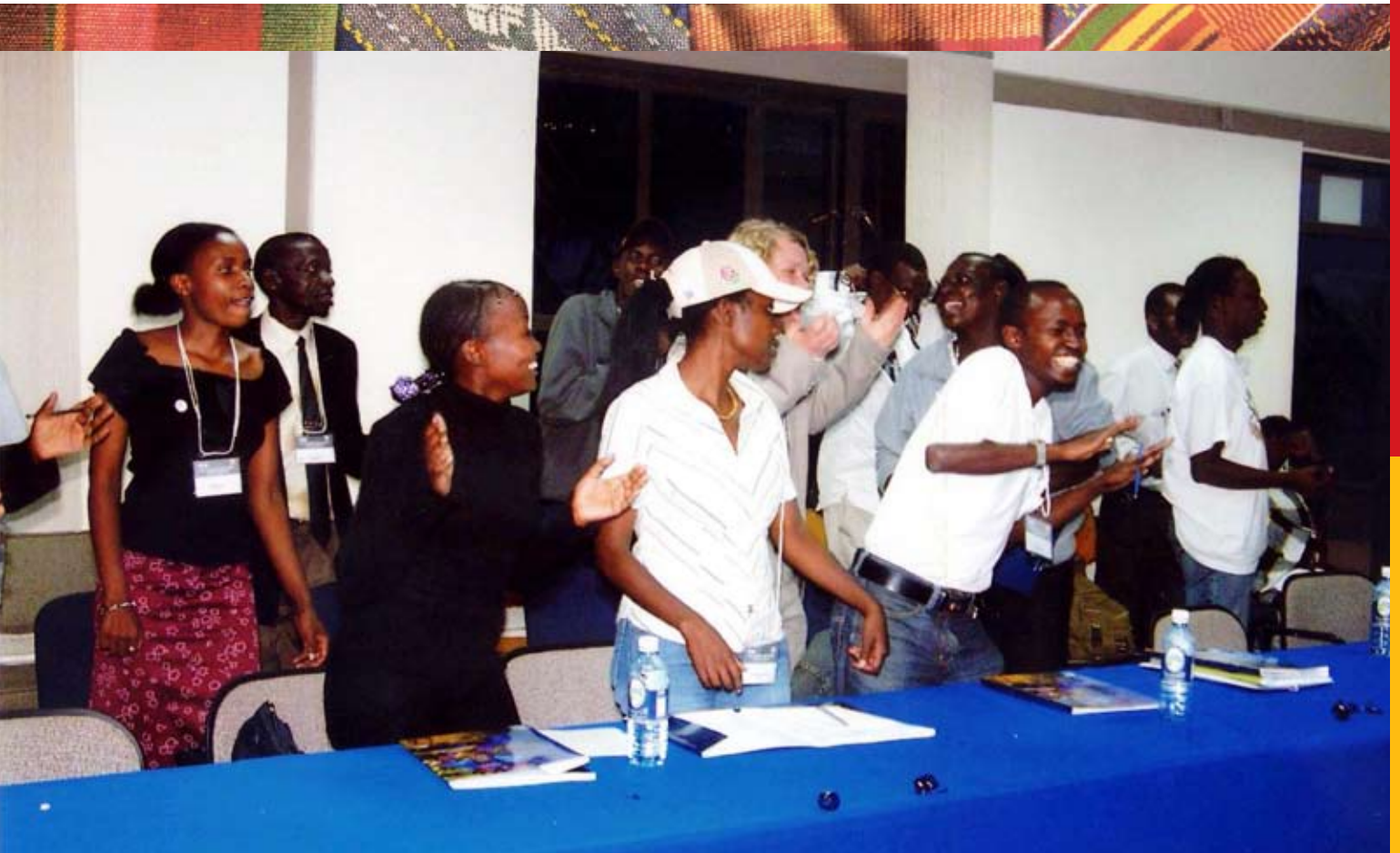


**DRAFT**



# Youth Entrepreneurship | Youth Empowerment

## UN-HABITAT Targeting Urban Youth and Sustainable Livelihoods



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**F** UN-HABITAT recognizes that poverty, which has for long been associated with rural areas, has increasingly become both urbanized and feminized. Looking at the challenges that young people face today, UN-HABITAT can also attest to the fact that poverty has gradually become juvenilized. For us all to make any meaningful change, more attention needs to be given to the urban poor, with specific emphasis to the situation of young men and women. At the Millennium Summit in September 2000, Governments agreed on a set of goals and targets that have now come to be called the Millennium Development Goals (MDGs). Goal 8, Target 16 of these MDGs urges governments to ‘develop decent and productive work for youth’. UN-HABITAT believes that fostering entrepreneurship is a key mechanism to meeting this target and to that of sustainable development and employment. However, entrepreneurship is a useful way to promote self-employment among the young only if we enable access to infrastructure, seed money, mentoring and other services that can be used set up micro enterprises.

Between now and 2010, 700 million young people aged 15-25 will enter the labour force in developing countries. According to the ILO, more than 1 billion new jobs must be created to reduce unemployment. Without a concerted effort, a new generation will grow up feeling it has no stake in society. Conversely, we in the UN system passionately believe that by harnessing the potential of the young, the world can benefit enormously from a new wave of participation and intellectual creativity and help achieve the MDGs by the 2015 target date.

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**Dr. Anna Tabaijuka,**  
**Under-Secretary-General of the United Nations and Executive Director, UN-HABITAT**

## Section 1

UN-HABITAT Photo



## UN-HABITAT philosophy

The year 2007 marks, for the first time, point when half of humanity is living in towns and cities. In just a generation to come, this figure will rise to two-thirds of all human beings. Coincidentally, this is also the year in which the global number of slum dwellers reaches one billion. How will we cope with urban centres growing in size and growing in poverty? Moreover, how will Africa's youth develop as leaders when faced with the highest rates of unemployment and the highest levels of social deprecation?

The rationale for UN-HABITAT's intensified focus on youth is the fact that a high proportion of the developing world's population is young, and this segment of society is inordinately affected by the problems of unsustainable development. At the same time, the target group of UN-HABITAT's strategy, urban 15-24 year-

olds in developing countries, possess immense potential to contribute to social development if afforded the right opportunities. They are the promise of the future, and failure to invest in the young generation imposes great constraints on the potential for future development.

UN-HABITAT recognizes that youth employment is an area warranting special attention, as it provides the opportunity of sustaining livelihoods, while improving living standards and a sense of self worth. Sustained unemployment can make youth vulnerable to social exclusion. Youth who enter the workforce with limited job prospects, underdeveloped skills and inadequate education are always most at risk for long-term unemployment, intermittent spells of unemployment and low-wage employment throughout their working lives.

## Section 2



UN-HABITAT Photo

## UN-HABITAT strategies

Youth must be provided with the best-available information resources and facilities pertaining to employment, health, crime prevention, governance, gender equality, empowerment, and youth rights and responsibilities. A particular large-scale initiative is the **Global Partnership Initiative on Urban Youth Development in Africa (GPI)**, where UN-HABITAT is working towards implementing the Millennium Development Goals through launching and strengthening programmes at the city level. UN-HABITAT regards young people as a major force for a better world. Thus, their empowerment through effective and meaningful participation in decision-making is crucial. The GPI is based on innovative partnerships between grassroots actors, civil society, private sector and entrepreneurs, educational institutions, governments, and the international community, both at bilateral and multilateral levels.

- **One stop youth information resource centres:**

In partnership with cities and stakeholders across East Africa, UN-Habitat is trying out a programme which supports facilities allowing young people, and especially those from vulnerable backgrounds, to access information on employment opportunities and receive training on techniques for successful job-hunting. One Stop Youth Centres (OSYCs) also address issues related to justice, arts/culture, health, and governance, all the while fostering participation and empowering vulnerable youth to influence policies at all levels.

- **Environmental Entrepreneurship Programme**

Environmental Entrepreneurship Programme (EEP): In partnership with UN-HABITAT, 18 youth have now completed training in entrepreneurship skills and a business internship placement in Nairobi. One stage of the programme is “market testing”, which involves the lending of start-up capital, usually in the form of raw materials, to specific youth selected for both their preparedness and viability of business plans. The agreement is that if the lent money is repaid in an appropriate amount of time, the funding will continue regularly until the youth are able to finance themselves or receive funding from another source. At the end of phase one, 28 youth have been reached by the pilot program. Of that group, 6 youth-led businesses have been launched, 7 youth have business plans ready to be launched, 5 youth have improved their existing businesses, 5 youth have found employment, and 5 youth have increased their livelihood and leadership skills. A draft EEP manual has been written and tested in Nairobi and will be further tested at other sites. This pilot project and manual demonstrate a common youth-led methodology and program that can be modified and used in other One Stop Youth Centres.

The partnering cities in the GPI are Nairobi, Kampala, Kigali and Dar es Salaam, with a strong likelihood of expanding to other cities this year.” In February, 2007, a GPI regional planning meeting took place in Kampala, Uganda, which produced various recommendations for the future of the programme, along with modalities by which to structure both particular city plans and upcoming regional initiatives. The way forward will include the following concepts and initiatives:

#### Five Principles of Youth Led Development

- Youth should define their own development goals and objectives.
- Youth should be given a social and physical space to participate in development and to be regularly consulted.
- Adult mentorship and peer-to-peer mentorship should be encouraged.
- Youth should be role models in order to help other youth to engage in development.
- Youth should be integrated into all local and national development programmes and frameworks.

- **Database on Best Practices:**

GPI's Best Practices database will be developed with a special focus on case studies of youth employment initiatives at the local, national, regional and global levels to disseminate to partners for effective youth employment and engagement. The database will be used to support capacity development work with local governments and other institutions.

- **Youth Led Business Incubator (YLBI):**

The YLBI will provide a space where young entrepreneurs can access ongoing training, financing, and marketing support to start or expand their business or livelihood activity. The YLBI will initiate, depending on funding and other resources, programmes specifically to foster environmentally and socially beneficial entrepreneurship, as well as to provide internships and entrepreneurial skills training. Its objectives are to gather partners and resources for private sector development in each country into a facility specialized in youth entrepreneurship and livelihood development; to create an identifiable and branded model that can be used to attract funding and in-kind support; to keep the design as flexible and adaptable to local conditions as possible, while ensuring that

parties see benefits to their involvement; and to have measured targets such as number and sustainability of business start-ups and improved youth livelihoods.

- **Regional Networking Strategy**

- **Policy Advocacy** – Networking amongst regional committees to set up focal points for advocacy in each One Stop Youth Centre, creating a regional web site to keep all regions up-dated, etc.
- **Capacity Building** – Targeting One Stop Youth Centre members, youth organizations and individual youth through various trainings on policy issues, website management, etc.
- **Culture** – Planning of a Pan-African Youth Empowerment Summit, establishing a regional e-networking component and a Regional Cultural Secretariat.
- **Partnership and Resource Mobilization** – Designing plans and proposals by which to approach different organizations and stakeholders, lobbying and mobilizing support for youth activities through opinion leaders and celebrities, using mass media in advertising and marketing the services of the Centres.

## what is youth entrepreneurship?

Youth entrepreneurship is a source of job creation, empowerment and economic dynamism in a rapidly globalizing world. Its benefits are not only the improvement of youth livelihoods, but also greater urban livelihoods. Effective youth entrepreneurship education prepares young people to be responsible, enterprising individuals who become entrepreneurs or entrepreneurial thinkers and contribute to economic development and sustainable communities.<sup>1</sup> UN-HABITAT's Young Entrepreneurs Day (YED) in Nairobi, April 2007, welcomed young entrepreneurs and a broad range of partners to deliberate on a concept of entrepreneurship that stimulates both personal initiative, as well as initiatives in a broad variety of organizations which include, but reach beyond, the private sector. The compilation of the youth's best practices from this day strongly suggests that to invest in young people is to, indeed, invest in the future.

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**F** Normally when we need to know about something we go to the experts, but we tend to forget that when we want to know about youth, and what they feel and what they want, we should talk to them. **J**

**Former UN Secretary-General Kofi Annan**

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<sup>1</sup>“Criteria for youth entrepreneurship education”, Consortium for Entrepreneurship Education, [http://www.entre-ed.org/\\_entre/criteria.htm](http://www.entre-ed.org/_entre/criteria.htm).





## UN-HABITAT

# Africa's Young Entrepreneurs: Strategies and Best Practices

### 1. Knowing what government schemes are available to you and how to access them.

#### Emilie Shuuya – Namibia – “PPW” (Planting, Poultry and Weaving)

Emilie Shuuya, 23, grew up in the Omusati Region of northern Namibia and knew from an early age that her family would not be able to afford to send her to college. Motivated by her dream of being self-sufficient and educating herself, however, she decided to start up a business from home. From hair braiding to weaving to selling marula nuts, Emilie pursued her goals with dedication, never losing sight

“Although born in a poor family, I always had big dreams.”

of a long-term vision. The Namibia Youth Credit Scheme soon offered Emilie a place in a business-training programme where she learned management and market research skills, stocktaking skills, and how to prepare budgets and business plans. The programme also provided her with a 70USD loan, in which she invested in her business and was able to pay back within six months. Emilie takes a certain Namibian proverb to heart, “Where there is a load, there is no rope. And when there is a rope, there is no load.” This, she says, illustrates the appreciation that one cannot have everything one wants at the right place or the right time. She believes the youth

require support from their governments to allow their visions turn into reality.

Since last year, Emilie’s business has expanded along with her objectives; she is now interested in creating employment and income, and promoting Namibian art in the name of alleviating poverty. Her activities include manufacturing, marketing and selling baskets and crafts, which she fuses with artistic creativity to attract tourists. To date, Emilie has been able to supply crafts for local and national markets, has created two jobs for other youth, and has contributed to her own family’s income. Moreover, Emilie has brought development to her small village of 30 families, thereby gaining self-esteem, recognition and respect within the larger community. Her future plans include attending Ogongo Agricultural College, expanding her business with livestock handling and weaving, and, last but not least, having a large and prosperous family. These days, Emilie is working on a special basket, intricately designed with a map of Namibia. In some lasting and important words, Emilie is confident in exclaiming, “I make sure to pay myself a salary every month!”

## **2. Reaching out to your community for help – from soft loans to experienced advice.**

### **Chifundo Mikaya – Malawi “Awoneji Samosas”**

With approximately 70% of the Malawian population below the age of 30, it is not surprising that the absence of economic growth and job creation strategies for youth poses a major challenge to the development of the country, let alone its youth. Chifundo’s own experience, coupled with the loss of her father and inability to pay school fees, motivated her to appeal to the Commonwealth Youth Credit Initiative (CYCI) - through the Malawi Rural Finance Company - to start her samosa business. She was granted a 107USD loan and through a series of training session, was able to learn credit management skills, basic rules of economics, and the intricacies of group dynamics in business. Despite her eventual successes, explains Chifundo, the CYCI caused initial challenges because youth are required to produce collateral even before receiving a loan. Those starting from nothing are unable to benefit from the scheme, but thankfully in Chifundo’s case, her Mother was able to put 21USD towards her daughter’s dream. Further challenges and problems Chifundo faced

were: competition within her community, initial debts, inadequate resources, failing to meet customers' demands, and the habit of mixing business materials with ones from home. Two years into her business, however, 23 year-old Chifundo is able to pay for school fees for both herself and her siblings, and has opened up a bank account. Some of her solutions were to offer promotional prices, charge interest to late debt payers, collaborate in joint ventures, and minimize drawings from her business funds before knowing her profit levels.

Chifundo has learned that quality products and maintaining good bookkeeping records help create a profitable market, along with maintaining. She wants to continue her studies to become a qualified accountant, and expand her business to include managing a housing estate. In her advice to others, Chifundo says, "When there is something important happening, we always try to get feedback from our community; the elders come and visit us and discuss our problems with us."

### **Adelina Ampilla – Tanzania – Kirojera Tours**

The high poverty rate of Kagera region in Tanzania prompted Adelina to consider tourism as a way to alleviate some of the problems her community was facing. She carried out research within her community and approached local leaders, appealing for their support. She also networked with service providers such as hoteliers, bankers, transporters and other existing tour operators.

**When starting a new business a strong effort needs to be made in marketing, linking and networking with various local stakeholders and community members. This way, the community will be more likely to eventually accept the new service.**

Challenges faced from the outset, however, were low levels of literacy within the community, little knowledge about tourist source markets, and poorly developed infrastructure in the Kagera region as a whole. Adelina and her partners attempted to solve the problems through public tourism awareness campaigns and vigorous marketing strategies at national and international tourism fairs.

The results have been outstanding, as tourism rates have increased every year, and the programme remains in the hands of local people for their own profit. For example, Kiroyera tours supports the Bukoba Disabled Assistance Project - which trains victims of polio in making crafts and drums - by attracting tourists to their workshop. The same support applies to local people who, for example, are in charge of attractions such as rock paintings, traditional houses, old palaces and fishing villages. Adelina believes that, “The local community is a very important asset in developing tourism. One has to keep close links and continually listen to their ideas.”



### **Albert Nashon Odhoji – Kenya – “Slumcode”**

Having grown up in heart of Starehe slum in the outskirts of Nairobi, Albert and his peers saw how economic hardships caused most youth to rally behind initiatives that delivered quick returns, and to avoid potentially risky

long-term projects. Albert, however, wanted to use his personal potential through positive means, for the benefit of his community, on a more holistic scale. “Slumcode” was set up by youth who envision an empowered and proud society, whereby potential is fully exploited

**You have to try to link community, government and support agencies to further your goals, and you’ve got to strive to see a long-term employment vision instead of getting distracted by insubstantial, short-term returns.**



and the majority of youth are engaged in creative income generation activities. This empowerment, explains Albert, “Leads to youthful participation in effective leadership, governance and decision-making.” As of now, “Slumcode” supports and supplements government initiatives through resource mobilization and facilitation of community development agendas. It does this by establishing working structural relationships between the community and the agencies supporting its development, all the while harnessing local resources. “Slumcode” also plays a leading role in training, counseling, and information exchanges, and creates channels

for employment directly and indirectly through organizational networking.

Resources have been collected directly from Slumcode members themselves, as the group has never relied on donor agencies. Even with fleeting amounts which come and go, however, the group has been able to support income-generating initiatives carried out by garbage collection groups, environmental conservation campaigners, HIV/AIDS support groups and performing and visual artists. They have six core members, two field officers, a secretary and treasurer, all working in three main thematic areas:



People United for a New Korogocho

arts, environment, and youth advocacy. Their long-term goal is to incorporate a Voluntary Counseling and Testing center and a production studio into the project. The latter would be equipped to promote local talent and to produce slum-based documentaries in which training young news reporters, photographers, and cameramen would be an eventual means of income generation. Slumcode is now in a position to start soliciting extraneous donors. As Albert explains, “We never wanted to start an organization based on the availability of funds, but instead, build a personal profile which can later be used to solicit funding. This ensures an organization is made up of a strong and dedicated start-up team.”

## Ogola Oluoch Japheth – Kenya “People United for a New Korogocho”

Japheth is proud to exclaim that his project, “People United for a New Korogocho”, is a winner of the Milgap Award, a UN-HABITAT award programme for local projects that have contributed to leadership within communities. He emphasizes, however, that all the youth are partners in the process of winning.

Rich is he who has a dream, even  
without coins in his pocket.

“In the past,” says Japheth, “Korogocho slum was known as a place of criminals, and at the bad end of a lot of media stories. Now it is full of good stories.” This is in due thanks to a lot of hard work by him and his fellow youth, as well as the dedicated sponsorship of St. John’s Catholic Church. Japheth explains that the project believes in a reintegration strategy, which targets those young people who are looking to get back to the mainstream market economy. The project is housed in Korogocho itself, run by volunteers, made up of both youth from the community and members of St. John’s church. As of now, no one is making

a salary, but as increased efforts are put into the different income generation programmes, there is a likely potential for youth to profit.

“People United for a New Korogocho” is lead by the Baraza, a body consisting of elected representatives from 26 smaller communities spread across the Korogocho territory. Out of this group, an executive body of 10 people hold the office for 3 years. There are also working groups called the Huduma, comprised of another set of representative members, who render specific charitable services to the whole community. At the moment, “People United for a New Korogocho” has 20 projects targeting street children, women, and schools in the slum.

To name a few: the Boma Rescue Centre is a

day centre for the recovery and re-education of street children who work in the rubbish dump; the Korogocho Street Children Programme is a street work and community centre for 40 children who sniff glue; St. John’s Sports Society uses ten different games to help young talents to emerge and to prevent crime, drugs and alcohol abuse; Bega Kwa Bega is a women’s cooperative that produces wonderful ethnic artisanship; and finally, Mukuru Recycling Centre is a co-operative that sees 40 people recycling materials from the rubbish dump daily. “We believe that the future of our community is in the hands of women and youths. Therefore they are the main focus of our projects.” Japheth further explains that the sustainability of their programme lays in the fact that the ideas for projects come from the community itself, thereby instilling a sense of ownership amongst the residents, ensuring the long-term success of the projects, and their ability to be replicated. “People United for a New Korogocho” are founders and promoters of a network of slum communities where ideas and challenges are shared to help others with similar projects in their own environments.



Community Enterprise Garbage Collection

### 3. Approaching financial institutions for a start-up loan, using targeted marketing devices and building a solid working team.

#### **Ndanga Levy Michel Shirishize** **Burundi – “InfoMarket”**

While working at a Heineken brewery in IT support, Shirishize looked for a way he could use his skills to employ himself, as well as help other young people develop their own computer skills. With a loan from the Banque de Gestion et de Financement,

Info Market



**My experience in business is that it is not an easy thing. You have to be careful and work hard or otherwise you can lose everything.**

he was able to start a cyber café within his community in 2004. Profiting from this venture alone, however, was not enough for Shirishize - he wanted to contribute to the much-needed capacity building of his fellow Burundian peers. Thus, Shirishize committed himself to his vision, and now three years into 'InfoMarket', owns two cyber cafes with 13 computers each, and one training room with 12 computers, in which he trains fellow

youth in internet technology. At 28 years old, Shirishize has 10 employees under his direct management, and already more than 100 youth have been trained at 'InfoMarket'. Shirishize believes he has such a strong customer base because of his low fees, regular radio advertisements, and his pure hard work -often putting in more than 12 hours a day. Like many young entrepreneurs, however, he is challenged by high local taxes and the considerable rent fees for his cafes. Still, Shirishize remains positive about his future and believes his success is largely dependent on the value he places on maintaining a good working relationship with his employees. “My workplace environment is encouraging and upbeat. Every Monday we have a meeting with all the employees to assess how the work went the last week.”





#### 4. Spotting a niche market for a product where there is an absence of a locally made alternative.

##### **Juliet Nakibuule – Uganda - “MakaPads”**

Just a few years ago, little did Juliet know that she would play a large role in the production and distribution of the first African-made sanitary pad. Indeed, upon graduating from Makerere University, Juliet had joined the ranks of many youth who could not find a job. After applying for training with Dr. Musaaazi, the innovator of the ‘MakaPads’ technology from the Makerere Institute of Social Research, however, Juliet was intrigued by the pioneering technology so much that she offered initial start-up capital by way of machinery and raw materials. Soon she realized that there existed a large business potential in the

production of ‘MakaPads’. As she explains, “All processes are decentralized so that processing the papyrus and waste paper, making the absorbent, softening and sizing the paper, sterilizing and packing the pads all allow for different people to be gainfully employed.”

The project gained the support of the Rockefeller Foundation and the Government of Uganda. After an initial feedback from twelve primary school in Uganda, the government has recently ordered 30,000 pads, to be distributed in school across the country, directly affecting girl child education. Juliet now supplies pads to NGOs, which lobby and advocate for wider community access to the pads, as well as United Nations High Commission for Refugees, which is willing to transfer the technology to one of their International Displaced Persons Camps. UNHCR will train refugees to produce the ‘MakaPads’ as an income generating activity.

Juliet says the biggest lesson learned is the need for personal endurance as well as aggressive marketing strategies. “‘MakaPads’



faces opposition from conventional importers, well-to-do women, and those who simply don't believe in our materials. The fact that 'MakaPads' are 18% the cost of imported ones, and yet more absorbent, however, makes marketing easy." Juliet is now 26 years old and has 17 employees working for her; the first three who were previously unemployed, are now making 600USD a month. Meanwhile, the actual papyrus plants stay intact, the community is engaged in production without the use of any chemicals, the pads are available at 27US cents for a packet of ten, and the girl-child stays in school no matter what the time of month.

5. **Finding a way to inspire and empower others in a way you have been motivated yourself. Become a mentor who promotes other youth entrepreneurs!**

**Olafiyinfoluwa Oluwatosin Taiwo**  
Nigeria – “Echoes”

“Necessity is the mother of invention!” exclaims 19 year-old Taiwo. As a student at the University of Ibadan, Taiwo saw how the institution was becoming infamous for the growing increase of prostitution, as well as the levels of discrimination and molestation