



Best Practices

Snapshot of best case practices, by USTADI Foundation, through ILO's Youth-to-Youth Fund model in Kenya



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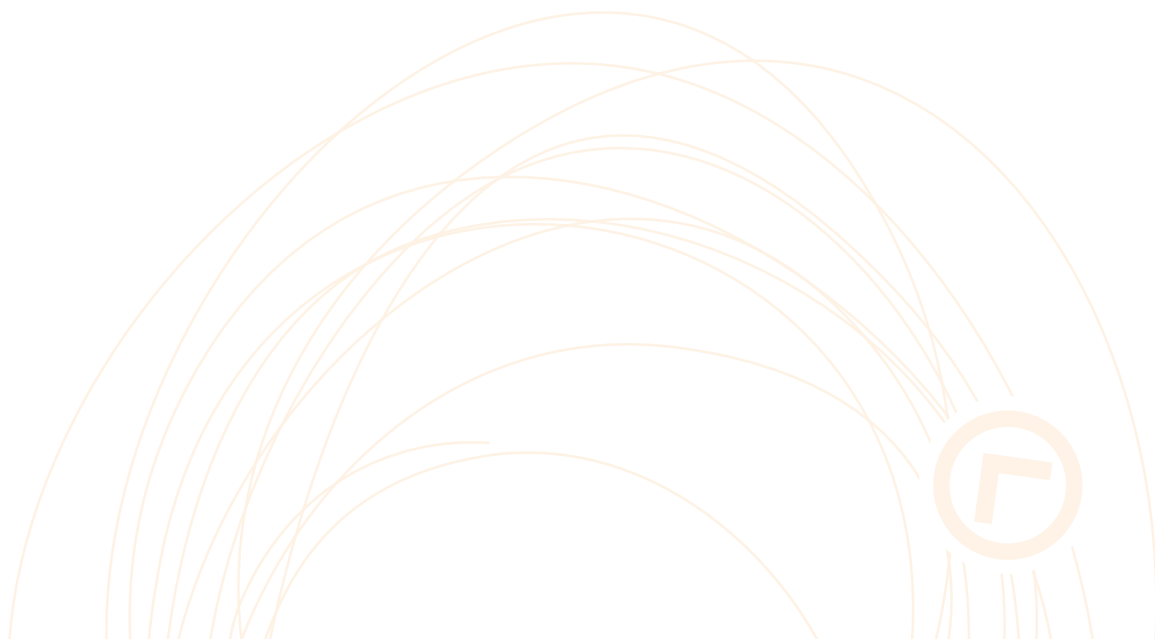
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Preface

The Youth-to-Youth (Y2Y) Fund is a competitive grant scheme for youth-led organisations to propose innovative project ideas on how to create entrepreneurship and business opportunities for their peers. Organisations with the most innovative and sound project ideas receive a grant and complementary capacity building to help them implement their projects and test the viability of their ideas. The Y2Y Fund Model has been implemented in East Africa (Kenya, Uganda and Tanzania) since 2010.

The Y2Y Fund model is complemented by four other components of the Youth Entrepreneurship Facility (YEF), a program which is implemented by the International Labour Organisation (ILO) and funded by the Danish government. The ultimate goal of YEF is to enable African youth to turn their energy and ideas into business opportunities, to increase their income and to create decent work for themselves and others. More specifically, the four complimentary components of YEF aim to **i)** foster a culture of entrepreneurship among young people, **ii)** introduce entrepreneurship education in schools, **iii)** ensure that potential and existing young entrepreneurs have access to business development services and finance and **iv)** promote evidence-based advocacy to better understand what works in youth entrepreneurship development. As the fifth component, the Y2Y Fund offers local youth-led organizations an opportunity to actively engage in the development of youth entrepreneurship in their communities. To increase efficiency and build local capacity, the Y2Y Fund is managed by a national

implementing partner in each country of operation. In Kenya, the USTADI Foundation was selected as an ideal partner to manage the Fund at a national level.

The Y2Y Fund in Kenya has thus far supported 34 youth-led organizations, with an additional 5 grants awarded for scaling up successful initiatives. Through these youth-led organizations, the model has reached a total of 2,558 beneficiaries directly.

This publication provides a snapshot of best case practices, as implemented through the Y2Y Fund model in Kenya. It explores how best practices of youth engaged as active development partners have led to the creation of sustainable jobs and businesses among their peers. It is my sincere hope that this publication provides a sound testimony in regards to the efficacy and impact of the Y2Y Fund model; and that it encourages stakeholders to support this model of identifying, testing and promoting innovative entrepreneurship solutions to address youth employment challenges.

More information on the Y2Y Fund can be found at the following website link: <http://y2ytoolkit.org>

Alexio Musindo
Director
ILO Office for United Republic of Tanzania,
Kenya, Uganda and Rwanda.

USTADI Foundation

USTADI Foundation has continued to work tirelessly towards realizing its vision of empowering communities' especially rural women and youth through optimally functional local capacity development markets. The impetus and drive has been embedded in the USTADI's slogan **Empower - Connect - Prosper** as well as in its core values **EQUIP**

Empowering: Strengthening community members to **articulate** CD they need and **demand** quality for the same, while at the same time **strengthening** the **suppliers** of CDS to adequately respond to the needs.

Quality (excellence): Facilitating the development and practice of quality standards for service providers to improve products and enhance income.

Uniting (connect): Providing physical and virtual forums for capacity development actors (demand, supply and support services) to freely interact.

Innovation: Encouraging and nurturing new and appropriate technologies that are sensitive to the local context.

Partnership: Working through a strong network of partners at all levels for sustainability and synergy.

The USTADI Foundation was competitively selected by ILO to be the implementing partner of Y2Y Fund in Kenya between 2014 and part of 2015. Passionately, USTADI has managed the implementation of Y2Y Fund across various regions within the country. Ultimately the initiative was meant to give the youth a voice to design and implement innovative solutions to employment challenges in Kenya.

In Kenya, a total of 34 organizations were supported as Y2YF grantees with an additional 5 receiving scale-up support, and reaching a total of **2,558 direct** beneficiaries. A total of **681** businesses were created and **1,171** jobs were created.

This document has been prepared by USTADI and ILO to provide insights on some of the best practice cases during the period of implementation under this fund as well as achievements and challenges.

We do hope that the cases highlighted will provide good learning.

George Mazuri Yaa
Chief Executive Officer
USTADI Foundation, Kenya

Table of Contents

Moving the Goalposts	1
Link the Hidden Treasure, Korogocho, Nairobi	5
Foundation for Young Farmers	9
Pamoja Women Group	12
Uwezo Awareness organization	15
Wholistic Empowerment and Development Youth Group (WEYO)	19
Jesus is Lord Community-Based Organization	23
Grantee Best Practices in selected thematic areas	27



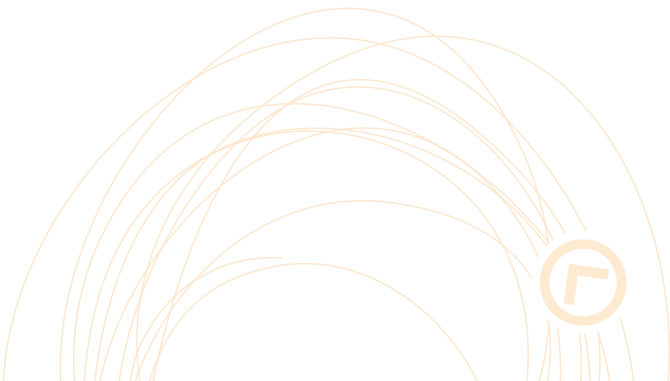
Nielimishe Nijisaidie Project: Apprenticeship as a gateway to new businesses, Kilifi County, Kenya

Grantee: Moving the Goalposts

Moving the Goal Posts (MTG) is a community based organization that uses football as a unique entry point to provide opportunities for girls and women to achieve their full potential. The organization uses the sport to engage youth in reproductive health and rights sessions, leadership and economic empowerment initiatives. MTG works with over 5,000 vulnerable girls and young women and their communities in Kilifi and Kwale counties.

Through USTADI Foundation, MTG received a grant from ILO's Youth to Youth Fund to replicate an apprenticeship project that had been successfully implemented by another organization in Eastleigh area of Nairobi.

MTG implemented the Community Based Apprenticeship Program for Entrepreneurship Development, also known as "Nielimishe Nijisaidie Project" in July-December 2014, in Kilifi County.





Context

Kilifi County has one of the highest poverty levels in Kenya and a big unemployment burden. According to the Kenya National Bureau of Statistics, 29% and 9.4% per cent of the adult population are self-employed in rural areas and urban areas respectively while 8.8% are in wage employment.

Lack of education and economic opportunities leaves girls vulnerable to early marriages and other forms of exploitation.

MTG works to keep girls in school by giving them life skills, providing opportunities for confidence-building. The project also links girls out of school to opportunities for vocational training to increase their chances of getting jobs or starting business.



Project Idea

Over the years, MTG has supported young women acquire vocational training and entrepreneurial skills. Youth have undertaken courses in tailoring, hairdressing, mechanical engineering, among other courses. MTG has also facilitated training in baking, soap making and crafting of eco-produces from recycled materials such as polythene.

Despite being well-trained, many of the young women could not get jobs or start their own businesses because of gaps in soft skills and hands-on experience.

Nielimishe Nijisaidie project enabled young women with vocational skills to apprentice with experienced mentors as a pathway to starting their own businesses.



Activities Undertaken

Beneficiaries were selected from the pool of unemployed girls that MTG had supported to acquire vocational skills in areas such as hairdressing and mechanical engineering.

Selection criteria included interest in starting a business and level of vulnerability.

A baseline survey of beneficiaries was done to obtain information such as level of business knowledge and skills to enable the program to measure success.

Meetings with families of beneficiaries were held to introduce the project and get their commitment to cost-share and support the young women through training and apprenticeship.

Mentors were engaged and taken through an orientation process to ensure they were suited and willing to be coaches.

Mentorship plans were developed by project staff and mentors to ensure apprenticeships were well structured and tailored to each type of business and the needs of beneficiaries.

Recruitment and training of older girls who had gone through empowerment programs as project volunteers was done to follow up the progress of apprentices in the field.

Entrepreneurship training was offered to the selected beneficiaries through ILO's start and Improve Your Business (SIYB) curriculum.

Work placement started immediately after training. The mentorship plans ensured all beneficiaries were exposed to business operations such as budgeting, record-keeping, dealing with suppliers and handling customers.

Regular feedback was obtained from apprentices during weekly review meetings and monthly peer learning sessions.

A stakeholders' briefing session was organized at the end of the apprenticeship period to create awareness about the project's successes and challenges.

A graduation was organized for beneficiaries and attended by their families, mentors and key stakeholders.



Achievements

- A post-placement assessment found that all beneficiaries scored higher after apprenticeship in life skills and understanding of business operations.
- Three girls started their own tailoring and hairdressing businesses and five more had secured jobs within a short period of completing apprenticeships.
- Beneficiaries' self-esteem and status increased in their families and community.
- Beneficiaries have been linked to financial institutions and opened bank accounts.
- Mentors better appreciate their role in coaching young entrepreneurs and some continued to support mentees after the apprenticeship period
- Tools and processes have been developed that, together with lessons learned, will make scale-up and replication easy.



Lesson learned

- Their quality of mentor-apprentice relationship is critical to the success of the project. It therefore important to prepare mentors well for their role and formally engage them by signing agreements and drawing work plans that have clear indicators.
- Parents and husbands should be involved in the program to encourage young girls to complete their apprenticeship uninterrupted by family responsibilities.
- Cost-sharing encourages families to invest in supporting young women to get into business.
- Lack of creativity is a big challenge for new entrepreneurs. Apprenticeship helps young women appreciate how to innovatively respond to changing customer needs.
- Potential entrepreneurs should not be discouraged from employment because it is a learning experience and gateway to starting their own businesses.



Challenges

- Lack of access to start-up capital.
- Most of the mentors had not coached young professionals before and at first felt that the formal approach slowed down their activities.
- Some families could not afford upkeep for the girls. As a result three of them were placed with mentors closer to home not as good as those in established businesses in town.
- Some family members had unrealistic expectations. They thought the young women had jobs and wanted financial support from them.



Success Story

Apprenticeship drive young hairdresser to start her own salon



Name: Jane Sulubu
Age: 30 years
Before: Housewife
After: Salon owner

Jane Sulubu, 30, trained as hairdresser and beauty therapy but was unable to open a salon. The mother of two settled for life as a housewife, occasionally pleading neighbours and relatives. Jane was selected for an apprenticeship scheme by Moving the Goal Posts. Together with 18 other beneficiaries, she underwent a weeklong entrepreneurship training.

She was placed under a mentor at a salon in Kilifi town for a three-month internship.

The apprenticeship gave an opportunity to learn how to run a salon and to refine her hairdressing skills.

When she completed the course, Jane returned to her home in Vitengeni, two hours' drive from Kilifi, determined to set up her own salon. Her husband liked the idea and topped her savings to make the initial sh15,000 she used to open her salon. Her mentor continued to provide valuable advice.

Jane's salon has grown steadily, winning customers who previously travelled to Kilifi for services.

To meet rising demand, Jane hired two girls to help her. She sent one of the girls to apprentice with her mentor.



Recycling waste into sustainable businesses in Korogocho, Nairobi, Kenya

Grantee: Link the Hidden Treasure, Korogocho, Nairobi

Link the Hidden Treasure is a network of young women that collectively addresses issues affecting their peers at the grassroots level. The group was established by young women in Korogocho slums to reform youth engaged in commercial sex work, trafficking of drugs, small arms and illicit brew selling.

“Hidden Treasure” refers to these young women as a skills and talents that are unutilized and which need to be linked for personal and community development. The group’s mission is to empower, inspire, and assist young women to achieve their full potential.

The organization received a grant from ILO’s Youth to Youth Fund for its Korogocho Young Mothers Support Programme.

➤ Image: Lady holding school bag made from clean waste textile pieces from an export plant.





Context

Korogocho is a sprawling low-income settlement in Nairobi, with an estimated population of 150,000 in a just 1.5 square kilometres. Like in many urban slums, sex trade, HIV, drug abuse and trafficking in small arms and forms of crime thrive.

Young girls and women as a high risk of being sucked into this violent sub-culture. Many of them drop out of school and get sucked into this violent sub-culture and a vicious cycle of poverty.

With few opportunities for formal employment, real hope for youth in areas such to earn a decent living often comes from informal rehabilitation and economic empowerment programs run by government, non-governmental and community organizations.

Given the right training through such programs, young people can turn to small businesses for livelihoods, taking advantage of a ready market provided by the fast-growing population in the city and beyond. Link the Hidden Treasure is one of the organizations helping young women to quit crime by training them to channel their talents into thriving businesses.



Project Idea

Link to the Hidden Treasure uses a unique outreach strategy experience to train, empower, and expose young mothers from Korogocho slum to various income generating activities.

The Y2Y-funded project is targeted at young mothers who were previously engaged in sex work, trafficking of small arms, drug dealing and illicit brew selling. Young women are trained how to make quality fashion accessories such as necklaces, bangles, bags and earrings from waste paper and given business skills. Products are collectively marketed but individuals also have also started businesses selling items they make or buy and providing services such as hairdressing and catering.



Activities Undertaken

Product development and marketing was done by improving group business through refining of the business idea. This was made possible by using the first round funding of the two grants received from ILO's Youth to Youth Fund.

The organization organized training for members on how to make beads from recycled papers and plastics, recondition used hair extensions and make liquid soap. Group leaders were offered business development skills to improve in areas such as product pricing and marketing.

Scaling up entrepreneurship training was done to benefit 200 young women to start new businesses or improve new ones. This was done using the second grant received. Support during this phase helped the group to diversify their product range to include more accessories.

During the replication phase, individual members started their own businesses. These included the initial idea of producing eco-friendly fashion accessories and other unrelated business enterprises including making of school bags, hair salons and food vending.

Key components in the process of consolidating the group business included the following:

Group Market Research: Group members visited groups engaged income-generating projects similar to their idea of making beads and other products from recycled waste. The objective was to network and learn how the groups market their products and strengthen networking.

Training in business start-up: Four selected group members, who later served as in-house trainers, were trained to use the business canvass model for building business plans. This approach enables individuals to visualize their businesses by describing key elements such as partners, activities, value propositions, customers, resources, costing and revenue.

The leaders trained worked with the rest of the group members to apply the canvas model to the group business. Through the process, they were able to

Skills training: 30 beneficiaries were trained to make beads from waste paper and plastic for the group project.

Marketing: Following the training, group members split into teams that visited markets, exhibitions and potential partners who would help secure markets for their products.

Activities in the replication phase focused on empowering individuals to start their own businesses in addition to the group project. Key steps included the following:

Training of trainers: An ILO-certified trainer was contracted to train an initial 30 beneficiaries on entrepreneurial skills using ILO's Start and Improve Your Own (SIYB) curriculum. The training covered basics of business operations including costing, record keeping, sales and marketing. This initial groups became peer educators for a larger group of potential entrepreneurs.

Skills transfer: The beneficiaries passed on the knowledge and skills gained by training 200 more young women from the local community on how they could start their own businesses.

On-site mentorship: The 30 beneficiaries of entrepreneurial skills became coaches, visiting individuals who had started new business to offer advice and encouragement.

Exposure visits: A better understanding of the market drove the organization to benchmark with successful producers in Uganda for valuable lessons in product improvement.

Establishing a savings culture: The organization started a savings scheme that had 16 active members by the end of 2014.

Links to financial institutions: Lack of capital is a challenge for new and growing businesses. Link the Hidden Treasure reached out to local microfinance organizations to offer members financial literacy training and loans.

Inspirational talks: Successful business people raised in the community were contacted to give a series of inspirational talks to encourage new entrepreneurs.



Achievements

- Product diversification from a single product (necklaces) to a wide range of accessories including bags, belts and earrings that respond to market trends.
- Recycle paper products certified by Kenya Bureau of Standards.
- Tailor-made product training has been developed for young women involved in making beads, mats and bags.
- 56 new business started, creating 86 new jobs. These business include making beads, mats and bags. Other are hair salons and beauty therapy, grocery stalls and food vending businesses.
- 40 members accessed loans to start or expand their businesses.
- The group has developed a website but lacks skills to use it to market products.



Lessons learned

- The group business provides an opportunity for individuals to pool products for collective marketing while allowing them to produce for their own customers. For instance, some group members have stalls selling beads and mats, but come together with others to make products for the group's orders.
- Training of trainers creates a pool or local resource people readily available to mentor to potential and new entrepreneurs.
- Group membership increases individuals' access to credit because it reduces risks for lenders.



The group has diversified its accessory products and catalyzed individuals to start similar ventures of their own. They use income from pieces made from group projects to improve their own businesses.

For some group members, another type of business is that of reconditioning used hair extensions, and making of school bags using clean waste textile pieces from an export plant.



Beekeeping, a Profitable Enterprise for Rural Youth in Central Kenya

Grantee: Foundation for Young Farmers

Foundation for Young Farmers (F4YF) was started to attract the younger generation to farming. The organization is defining issues that young farmers face, fighting for policy changes that are needed, and bringing young farmers together in person and online to learn, share and build a stronger young farmers community.

The organization's mission is to inform, educate and promote young people in the agriculture industry with a vision of a country where young people who are willing to work, get trained and mentored to support themselves and their families in farming.

Foundation for Young Farmers (F4YFKenya) aims at creating sustainable programs to nurture and develop young agriculture entrepreneurs. Having recognized the potential role of youth in contributing to agricultural revolution, it became imperative to develop a long-term comprehensive program that would attract and inspire the youth to actively participate in agriculture as a career. F4Y Kenya serves as platform through which young people can realize their full potential in agriculture.





Context

Beekeeping in Kenya has been practised for years but only 20% of the country's honey production potential, estimated at 100,000 metric tonnes, has been tapped. Modern beekeeping in Kenya started towards the end of 1960s and has since become an important enterprise in the livestock sub-sector.

While communities living around Mt Kenya have been living in poverty because of unsustainable methods of farming which have caused massive soil erosion and infertility, bee keeping has been a preserve of older men who keep bees for the sake of paying dowry for their children and not as an enterprise. Most of the rural youths though jobless, were not allowed to go into the forest to harvest honey and for that reason, they have not considered bee-keeping as an enterprise that pays. Most preferred to work in other sectors until Foundation for Young Farmers (F4YF) came up with its Beekeeping Technology and Eco-honey Production project to encourage youths to keep bees as an enterprise.



Project Idea

Foundation for Young Famers has scaled up beekeeping technology to improve the livelihoods of the rural youth through diversified income-generation from the sale of quality honey and honey products. The project was implemented through youth training on beehives production, apiary management and business skills to enable them become entrepreneurs. The trained youths have ventured into bee keeping forming sustainable business entities.

The project has empowered the beneficiaries with skills, knowledge, technology, beekeeping equipment and protective materials. To ensure value addition of the honey, F4YF has partnered with institutions in processing, labeling, packaging and marketing honey.



Activities Undertaken

The project was launched by bringing all the stakeholders together to encourage project acceptance within the community and partnerships.

Selection of bee keeping and bee hive making trainers was conducted. An advert to announce the vacancy for the trainers and selection was done to ensure the best trainers were selected to offer proper training to equip the 30 beneficiaries with necessary skills to venture into modern profitable beekeeping. A carpenter experienced in making hives trained three other artisans in the craft.

Entrepreneurship training was conducted. The beneficiaries were taken through business training sessions by ILO-certified trainers. The goal was to equip the beneficiaries with skills to take up various positions in the beekeeping value chain.

Training in honey processing and value addition was given to the beneficiaries.

Beneficiaries were linked to different financing partners including the county government, which offered start up kits to 12 beneficiaries.



Achievements

- 12 youths have started processing and selling honey.
- The youths have also been licensed by the forest department and have put the first lot of the hives in a government forest.
- The youths have processed over three tonnes of honey in partnership with the International Centre for Insect Physiology and Ecology (ICIPE) Bairyuni Centre, whose Trade Mark they use.
- Another group of youth have registered another trade mark, Mt Kenya Honey, and are selling their honey under the brand name. They have processed over 1 tonne of honey.

- The youths have learned to use wax discarded by traditional honey harvesters to make value-added products such as candles and soap.

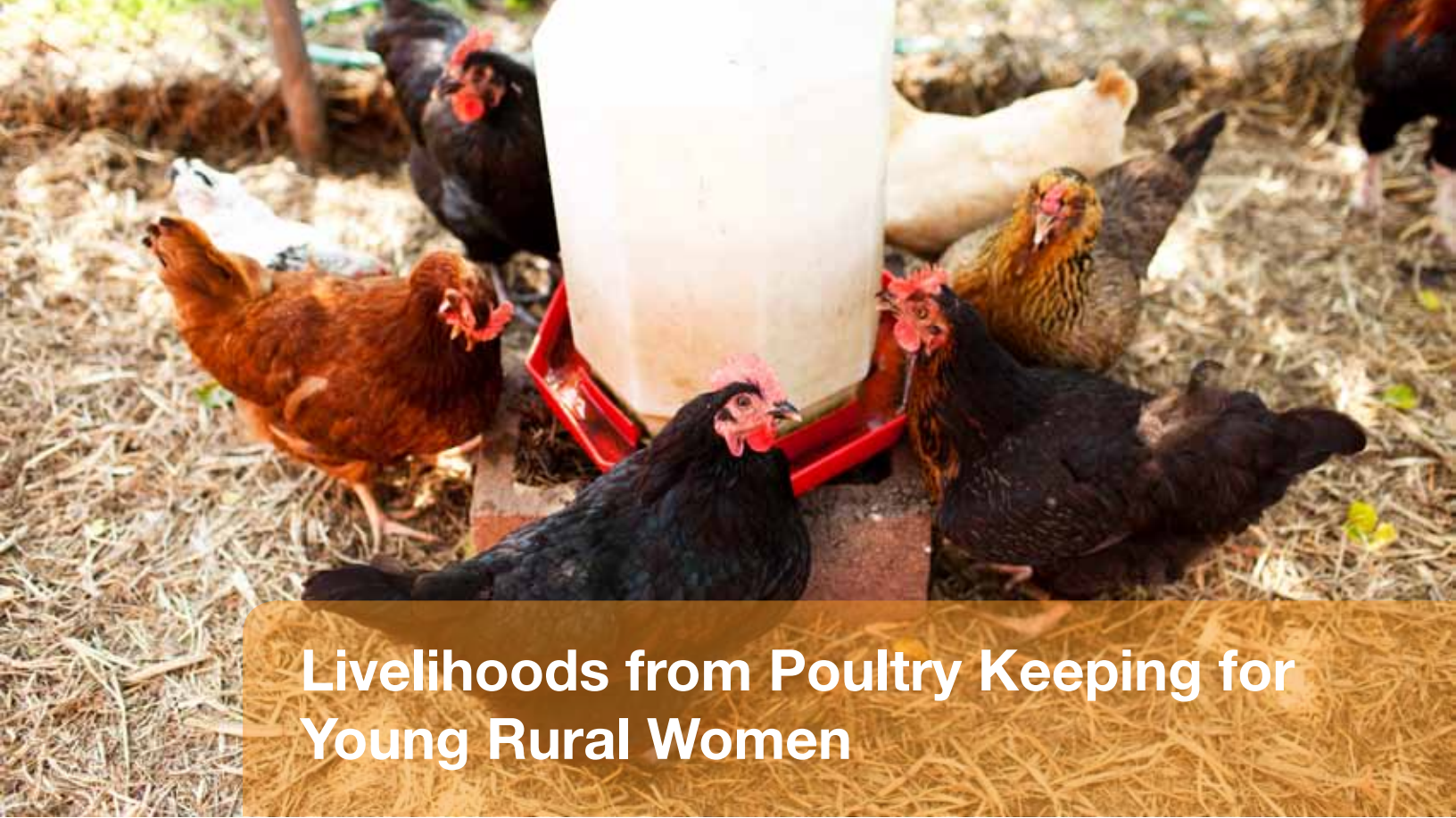
✓ Lessons learned

- It is important to work with people with experience in beekeeping.
- Linkages with local partners can ensure success of enterprises run by youth.

🧩 Challenges

- The short time (6 months) for implementing the project was not enough to evaluate its success.
- The group's budget was more than the grant given but they got personnel from training from the county government.



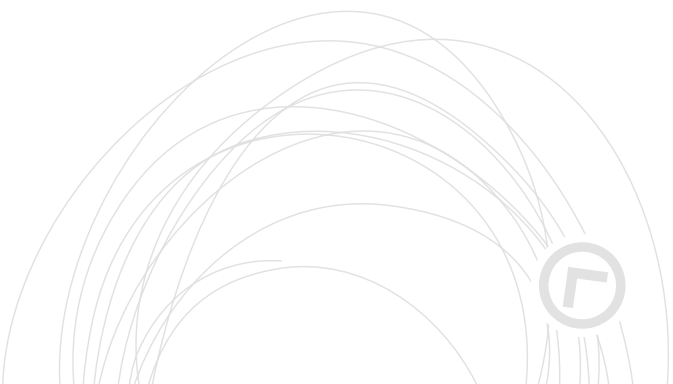


Livelihoods from Poultry Keeping for Young Rural Women

Grantee: Pamoja Women Group

Pamoja Women Group was started in 2009 to economically empower women in rural areas with entrepreneurship skills and knowledge. The group got concerned because many young girls ended up getting married and remained jobless because they lacked skills to enable them earn a living. The group is also involved in advocating for effective participation of young women in the development process.

The group is based in Busia County and has 22 members who are keeping poultry in a demonstration project holding over 5,000 birds. The group's mission is grounded in a rights-based approach designed to address the social-economic hardships and issues such as gender-based violence against rural women.





Context

The main economic activity is trade with neighbouring Uganda, with Busia town - the county headquarters and largest town - being a cross-border centre. Away from town, the county economy is heavily reliant on fishing and agriculture, with cassava, millet, sweet potatoes, beans, and maize being the principal cash crops.

Keeping of poultry can help diversify sources of income for smallholder farmers and also improve nutrition for their households. Many families already keep a few chicken, but targeted interventions can build their knowledge and skills for improved production.



Project Idea

Concerned by the joblessness of the young women in Busia, Pamoja Women Group decided to engage the women in poultry farming to enable them earn a living. Unfortunately, almost all the youth had little education and no income or entrepreneur skills.



Activities Undertaken

Entrepreneurship training was offered to 20 young women to build their business skills.

Practical skills in poultry farming equipped the women with essential skills, including in managing construction of chicken houses, feeding and managing common diseases.

A demonstration farm was established to raise group income and serve as a training site for members.

An incubator was bought by the group to scale up production.



Achievements

- The group had tried poultry farming before receiving the grant but the business was not doing well. After training, production at the demonstration farm improved from 20 to 60 eggs a day, attracting buyers with big orders.
- Encouraged by the demand, individual members started increasing their flocks.
- Feed formulator bought by the group has reduced production costs.
- The group has developed a biogas-fired warmer for chicks, significantly cutting losses due to death of young birds.



Challenge

- Power outages caused losses in the incubator, which at one time hatched only 80 of 480 eggs.
- High cost of commercial feeds.



Success Story

Traditional feeds, training boosts women group's chick production

When Pamoja Women's group decided to venture into poultry farming to improve the well-being of the young women group members, they expected that it will be a smooth ride. But no sooner had they started the farming than reality dawned on them that it was no mean task to rear poultry.

"When we started, we had a number of shortcomings ranging from high cost of feeds, sickness and low egg production. USTADI accepted to help us boost the business, says Project Manager Letecia Narotso.

USTADI came into the picture as the group struggled with the poultry business and trained the members on entrepreneurship. Beneficiaries were also mentored on poultry keeping and assisted to buy an incubator and feed-making machine. "USTADI has moved us notch higher," says Zackayo Kubasu, the coordinator of the project. "Once we went through the training, we expanded our business and created a demand for our products."

The training encouraged the group to be innovative. "We invest in a feed producing machine. We are now able to produce our own feeds using locally available materials. This has brought down the cost of feeds to almost half from from Ksh 45 per kilo to Ksh 22 per kilo. Our problem is no longer production but meeting the market demand," says Narotso.



Imekubaliwa initiative: Helping Youth Develop Performing Arts into Showbiz Enterprises

Grantee: Uwezo Awareness organization

Uwezo Awareness Organization (UAO) is a Kenyan national NGO formed in 2006 working to encourage appreciation by people and mainly youth at all levels of society for the role of the performing arts & IT as a tool for development, economic development, an investment opportunity, and use of interactive mass media in alleviation of poverty in urban and poor communities.

Through funding from the Swedish Foreign Ministry and Embassy in Kenya, and International Labor Organization (ILO), UAO has developed competence in employing art for development, particularly nurturing musical and performing arts talents amongst the poor youth.

By harnessing the infrastructural, human and financial resources of like-minded partners, Uwezo aims at creating a resource centre, a tailored life skills and entrepreneurship curriculum, educational materials, on-site training for under privileged youth, interactive website and e-learning software for sustainability and scaling up of the programme into the future.





Context

According to Oxfam GB's urban poverty analysis urban poverty will represent almost half of the total poverty in Kenya by 2020. In Nairobi, the capital city, 60% of the population live in slums and levels of inequality are dangerously high, with negative implications for both human security and economic development.

While many people in the slums receive basic education, the drop in students at the secondary level and particularly over the age of 15, means that most youths lack the skills and experience to successfully compete for jobs or start their own businesses.

Kariobangi is a shantytown in the middle of the Kenyan capital Nairobi. Like other African slums, it consists of tons of garbage, worn down sheds and very bad sanitation. Employment opportunities for youths are scarce pushing many to a life of crime, drugs and prostitution.

It is against this background that Uwezo Awareness Organization (UAO) in recognition of inherent youth talent and potential in Kariobangi has been providing a nurturing environment in form of a creative centre to realize the youth social and economic development.



Project Idea

UWEZO has been working with youths in Kariobangi since its inception in 2006. The inherent youth talent and potential in Kariobangi has encouraged the UWEZO to nurture musical and performing arts talents among the youths into a business enterprise. The Imekubaliwa initiative has nurtured performing arts among youths residing in urban informal settlements through the use of their potential and commercializing it. It has established a platform for mentorship with successful music and performing art industry players.



Activities Undertaken

Talent search was done in Kariobangi. Thirty youths were selected to take part in the project.

The beneficiaries were registered with the Music Copyright of Kenya (MSCK) and Kenya Copyright Board (KECOBO). This was done to enable artists protect their intellectual property and earn royalties from their work.

The beneficiaries were trained on basic financial literacy and offered a chance to open bank accounts. A few who were under 18 years and not eligible due lack of identity cards used their relatives mobile banking instead. The goal was to enable the artists improve their money management skills and also formalize their business dealings and access credit whenever necessary.

Entrepreneurship training was given. The beneficiaries were taken through six Start Your Business training sessions by ILO certified trainers. The goal was to equip the artists with knowledge and skills on how to develop an enterprise and run it profitably. They were expected to be better entrepreneurs after this training.

Three radio interviews were done with some of the artists being present. The goal was to market the artists and their products and to network with media.

Uwezo identified mentors to help share experiences, knowledge and network beneficiaries with the mainstream media industry. The mentors held a total of 15 sessions with the 30 beneficiaries.

A live performance was conducted. An entertainment company was contracted to organize a public performance event and to carry out branding, publicity and promotion. One live performance event was carried out in Korogocho. Some of the Uwezo beneficiaries plugged into Citizen Radio event and performed at KOCH 2014 Music Awards where they won Artist of the Year Award.



Achievements

- Registration of beneficiaries with copyright bodies KECOBO and MCSK to enable the artists to earn royalties.
- Training and certification on enterprise development.
- Partnerships and financial training workshops with Equity and Family banks.
- Marketing of the beneficiaries' songs through radio programs.
- Artists like Teardrops and GINX have commercialized their poems and performance and songs respectively.
- Registration of beneficiaries with copyright bodies KECOBO and MCSK to enable the artists to earn royalties.
- Training and certification on enterprise development.
- Partnerships and financial training workshops with Equity and Family banks.
- Marketing of the beneficiaries' songs through radio programs.
- Artists like Teardrops and GINX have commercialized their poems and performance and songs respectively.
- Others artists have started their own enterprises and are forging ahead using the enterprise development skills and mentorship that was offered.
- UAO has used its networks to ensure that its artists can get favorable media coverage and performance platforms towards ensuring they earn a sustainable livelihood and create jobs.

- Artists have entered into partnership with a number of hotels and entertainment spots to perform during theme nights as well as do paid gigs and also fundraise for UAO projects.
- UAO has signed contracts with its artists to receive 15% of their royalties and income as a give back mechanism towards sustaining the project to impact more beneficiaries



Challenges

- Some of the beneficiaries were young and dynamic and did not have the patience and were distracted by the daily hustles of life and left to look for ready money.
- Some of the beneficiaries went back to school and did not proceed with the project.
- Most of the beneficiary girls did not see performing arts as an income generating venture and ended up getting married.
- The budget provided was not enough for marketing.
- Project duration was too short for the project (performing arts required more time to bear fruits).



Lessons learned

- Target younger girls who are not under pressure to get married.
- Mentorship should be long term and geared towards an incremental approach with emphasis on networking and marketing support.
- More resources are needed for publicity and promotion of the artists brand and products to achieve job creation.



Group Name: GINX
Name: Ali Roba
Age: 25 years
Name: Anthony Kigera
Age: 24 years
From: Kariobangi

Success Story

Singing their way out of poverty



Having lived in poverty, one would think their songs would shy away from the life they would want to forget—that of struggle. But not for Ali Roba, 25 and Anthony Kigera, 24. The artists from Kariobangi choose to sing some of the struggles their peers go through in the slums to create awareness.

GINX, as they are called, was spotted by UWEZO when scouting for talented youths in the slums to nurture their talent and transform their talents into a business enterprise.

“We had no mentor, no money and our music was of poor quality because of the kind of studios we could afford. Without a market for our songs we were going nowhere”, says Ali.

The duo were among the 30 youths who were selected and trained by UWEZO on business and attached to mentors. “We have come from far because our music was all for fun and not for business,” says Anthony.

Since being trained, the group’s fortunes have changed. They won the KOCH Music Festival Award organized by KOCH FM, a radio station serving the populous Kariobangi slums. “We have realized that music can get us out of poverty,” says Ali referring to the cash award that they were given after their starling performance and their CDs which they were able to sell.

But the KOCH Music Festival was just the beginning. They now have a fun base and have been organizing performance shows where they will be paid for sustainability.

Earning livelihood from our performance was never a dream the duo ever dreamed of. “The training, mentorship and exposure that we have been given has changed our fortune,” says Ali adding that, “We would like to give back to our society. Many of our friends are now looking at us because they know where we came from and we would like them to earn a living from their talents and never go to crime,” says Ali.



Group Name: Ziqki

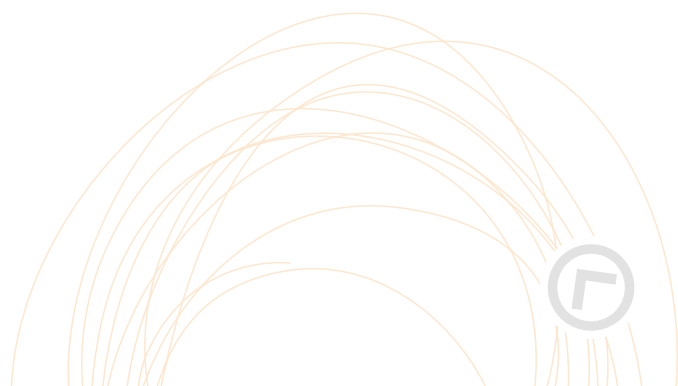


Poultry Rearing Capacity Strengthening Youth Project, Kisumu, Kenya

Grantee: Wholistic Empowerment and Development Youth Group (WEYO)

Wholistic Empowerment and Development Youth Group (WEYO), is a community-based Organization operating in Nyakach, Kisumu County. The group was started in 2011 primarily to create jobs for young people.

WEYO is centered on a comprehensive youth empowerment model where youth people are encouraged to engage in work that challenges them to develop skills, gain critical awareness and participate in opportunities for creating positive social change.





Context

Communities around Lake Victoria are heavily dependent on fishing for their livelihood. A lot of the rich agricultural land in the immediate hinterland lies largely uncultivated. Yet farming can help supplement income from fast declining yield and buttress the local economy.

Pollution, destruction of wetlands, the invasive water hyacinth and illegal fishing practices have combined to reduce the amount of fish in the lake. One survey published by the Lake Victoria Fisheries Organization (LVFO) published in 2012, found that the catch of Nile perch, the dominant species in the Lake, dropped from 750,000 tonnes in 2005 to 337,000 tonnes in 2008. Similarly, the tilapia catch dropped from 27,100 tonnes to 24,800 tonnes over the same period.

Furthermore, only a limited number of people can be directly employed in fishing. Communities have to find livelihoods in other areas. For many, smallholder farming, including poultry, is the most feasible option.



Project Idea

Concerned by the rampant rates of youth unemployment in Nyakach, WEYO zeroed in on youths who were already involved in small-scale poultry farming to help them improve their capacity through training and mentorship.

In 2014, WEYO received a grant from ILO's Y2YF for an initiative to strengthen the capacity of unemployed youth aged between 18 and 35 already engaged in poultry rearing to upscale and commercialize their farming enterprises and increase youth income.

The grant enabled the youths to be trained in poultry keeping and marketing. This has fostered a culture of entrepreneurship among the youth, some of who have started their own businesses. The group has bought an incubator and started a cooperative society to assist in marketing chickens and eggs.



Activities Undertaken

An implementation committee was formed by group members.

A stakeholders' sensitization meeting was held to enable all those involved to understand and support the project.

Selection of beneficiaries started with advertising to participate in the project. A total of 47 young people applied and 30 were selected.

Selection of mentor was competitively done and one of four qualified applicants.

Entrepreneurship training was done. The 30 selected youths were taken through training conducted by satisfied ILO-certified facilitators to prepare them turn poultry keeping into a business.

Formation of clusters was conducted. After training, the 30 beneficiaries were organized into clusters and helped to form a cooperative society leadership team.

87 mentorship sessions were organized in the three clusters to give young people practical skills in indigenous poultry farming. They learnt about hatching, brooding, incubation and disease management as well as formulation, packaging and storage of feeds.

Exposure visits were organized for 47 youth to Gem, Siaya County, to learn from experienced poultry farmers.

Registration of business was conducted. The project coordinated the youth to register five business names to enable them bid for the 30 percent public tenders reserved for youth, women and people with disability.

The project coordinated the development of Nyakach Cooperative Society. The cooperative will enable members to access credit for business start-up and expansion beyond Y2Y funding.



Achievements

- 30 youths trained in poultry, entrepreneurship, bookkeeping, marketing, value addition strategies and development innovations.
- Each beneficiary has a minimum of 10 chickens and one cock, with one already keeping 150 chickens and 10 cocks.
- Nyakatich Cooperative Society formed by 30 beneficiaries had attracted 50 other members by December 2014.
- A 120-egg capacity incubator bought to hatch eggs for members at a fee and generate income for the group.
- 30 youths mentored in poultry rearing and entrepreneurship.
- 10 new businesses registered.
- Facebook and 5 websites are being used to market the organization, the cooperative as well as poultry and eggs.
- One group member formulated chicken feed, which has turned out to be much cheaper option for farmers. He is now working on how to increase production and further improve quality.





Name: Evaline Ong'ore
Age: 22 years

Success Story

My income from poultry has increased and I can use the money to pay my school fees

Twenty two-year-old Evaline Ong'ore has been involved in small-scale chicken rearing as a hobby but without any skills. The returns were dismal and frustrating since she needed to make money to supplement the horticulture farming she was involved in to help pay her school fees.

When she saw an advertisement about young farmers recruitment capacity building, she did not waste any time but applied for consideration. When the results of the recruitment came out, she was among the lucky 30 youths who had been selected to participate in the Poultry Rearing Capacity Strengthening Youth Project.

The poultry mentorship sessions did not only give her technical skills on poultry rearing and management but also taught her how to develop and implement business plans.

“The mentoring project has been useful. I used to rear chicken Kienyeji (without any skills) but the training opened up my eyes and enabled me to upscale my poultry. My income from poultry has increased and I can use the money to pay my school fees,” says the agribusiness student at the Great Lakes University.

Using the skills that she attained in the training, she has put up a house for the chicken where she is keeping over 30 birds. She is now well versed in poultry diseases and also vaccinates her neighbors' chicken.

“I am grateful for the training because my poultry is now a viable business earning me money,” boasts Evaline.

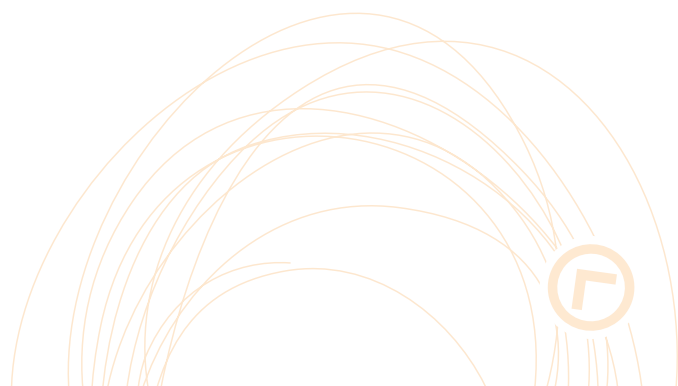


New Farming Skills Open Up Livelihood Options for Youth in Busia County, Kenya

Grantee: Jesus is Lord Community-Based Organization

Jesus is Lord Community based organization (JIL CBO) is an umbrella body that started as church group before being registered as a self-help group in 2003. The group addresses development challenges affecting the community in Busia. In 2008, the self-help group was registered as a CBO. JIL's main goal is to mitigate social economic problems afflicting the communities through viable interventions in governance, advocacy, climate change, environment, livelihoods and sustainable agriculture.

Through ILO grants, JIL worked with youths in Busia to implement the Youth Empowerment through Commercial Farming project. in July-December 2014, in Kilifi County.





Context

Kenya's prospects for long-term growth are among the most favourable in East Africa. According to the International Fund for Agricultural Development (IFAD), more than three quarters of the Kenyan population lives in rural areas, and rural households rely on agriculture for most of their income. The rural economy, in turn, depends mainly on smallholder farming, which produces the majority of Kenya's agricultural output.

The history of farming in the western Kenya is characterized by low-input, low-output farming. Studies have found that crop productivity is very low (less than 1 tonne of maize per hectare per year) and that nutrient balances are seriously in deficit. Amidst the poor yields, unemployment and poverty rates remain high, with 35 percent of Kenyans living on less than a dollar a day, and a looming food insecurity due to poor farming methods.



Project Idea

Jesus is Lord CBO has worked with 112 youths to improve their income through better farming methods such as the adoption of fast-maturing crops and improved post-harvest handling.

Often young people do not like farming and would rather stay idle. Many of those who take interest in farming hardly produce enough for their own consumption due to lack of knowledge and skills in modern agriculture.

With land as the only resource, JIL project decided to replicate Tanzania's commercial farming where short crops were planted to give optimum yields. The beneficiaries were mentored on site on post-harvest and short season crops to help participants reduce losses caused by poor storage and also to embrace short season farming to increase their income.



Activities Undertaken

Seven rural producer groups were formed, each with up to 20 members. The groups were formed to improve the bargaining power of youth through collective input purchase and marketing of produce, hence increasing profit.

Outreaches were organized to the producer groups to increase their understanding of the project and assess their needs.

A four-day entrepreneurship training workshop was conducted for 25 selected youths from the seven producer groups. ILO's Start Your Own Business module was used to equip the beneficiaries with knowledge and skills on how to develop and run an enterprise.

The members of the producer groups were trained to adopt short-season crops and good post-handling practices to reduce losses caused by poor storage.

Mentorship for producer groups was done for 16 days. During this time, they were also linked with microfinance partners whom they could approach for seed funding to start off their businesses.

The groups established demonstration plots on their farms, which a mentor visited to teach members new farming methods. Training was tailor-made to suit each group so that they could have on-site experience as demonstrated by the trainer.

Monitoring and Evaluation was done to ensure that the youth delivered on the agreed terms and target.



Achievements

- The producer groups have transformed into self-help groups and applied for funding to improve their enterprises.
- Over 60 youths have started their own businesses and are already making money.
- The groups have gone beyond what they set out to do and have started merry-go rounds, table banking and poultry farming.
- Youth trained on post-harvest and growing of short season crops.



Lessons learned

- It is better good to build the capacity of youth rather than give them handouts because they work hard to utilize the skills and translate them into money and become self-reliant.
- Working in groups enables young people to empower, learn and compete with each other for better results.
- Value addition increases income, thus groups should be encouraged to package their products.
- Target out of school youths who are already in farming for maximum impact.



Challenges

- High expectations from the beneficiaries who expected to be provided with the farming input and cash benefits.
- Erratic weather made it difficult for those who were planting bringing in the issue of green house.





Success Story

Youths reap double profits after mind change



When Peter Elusa first heard about the Youth Empowerment through Commercial Farming project, he was excited. He looked forward to attending training sessions and being paid for it. But he was mistaken and disappointed at first. “I had been used to getting handouts whenever I attended workshops and trainings but what I learned in the training is more valuable than the handouts,” says Elusa.

But the young man changed his attitude when he realized he could make money from farming if he applied his newly acquired skills.

Elusa and other youths are now more inclined to spending their money to seek farming information than to be given handouts. “I no longer value the Ksh 500 I used to be given, but rather the education that is going to enable me increase earnings in my business,” says a member of Amukura Youth Group that has also been practicing table banking.

Other than transforming the youths’ mindset, the training has changed their fortunes as well. Before the training they never saw anything wrong with middlemen who used to buy farm produce from them and later sell the same to them at exorbitant prices. “We have learnt that we too can harvest, hold our harvest and sell the same in a few months and make double the price,” he says referring to maize which the group bought at Ksh 1,600 per bag and later sold at Ksh 2,800 per bag making a profit of Ksh 9,600 from the eight bags they had initially bought.

Grantee Best Practices in selected thematic areas

Organizations implementing various Y2Y Fund-supported projects generated practices that can inform and help improve similar initiatives by youth-led organizations. This section highlights some of the practices from which implementing organizations can draw lessons across a range of thematic areas.

1. Improving access to business development services

Structured mentorship with measurable objectives

Structured mentorships that have predefined goals can ensure both mentors and mentee get the best out of the experience.

Moving the Goal Posts (MTG), implementing Nielimishe Njisisaidie Project, provides a good example of a well-thought out a replicable apprenticeship scheme that matched the needs of apprentices and mentors' capabilities. Key features of MTG approach include the following: Conducting a baseline assessment of beneficiary knowledge and skills to identify gaps, selecting mentors best-suited to address the needs of each mentees, jointly developing work plans with mentors and designing a monitoring plan to measure progress.

Another notable feature is use of trained volunteers, regular feedback sessions with mentees' and mentees as well as meetings with beneficiaries' families to obtain their support for a cost-sharing arrangement to facilitate apprenticeships away from home.

Effective mentorship

Effective mentorship helps to reinforce the knowledge and skills youth acquire in entrepreneurship and the specifics of their chosen businesses. Implementing organizations came up with promising mentorship practices.

In its Jitegemee Chicken Enterprise project in Gede, Kilifi County, Transforming Communities in Kenya (TRACK), provides another promising best practice on mentorship. The group identified a retired government veterinary officer from the community to mentor young poultry farmers. The veteran not only offered training to the group and individuals, but served as link-person to a local research institute that beneficiaries visited for practical lessons. To build the group's capacity, the mentor trained voluntary para-vets from among group members.

Training peer mentors: Several organizations, notably Sustainable Practical Program for Africa (SUPPA) and Link the Hidden Treasure, used a training of trainers (TOT) approach. A select few representatives were trained initially trained and went back to the group to pass on the knowledge and skills to the rest of the group.

Clusters for expanded reach: Several groups members into geographical clusters for that they could be effectively reached by mentors. For instance, Young Ladies Organization (YOLANDO) and SUPPA used this approach to reach widely dispersed groups involved in briquette-making and poultry, respectively.

Entrepreneurship training

Advertising for ILO-certified trainers: Some groups advertised for ILO-certified trainers, ensuring they got the best trainers qualified to deliver the standard training but who could also contextualize it to local circumstances.

Selecting beneficiaries with vocational skills: Several of the groups selected for entrepreneurship training, youth who already had technical skills or proven talents but had not started businesses. Such beneficiaries are likely to apply their new knowledge and skills to their own start businesses.

2. Addressing gender issues

Participation of both men and women in business is desirable for the genuine success of youth-led projects. Various Y2Y Funded-supported projects, especially for mixed-gender groups, deliberately made efforts to address gender imbalance.

Involving young women in group management

Some leadership positions were reserved or women to ensure they had an equal say in decisions.

Gender-sensitive training

Young women may not get the full value of training if their needs are not taken into account. Moving the Goal Posts involved communities to ensure they provided support to female apprentices on attachment away from home, while Young Ladies Organization made its training flexible to ensure women attended all session by allowing them time to attend to domestic chores.

Male involvement in business training

Men support women when they understand their needs to start and run businesses. Link the Hidden Treasure invited men to its training program to increase its acceptance in the community.

Creating entry points for women in traditionally male-dominated business

Not all roles in some businesses are suitable for women, but there is need to find a place for women in product value chains. For instance, Foundation for Young Farmers realized that young women could not go into the forest to practice beekeeping. The group successfully encouraged women to take up roles in process and distribution of honey.

Another group, Malindi Youth development Association, assigned men the role of processing raw materials for jewellery and women that of putting finishing products.

3. Working with youth

Working with youth entrepreneurs presents specific challenges such as the desire for quick returns, a high drop-out rate from projects and lack of collateral for credit.

Dealing with high expectations

To address this challenge, groups selected youth who already had vocational skills and interest in starting a business. After giving them business skills, they assigned young people older mentors to walk with them on the path to starting their own enterprises.

Implementing group businesses in parallel with individual enterprises

Young people like to do things their way. Some groups established group businesses as a way to maintain group cohesion and provide learning sites, while allowing individuals to start their own businesses. This approach worked for Transforming Communities, Link the Hidden Treasure and Malindi Youth Development Association.

Employment as a step to own enterprises

Raising start-up capital is a major entry barrier into business for young people. Moving the Goal Posts encouraged youth with vocational skills to go for apprenticeship and take up employment as a stepping stone to starting their own enterprises. Salaried employment gave youth an opportunity to gain hands-on experience and save money to enable them venture into new businesses.

4. Improving access to business finance

Getting capital to start new businesses is a common challenge for graduates of entrepreneurship development programs. With no collateral or proven track records in business, young people are unattractive to financiers despite their potential. Various groups took steps to enable young people access business credit.

Savings and credit schemes

Group savings schemes provide an opportunity for young people to save and borrow money for business. Almost all groups started schemes to encourage youth to put money aside specifically for business.

Linkages to financial institutions

Introducing financial institutions to groups as a follow-up to entrepreneurship training worked for most of the groups. Banks and other lenders were more willing to provide financial literacy training to business training beneficiaries and offer tailored credit products.

Business plan competition

To ensure beneficiaries applied knowledge and skills from entrepreneurship training, Kenya Muslim Youth Alliance organized a business plan competition. Beneficiaries were assigned mentors to help them develop their business ideas into bankable plans that were evaluated by an external panel. The group supported the winners to present their plans to financiers and secure business start-up funds.

Linkages to national and county government-managed schemes

After entrepreneurship training, some beneficiaries developed group and individual businesses proposals that were funded and earmarked for support by the national Youth Enterprise Development Fund and Uwezo Fund.

5. Strengthening partnerships

Y2Y Fund support enabled many of the youth-led organizations to engage with non-traditional partners. Groups entered into diverse partnerships to enable young people start and grow their own businesses.

Public-private partnerships

Some groups partnered with financial institutions to enable youth open bank accounts, get opportunities

for financial literacy and obtain business credit. Groups such as Wholistic Empowerment and Youth Development Group (WEYO) had a technical training agreement with a local business development company.

NGO-business collaboration

Established NGOs have the capacity and can provide technical training to youth willing to start businesses. For instance, Foundation for Young Farmers partnered with the International Centre for Insect Physiology and Ecology (ICIPE) to enable beneficiaries get training in beekeeping and honey production. The group used the NGO's honey processing facility and product brand before registering their own.

Community partnerships

In central Kenya, Foundation for Young Farmers negotiated with traditional honey gatherers to allow young people into Mt. Kenya forest to set up beehives for commercial honey production.

The community recognized that they can have mutually beneficial partnerships with business-oriented youth.

6. Strengthening marketing

Cooperatives and producer groups

Marketing is a challenge for many new businesses. Several groups formed producer groups for joint marketing of their agricultural produce. Wholistic Empowerment and Youth Development Group runs a thriving cooperative that started with 30 project beneficiaries but had attracted more than 50 other members in a few months. The co-op was started to market chickens and eggs but has expanded to offer other services including a hatchery where members “bank eggs and cash chickens.”

Other groups started producer cooperatives for selling rabbits (Vihiga Horticultural Sel-Help Group), ducks (Vihiga CBO), energy efficient stoves and fireless cookers (Ushirikiano Self-Help Group), honey (Foundation for Young Farmers) and cereals (Pamoja Women's Groups).

Online marketing

Although they lack adequate technical capability, some youth groups market their products and services online through websites and social media channels. Notably, Uwezo Awareness Organization markets musicians and other performing artistes in its stable through and active Facebook page, while Link the Hidden Treasure uses a modest website to promote its jewellery.

Product Fairs

Almost all groups found market fairs useful in creating awareness of their products and linking up with buyers. For instance, Malindi Youth Development Association organized a solo exhibition to show case their fashion accessories made of bone, while Link the Hidden Treasure identified and participated in trade fairs to market their jewellery made from recycled paper.

Benchmarking to respond to market needs

Understanding the market is critical for new youth-run business to effectively position themselves for success. Most of the groups organized exposure visits to learn how established enterprises market their products. Notably, Link the Hidden Treasure significantly expanded their product range and quality after a visit to a successful eco-jewellery business in Jinja, Uganda. On their return, the group diversified from producing necklaces only into making belts, earrings and bags from recycled waste paper.

About USTADI Foundation

USTADI Foundation (popularly known as USTADI) is a registered Kenyan organization. USTADI is the Kiswahili word for 'skillful' and the brand name chosen for Kenya Local Capacity Development Facility (KLCDF). USTADI is part of a Global Network of initiatives that are involved in facilitating Capacity Development Services (CDS) at the national and sub-national level.

USTADI promotes capacity development as the “CORE” and not as an “ADD-ON”.

USTADI empowers rural entrepreneurs (mostly youth and women) including CSOs by connecting them with professional (CD) service providers in a targeted and demand driven market environment for prosperity hence the slogan “**Empower – Connect – Prosper**”. It is complemented by an online platform – www.prexkenya.com.

USTADI stimulates and supports the use of professional skills (CD) by rural entrepreneurs through cost-sharing the initial cost of professional CD services required.

USTADI support SPs to provide quality services by working with relevant institutions that facilitate standards setting and accreditation.

USTADI works directly with entrepreneurs as well as through local partners (hosts) to stimulate the growth and expansion of businesses and professional capacity development services. USTADI enables rural businesses; non-profit organizations and local governments (local actors) to build their skills and better serve their markets. *It improves the access of its clients to; Market know-how; Technical, business and professional services; financial support and procurement and grant management.* USTADI is currently focusing in agriculture, WASH, climate change and renewable energy sectors with a deliberate focus on women and youth enterprise development.

USTADI has a market facilitation model where demand and supply sides of CDS market are strengthened and linked for purposes of developing businesses.



For more information please visit the following links:
www.y2ytoolkit.org • www.yef africa.org • www.ustadi.org