



YOUTH

ENTREPRENEURSHIP UGANDA

Unleashing African Entrepreneurship 2013



MORE THAN **10,000**
YOUNG MEN AND WOMEN
Trained in Uganda

A 19 year old's
BIG CASH
from poultry farming

ILO gives
hope
to Kayunga YOUTH Group

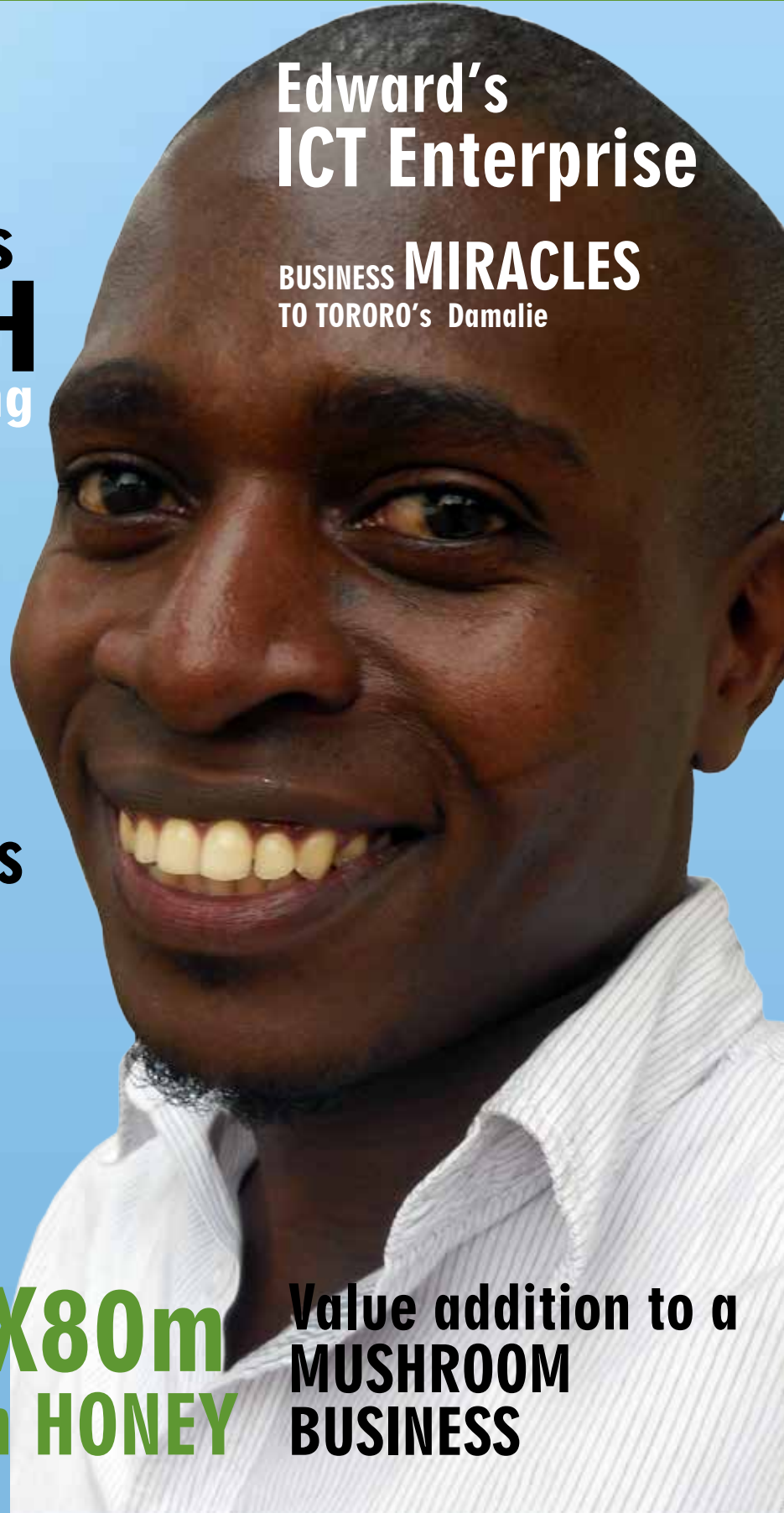
Alert Agency partnership
brings hope to
Gulu communities



UGX80m
from **HONEY**

Edward's
ICT Enterprise

BUSINESS **MIRACLES**
TO TORORO's Damalie



Value addition to a
MUSHROOM
BUSINESS



THE REPUBLIC OF UGANDA

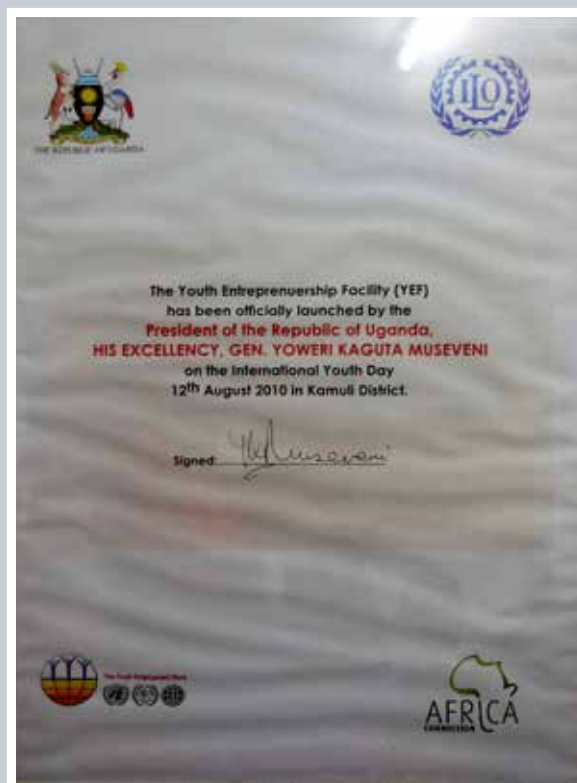




H.E.GEN. YOWERI KAGUTA MUSEVENI

President of the Republic of Uganda

The President officially launched the YEF Uganda program on the 12th August 2010 during the International Youth Day celebrations with the signing of an inauguration certificate



MORE THAN 10,000 YOUNG MEN AND WOMEN TRAINED IN UGANDA

In 2009, the Government of Denmark - through the Africa Commission Secretariat (ACS) asked the International Labour Organization (ILO) and the Youth Employment Network (YEN) to design and implement the Young Entrepreneurs Initiative presented in the Africa Commission report of May 2009. The Unleashing African Entrepreneurship/ Youth Entrepreneurship Facility (YEF) was subsequently designed. This 5 year initiative (2010-2014) focuses on Kenya, Tanzania and Uganda over two phases in 2010-2011 (Phase I) and in 2012-2014 (Phase II).

The Development Objective of the programme is to contribute to the creation of decent work for young Africans, both as a means of self-employment and as job creation for others through entrepreneurship development. In Phase I, this objective was pursued through six inter-related and complementary components: (1) entrepreneurship culture promotion; (2) integrating entrepreneurship education for in-school youth; (3) facilitating access to business development services (BDS) for out-of-school youth; (4) access to finance for young entrepreneurs; (5) capacity building of youth organizations through the Youth-to-Youth (Y2Y) Fund and (6) evidence-based advocacy. In Phase II, access

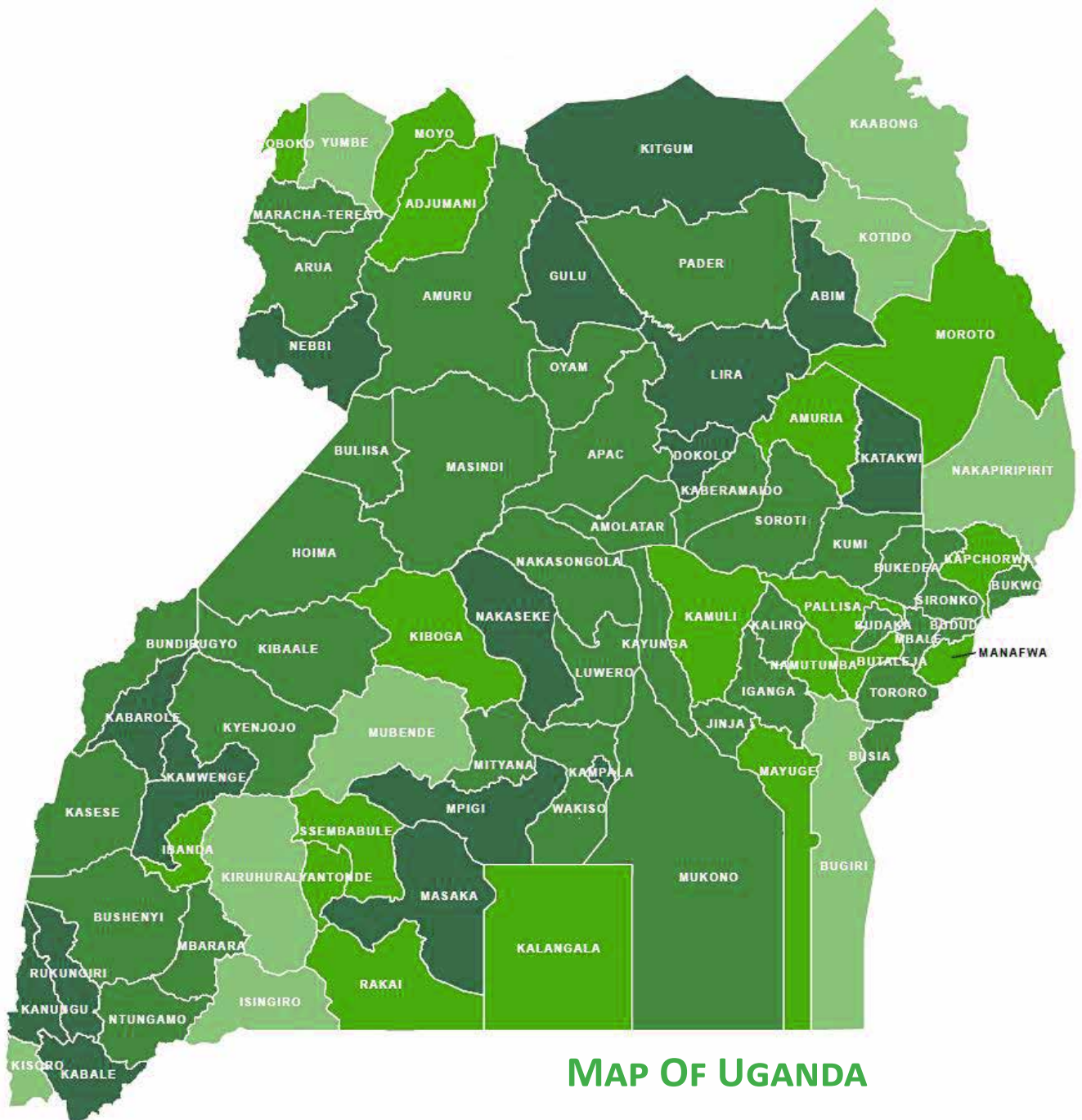
to BDS and finance were merged into one component with the rest remaining basically the same.

Since the start-up of the programme in April 2010, the Facility has established itself as a key intervention for youth entrepreneurship development and made the Africa Commission Initiative visible at the national level in all three countries. Governments and political leaders have on several occasions demonstrated their full engagement in the programme as have private and civil society actors. In all countries partnerships have been formed with governments, financial institutions, universities, employers' and employees' organizations, business development service providers and youth development organisations. The well known Start and Improve Your Business (SIYB) package of the ILO was given a young entrepreneur facelift with a focus on supporting green and social enterprises in all the three countries and master trainers and BDS providers have been capacitated to deliver the programme. Many innovative partnerships focusing on areas such as green and social business plan competitions in the three countries, a national business apprenticeship programme for university graduates and the business mentoring programme in Kenya with Copenhagen Business

School (CBS) have been launched.

A massive investment has been done with education authorities in Uganda to review and revise the entrepreneurship curriculum in high schools across the country turning it into one of the most comprehensive curriculum in Africa and was rolled out in 2012 in more than 950 schools. The Y2Y Fund competitive grant scheme has been in high demand and captured a new market for youth entrepreneurship development services in all the three countries. In Uganda alone, more than 1,300 youth organisations and groups applied for funds and representatives from selected organizations received capacity building support in project planning and management. In addition, more than 10,000 young men and women have received training and over 1 million youth have been reached through entrepreneurship culture information campaigns; partnerships to deliver business training to existing and potential young entrepreneurs have been made with over 76 BDS providers; 35 youth organisations have received grants to implement entrepreneurship development projects and additional financial resources have been raised from international partners to support the initiative.

YEF THROUGH ITS IMPLEMENTING PARTNERS HAS REACHED 100% NATIONAL COVERAGE IN UGANDA



MAP OF UGANDA

Unleashing Uganda's Youth Entrepreneurship



Hon. Ronald Kibuule

Minister of State of Youth and Children Affairs,
Republic of Uganda



Hon. Mary Karooro Okurut

Cabinet Minister for Gender Labour and Social
Development Republic of Uganda

Young women and men are indeed one of the most valuable assets for any country because of the innate potential and capacity to contribute towards the social, economic and political transformation.

The Government of Uganda recognizes the critical need to empower and harness the immense energy of the young people and channel it towards achieving the objectives and intent of the National Development Plan.

As the government, we are fully convinced that investing in youth livelihood, strategic training and education, building civic competences and developing their soft skills is a clear path way to achieving vision 2040.

It is equally important to note that as a country, we fully appreciate that one of the strategic priority area of intervention in denting the profile of unemployment and poverty in the country is taking deliberate effort to create an entrepreneurial class. To this end, government has invested in the youth entrepreneurship venture capital fund and entrepreneurial training to position young people to move from the peasantrian status to middle class.

The Youth Entrepreneurship Facility (YEF) strategy with funding from Danish Government is indeed a critical intervention geared towards augmenting government's interventions towards creating decent work for young women and men.

As government, we shall continue to support and guide the YEF program to ensure its sustainability. It is true that Ugandan youth still meet formidable challenges in their struggle to improve on their standards of living partially because the vast majority of youth know very little about the livelihood outlets and opportunities that exist but with efforts like those of YEF, coupled with the government's good will towards the young people, we can be sure that our population is destined for increased productivity by the year 2040.

We are surely convinced that together we can make a difference in the lives of our young people.

CHAIRMAN OF THE NATIONAL ADVISORY COMMITTEE

EXPLORING THE ENTREPRENEURSHIP Potential of the Youth

Employment Creation for young people is central to the national socio-economic development of Uganda. Employment creation is anchored in the National Development Plan (NDP) (2010/2011-2014/2015) whose theme is “growth, employment and socio –economic transformation for prosperity”

The NDP puts considerable emphasis on balancing growth with progress in social equity in order to sustainably reduce poverty through wealth creation. It equally accorded high importance to skills Development as a means of raising productivity and incomes and enhancing competitiveness of the Economy.

Equally important, youth employment creation is also anchored in the National Employment Policy for Uganda 2011 whose theme is “increasing Employment Opportunities and Labour productivity for socio economic transformation”.

Government has therefore put in place an adequate enabling environment and framework within which various actors can operate and contribute towards down grading the profile of youth unemployment.

The Youth Entrepreneurship Facility (YEF) is therefore not only a timely, innovative strategic intervention but is equally responsive to government’s strategic areas of focus namely; fighting poverty through sustainable wealth creation. Continued promotion of an enterprising culture and entrepreneurship education amongst the youth will without doubt, bring forth a generation that values saving and investment. This will consequently transform the various micro businesses into small and medium enterprise to propel the country into an industrious hub for the region. Increasing youth access to business development services and financing plus other innovative ways of addressing inadequate capital, is indeed a magnanimous limp towards prosperity.

As Uganda’s chairman for the National Advisory Committee for the programme of Youth Entrepreneurship Facility, I have had the honour of interacting with beneficiaries and hearing their renewed sense of life has been reassuring and comforting. Uganda has talented young women and men, whose businesses are truly



succeeding. I have met youth employing fellow youth; others are sustainably providing the basic needs of their households and living a more decent life. This is indeed a great achievement that we must celebrate, although we need to do much more. As I have already indicated, Uganda’s goodwill for YEF is evidently documented and therefore look forward to continued collaboration from all the programme partners, donors and implementing staff.

Together we can make a great difference in the lives of our youth. The journey may seem bumpy, challenging and tedious but our resolve has never been as strong as it is now, nor our conviction as solid as it stands.

Kyateka F. Mondo

*Assistant Commissioner for Youth Affairs.
Chairman of The National Advisory
Committee-YEF*

YEF UGANDA

UNLEASHING OPPORTUNITIES FOR YOUNG MEN AND WOMEN

The ILO- Youth Entrepreneurship Facility (YEF) supports enterprising young men and women unleash their potential to create decent jobs for themselves and their peers. By unleashing their entrepreneurial skills and talents and turning their energies into productive activities, ILO hopes to make contribution towards innovation, income generation and employment creation. In Uganda, positive changes are happening in terms of businesses started and/or expanded after business training, enhanced access to finance, business improvements in sales, profitability and productivity and jobs being created by the thousands of youth reached so far, thanks to YEF technical and financial assistance.

We acknowledge the tangible progress from the YEF partners and stakeholders in Uganda. The 2013 SIYB Impact Survey noted that, 49% of the trained young entrepreneurs, who had gone through the SIYB training had started a new business. In every new business that a trained youth in Uganda started, an average of 2.4 additional jobs were created including that of the owner. Assuming that the results are a representation of the more than 8,000 young entrepreneurs reached directly so far in Uganda, then it is easy to compute the contribution of YEF Uganda to

business start up and employment creation over the period.

In addition, the Entrepreneurship Skills training spearheaded by the Ministry of Gender, Labour and Social Development has contributed to positive outcomes and the likelihood of future positive impact is quite high. A survey conducted in 10 districts out of the 15 where the training was piloted in 2012; shows that, the average sales turnover of the beneficiaries had increased by 72 percent; from 1.1 billion ugshs to over 2 billion by August 2013. Contribution to the national economy through taxes also increased by 27 percent; Uganda shillings 6 million to over Uganda shillings 24 million during the same period.

Similarly, the net profits of the young entrepreneurs trained increased by 63%; while savings grew by 101% from Uganda shillings 129 million to Uganda shillings 260 million. In terms of job creation, there was a big change from 286 jobs (counting both permanent and temporary) among the surveyed population (149 youth entrepreneurs) to 486 ten months after training. Access to finance registered a highly positive change of 64% from Uganda shillings 70 million to Uganda shillings 115 million.



The successes are real and youth economic empowerment is being made visible. I take this opportunity to sincerely thank the Government of Uganda for the good will it continues to accord the project. We thank the Government of Denmark for the financial support through the Africa Commission. We thank all our partners in Uganda, for working with us to unleash the potential of young Uganda men and women.

Alexio Musindo

ILO Director

Dar es Salaam

“Let us acknowledge and celebrate what youth can do to build a safer, more just world. Let us strengthen our efforts to include young people in policies, programmes and decision-making processes that benefit their futures and ours.”

*United Nation's Secretary-General Ban Ki-moon
message on International Youth Day, 12 August 2010*



From the KAMPALA DESK

The Youth Entrepreneurship Facility (YEF) has overall performed well in Uganda drawing extensively on the “buy-in” from government, social partners and other stakeholders. The voluntary National Advisory Committee (NAC) that has performed extremely well in steering the implementation of YEF by providing its continuous guidance and quality support deserves a big applause. Working with, and through the ILO constituents, all implementing partners and other stakeholders have performed well with great results, with emphasis by the facility being on institutional capacity building and enhancement in addition to offering support towards youth organizations with a mandate to reach out to young entrepreneurs.

The development of tailored strategies to sustain the various programme work streams has also been successful in addition to selecting a local implementing partner for the Y2Y

Fund component. Partnerships with BDS providers and financial institutions have been consolidated and the continuous involvement of sponsoring, knowledge and implementing partners as a strategy to reach scale and mobilize additional resources has been successful.

The support from the ILO country office in Tanzania in general and the entire YEF regional team to all the three countries is highly appreciated. All the ILO projects in the Uganda field office cannot be forgotten for the continuous cooperation, collaboration and peer-guidance. The ILO-YEF Kampala team is always proud seeing sustainable businesses being created by the young men and women thus leading to job creation as the struggle continues.....

Robert Mawanda

YEF National Project Coordinator, Uganda



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Cover Photo: Two youths that have participated in the YEF, Uganda program

Dan makes smart cash from decors.



Dan Ssebanyiga is a Makerere University graduate who has ventured into decoration, a business he started while still at campus, which has turned out to be profitable that he has made it a life-time career.

Dan picked interest in decorations when he used to help arrange and decorate his local church, the Open Door Revival Centre Church in Mpererwe, for no fee.

While still at the University in 2011, Dan was lucky that he got an opportunity of taking part in the Start Your Business (SYB) training. From the several training sessions he attended, Dan picked the idea of starting his own business that later gave him self-employment. He trained in business costing, financial planning and other skills that drove him to start his own decoration company he named 'Skinny Events'.

Since then he has been contracted to work on big wedding parties plus several smaller functions including birthday and graduation parties, introduction ceremonies and extra-curricular events in schools. Dan says he has reaped big from this venture, which generated money for him to pay his tuition and pocket money plus daily transport to and from campus. He used the income to buy scholastic materials for himself, becoming self-reliant.

"I learnt business costing among other things, which helped me to start setting realistic price lists for my different products," he says. He also learnt financial planning, which has been a big ingredient for the success of his business. He has been able to pay fees for his two nephews and is currently training three other youth in decoration, at a fee of shs100,000 for two months.

Dan has been able to continue decorating his Church for no fee in appreciation of the skills he acquired from there when he was originally allowed to offer free service.



I was persuaded by my father to join them before going back to Kampala. I was deeply touched...

From Street To Self Employment

Kasoma Brian Mukasa an ICT professional and a resident of Maligita a remote village in Kangulumira sub-county Kayunga District in Uganda narrates his story from school to date as a youth and how KAYONET'S ILO grantee funded project has made him what he is currently. Below is his story.

"Growing up as a youth in a village is very challenging as you strive to compete with your peers in towns with best education, and to be at school all the time without being sent back home for school dues. I had a negative attitude to village setting as we were made to wake up early morning, first go to garden before going to school. I hated this as to me was a big punishment. Worse still, were the weekends when we were made to dig from morning to evening. Little did I know of farming as a profitable, sustainable and good paying self employment job. Because I had a bad attitude to village life, straight away after school in 2006, I went to the streets of Kampala to look for employment opportunities but all in vain. I sometimes went to my mother in village when I was broke to support me with up keep and some transport. Because I had my birds and goats I had left behind, I used to order to sell and solve my problems in Kampala. One day in 2011 as I was in village after selling my goats, a group of young people came to our home which I later came to know as a youth group of village young men and women who frequently gathered at our home when having meetings and trainings, my father offered them our compound as their meeting place since he was the chairperson of the village.

I was persuaded by my father to join them before going back to Kampala. I was deeply touched by the communication of a young person (facilitator) whom I later came to understand that he was from Kayunga District Youth Network (KAYONET) a local organization that empowers young people in the community. He was sensitizing youth on farming enterprises and business opportunity sporting.

I stayed in the village for the next one week as I wanted to have more knowledge about these issues. I later joined training sessions on how to generate business ideas, starting business among others; I developed the idea of passion fruit growing as I saw them being sold highly while I was on the streets of Kampala but I did not know how to grow them.

I joined other training sessions mostly on fruit growing and had study visits. I sacrificed the little savings I had collected from the sale of my goat and pigs and I invested them in growing a small portion of passion fruit. I could not believe my first harvest after six months.

From the profits I realized in passion growing, the exposure to many opportunities like knowledge and skills, financial support, market information and modern techniques of growing passion, I acquired a loan from Centenary Bank of about 14 millions Uganda shillings and expanded my garden. I have been able to employ my self, employ my fellow youth, offering skills to others in

passion growing and currently I have 4.5 acres under passion fruit. I have established two other projects (bee keeping and local poultry rearing) out of 0.3 acres I started with. I can not go back to streets again as of now; I am my own boss and employing others.

I regret the long time I wasted looking for jobs in Kampala as I would be far as of now.



Apiary project for Brian; He has 39 hives and harvests 585 kgs of honey after 6 months and sells at 14,500shs. per kg



Brian examining the flowers of his passions

I acquired a loan from Centenary Bank of about 14 millions Uganda shillings and expanded my garden.



Sales and marketing

ALERT AGENCY PARTNERSHIP BRINGS HOPE TO GULU COMMUNITIES

A number of women sit in circles of small groups, chatting and laughing out as their busy hands skillfully make final touches on the beautifully crafted white and black-dotted glittering vessels.

These young women of Patiko and Palaro Sub Counties in Gulu district are part of the success story of the partnership between the International Labor Organization (ILO) and the United Nations Joint Program on Population (UNJPP), implemented by the Alert Agency for Desired Development (A4D Uganda)

Judging from their beaming faces, one could easily tell that these women are already smiling into their future. The crafts made using high skills are attractive and unique in a way that they are on high demand by crafts dealers and single buyers.

Through their organization, the Young Women Empowerment Through Pine Leaves Crafting (YWETPLC) project, these women have gained high technological skills in crafting using pine leaves, which they collect and process themselves before making the fine products.

The business venture has in turn improved their household incomes due to increased sales of their products because of the technology used to craft them, which they acquired through training by A4D Uganda.

After the training, the women can now market their products in different places, to travelers and traders who take them to Kampala city and other towns where they are on high demand.

Within just a year the group has already created 139 jobs in the area and 119 businesses for young women.

This success has been achieved as a result of the grant support to young women empowerment through pine leaves crafting project, funded by the National Union of Disabled Persons of Uganda (NUDIPU).

Since 2012 when A4D Uganda entered into partnership with UNJPP and ILO, it has received support to conduct other programs, which have created a big impact in communities where they have been implemented.

These include training in proposal design and writing, project and financial management and entrepreneurship training to A4D Uganda's beneficiaries through Comboni Samaritans of Gulu.

The outcomes of this partnership are evident in many tangible results already showing.

A4D Uganda staffs who underwent training in proposal design and writing have consequently gained high skills and capacity in designing and writing fundable proposals, some of which have been successful and given good results.

These include the restoration of the Social Accountability Project in post conflict areas, which is funded by the Foundation Open Society Institute (FOSI) a Swiss charitable organization within the Open Society Foundation (OSF) and the Empowering Young Disabled Women, which is funded by NUDIPU, which was also secured as a result of good proposal writing. Other proposals are still awaiting approval from different donors.

The training has also enabled A4D Uganda to manage successfully their funded projects without any query from their

donors. All these have been achieved in just a spell of one year.



Businesses started e.g. goats rearing



Entrepreneurship training in progress



Craft production in progress

YEF Pictorial





BUSINESS TRAINING BRINGS MIRACLES TO THE TORORO RURAL WOMAN

Damalie Alowo, a 29-year mother of three is one of the most enterprising women in Tororo district.

Having got married at the age of 17, Damalie, who dropped out of school due to lack of fees after she lost her father counts herself among the few lucky rural women who have been able to liberate themselves from abject poverty and overcame the lifestyle of entirely looking up to husbands as the sole bread winners.

Damalie's husband, a local casual laborer in Tororo, five kilometers along Mbale Road had little chances of getting the family out of poverty until luck came her way. Damalie was one day invited to attend a training workshop funded by the International Labor Organization (ILO), which was organized by Sule Integrated Development Organization.

"The training changed my mind set and did not leave my life the same because it is then that I developed a business idea of my own. I zeroed on tailoring," she said.

She resolved in her mind that she would introduce the business idea to her husband but she wasn't sure about his reaction.

To her surprise, Damalie says, her husband gladly embraced the idea and consequently raised shs250.000 for her initial capital.

It was this money that Damalie used to buy her first sewing machine and within no time she had her own business.

However, though she had acquired the initial training in tailoring she had not yet obtained the experience and the art to attract many customers.

She also lacked capital to buy raw materials to attract big contracts. She accepted to start by mending clothes in her village as she continually marketed her business. At times she would walk to people's homes asking them if at all



"I am now planning to expand my business into a tailoring training school,

they needed her services. But as time went on, and with some experience, she bargained some good deals that fetched her reasonable profits.

She decided to save shs5,000 shillings every week and using her newly acquired customer care skills, she attracted more customers into her business and consequently made more and more money.

She started this business in 2011 but in only 2 years it has grown tremendously. She has now bought three sewing machines and can stock all sorts of materials. She also employs two young women who help her meet the high demand she registers every week from her ever increasing customers.

Her business has specialized in making and selling "Bitengi" traditional wear and making women's clothes, though she can still do a variety of men's outfits.

"I am now planning to expand my business into a tailoring training school,

I also look forward to getting bigger tenders from schools, big organizations and companies," she explains.

The business venture has greatly changed the livelihood of this family. The husband now does not have to be worried about the family going hungry whenever he fails to get money for basic needs at home.

Damalie says she is so grateful for ILO and Sule Integrated for giving her a chance to learn how to earn a living.

She advises fellow women to stop sitting at home to wait for their husbands to cater for every domestic need including their personal requirements.

She says there are so many simple things that women can do to earn a living, including vegetable growing, food selling, weaving or knitting, bead making and many others that would help them to fight poverty and overcome the husband dependency syndrome.



A 19-year old student **earns BIG CASH from** POULTRY FARMING

His head was crowded with business ideas but he couldn't choose the best. His parents encouraged him to venture into business but he feared to start, he could easily access startup capital but he wasn't sure how to use it. He now earns millions per week, employs his mother and takes care of his own tuition and that of his siblings

Joel Wansunde, a 19- year old entrepreneur in Jinja town first attended The Start Your Business (SYB) trainings in 2011 and made up his mind to start his own poultry farm.

Joel's objectives include creating self employment, finding money for school fees and to support his siblings...

A student of Karisa Senior Secondary in Mafubira, Jinja Municipality, Joel comes from a family of nine, which was living below the poverty line and he could not therefore afford to go to the school of his choice.

He recalls the efforts his parents put in to push him to attend the SYB training arguing that it was the only way he would make a good entrepreneur after the training.

He says that before the training, his parents had asked him to start a business of his own but he had hesitated because he desired to first open a retail shop though he could not

find money for rent, working capital and the time to attend to a business outside his home.

Joel generated different business ideas like starting a retail shop, a piggery project, stationery shop and poultry. He finally chose to concentrate on poultry.

It was his choice and he confesses that he enjoys it. It gives him enough time to attend to his books and his mother and siblings can help him take care of the birds in case he is away, . "The risks are minimal and the profits are high". He picked on Kroilers, which are disease resistant and require little attention. He has acquired skills in buying the right quality he wants, looking after the birds at their delicate age and treating them.

Joel's objectives include creating self employment, finding money for school fees and to support his family and siblings. His future dream is to be the main supplier of chicken to major hotels in Jinja and the neighboring towns.

He now owns 1,450 birds of which 750 are high breed imported Kroilers from Kawanda Agricultural Research Institute. He currently supplies to individuals, the people who roast chicken by the roadsides every day, his friends and neighbors plus a few restaurants. His business has two main products – chicken and the manure made out of chicken

Joel also generates health food, employs his mother and takes care of his own tuition and that of his siblings.

“I learnt many things from the training like customer care, business management and others that have helped to change the way I run my business...”

A Milk Cooler brings fortune to MEDIUS'S BUSINESS VISION

Medius Ntegereize, 29, struggled for some time to make ends meet despite her formal training in catering and hotel management where she had graduated with a Diploma.

She later started a tea room behind Manhattan Hotel in Kabale town where she operated on a small basis.

Life was still hard as income from the tea joint was still low until two years ago when she attended a business skills training organized by the Private Sector Foundation in Kabale town. She learnt several business skills including finance management and customer care.

Though she had now acquired the skills, Medius still lacked capital to start a business of her dream. She however started in a humble way when she acquired a refrigerator with capacity of 150 liters.

She would buy milk from a dairy and later sell it to her customers but the profits were still low.

Medius however approached her parents who accepted to sell their land and gave her shs17million which she used to buy a cooler with a capacity of 600 liters. This has enabled her to start buying milk directly from the farmers and selling it to big consumers including supplying hotels.

In addition to the same business she has maintained her tea room where she continues to sell hot milk to her customers. Medius says she now sells an average of 300 liters a day, and employs three female workers and one male.



Medius however still finds a few challenges that include losing a lot of revenue when the milk goes bad due to electricity power cuts. Sometimes she makes losses when her contracted farmers get accidents as they deliver the milk from the villages. The lack of her own transport facility is a big bottleneck.

She however credits the knowledge she acquired from the training for boosting her business.

“I learnt many things from the training like customer care, business management and others that have helped to change the way I run my business and there is a big difference,” she says.

ILO GIVES HOPE TO KAYUNGA YOUNG ENTREPRENEURS



KAYONET Project Manager during a field visit to one of MO's piggery



The Assistant CAO Kayunga District launching the ILO supported project as the DSDCDO Kayunga and KAYONET Project Manager look on in 2011

Kayunga District Youth Network (KAYONET) is an umbrella organization of youth civil society organizations in Kayunga District. The organization was established in 2006 and registered in 2008 as a community based organization.

The initiative to form KAYONET, which has its head office in Kayunga Town Council, arose out of the need to share information on problems or challenges affecting young people, to build solidarity and coordinate all youth associations to become more accountable and improve service delivery to their members.

KAYONET aims at spearheading and harmonizing activities of member organizations to promote accountability and good service delivery to members. It builds the capacity of member organizations to ensure that they are empowered to participate in developmental programs to bring positive change to the youth in the communities. In addition, it engages government for promoting pro-poor policies to uplift the standards of the youth.

Like most youth led organizations in Uganda and Africa as a whole, young people face so many challenges of sustaining themselves and providing services to their intended target, building trust in the communities they live in or operate, they lack reasonable financial muscle, knowledge and skills to satisfy the interests and needs of their constituencies.

As politicians in Africa continue to promise young people heaven on earth for their political interests, young people remain in a state of misery as promises made by politicians are not fulfilled. Worse still are the donations politicians receive from development partners which are not put into use for the intended purposes. Young people do not rely on any body other than planning to come together for a common cause.

Despite government efforts to establish youth structures from villages, besides other development programs, youth have almost not benefited anything that can help them develop economically. Lower structures where young people are the majority are not properly functioning as they are not facilitated to reach out to them or even building their capacities.

Since 2006, KAYONET's impact through various interventions to the young people had been too small for any stakeholder to see due to the above concerns. It was not until early 2010 when the International Labour Organization-Youth Entrepreneurship facilitation (YEF) intervention from the Youth to Youth (Y2Y) fund competitive grant scheme came into play.

The first competitive call for proposals from Y2Y fund from eligible youth led organizations across the country had KAYONET emerge as one of the finalist grantees and was awarded a cash grant to implement its project targeting rural youth involved in subsistence agriculture.

The visibility of KAYONET to the public started at this point when a stakeholders' meeting was called to launch this project. The project attracted many partners right from local government, civil servants, financial institutions and other service providers and the community as a whole. This one-year project empowered KAYONET with technical skills to look for support elsewhere, to sustain the interventions of the project and the organization. It built trust in the community that youth led organizations can deliver positive results to their fellow youth given the support they need.

KAYONET is currently recognized by the local government and other service providers as the only organization in Kayunga district that can handle youth related issues which was not the case before. The ILO-YEF has also strengthened KAYONET's capacity to handle donor funds and build funding history of the organization. Many young people have benefited from the project interventions both as business owners, employers and employees.

The technical support offered by ILO to KAYONET's staff has led some to be offered jobs in different international organizations like Techno Serve among others. KAYONET's visibility internationally has been a result of its participation in ILO's programs/projects like in the Business Development Services component besides the Y2Y Fund, which has led to creation of additional income and capacity strengthening to the identified trainers in the organization.

The program has proved a success and working well for young people, which should be duplicated by other donor organizations if they are to help empower young people economically.



ILO Skills Training SAVES EDWARD'S ICT ENTERPRISE from eminent closure.

Arua Edward is one of the young enterprising rural-based Information and Computer Technology icons who have taken a brave move to establish his venture in a rural setting.

In 2010, Edward decided to start his own employment by setting up an organization he named Kibaale Area Rural Information Network (KARINET) which he set up at Kagadi Town Council in Kibaale District.

Edward's mission was to have an efficient and effective ICT centre, providing high quality and timely information services to rural communities in a sustainable manner using appropriate means for rural development. He also had good objectives including providing sustainable internet services to the rural community, providing timely market linkages and information services and creating linkages and networking avenues with other organizations for a wider knowledge sharing and market connections.

To him, the company was well structured and designed to provide information services to local farmers, provide networking and marketing services for the rural communities, provide internet, secretarial, computer training and knitting services but to his surprise, it was barely breaking even as his customer base was very low.

Although he tried to bargain some contracts, it was all to no avail. He always wondered.

However, in 2011 he submitted a proposal to the International Labor Organization (ILO) luck came his way on August 29 when he was invited for a business plan training which took place at Jokas Hotel Bweyogerere.

During the first session of training, Edward shared experiences with many young people and professionals invited by ILO from the corporate world, including big companies, representatives of organizations and banks who gladly shared their experiences in business and guided the young entrepreneurs with their inspiring presentations.

He later emerged as one of the 10 finalists of the competition. On 8th November 2011 he got another opportunity to attend the final business plan training which took place at Rest Gardens Bweyogerere.

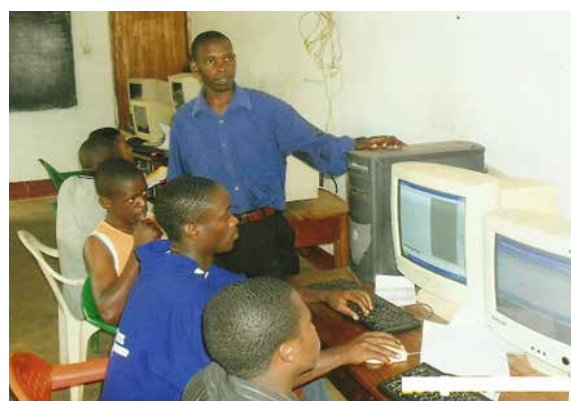
Edward remembers being stirred up by the stunning work of the displayed entrepreneurs that he saw when the group attended the Uganda Manufacturers' Association annual business exhibition at the Lugogo showground.

In his application letter to ILO YEF Office in Uganda, Edward acknowledged having gained skills to adjust his business plan to achieve his vision and has consequently started winning contracts. He stated;

"After the ILO trainings, I was equipped with knowledge and skills to adjust my business plan in order to achieve my vision. We

managed to register the company at national level and opened up a bank account. This was originally less important to me because I didn't seem to see its importance since my company seemed to be established and stable, small as it was. I also appreciate the exposure to so many young people from different districts of Uganda that I met through ILO interactions; most of them have become a valuable part of my success."

He further added;



"We have so far managed to secure two contracts for 7million to supply banana suckers. The other contract was to supply 90 sweaters to two schools. We managed to get the above mentioned contracts because ILO/YEF had given us the procedures and benefits of registering and legalizing our businesses, companies and organizations."

This young entrepreneur continues to serve the people of Kibale and Uganda in general at his company base in Kagadi, amidst challenges of limited resources for expansion, lack of computers for skills development, unreliable power supply and limited knitting machines. The company also has two knitting machines.

The company now employs six full-time workers and though his income varies from month to month, the company raises enough funds to sustain itself and supports Edward achieve his goals and objectives.



ADDING VALUE TO MUSHROOMS & PROVIDING A MARKET FOR Mushroom Growers

Her skills created her company and her company now markets her skills. She trains the youth in mushroom growing, buys dried mushrooms from her trainees and processes the mushrooms into Mushroom Soups, Mushroom Porridge and Mushroom Beverages

Merabu Manige, a graduate from Makerere University had been running a trial and error business life to earn a living in the city. She had acquired some skills, had the zeal and was determined to penetrate the world of business but lacked practical business training that could help her turn her dream into a reality. This was until she heard about the Youth Entrepreneurship Facility's Green Business Plan Competition.

She joined YEF's Green Business Plan Competition in 2011 where she acquired practical training packages on how to write a viable business plan. She returned home sharper than a blade and wrote her business plan about mushroom production.

Merabu was one of the final award winners in 2011 but most importantly, the training and the award gave her a start and her brilliant idea and personal motivation have kept her going.

"The green business plan competition helped me a lot especially when it came to learning how to write a business plan," Merabu explains. She says making financial projections for her business and considering its profitability plus record keeping were the most helpful lessons she learnt.

Throughout the competition process, Merabu was exposed to so many networking opportunities which she seized to make her business known,

which helped her in creating a wider market for her products, thus business growth & expansion.

She is currently the Executive Director of Youth Empowerment in Enterprise Development – YEED Ltd; a youth led organization specializing in training people in mushroom growing and providing market for their mushrooms.

It is YEED's strategy to train as many people as it can reach and encourage them to grow mushrooms and then follow up with technical advice and cash for their mushrooms. This keeps many motivated to stay in the mushroom industry and at the same time, it helps YEED to access the mushrooms as raw materials for their finished products, the "Chillo Mushroom Porridge", "Chillo Mushroom Soup" and "Chillo Mushroom Beverages".

Merabu has not only made a fortune from selling mushroom products; she was also visited by Sylvia Banda, an established entrepreneur from Zambia and sister to the former Zambian President, Rupiah Bwezani Banda who taught her the different ways of making soup from our local vegetables, and how to make coffee-like beverages from mushrooms. Rupiah also helped open up markets for YEED's products in Zambia. As a result, YEED Products are slowly capturing a share of the international market in Zambia and Japan.

YEED Ltd currently employs nine young people, six of whom are women and three are young men. Out of the nine, four are full time and five part timers. On average this company makes



Mushroom Production Training to Soldiers and Their Wives in Masindi UPDF Barracks

shs600.000 in profit per month and about shs7.2million a year.

Merabu is grateful for the training contracts she has been offered especially by the NAADs in Gomba District, Lutheran World Federation in Pader District, Kawempe Home Care in Kampala and Masindi UPDF Barracks. She has trained young women, staff members and beneficiaries of these organizations and also seized the opportunity of buying mushrooms from them.

Merabu has been awarded a number of accolades including The Young Achiever's Award Uganda 2010, The ILO Green Business Completion Award, The Vocational Skills & Agriculture Award 2011, The Leadership and Governance Award of Young Achievers and The Uganda National Council of Science and Technology (UNSCT) Exhibition Award.

Currently, YEED products can be found in Mega Standard Supermarkets around Kampala, Safeway Supermarket in Ntinda and People's Supermarkets in Kyebando and Mpererwe.

Former LRA rebel recruit **REAPS BIG** from pork and beads selling



Okema William had been captured and forcefully recruited into Joseph Kony's Lord's Resistance Army (LRA). He trained and became a fighter for one year but in 2007 he was able to escape back to his village.

The following year, 2008, Okema decided to start up his own business to avoid idleness and to earn himself a living. He started with bead making but business was not thriving even though he had acquired some bead making skills from Uganda Youth Development Centre in Gulu.

In 2011, he had the privilege of participating in the business plan training that was held in Bweyogerere at Jokas Hotel. He upholds that from this training, he was able to learn important business skills like business selection, record keeping and business finance management.

He has improved his venture by changing papers into beautiful beads that now fetch him about shs1.5million on a quarterly basis.

He now employs about 30 part-timing women that come together and change papers into beautiful beads and whose output fetches about 1.500.000.

Okema has learnt to diversify and has ventured into pork selling in Gulu town. He now operates a pork joint where he employs three young people that he pays 5.000 per day, making an average of about 150.000 per month.

As an entrepreneur, he gets about 50.000 in profits every day from the pork joint business which translates into shs1.5million per month.

To this day, William Okema continues to serve his war affected community through his pork joint and the bead making project in Gulu town.



Robert makes shs 80million from honey business every year

Robert Okodia had a viable business idea but could not reap much from it because he lacked skills and resources to make it work.

In 2012 however, he was selected to participate in the business plan training in Kampala by ILO. It was from this training that he gained skills and knowledge that helped him to take his business idea to another level, which he has since then pursued wholeheartedly.

With these skills, Robert wrote a winning business plan that saw him among the final prize winners of the International Labour Organization's Green Business Competition.

He also submitted his business plan to Centenary Bank where he was able to acquire a loan that has boosted his business. He has also won many other awards and prizes as a result of his smartness in business.

Robert is currently the director of Aryodi Bee Farm which specializes in honey processing under two brand names; Lango Honey and Daisy's Honey. The company offers bees wax, candles and honey wine.

Robert currently trains farmers in bee keeping as a business, supplies all bee keeping equipment to keepers and runs a bee keeping training and resource centre. His company, Aryodi Bee Farm is now working with 500 small holders' farmers as out growers.

His business has grown to the extent that he gets a number of contracts for supply of bee keeping equipment and his company has done training and products supply to Send a Cow Uganda, Plan Uganda, Concerned Parents Association, Christian Communication Centre Lira, NAADS and other five farmers' groups.

Robert has consequently seized different training opportunities and also featured in several articles in the country and this has helped expand his knowledge base and market his company and its products

Aryodi Bee Farm is so far employing eight workers, three of whom are on full time. Although the monthly incomes vary, this company makes at least shs80million per year.

His company products are sold at the office premises at Oyite Ojok Lane - Lira town and in supermarkets in Lira, Gulu and Soroti. Products are also supplied to individuals and companies in Kampala and Nairobi.



Mr. Okodia show casing some of the awards he has won.



He uplifts the lives of rural communities through **SOLAR AND BIO GAS PRODUCTION**

Caleb Wakhungu had a dream of supporting children, youth, women and disadvantaged people in the districts of Mbale, Manafwa and Bududa all located in Eastern Uganda.

His mission was to improve the quality of life of the rural people affected by poverty, disasters, conflict and disease by working with individuals, families and communities to enhance care and support through capacity building, income generation, self-help groups and using available resources in ways that benefit people and the environment.

He formed a company, Mt. Elgon Self-help Community Project, to fulfill his dream. It is located in Bumbo in Manafwa and has offices at Mile Four, along the Mbale - Tororo road.

In 2011, Caleb took part in the Green Business Competition where he benefited from both the trainings and was selected for the final grants. His organization has since continually benefited from the ILO's training programs, follow up and mentorship programs, linkages and connections for business exposure.

"The trainings have helped me to re-organize our business and align it with the demands of our customers and written two successful proposals based on this knowledge," he explains.

Caleb's first proposal was submitted to the Australian government seeking financial support to provide safe and clean water to over 10,000 people around Mt. Elgon and the second proposal was submitted to Heifer International seeking financial support to build 144 biogas digesters to people around Mt. Elgon".

Mt. Elgon Self-help Community Project is a social entrepreneurship venture that is concerned about the welfare of the people living around the Mt. Elgon area. The profits earned from the business are always re-invested in order to keep the project running and to prevent the erosion of funds.

In the last two years (2011 and 2012) the project has been able to raise shs14million in profits. The company has since purchased land for the project on which they are now erecting a solar production unit and a home to show case the power of the sun and biogas which is near completion.

Amidst chocking bottlenecks like limited funding and difficulty in changing mindsets that Solar can be produced locally and even last longer, the company has continued to thrive as it grows bigger and bigger every day. It is currently employing six full time staff; three of whom are women and three men, and 15 part-time staff.



IMPROVING BANK LOAN MANAGEMENT

Together with YEF, Centenary Bank, one of Uganda's most friendly to small and medium business bankers, has trained 420 youths from 11 districts of Kampala, Nebbi, Kanungu, Lira, Isingiro, Hoima, Kyotera, Mukono, Wobulenzi, Bugiri and Kumi. The trainees categorized the training as very interactive, informative and helpful for business development.

The achievements by the bank have been many including; Increased understanding of Centenary bank's products and services, growing clientele and minimized loan arrears because participants have a better understanding of loan management which is among the topics covered during the training.

By Sharon Nabweteme

**Corporate Communications Officer,
Centenary Rural Development Bank**



FEDERATION OF UGANDA EMPLOYERS

The Federation of Uganda Employers (FUE) has been at the helm of the implementation of the Youth Entrepreneurship Facility ever since it was launched. However, aside from performing the oversight function through

participation in National Advisory Committee (NAC), FUE has also been a direct beneficiary of the Facility;

- Strengthening lobbying and advocacy work of FUE by enhancing the quality of FUE's input in national policy discussions such as National Action Plan on employment.
- Three FUE staff underwent a two weeks intensive Training of Trainers in Mombasa basing on the ILO Start and Improve Your Business Model. This programme has helped FUE beyond training targeting youth by helping FUE to refine its own training programme on post regular employment for retiring staff of both member and non member organisations.
- Through the programme FUE participating in the process of developing a training manual for beneficiaries of the government programme code named Youth Venture Capital Fund.
- FUE has also had the opportunity to widen its network through engaging with other stakeholders during the course of programme implementation. This has widened the membership potential and helped FUE to enhance its visibility.
- YEF has helped FUE to rethink its engagement with young entrepreneurs who are either potential employers or already employers in their own right. In this regard, FUE intends to launch a special category of award called Young Employer of the Year Award with support from YEF. FUE also undertook a study to develop appropriate strategies to increase its membership among SMEs, a category to which most of the young entrepreneurs who are beneficiaries of YEF belong. A labour law guide is already being developed to ensure that young entrepreneurs are not caught on the wrong side of the law as they do business.

The Federation wishes to thank the Africa Commission, the Youth Employment Network (YEN), and the International Labour Organization (ILO) and its head office in Dar es Salaam, Tanzania and the offices in Kenya and Uganda for this unique initiative.

*By Douglas Opio, Policy and Research
Officer, FUE*



ENGINEERING ENTREPRENEURSHIP THROUGH THE EDUCATION SYSTEM

NCDC entered into a working relationship with ILO- YEF in 2010 in which ILO- YEF provided both financial and technical support to NCDC to revise the 'A' level Entrepreneurship Education curriculum which had been introduced in 2000.

The support involved developing the Syllabus, the Learner's Book 5 and 6, Teacher's Guide and Training Manual.

After completing the curriculum materials, ILO- YEF fully financed the training of 30 Teacher Educators (Trainers of Trainers) which took place at Colline Hotel Mukono in November 2011.

In January, 2012, ILO- YEF supported the training of 'A' Level Entrepreneurship Education teachers to prepare them for rolling out the revised curriculum.

After rolling out the curriculum to all schools offering Entrepreneurship Education, it was necessary to establish how the implementation was progressing. Therefore, ILO-YEF financed the monitoring of the implementation of the curriculum.

In March 2013, ILO- YEF supported the training of 142 UNEB examiners at Namboole Stadium to make them understand the new format of assessment which had introduced a 3rd paper which is practical. This followed the training of upcountry teachers who still had challenges in teaching and assessing the revised curriculum. The training took place in June 2013.

In July, 2013, ILO- YEF supported the workshop for Academic Registrars of Public universities. This workshop was to forge a way forward regarding the weight of Entrepreneurship Education in University admissions and the courses to which Students of Entrepreneurship Education could qualify to study in the Universities.

*By Emorut Okumu John
Specialist Business Secondary*

YEF TEAM



DIRECTOR ILO DAR ES SALAAM
Alexio Musindo



CHIEF TECHNICAL ADVISOR
Jealous Chirove



NATIONAL PROJECT COORDINATOR (NPC)
Robert Mawanda



NATIONAL PROGRAMME OFFICER
Fred Baseke



FINANCE AND ADMINISTRATIVE ASSISTANT
Justine Kabwechere



DRIVER
Michael Oringa

“Seeing young people creating sustainable enterprises and also employing others has been the most fulfilling part of my job”

*Robert Mawanda
YEF National Project
Coordinator, Uganda*

SOME OF THE SIYB Trainers

Amoding	Frida Mary
Kiwanuka	Deborah
Hamonye	Moreen
Ngageno	Violet
Ahabwe	Ramuel
Kamugisha	Bandeza Ezra
Mukisa	Raymond
Ansasira	Collins
Katenderi	David
Otim	Richard
Bakundana	Ismail
Mugalu	Daniel
Santa	Joyce
Asingataba	Ayub
Lakworyero	A. Susan
Wanda	David Ezekiel
Alupo	Immaculate
Kibande	William
Nduru	Mark
Nakimuli	Leticia
Namwanje	Veronica
Tasenga	Nelson
Opio	Jannet
Ariho	Paul
Dona	Sava
Mabisi	Betty
Asiku	Micah
Katongole	Abdunulu
Chekwel	Sam Nakitari
Kiryowa	Phillip
Matovu	Henrey
Suubi	Margret
Lillian	Nakamwa
Kiiza . B	Kenneth
Musinguzi	Wilson
Oboth	Edward
Ombedra	Yose
Busingye	Lillian
Kajoba	Lawrence

Agal	Carol Olive
Madira	Davidself
Kakeeto	James
Kasule	Ronald
Masaba	Richard
Busingye	Charity
Twesigye	Robert
Apegu	Julius
Nakiwala	Stella Freeman
Bwiiso	Timothy
Kisegerwa	Agatha
Kibirige	Kasujja Apollo
Joseph	Waiswa
Solomon. E	Kayiwa Mugambe
Ndagire	Alice
Bob .B	Barigye
Aikiriza Apofia	Fiona
Aciro Beatrice	Okeny
Wilson	Balenzi
Mwamula	Juma
Stephen	Bukare Owino
Kiyemba Eve	Allen
Namukasa	Annet
Nyero Augustine	Cesar
Olivia Male	Senkungu
Cathy	Ikiror
Alex	Ssekabo
Anthony	Kyeyune
Katumba James	Ssekikubo
Simon	Katushabe Abias
Elizabeth. M	Kasujja
Stella Nakiwala	Apolot
Mwazia	Andrew
Kavuma	Winnie
Ssekyanzi	Ananias
Nabbuye	Hawah
Nsubuga	Kenneth
Ayesiga	Fidelis
Balinkwe	Gideon
Awino	Brenda
Okello	Emmy Zoomlamai
Najjemba	Maureen
Wakulira	Mathias
Canwat	Godfrey
Lalam	Pamella
Henry Fred	Tamale
Nakibuule	Amiinah
Baseke	Fred

Lamunu	Belinda
Tendo	Edith
Jeremiah	Kimbugwe
Nabulime Joy	Rebecca
Kiggundu	Robert
Baase Goran	Moses
Otema Moses	Oran
Opio Richard	Ongom
Mary	Saturday
Hakim	Ssebyala
Eva	Birungi
Umar	Kasozzi
Geraldine	Misanvu
Jalia	Nansamba
Idah	Zawedde
Beatrice	Kampire
Charles	Tomusange
Zeddy	Kwikiriza
Farooq	Bukenya
Kyalimpa	Paul
Gorreti Zavuga	Amuriat
Musiime	Stanley
Sunday	Patrick
Nanfuka	Juliet
Namuli	Aisha
Mwanje	Eddy
Bazibu	Joseph
Rubanza Moses	Nicholas
Tushabe	Modern
Otim	Gerald
Byaruhanga	Geooffrey
Muhindo	Jonan
Bukosera	Barbra
Ngobi	Yairo
Babirye	Annet
Musulo	Fred
Katantazi	Dorothy
Nkumbi	Steven
Mulya	David
Kyalubulha	Stephen

The development objective of the Start and Improve Your Business package is to contribute to economic growth and creation of more and better jobs. Its training packages include; Generate Your Business Idea (GYBI), Start Your Business (SYB) and Improve Your Business (IYB).

Unleashing African Entrepreneurship



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