

LESSONS AND EXPERIENCES FROM THE URBAN YOUTH FUND



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ACKNOWLEDGEMENTS

The Urban Youth Fund – Lessons and experiences is the fifth report in the Global Youth-Led Development series. Informed by in-depth case stories of youth fund funded projects, it analyzes experiences and lessons-learned from these projects. In contrast to the first reports in the series, it is having a more in-depth focus on a few selected projects. The reader is encouraged to read the four first reports to put these findings into a larger context of youth-led development. This report follows the third report in the series and gives the reader more knowledge about the funded projects.

All reports in the series are available at www.globalyouthdesk.org/research

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TABLE OF CONTENTS

ACKNOWLEDGEMENTS	II
FOREWORD	IV
INTRODUCTION	V
CASE STUDY 1: FAMILY-IN-NEED TRUST OF ZIMBABWE	01
CASE STUDY 2: INITIATIVE FOR YOUTH EMPLOYMENT AND DEVELOPMENT PROJECT IN BAMENDA, CAMEROON	05
CASE STUDY 3: YOUTH AND ICT IN COMMUNITY DEVELOPMENT PROJECT IN NAIROBI, KENYA	08
CASE STUDY 4: HELP INITIATIVES FOR PEOPLE ORGANISATION SUSTAINABLE YOUTH EMPOWERMENT PROJECT	12
CASE STUDY 5: YOUNG VOICES NETWORK ZIMBABWE (YVN) VOICES FROM BELOW PROJECT	16
CASE STUDY 6: KAMALIZA WASTE RECYCLING PROJECT, MAKADARA DIVISION, NAIROBI	20
CASE STUDY 7: INDIAN YOUTH CLIMATE NETWORK (IYCN) BUILDING COMMUNITIES THROUGH COMPOST	23
CASE STUDY 8: AAGAAZ YOUTH DEVELOPMENT CENTRE E-GOVERNANCE	26
CASE STUDY 9: BRIGHT CAPACITY INITIATIVES FOR COMMUNITY ENHANCEMENT – BCICE NIGERIA	29
CASE STUDY 10: DEMOCRATIC YOUTH SOCIETY DIGITAL EXPRESSION PROJECT	32
CASE STUDY 11: SELEMU WOMEN CENTER (SWC) IN WETE DISTRICT OF PEMBA ISLAND, ZANZIBAR, TANZANIA	36
CASE STUDY 12: ZANZIBAR SCRAPES AND ENVIRONMENT ASSOCIATION (ZASEA) IN ZANZIBAR, TANZANIA	39
CASE STUDY 13: MSHIKAMANO YOUTH COOPERATIVE SOCIETY (MYC) ZANZIBAR	42
CASE STUDY 14: LION DEVELOPMENT COOPERATIVE SOCIETY (LDCS) IN WETE-PEMBA, ZANZIBAR	45
CASE STUDY 15: MKIPI MILIKI IN WETE PEMBA, ZANZIBAR	48
CASE STUDY 16: MATEMWE CONTROL HIV/AIDS EDUCATION AND ENVIRONMENTAL (MCAEE) IN UGUNJA, ZANZIBAR	51
CASE STUDY 17: ORGANISATION POUR LA RÉNOVATION ENVIRONNANTE DU SUD D’HAÏTI (RESH)	57
CASE STUDY 18: THE GIRLS TO MOTHERS PROJECT IN PORT HARCOURT (100 NANKA COMMUNITY), NIGERIA	60
CASE STUDY 19: ALLEVIATION OF YOUTH POVERTY THROUGH PIGGERY PROJECT IN LIMBE, CAMEROON	64
CASE STUDY 20: GREEN YOUNG ENTREPRENEURS, SENEGAL	66
CASE STUDY 21: TELECENTRE PROJECT, MUKURU SLUM, NAIROBI, KENYA	69
CASE STUDY 22: YOUNG FILM MAKERS, PALESTINE	73
CASE STUDY 23: MAP KIBERA AND BEYOND, KIBERA, NAIROBI, KENYA	73
CASE STUDY 24: ASSOCIATION JEUNESSE SANS FRONTIERE BURKINA (AJSFB)	76
CASE STUDY 25: SOCIETY VOICE FOUNDATION FOR COMMUNITY AND CIVIL WORK	80
CASE STUDY 26 & 27: YOUTH ACTION FOR RESOURCES DEVELOPMENT (Y.A.R.D) AND APPROPRIATE FARMING IN THE URBAN SETTLEMENT (KOCH-FM)	84
CASE STUDY 28: YOUTH NET YOUTH FOR TRANSPARENCY	88
CASE STUDY 29: HUMAN VALUE BASED WATER, SANITATION AND HYGIENE EDUCATION PROGRAM FOR HIGH SCHOOL STUDENTS, NEPAL	91
CASE STUDY 30: STUDY FOR YOUTH PARTICIPATION IN THE URBAN SETTLEMENT PROJECT, IN PRETORIA, SOUTH AFRICA	95
CONCLUDING REMARKS	98

FOREWORD

This report is the fifth volume of the Global Youth-Led Development Series, a collection of themed papers created to expand the knowledge in the area of youth-led development. Youth-led development (YLD) is a term first popularized by organizations such as Peacechild International to reflect a faith in the power of young people to contribute constructively to the good of society. YLD places youth at the centre of their own and their communities' development, moving youth from passive receptors of development, to agents of positive change.

Building on Peacechild's definition, UN-Habitat in 2005 published a report leading up to the World Urban Forum in Vancouver, which looked at YLD as practiced by youth-led agencies. This report was a critical step in building an evidentiary base for YLD, as it focused on self-organized youth, and explored how these YLD agencies can become more than the sum of their parts through collective action. The report's conclusions became part of the basis for UN-Habitat's development of new YLD programmes, supported by the Government of Norway. In 2007, UN-Habitat convened representatives from its four One Stop Resource Youth Resource Centres based in East Africa to identify principles and promising practices for YLD. From this meeting a series of training manuals was developed for the One Stop Centres based on those principles.

UN-Habitat continued to develop innovative YLD programmes with the launching of the Urban Youth Fund in 2008. The Fund, one of the first of its kind, was created to support youth-led initiatives globally.

To inform the Fund a number of research projects were undertaken, further exploring the role of youth-led agencies in development. Informed by earlier findings from a web-based survey of youth-led development initiatives, additional research was conducted on the organizational context, functioning, and capacity of youth-led initiatives, by analyzing the Urban Youth Fund grantees from 2011 and 2012. This report presents 30 case studies of Fund grantees, looking both at the successes and challenges of the groups.

Together, the Global Youth Led Development series of papers forms a mosaic that sheds light on how youth are positively impacting their community. This report series emphasizes how youth can be assets to their communities, and how local, national and international governments can both engage and support youth and youth-led initiatives. Research for each paper in the series draws on cutting edge research in this newly acknowledged area of youth development. Lessons from this series provide a knowledge base from which youth and those interested in working with youth can develop programmes and policies that assure youth's meaningful engagement in community development. The series seeks to demonstrate the complexities of youth-led development, while as well inspiring people to action. In the end, this series aims to contribute new insights to the emerging global dialogue on youth-led development.

INTRODUCTION

This report presents case stories from 30 Urban Youth Fund grantees from Africa, Asia Pacific and Latin America. The projects include 22 youth-led organisations from Africa, 7 from Asia Pacific and 1 from Latin America.

The report has been compiled to give some basic guidance on the Urban Youth Fund and the different types of project it funds. The report is written to share lessons-learned, experiences and recommendations from these projects. Through the first 4 funding cycles, the Urban Youth Fund has selected 212 projects that have received, or are going to receive funding.¹

The cases stories presented in this report answer the following overarching questions:

- What is the background and context of the Youth Fund Project?
- What sort of activities did the project do?
- How has the project, if at all, impacted the youth and their community?
- What were the key challenges during the project and how did the youth group overcome these?
- What were the key lessons-learned and experiences from the project?

This report should be read together with the other reports in the Global Youth-Led Development Series to get a more comprehensive view of the Fund. The report is written to the larger audience that is interested in youth-led development and empowerment. It is not a scientific research report but gives the reader a deeper knowledge of a few selected projects and the lessons and experiences we can gain from them.

The report is written by a team of young writers from Africa and Asia Pacific. The writers have gathered information from the organisations through different channels; such as midterm and final reports from the projects, information from the organizations websites, skype/phone calls with the project coordinators, and project visits.

The report has case stories from the following countries: Kenya, Senegal, Nigeria, Zimbabwe, India, Yemen, Palestine, Tanzania, South Africa, Haiti, Senegal, Nepal, Cameroon and Burkina Faso.

Good reading.

¹ The projects in the 4th funding cycle will start their project first quarter 2013



CASE STUDY 1: **FAMILY-IN-NEED TRUST OF ZIMBABWE** ZIMBABWE

Integrated Urban Youth Development Project

By Rime Asselman

Empowering young women and men in Mutare

Mutare, capital of the Manicaland province is the fourth largest city of Zimbabwe with a population of around 170,000. The main activities of the area are citrus farming, mining, agriculture and cattle, ranching. As a result of the collapse of the country's economy over the past years, the city has suffered considerably, including the city's youth who are struggling with increasing poverty and decreasing employment opportunities.

The project was held in the communities of Dangamvura and Skubva, high-density suburbs of the City of Mutare. These communities have been struggling with housing, unemployment and poverty issues resulting from a difficult economic environment, as well as operation *Murambatsvina 2005* which was a large-scale government crackdown on slums across the country, supposedly to eradicate illegal housing and reduce the risk of spread of infectious diseases in these areas.

The work of *Family-In-Need Trust of Zimbabwe* is aimed at empowering young women and men in the city of Mutare to become productive and dynamic members of the society through developing their potential creativity and skills. The organisation works on strengthening of youth participation in decision making processes on all levels, both as individuals and as a collective, with the vision of promoting youth-led development in the city.

The Trust strives to provide a platform for youth to enable them to define their own goals and objectives for development. The Trust's leaders are youth and therefore represent role models working towards empowering their peers and mentoring them, both through internal projects and cooperation with other similar organisations, specialized in youth-led and community development. The Trust emphasizes the vision of youth as the key factor in stimulating efforts of social entrepreneurship to empower their peers, creating opportunities for themselves and for the community at large. Gender representation is also promoted with a balanced staff of ten youth representing both genders equally. The objectives of the Integrated Urban Youth Development project were in line with the organization's vision towards reducing poverty through integrated, sustainable community based initiatives.

Integrated Urban Youth Development Project

The Integrated Urban Youth Development Project focused on the promotion of adequate and sustainable income in the informal sector ; increased access to improved and affordable housing and services, and the strengthening of the capacity of grassroots youth groups and the development of partnerships between local authorities, CBOs and NGOs.

The project targeted 120 young people, 60% of them being women, in an attempt to curb the problem of low representation of women in community projects, as well as involving them in decision-making processes. The beneficiaries of the project had an average monthly income of 10USD.

The project implemented activities in the areas of Education training, Housing, Secure Tenure and Property Rights; Youth Entrepreneurship; and Youth Participation in Decision Making. In addition to building youth's entrepreneurial life and leadership skills to create jobs and provide income for food security, the project also worked on building urban youth's capacity to secure land tenure for micro-enterprise development and residential purposes. The focus on building youth's capacity to develop trade skills in building and building material production was the project's innovative way of creating affordable and adequate housing for the youth affected by operation *Murambatsvina 2005*, which was large-scale government campaign to forcibly clear slum areas across the country. The organisation used a multi-sectorial and integrated approach to implement the project. As such, in addition to skills development training in micro-enterprise development, the beneficiaries also received Small Business Management and Accounting training, mentorship for Credit Option for the informal sector youth-led businesses, and last but not least, it provided training in production of affordable building material.

Training in youth leadership and micro-enterprise development was conducted in two sessions. The training focused on business start-up and running, leadership skills development as success factors of the businesses. Following the training, a mentorship programme on development of capital was utilized to support youth in starting-up their own businesses. This mentorship programme was aimed at youth who were in the process of submitting business plans, in order to provide them with support on how to access funds and assistance from banks and leading micro-finance institutions. In addition to the training, 5 plots of land were acquired with the goal of using them to establish up to 50 urban market gardening and informal business set-ups.

In regards to the area of Housing and Secure Tenure, the organisation also conducted training in production of affordable building materials focusing on brick molding and use of locally available material such as sand. The project was aimed at upgrading the youth one-room structures and establishing reliable rubbish collection systems within their compounds of residence. This training benefited 90 youth in total.

A stakeholder knowledge-sharing meeting was held in which 8 organisations specialized in youth-led development participated and shared lessons and best practices in youth entrepreneurship and housing. Three youth entrepreneurs from Sakubva and Dangamvura presented best practice case studies on how to improve youth participation in creation and improvement of habitation.

Finally, a monitoring and evaluation system was developed to follow up on youth beneficiaries over a period of 2 years and at no cost, in order to assess improvements and changes of livelihoods, as well as to assist the organisation in future planning of youth programmes.

Impact on youth and the community

The training on micro-enterprise development and business plan development to access credit option has allowed the selection of 5 youth enterprises run jointly by 10 youth, of which the start-up was partially supported by use of building material procured by the project. To create sustainability for these 5 youth enterprises, the 10 youth running them were identified as head of most disadvantaged youth headed household following a baseline survey.

The acquisition of land for small business set-ups allowed the creation of 30 youth small businesses which received permits from the City of Mutare. The types of businesses were diversified, and included chicken rearing, events organizing and management, carpentry and clothing sale. More than half of these businesses reported doing well considering the difficult economic environment they are evolving in. With an average monthly income of 50 USD to 100USD, the youth businesses created employment for 2 to 5 youth per enterprise.

On a larger scale, the trainings conducting as part of the project activities have been able to reach a total of 140 youth who not only developed knowledge on business start-up, micro financing and business management, but also have realized the importance of small businesses as a way of creating self-employment and income increase.

Legal procedures, political situation and high demand

In the process of implementing this project, the organisation has encountered quite a few challenges. The implementation of the project suffered delays related to the lengthy legal procedure to engage the City Council of Mutare as the service provider of meeting and training venues, as well as access to information on housing and youth participation in the area. To overcome this challenge, the Trust engaged the Mutare City Council in their meetings,

which allowed the latter to have a perspective of the project and the timeline it was tied with. The pre-existing political situation also played a role in hindering youth mobilization to attend meetings and show interest in participating in the trainings which they were not going to be paid to attend. This situation is common, and is the result of the expectations created among youth by politicians who had pay youth to attend their political meetings. Paradoxically, the demand for the project was also higher than expected due to the opportunity in presented for unemployment stricken youth in Mutare.

The Trust engaged other youth-led organisations to help them in reaching out to more youth, which also allowed them to obtain more information on how the project should evolve and what the youth should expect. These youth-led organisations were also kept on board throughout the project implementation process to support youth activities as the demand could not have been met with the sole effort of the beneficiary the Trust.

Access to and usage of information

The first challenge encountered by the organisation in the process of implementing the project was highly related to lack of critical information. The turnout in both Sakbuva and Dangamvura was overwhelming, as youth were interested in the project and saw its. In line with this observation, it is necessary that similar projects applying for donor funding must provide proof that they have gathered detailed information on the projected beneficiaries. It would be important to provide a clear assessment of the youth' needs in the target area, taking into account the number of youth who could benefit from the project, and the number who would want to participate, and the capacity of the organisation to provide that support. The broader purpose that this first recommendation would serve is to assure the proper budget allocations within the project so as to maximize the impact of project funding.

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“The youth now have something to do, instead of spending their time in street corners in the two high density suburbs of Dangamvura and Sakubva. The youth are not willing to take part in national activities that would help their development because most of them believe the government does not view them as important but as children.”

”

This project clearly shows how youth-led organisations can leverage their money and impact by working together with other youth-led groups. A clear lesson for donors is to encourage youth groups to actively work together to have a higher impact as seen with the case of this project.

Another important lesson-learned from the project is the need for more training in how to deal with local government officials. This type of training has already been tested in the latest training session conducted by the Urban Youth Fund in Cairo, in 2012, for a group of its beneficiaries. While it is true that allowing organisations to mitigate such issues on their own develops their skills and experience, some organisations do not have the necessary experience, and thus require guidance to find alternative solutions to such problems, and information on the different methods of negotiation, and the different ways in which they could engage the local authorities to understand their needs and meet them. A great example was given by the project subject of this case story, which invited local authorities to the meetings as a way of engaging them in the process. Understanding the nature and work method of local authorities in general, and throughout the developing world in particular, it is inevitable that the donor organisations must also be involved in developing these skills that often are needed by organisations.



CASE STUDY 2: INITIATIVE FOR YOUTH EMPLOYMENT AND DEVELOPMENT PROJECT IN BAMENDA, CAMEROON

Youth and land in Bamenda, Cameroon

By Carolina Corno and Tizai Mauto

Youth in Cameroon face high un- and under-employment. The latest national survey of employment and the informal sector found that the expanded un-employment rate among young people aged 15-35 stood at close to 13%, while the level of under-employment was 71.9%. Youth in Cameroon rely heavily on employment in the public sector or civil service, but the government debt has skyrocketed and there isn't enough hiring to absorb all youth seeking civil service employment. Outside of civil service, the government gives youth start-up loans but these are often highly politicized.

Initiative for Youth Employment and Development Project

Initiative for Youth Employment and Development was a project of the Youth Outreach Program Cameroon (YOP-CAM) addressing youth unemployment and lack of entrepreneurial spirit among youth in Bamenda. Bamenda is a city in northwestern Cameroon and capital of the North West Region.

Beneficiaries of the Initiative came from different communities and most of the youth beneficiaries worked as individuals based on their action plans. YOP-CAM believes that individual responsibility is

a central part of youth entrepreneurship and thus encouraged youth to work as individuals as much as possible. Ultimately, it was up to youth beneficiaries to decide the most viable option for their businesses.

50 youth including 26 males and 24 females benefited from the project and all came from poor families whose livelihoods are derived from the informal economy.

The organization developed three different trainings for empower the youth of Bamenda:

- 50 youth were trained in life skills, to acquire knowledge and skills in entrepreneurship and income generation.
- 12 youth were trained in market gardening
- 10 youth were trained in Poultry.

The land for activities such as poultry, farming and market gardening was often acquired by the youth from family or parents; some youth beneficiaries also conduct their poultry rearing activities in their parents' backyards. Youth generally rent spaces when they want to expand their businesses: this is because land is very expensive in Bamenda and parents traditionally give land to their children. Youth can pay as much as 3,000USD per year to rent urban land.

In terms of land acquisition the challenge has been that youth still need to apply for a land ownership certificate from the Government and the process of issuing land certificates is very slow and expensive especially in rural areas. These processes clearly show

CATEGORY	NUMBER PEOPLE	IMPACTS
Direct Beneficiaries	50 youth (26 males and 24 women)	Acquired knowledge and skills in entrepreneurship and income generation
Direct Beneficiaries	22 youth	Improved their skills in market gardening and poultry production

that land issues are not something for adults only, but have big impact on the life of young people as well.

YOP-CAM also gave direct support to 9 market gardeners and 9 poultry farmers, who received inputs for the production of table bird and layers. YOP-CAM provided youth with materials and equipment such as sprayers, rains boots and manure, but YOP-CAM didn't give youth beneficiaries cash loans.

Impacts on the community

Through the Initiative for Youth Employment and Development Project, youth have been trained in market gardening and poultry farming; youth market gardeners exported their produce to big towns like Yaoundé and Doula, and to countries such as Gabon, Congo and the Democratic Republic of Congo.

Some young beneficiaries have gained employment through the income generating activities that they carried out. They also used the proceeds from the support to buy schools and/or personal needs: *"Ranibel Lum (the youngest beneficiary in Santa) could buy her school needs and continue school, Keng Edison returned to school since he could pay his school fees and buy his books"*.

The young women became empowered in decision making in the family: *"Morine Mbunyam used generated from the farm to contribute to the construction of a family house and consequently, giving her a say in family decision making"*.

Some youth farmers have also joined farming groups to share ideas and improve their farming capacity.

The project yielded satisfactory results, and this can partly be assessed from the enthusiasm that the young people had during the trainings and during the execution of their micro projects: testimonies from their relative and neighbors show that the project has indeed improved the lives of the beneficiaries and had a small impact on the community where they live.

Strong Partnership with government ministries

YOP-CAM worked closely with the government ministries to facilitate beneficiaries' access to agricultural inputs as needed. YOP-CAM also worked closely with Micro-Finance Institutions (MFIs) and encouraged youth to join "Njangi Houses", a form of local banking common in Cameroon, for improved access to business start-up loans. Through the Urban Youth Fund grant, YOP-CAM has also strengthened its relationships with international organizations such as Heifer International Cameroon.

The project involved the beneficiaries at every stage of the project and assigned them specific task to carry out, they, also, encouraged the beneficiaries to identify other potential youth in their communities for the passing on process, and involved the council in the following up of the beneficiaries.

Challenge: how to make the project sustainable?

The biggest challenge faced by project beneficiaries was the lack of adequate collateral for them to secure business start-up loan from micro lending institutions. Materials and Equipment support had been offered to 18 youth, but the repayment of the materials was a challenge: the poultry farmers agreed to repay the materials in 4 batches, with each batch being up to 3 months. The market gardeners repaid their materials and equipment during the gardening cycle, usually 4 months after the start of gardening season.

Sustainable approach to Promote Youth Development

The project shows that involving youth in all aspects of the project helps an organization to fully gain young people's trust and support. Working closely with young people also helps an organization to perceive young people's challenges from a practical point of view and helps an organization to adapt to young people's needs appropriately. To work closely with youth beneficiaries, constant field-work is required to understand the situation on the ground fully.

This project demonstrates the importance of creating partnerships with international organizations and with the government ministries. That way the project is more sustainable in the future when the funding from one donor stops, and the project can develop more impacts at different levels: for youth, in the communities, and also in the country.

It is essential that the beneficiaries of a project such as this one feel a sense of belonging and an affiliation with it. This project reflects how the youth feels to be part of the intervention and they want to replicate their experiences and their knowledge in other communities and other social groups.

Another important lessons learned is the importance of the trainings, the youth are empowered with knowledge and skills to carry out new activities and also they have been motivated to take risks and increase their financial management. What this project shows is that training doesn't necessarily be done by multilaterals or other big organisations. The youth-led group that received funding from the Urban Youth Fund has delivered training that has changed lives for the beneficiaries. And when one look at the cost of training, it is clearly that a principle of bringing capacity and resources as close to the youth as possible is the only sustainable and proper approach.



CASE STUDY 3: YOUTH AND ICT IN COMMUNITY DEVELOPMENT PROJECT IN NAIROBI, KENYA

Community mobilization in Nairobi, Kenya

By Carolina Corno and Tizai Mauto

Access to Information and Communication Technologies (ICTs), especially internet and computer literacy is limited in many parts of Kenya. While some youth may have access to the internet in downtown Nairobi, most youth from slum areas and those further off from the downtown do not have access to internet facilities. Inadequate access to ICTs has hindered access to important employment opportunities for youth seeking jobs.

Kariobangi South Welfare and Slums Housing Association (KASWESHA) is a community-based, not-for-profit youth organization, committed to mobilizing appropriate responses to health, poverty and general development situations of marginalized and disadvantaged groups especially in the Nairobi East region.

For the last five years youth members of KASWESHA have actively been working to improve their community including: arranging free medical camps, blood donations, HIV/AIDS awareness creation and community environmental programs.

The Youth and ICT in Community Development Project sought to enhance the access to ICTs among youth from economically disadvantaged background as a means to boost their access to employment and entrepreneurship opportunities.

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“Through this training we have managed to meet our goal of making the youth realize their potential in the community and to have them actively participate in positive development of their lives and community. Of which some have turned to be job creators and not job seekers”

— **Milka Muthoni Ndiritu,**
*Youth and ICT in Community Development
Project Coordinator*

”

Partnerships with public and private sector

The Youth and ICT in Community Development Project partnered with Cisco Networking for technical support, Ministry of Youth to facilitate internship opportunities for youth beneficiaries, and Ministry of Social Services to facilitate young women's access to enterprise funds. The project collaborated with Instituto Elos (Brazil) on issues of community development and resource mobilization: two youth group members had travelled to Sao Paulo Brazil, where they received one month training on community development and resource mobilization. Most youth beneficiaries worked in groups because it made easier for them to access funds and self-help youth groups usually helped them to register their businesses with the government.

CATEGORY	NUMBER PEOPLE	IMPACTS
Direct Beneficiaries	200 youth (149 young women)	70 of them (60 women) are self-employed or working in the informal sector, employing the skills acquired from the training 25 of these have received small business loan from organizations such as Women Enterprise Fund, Community Revolving Fund and Groots Kenya

Young People's Access to Working Spaces and Markets

200 youth, of which 149 were young women, benefited from the Project. The young men and young women beneficiaries received training in various fields including life skills, business planning, talent identification, and reproductive health and ICTs skills. Seventy of the youth trained, 60 of them being young women, are today self-employed or working in the informal sector employing the skills acquired from the training. Twenty-five of them received small business loan from organizations such as Women Enterprise Fund, Community Revolving Fund, and Groots Kenya. The majority of youth beneficiaries engaged in IT related work such as cyber cafés, computer repairs, and ICT training. The project had been successful because before the project, most youth did not have any skills or source of income.

The KAWESHA Resource center, where the project was run out of, has become a very important asset to the people of Nairobi East area. The center has assisted many youth who would have otherwise not been able to access basic ICT training. The Center has been able to provide disadvantaged youth with useful educational opportunities to help reduce the digital divide and enhance the capacity of the youth from poor households to be successful participants in a knowledge-based society.

Dropouts were a challenge to the project

Repayment of the business loans has been made possible by utilizing combined resources from youth group members. The fact that the business loans are interest-free also makes it easier for youth to repay the loans timely. This is a significant difference from normal micro-credit schemes where the interest rates often approached 20% and above.

High participant dropout was the major challenge faced by the Project. However, dropout rates have been lowered through partnership with external organizations willing to assist beneficiaries to access startup capital. The project has provided a unique opportunity for the organisation to engage slum youth who are often left hopeless in Nairobi. The project forged strong multilevel partnerships with international development organizations, Ministry of Youth, and the National ICT Board of Kenya.

Another problem faced by the organization was the lack of funds to enable their graduates to acquire an advance certificate in IT (CCNA). An advanced certificate like this makes a big difference for youth, and is very important especially for self-employment in terms of showing relevant skills and an adequate level of training.

ICTs Empowerment and Partnership – Lessons Learned

The youth of trained in the project had the possibility to improve their knowledge on ICTs and create opportunities to find employment or begin their own enterprise. The Project demonstrates how ICT knowledge can help the youth to improve their conditions in the work market, and also how an ICT center can create better conditions for an entire community living in a slum area of a big city as Nairobi. To some degree, one of the most important elements with projects such as this one is to give youth skills in order to be more *employable*. Youth empowerment is more about giving youth skills and to make them employable than creating employment as such. The most important elements in the projects supported by the Urban Youth Fund is how to ensure that youth are employable and give them the right skills to get a job; not to create a job for them per se.

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“I had finished school and I did not have anything to do. I have been trained on computer maintenance and life skill. I plan to open my own business and make my own money. I wish they could open more centers to reach more youth from poor background”

— **Ann Thuguri Maina**, 21 years old.

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The Youth and ICT in Community Development is ongoing, and still offering ICT training and they expect to reach more and more youth from the informal economy in and around Nairobi; inadequate funding has slowed the expansion of the project.. Donors should build long-lasting relations with grantees even after the project officially ended. Maintaining active contacts with grantees will improve project monitoring and evaluation systems.

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“In fact this organization has been my starting point because that is where I have got the bridge to the university to advance in technology that am doing now”

— **Diana Gatwiri Mungania**, 20 years old

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During the development of the project, the organization strengthened a partnership with other organizations in Brazil. Through this partnership, two of the young members could take part of a training done for the partner organization. The promotion of partnership between different organizations cannot be understated; these partnerships give the opportunity to share information and knowledge, and improve the situation of disadvantaged youth in different countries. Partnerships between different youth-led organizations are even more important. This creates networks across countries and continents that could potentially improve youth’ situation in a larger context.

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“Before the project I was a house wife but now I have been trained in computer maintenance. Now am a volunteer with a community based organization in computer maintenance. The project has removed me from a dependent to somebody with an income of my own”

— **Beatrice Kwomboka**, 28 years old.

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“Before the project I was hanging around but now have received computer maintenance training. Before the project my income was zero but now I make Kshs. 8000 every month. I am looking for money to advance my education on computer maintenance because for now I can’t get a permanent job until I advance in computer maintenance. The project has given me the basic information on technology and a guide to better life”

— **Lisper Wamuyu**, 22 years old.

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The donor community and other stakeholders should look more toward developing more ICTs projects in slum areas of big cities such as Nairobi, where the youth has to face a lack of opportunities for their future and where access to internet and computer literacy is often limited. As seen from this project, by giving youth training in ICT skills you give them an opportunity to get a job or start their own business.

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“I do computer maintenances outside Nairobi where so many people do not have computers. I want to start my cyber café in the area. Am informed in modern technology”

— **Esther Njoki**, 23 years old.

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CASE STUDY 4: HELP INITIATIVES FOR PEOPLE ORGANISATION SUSTAINABLE YOUTH EMPOWERMENT PROJECT

Participatory eradication of poverty

By Rime Asselman

The Help Initiative for People Organisation's (HIPO) mission is to encourage, support and increase the capacity of youth and vulnerable groups to participate in activities and programmes that raise their standard of living and enable them to make independent and informed decisions.

HIPO comprises of seven staff members and five volunteers who have enterprise development expertise and are able to establish and support micro-enterprise projects. The organisation has implemented similar projects with Mercy Corps which target both urban based and rural based youth.

The goal of the project funded by the Urban Youth Fund was to contribute towards the participatory eradication of poverty and social and economic exclusion amongst the youth living there. The project aimed to create employment for youth living in slums there by addressing unemployment and shelter problems. Youth in the slums are confronted by rampant unemployment; as a result they cannot afford decent accommodation. The lack of skills and business ideas mean that they live in abject poverty, resulting in high crime rates, drug abuse and prostitution amongst this population.

When local authorities respond to the slum problem, they demolish the makeshift shelters without addressing the root causes, as was the case with Operation *Murambatsvina* 2005. Often these youth that loses their homes are recruited by political parties to perpetrate violence, causing a threat to national security.

The Sustainable Youth Empowerment Project

The project began with the registration of micro-enterprise projects run and governed by youth. These companies included the employment of a total of 80 youth in activities such as automobile cleaning, typing, photocopying, binding and laminating; shoe making, basket making and accessory making. Youth were also employed in activities such as the making of peanut butter and commodity brokering. To sustain these businesses, procurement of adequate materials for each of the areas of activity of these companies was done as part of the activities implemented.

In addition, a revolving fund was created in the beginning of the project to provide loans for the beneficiary youth to the end of their respective projects. This fund was further consolidated as the second phase of the project implementation process began, allowing a total of 20 youth to borrow under the revolving fund.

The 80 who started a total of 7 companies benefited from on-the-job vocational training, as well as training in general business management principles. Through the employment opportunities created by the project, youth were able to improve their livelihoods and access decent shelter. A workshop on decent shelter and minimum housing standards, was undertaken with the Public Works Department and municipal officials to the benefit of these youth. To support the companies created by the youth, the organization sourced markets on behalf of the youth as a way of orienting them to the market place.

At a policy level, the organization took on the task of lobbying with the local government offices to provide stands for youth to establish business, as a way of ensuring the continuity of the project beyond the grant of the Urban Youth Fund.

Creating businesses and income-generating activities for youth

Youth displayed great interest in the car cleaning project due to the ‘car wash craze’ that has gripped most motorists in the urban areas. They further engaged in carpet cleaning for domestic and corporate clients as a way of expanding their area of activity, therefore creating opportunities for themselves to increase their income.

The entrepreneurship and financial management training, as well as the quality control training helped to equip the beneficiaries with the necessary skills to manage their businesses. Through the support provided by the organization in finding markets at the initial phase of the projects, the youth were able to gain in terms of negotiation skills, which allowed them to have the necessary confidence to enter higher value markets, therefore potentially increasing their incomes from the businesses.

The “parents challenge” of youth-led projects

During the period of implementation of this project, HIPO encountered many challenges. The first challenge was related to the issue of political polarization among the beneficiary youth and some of the parents, whereby some of the parents demanded a stake in what the youth, their children, were taking part in. To circumvent this challenge, the organisation utilized existing relationships within the community leadership, bringing them on to mediate the relationship with the youth and the families. As a result, not only were the leaders able to mediate these polarized positions, but they also provided some oversight on the project to ensure that the youth do not prejudice one another, and that societal benefits of the enterprises were ensured. Also note-worthy is the help provided by a Ministry of Youth volunteer who was consulted before all the key business level decisions, and provided help in closely monitoring the projects.

Last but not least, and as is the case with other projects, the fact that the organisation kept its intervention target to 80 youth, as planned, stirred discontent of some youth who were not selected to take part in the project. This discontent led these youth to approach the district offices to falsely report that the selection procedures were not transparent. This challenge is common in these types of youth-led projects. For youth-led groups, such as this one, the mitigating strategy will always be to be as transparent in the selection process as possible to avoid discontent among “non-selected” youth.



The whole community; not only the youth

An important lesson learned through the Sustainable Youth Empowerment Project was the importance of engaging not only the beneficiaries of similar projects, but the whole community. It is important for donors and other stakeholders to encourage practices and initiatives that involve community members, local and national governments and all the stakeholders to ensure the success of the project. Further, encouraging such a method ensures that benefits of similar projects are spread to the rest of the community, instead of limiting the benefit of the project to the immediate grant recipients and project beneficiaries. Indeed, this characteristic is highly considered in the application process of the Urban Youth Fund, where applicant organisations must provide information on how they plan to include

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“The youth despite challenges such as mobility and at times lack of stability are the energy of each society and thus can be effective entrepreneurs. If well mentored, the said group can be instrumental towards achievement of national targets. However currently the group has a high level of skills deficit, especially in Zimbabwe and this is a constraint towards both their potential and that of the nation at large.”

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the youth as the main beneficiaries in project implementation, but also how they plan on involving the community and the local and/or national governments. The benefit of encouraging this practice is to maximize the impact of funding and extending it to larger populations, through using the potential and

resources already present in the beneficiary organisation's community, and which cannot be replaced with funds.

What is also clear from this project is the importance of encouraging funding recipients to ensure adequate levels of information dissemination in order to ensure that the community is properly educated on the project, so as to avoid interference from certain community members. However, this recommendation must be coupled with encouraging the beneficiary organisations to make use of tools which are best adequate to disseminate information, which would allow them to have a greater impact and receive the support needed from the community. The Help Initiatives for People youth group gave a great example of doing this through approaching community leaders to intervene when the challenge came up with the parents interfering with the project.

Perhaps one of the core lessons from this project for other organisations implementing similar projects, specifically to the benefit of youth, is to take into account the consideration that such opportunities will attract the interest of large numbers of youth which cannot always be accommodated by grant budgets. As such, organisations must be encouraged to provide continuity plans for the projects they are implementing, so as to present a vision for those who were not fortunate to participate in the projects in the first phase. Indeed, this not only shows that the organisation has the intention to continue with the project beyond funding from donors, but it also enables the organisations to plan and find alternative ways for funding, and even provides space for the projects to find sustainability, thus maximizing the impact of funding granted by donors.



CASE STUDY 5: **YOUNG VOICES NETWORK ZIMBABWE (YVN)** VOICES FROM BELOW PROJECT

By Rime Asselman

Background of the Young Voices Network

The Zimbabwe Young Voices Network is a membership organisation of youth groups (formal and informal) based in an area in Harare called *Hatcliff extension* working together to enhance the participation of youth in community, organizational and national processes. There is great emphasis put in questioning governance structures and how they involve young people. The principal vision of the organisation is to see young people actively participate in decision making processes, through democratic means, making initiatives in addressing common issues that affect their daily lives, at community, national, regional and international levels. YVN was funded by the Urban Youth Fund to undertake the Voices from Below project, which focused on building the capacity of young women and men living in slum communities to contribute meaningfully to development processes.

Hatcliff extension has faced forced eviction 3 times; the people live in constant fear of eviction. Most people in Hatcliff are not aware of their rights and have been disenfranchised to an extent that even if they do know their rights they can't claim them. The people do not have security of tenure yet it is the cornerstone of the right to adequate hous-

ing. Secure tenure protects people against arbitrary eviction, harassment and other threats. The young people are not actively engaged in the development of their community partly because they do not understand how local government works and partly because they have lost trust in the system. The apathy amongst young people makes it difficult for them to access social services and demand accountability from the duty bearers.

The Young Voices Network grew out of a process, which prepared children and youth to participate in the Earth Summit in 1992. The idea was to encourage young people to present their concerns to politicians and participate in the process to raise awareness of the need for sustainable development. 6000 school children participated in the process, which ended with a Children's Hearing in Norway in 1990. Forty other countries organized similar activities, which culminated in the Global Children's Hearing that took place at the Earth summit in 1992 in Rio De Janeiro, Brazil.

Capacity building of young people

The goal of Voices from Below project works with young people aged between 14 and 30. In this project the network worked with one of its members based in a slum community called the Hatcliff Youth Group.

The project engages young women and men living in Hatcliff as active agents in developing the community and fighting environmental impediments

that make it difficult for young people to end poverty for themselves. At the heart of the project is the belief that local government is better placed to address poverty in local economies and thus it is important to build local democracy and accountability. Young people were therefore trained as process facilitators, after which they organized meetings with communities and local authorities around issues of security of tenure and adequate housing. Youth documented violations of the right to housing and raised public awareness on the issues. Councilors were also trained on how to represent communities and address issues of adequate housing and security of tenure.

At the end of the 12 month duration of the project that was funded by Urban Youth Fund, a training of 20 Youth facilitators, 20 volunteers for social action and 20 young women leaders was conducted to train the youth on skills to demand accountability from local authorities and the central government. A workshop on security of tenure, as well as conversation cafes were organized as part of the project activities. An advocacy tool kit of engaging local government was developed, which assisted in sensitizing communities on security of tenure and how to demand it.

Putting the Unresolved issues of operation restore order back on the National Agenda

The training of young people as volunteers and youth facilitators has increased their ability to mobilize and organise. They have held 10 conversation cafes and used the chapters in the Local government reader to help their peers understand how to participate and hold local government accountable. The project managed to mobilize at least 30 people per conversation café, which is a herculean task in Hatcliff extension when you want to talk about rights and entitlement. Through their involvement

the young people have become conscious about the obstacles of bringing personal and community development. They have gained confidence to confront those challenges and in some instances they have achieved their goals. They have attained the power to recognize their voice and to be strategic in exercising that voice, even though they live in a poor environment they have self-confidence. Youth are able to articulate their situation and suggest possible solutions as well as locating their role in interventions. For example the young people played a major role in developing and editing the 7 Point Manifesto on ending homelessness. Whilst some practitioners would opt not to qualify people living in a slum community as homeless, the young people argue against what they perceived as a myopic view of the development managers and insisted that for the manifesto to be a true depiction it must put people in Hatcliff slum under the category of homelessness.

The Government has long forgotten about its promises to the victims of the operation restore order. The youth successfully held two installation theatres. They argued that it was important to bring Hatcliff community to the people; hence they built simulation models of Hatcliff plastic housing, model schools, and model clinics and acted out a normal day in the life of a Hatcliff young person. The first installation theater moved the Junior council to visit Hatcliff for the first time and pledged to assist orphans who were not going to school. An article was written in the Daily news about the Hatcliff story. The youth met the parliamentary portfolio committee on housing and presented the seven point manifesto on ending homelessness; they also presented it to government represented by the Ministry of National Housing.

YVN collaborated with Amnesty international to host the World Habitat day under the theme “ending forced eviction”. The young people in Hatcliff did another installation theater in the town park.

The event reached out to 500 people. The event managed to raise awareness and build solidarity as some people also approached the organizers sharing with them of the existence of other communities like Hatcliff and the need to engage them. The installation theater also caught the imagination of CESVI an Italian organisation that then sent some of its young people to participate as part of the cast. Three articles were written in the Newspaper about the event and most importantly the plight of the Hatcliff residents.

Putting youth and youth issues on the political agenda

The project trained Hatcliff community leaders and local government leaders who provide services to Hatcliff in ethical leadership. The training provided a paradigm shift amongst the leaders in that before the training some viewed Hatcliff residents as a helpless lot and their approach was to “bring development to them”. However the organisation witnessed a dramatic paradigm shift to one in which some leaders began to view Hatcliff residents as equal stakeholders who can determine the direction of development in the community. This shift was more visible when one official from local government was invited to be a keynote speaker at the launch of the Local Government reader. He indicated on the need to consult widely with the community so that they inform the policy of Local government and also the active involvement of young people in such consultations.

The young women training was done in response to the low participation of young women in different social and development platforms which is due to a combination of factors that include gender division of labor, which does not allow young women to attend some empowering platforms that their male counter parts are able to attend, lack of confidence, low self-esteem and exclusion due to patriar-

chal doctrines which undermine the roles played by women. The training focused on the different skills necessary for participation. The training was also to encourage and enable women to take on more positions, and fight for their individual rights as young women in the society. One of the greatest impacts that the training had on young women was to shift the mindset of most young women from Hatcliffe that they are not capable of facing and dealing with their challenges and that stronger and more sophisticated individuals or groups will do it for them. As a result of the training, young women have started organizing themselves to hold their own conversation cafes to deal with issues that affect them.

Political environment as a key challenge

Whilst the youth group had sought police clearance to commemorate World Habitat day, some of its youth were arrested by the police who claimed that the project was spreading a bad report about Zimbabwe because such communities did not exist in Zimbabwe. The youth group challenged the police to go to Hatcliff and see if the structures are not an accurate representation of the community; to this the police released the youth. The police incident demonstrates the ignorance of not only the general public but also government departments on the plight of the Hatcliff slum community. It also demonstrates the political sensitivity of working with Hatcliff people to claim and secure their right to adequate housing standard. It exposes the lack of political will to address the after effects of operation restore order. Further to this, after the newspaper article on Hatcliff and the installation theater, the young people were threatened by members of the ZANU Political party and accused of “selling information to the enemy”. Young people in Hatcliff slum community are denied their rights not through mere omission, forgetfulness or lack of effort, but due to unequal power relations, with the more powerful denying the human rights of the less powerful on both individual and structural level. It is the

dynamics of these relationships and the structures through which they manifest themselves that determine who can claim and enjoy their human rights.

The training has seen Young Voices Network building more cordial relationships with the District Administrator, which previously viewed the youth group with suspicion and as those “sent by the British and Americans”. There was therefore a need of incorporating training and capacitating government officials to the project, who deal with poor communities because some of them lack the capacity and knowledge, e.g on security of tenure and right to housing. As a follow up to the training YVN is planning to develop a youth engagement framework that will be adopted by the different local leaders in their institutions. The framework will allow the local leaders to recognize participation as a fundamental human right, better decisions and outcomes to be made by the local leaders, strengthen commitment to and understanding of human rights and democracy and promote the well-being and development of young people.

Awareness for the public and the local authorities

Throughout the project it is clear that YVN was faced with two main issues: the ignorance of the public and the ignorance of the local authorities of issues related to land rights and secure tenure. It was therefore inevitable for them to incorporate both problems into the analysis which created the project.

An important lesson for donors working in such a political environment is to focus on encouraging engagement of all the stakeholders in the project development. Indeed, and as the example given by the Urban Youth Fund, great importance is given to indicators that demonstrate how the project will be able to engage actors from outside the organisation, as this is part of the application process questions.

This is important because as is the case with this project, governance issues can play a crucial role in the success or failure of a project.

Further, donors must trigger youth organisations’ interest in questions of governance in order to ensure that the impact of similar project can be extended to local policy making, thus creating real impact that has potential for continuity beyond the work of the donor organisation. This can be done by emphasizing the importance of governance, where appropriate and needed, through awareness mechanisms that open up the horizons of youth organisations even before the project is created or implemented. Indeed, YNV experience and knowledge about the local government and land issues has helped it navigate the challenges to ensure the local authorities understand and engage in the objectives of the project subject of this study.

Last but not least, it is important for the multilateral community to take the issue of public awareness as another major factor that assures the success of similar projects. As the case is with this project, there was need for awareness activities to sensitize and inform the target youth and slum dwellers of this project to change their perspective on their land rights. Indeed, it is because of the awareness activities that the target population became more interested in the work of the organisation, which results in a support much needed by organisations in similar projects, in order to exercise pressure on local authorities. In the end, this project is proof that the support of population is crucial in conducting successful governance projects.



CASE STUDY 6: **KAMALIZA WASTE RECYCLING PROJECT,** MAKADARA DIVISION, NAIROBI

By Carolina Corno

Background

Waste management is a growing problem in Nairobi, and even more in the slum areas of the city. Increasing urbanization, rural-urban migration, rising standards of living, and rapid development associated with population growth have resulted in increased solid waste generation by industrial, domestic, and other activities.

Waste in Nairobi comes from a variety of household, service, and industrial processes: domestic sources; industrial; roads, hospitals and markets. Food waste, plastic, and paper are the most dominant forms of solid waste in Nairobi and one of the most ubiquitous forms of visible waste is the plastic bag.

In the slum areas of Nairobi, usually, the garbage is burned in the streets or in the backyards: burning plastic, rubber or other man-made materials creates dioxin and other dangerous toxics in the air, soil & groundwater. This endangers the populations with cancer, learning disorders, infertility, immune system problems, asthma, and other diseases.

Kamaliza Waste Recycling Project

Kamaliza Environmentalist Youth Group started their activity in 1998, concerned about the situation of garbage in the Makadara slum in Nairobi. The Kamaliza Waste Recycling Project addresses youth unemployment and environmental and health problems by employing youth to collect and clean discarded plastics which are otherwise burned which causes them to release harmful chemicals into the air. Once the plastic has been recollected, they wash, shred and sell it to industrial companies which recycle the plastics for future products.

The project today employs 6 youth who are in charge of managing the collection of the plastic from the community, dividing it and shredding to be sold. 20 street youth are paid by 19 KSh/25 cents per bag of plastic they collect from the streets.

The project is still working one year after the funding ended as well involved the community in recycling. Fifty families bring their plastics to the organization to sell. The project provides two different bags to each family, allowing them to divide the plastic from the other garbage.

The organization sold the plastic to two different private companies; the maximum they could produce has been 5 tones.

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“We provide waste bags to households for keeping recyclables waste material mainly plastic. Households store unsorted waste in plastic bags, plastic buckets and sometimes in boxes to facilitate the collection”.

The Respondent of Kamaliza Environmentalist Youth Group

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They trained the youth working with them every month about waste management, the training was opened to all community: the objective was to sensitize the youth about environment, waste management and recycling.

A Growing Youth Network and Partnership with City Council

The project decided to share their facilities with over 12 other groups from the Makadara constituency to battle the pollution problem in Nairobi. The Kamaliza organization is now composed of 15 members on its own, in addition to 100 other individuals that are part of the Makadara United Youth Group which assisted in the waste management business.

The project also built a waste management center with the help of the Environmental Youth Alliance. They developed a positive partnership with the City Council who left them the land without charging any rent, because it is a community land.

Developing partnership with other organizations helped Kamaliza to improve their activity of recycling and also to raise public awareness about pollution and environment.

Lack of resources and challenges

The organization faced many challenges during the implementation of the project. The first was the lack of interest of the youth about environment and recycling; also the community didn't want to accept the project at the beginning.

The youth, also, didn't want to work in the garbage collection business because it was seen as a polluted job and it has been a long process to explain to the youth the importance of recycling and how this would benefit their incomes and their life's conditions.

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“Before I was surviving recollecting things in the street, now I have an employ and I am really happy”.

Beneficiary – young boy, 16 years old.

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About the garbage's recollection they had to deal with the challenge of the garbage collection points: those created negative effects especially when it rains and the garbage is swept by it and it blocks the draining systems.

The lack of economic resources has been a challenge for the project. The project couldn't pay the license needed to carry wastes in the truck which created problems with the police. They couldn't afford to buy a truck, so they had to rent and it costs them many thousands of shillings, a cost they often couldn't afford, which delayed their work and also their income. Finally, they couldn't recycle all the

CATEGORY	NUMBER	IMPACTS
Direct Beneficiaries	6 youth	Full-time employ in plastic recycling.
Indirect Beneficiaries	20 street youth	Self employed in garbage collection.
Indirect Beneficiaries	73,020 population of Makadara Division	Improvement of their slum's environment.

garbage, and had to call the Nairobi City Council to come to pick up the left-over garbage. This service was costly and they were pressed to afford to pay this service every week.



Lessons Learned: Improving the environmental situation of Makadara

The project clearly shows the importance of funding projects involved with environmental challenges, more in the slum areas of big city as Nairobi. The organization managed to convince the youth about the importance of living in a clear environment, and also how with recycling they can receive income and have a full time employ.

It is important that donors and other stakeholders focus their intervention on projects involved with environmental challenges, also because the third indicator of Goal 7 (“Ensure *environmental sustainability*”) of the Millennium Development Goals explains the importance to “improve the lives of slum-dwellers”. A part of improving the lives of slum-dwellers is “living in a clear environment”.

The donors should work closer with the governments (national, local and city councils), to improve the situation of the public services: for example, the collection of the garbage. The slum’s population has to pay the city council to have their garbage collected.





CASE STUDY 7: **INDIAN YOUTH CLIMATE NETWORK (IYCN)** BUILDING COMMUNITIES THROUGH COMPOST

By Arya Vasudevan

The waste management scenario in Delhi

The Indian Youth Climate Network initiative is a project that aims to promote a system of decentralized urban waste management integrating composting. Composting is the most efficient and effective way to manage waste, while creating value for communities and for the individuals currently working as waste pickers.

The ever expanding city of Delhi generates close to 7,500 tonnes waste a day, of which most ends up in overflowing landfills. These dump yards are the breeding grounds for bacteria and viruses which cause various life threatening diseases. Waste experts consulted by the ministry of urban development points out find that the solid waste can be of two types: biodegradable and inert waste. The statistics reveals that the household waste which comprises of 45 percent of all waste (biodegradable) can be converted into manure at the ward level.

Converting the waste to generate compost is the best way to address the increased threat of waste accumulation. Composting in very simple words is making use of the daily waste from households, restaurants, institutions to create a product called compost.

The Indian Youth Climate Network (IYCN)

The Indian Youth Climate Network started a waste management project in order to contribute towards solving the major challenge of inefficient management of solid waste in Delhi.

IYCN, in association with “Srishti” and UN-Habitat launched the project at Kali Bari Mandir, Chittaranjan Park, New Delhi. It was inaugurated by Smt. Sushma Swaraj on 2nd October 2011. Through this project, IYCN envisions reducing, recycling and reusing through efficient management of organic waste generated in the city by converting it into compost.

On the 13th of June Manzil, a youth-empowerment NGO based in Khan Market, hosted a composting party to launch their own composting system onsite, with support from IYCN. The team has installed a Daily Dump khamba, a home composting unit.

Building Communities through Compost

Indian Youth Climate Network initiative for a decentralized waste management project in the central hub of Delhi was to demonstrate the enormous benefits for an urban environment from improved recycling and composting systems. The team organized several seminars and training workshops in two

high profiled areas in Delhi to educate institutions, restaurants, and individual homeowners about the benefits of waste segregation and of composting. The Khan Market - a central marketplaces in Delhi, with restaurants producing 500 kilos of food waste per day and the India Habitat Centre - core location for cultural performances & major conferences –were the selected areas to install Organic Waste Converters (OWC).

More than 800 kilos of food waste per day was collected in the low-area composting systems designed by engineers from Mumbai. One fifth of the compost was used to create community gardens, particularly school gardens to help educate children in Delhi schools about the ecological benefits of plants where as community gardens were built and maintained by Delhi garden clubs and volunteers. The produce from these were then sold back to restaurants hence creating a positive local resource loops.

Other parts of the compost was also sold to a community of local supporters to cover the operational costs and also to help livelihoods of the waste pickers who were creating this black gold. The last piece of compost was used to gift basil plants to houses in the neighbourhood (more than 20 households) which was sold back to the restaurants generating the waste, with revenues going back to homeowners. A small part of the funds generated from the sale of compost was given to a Himalayan conservation NGO (HimCon) who are using it in their tree plantation.

Impact on youth and the community:

IYCN conducted its first waste management workshop cum training on 29 Oct 2011 for students and professionals. The event commenced with a site visit to Ms. Rashmi Bapna's place at Khan Market where she practises composting from organic waste generated in her household. Mr. Ravi Gulati, the man behind 'Manzil', an organization working towards this cause was the chief guest.

The event had a training session on various technical aspects of centralized and decentralized waste management, and the problems of implementing these kinds especially in India and their possible solutions. The event involved both fun and learning. "Kabaad se Jugaad" was one among them which demonstrating how to make beautiful handicrafts from waste which was conducted by students learning at Manzil.

The majority of the people who were gaining livelihood from this project belong to disadvantaged backgrounds majorly the young men and women who work in the waste industry who are currently below the poverty line. More than 20 jobs were created for both genders.

Other segment of Youngsters who benefited from this project were the Students and children from the community gardens.

Outcomes

This project immediately reduced the amount of food waste going to landfills by 700 kilos per day, 5 tons per week, and more than 250 tons per year. The project created ten full-time jobs in the community for waste pickers and the project managers. It also created more than one hundred opportunities for part-time jobs in community gardens and additional family revenue from rooftop urban garden farming of high-value herbs.

The aim of the project was to engage a wide diversity of partners, from the waste pickers to the high-end restaurant owners and from youth to politicians to focus on waste management. By spending ten months educating stakeholders throughout the waste chain about the potential value for the community and the stakeholders in this project, ICYN has created a passion and energy that is unparalleled. There are currently no market-based composting systems in India that are actually processing food waste on this scale within a 2 kilometer radius of the waste generation itself.



CASE STUDY 8: **AAGAAZ YOUTH DEVELOPMENT CENTRE E-GOVERNANCE**

By Arya Vasudevan

Slum Dwellings in Mumbai

Slum dwellers are the most significant but overlooked slice of the Indian society. At a sizable 26 per cent of India's population; they represent the poorest of the urban poor. Mumbai, the capital city of the state of Maharashtra with a population of more than 18.3 million has a slum dwelling population of more than 5 million of which a large number are youth.

The population of underprivileged youth residing in urban slums either completely lack or possess negligible professional skills, which prevents them from taking advantage of the vast employment opportunities in the cities of India. Therefore, despite high growth in Indian economy, the slum youth remain unemployed or under-employed. After independence, millions of people have travelled from rural India to urban locations in search of work and a better life. Their living areas are labelled as jhuggi jhonpri (JJ) clusters or slum dwellings. So although India is experiencing significant economic growth, the benefit does not trickle down to the level of the slum dwellers and, as a result, the gap between the rich and poor is growing ever wider.

The complicated language and procedures required in dealings with government offices are beyond the capacities of a majority of the population. Cashing in on this gap, agent networks have rooted



themselves at the doors of every government office, making dealing with civil servants increasingly difficult. It is important then, to ensure that community members can access their rights as equal citizens to which currently, they do not feel entitled. It is here that we propose to intervene and enable young people to combat the agent-government functionary nexus and are able to access vital services and facilities promised by the government to its citizens.

Aagaaz Youth Development Center

The Jogeshwari slum has a housing population of approximately 100,000 people of which a substantial number of residents are Muslims; the Muslim youth feel particularly alienated from governance in a communally charged environment since riots in 1992.



The inaccessibility of vital services and data further marginalise the community making it unsure of its own citizenship.

AAGAAZ, a voluntary youth led group and a youth development centre that organise camps on education, health, employment, personal development and projects around local infrastructures such as water and rationing (PDS) has been established in the slums of Jogeshwari.

E-governance

E-governance (Easy Governance) was an AAGAAZ initiative to educate young people on working of government offices in Mumbai, to make them aware of various offices procedure of Passport, Voters ID, PAN Card, Ration Card, Gazette etc. The objective was to empower youth and their families, with information and experiential understanding of procedures to access and use various citizenship identification documents and social security services to which they are entitled.



Activities

The initial task of the team was collection of information and materials about applications and procurement procedures for various citizenship identification documents. Once the information was drawn together, a training and design module was made incorporating all the data on formal procedures and a perspective building on citizen's rights to access services. Fifteen highly motivated volunteers of

AAGHAAZ were appointed and were trained to facilitate the youth. Project campaigns were mostly through posters, videos, street plays and so on. Various seminars were undertaken in schools, colleges and other educational institutions. More than 60 youth were taken to 4 government offices in order to get a taste of the system.

After compiling all the vital information “E-Governance” (easy governance) was launched. The book contained all the records about various departments and departmental work of offices like how to apply for the services, how to make changes, what charges are applicable, and how much time required for these work and availability of the services in the city with attached forms specimen book for practice.



Youth involvement

Apart from making the book, various workshops were conducted to train and educate youth from various communities. The workshop not only dictated the various governmental procedures but also created a sense of responsibility and rights for an active citizenship.

Twelve Volunteer Trainers both male and female with good understanding of the training Components were appointed. More than 1000 youth including 40% young women of the community (Muslim community) were covered. 300 youth registered for participation in trainings. 250 youth were trained and connected with local government.

Risks and Outputs

The major risk they had to overcome was from the independent agent networks who broker government information and work for monetary benefit. The *Right to Information Act* and its provision to get vital information was used to tackle this situation. It became much easier with the direct association and contact with the government functionaries.



CASE STUDY 9: **BRIGHT CAPACITY INITIATIVES FOR COMMUNITY ENHANCEMENT – BCICE NIGERIA**

By Lina Rylander

Nigeria is the most populous country in Africa with an estimated population of about 154,729,000 inhabitants. 51,7 % of the population reside in the rural areas while 48,3 % are urban residents. For the past five years, the Nigerian labour market had an average of about 1.8 million new entrants each year and unemployment has risen from 12.3 % in 2006 to 23.9 % in 2011.

Last year, 46,5 % or 67 million young Nigerians were jobless and young women and men are struggling to enter the formal labour market. The problem is partly caused by the “youth bulge” and an additional 10 million young people are trying to find work each year. Youth unemployment has been a threat to the social and political stability in the country and Nigerian youth are struggling with widespread joblessness, disenchantment, criminality, militancy, youth restiveness and drug addiction.

The Youth initiative

Bright Capacity Initiatives for Community Enhancement (BCiCe Nigeria) is a youth-led, non-profit and non-governmental organization located in Gwandu, the capital of Kebbi State. Kebbi State is a state in north-western Nigeria with a total population of around 3,137,989 people. The unemployment rate is around 25.3%

In 2011, BCiCe was selected as a recipient of the Urban Youth Fund grant to implement the project “Creating an Enabling Environment for Youth of Gwandu LGA to Attain Self and Economic Independence in Gwandu, Nigeria”. The project’s aim is to train youth in entrepreneurial skills and business and management. A total of 21 men and 21 women were selected from within the communities in Gwandu for the training. The beneficiaries were selected based on their interest, scale of intended production, skills, income, and assets.

The training was conducted in both English and Hausa languages using lectures, discussions, group work, and presentations. The youth were provided with funding in the form of a revolving micro-credit to enable them to start a business of either services or production according to their interests. The credit period was set for six months with equal weekly reimbursement to prevent nonpayment and the use of the finances was monitored during the loan period.

At the end of the first disbursement to the beneficiaries, a strategic assessment was conducted to evaluate the short term impact of the credit. The assessment was also useful to the beneficiaries as they could address management issues and determine the projects usefulness, cost-effectiveness and credibility. The project’s impact at individual, enterprise and at community level was assessed as well as the beneficiaries’ perception of the credit and how the project could improve.

Increased income and self-esteem

A Youth Resource and Business Development Centre was constructed and an endowment fund was established for the sustainability of the project. A total number of 42 youth were trained on entrepreneurial skills and business management; 21 women and 21 men aged between 19 – 26 years. As a result of the training 23 beneficiaries; 18 women and 5 men set up businesses in the production of ground-nut cakes, ground nut oil, bean cakes and the manufacturing of beads. The rest of the trainees, 16 men and 3 women started ventures that provided services in supplying water supply, marketing of used clothes, promoting bricklaying, electrical works, and plumbing works.

According to the above mentioned assessment, all the beneficiaries indicated excellent impact at household level due to increase in income, assets and improved welfare as a result of better job security and health. At individual level, almost $\frac{3}{4}$ of the beneficiaries and, to a greater extent women than men, reported excellent impact such as increased control of resources, improved productivity and better self esteem. The remaining group, and in this case the majority of men, stated an average impact at individual level.

Most of the businesses were successful, 62 % of the ventures excellent impact and all participants indicated positive effects in terms of providing paid employment to others and increased social status at community level.

Challenges

One challenge encountered while implementing the project was the delay in receiving funds. Pending the arrival of the funds, BCiCe Nigeria made all preliminary arrangements to implement the project. The organization faced two main challenges: one was the high number of training participants and the other was unanticipated increased costs.

Following the call for participants on the training of youth on entrepreneurial skills and business management, a total number of 197 persons applied. To narrow the number of applicants down to the required amount, BCiCe Nigeria used strict criteria such as age, sex, location and experience and finally selected the 42 trainees.

Despite a review of the project proposal from the previous year having been made, the organization still struggled with the increased costs of the construction materials as well as the training materials. However, due to fluctuations in the exchange rate they were able to benefit from profits from the currency exchange and compensate for the increased expenses.

A Future Vision

The Youth Resource and Business Development Centre, is the first center which focuses on youth, women and physically challenged persons to be established in Nigeria. This center has successfully assisted 42 young persons with the necessary training and capital to start a business. The project has also brought to the attention of the Government, the roles of NGOs and their efforts on youth empowerment.

BCiCe Nigeria plans to continue the project, especially since the evaluation of the project demonstrated positive impact and tangible results. Their ambition is to transform the project into a programme that supports young people, women and physically challenged persons by providing business support services. Funding is planned to be sourced from individuals, the community, donor agencies, Governments and NGOs.

The vision of the center is to be the leading business development center in Nigeria targeting rural youth and women entrepreneurs and to provide entrepreneurial solutions to youth and women through sound, efficient and effective business development services.

The center aims at creating an enabling environment towards socio-economic development which will include Business Information Services, Stakeholders Forum, and Savings and Credit Services. The target groups are socially and economically disadvantaged and vulnerable persons, including young persons, women, and people with physical disabilities in different communities.



CASE STUDY 10: **DEMOCRATIC YOUTH SOCIETY** DIGITAL EXPRESSION PROJECT

By Rime Asselman

Emphasizing the role of media in the community of Hadramout:

In Yemen, young people represent 60% of the population. A field survey undertaken by the Society in Mukalla city, found that there was a clear lack of activity and institutions in the media sector, and that youth were unrepresented in that sector. Through this finding and through the recommendations of the report resulting from the project *Youth Media Awareness Towards Human Rights*, which was carried out by the Society in the past the organisation came to the realization that many youth in the city of Mukalla not only were interested in media activities, but also had the potential to excel in them. Towards the important role of media in conveying the reality and covering events and social awareness, and the lack of a college or institute of information in the province, these youth needed to refine their skills in the two media visual and the written parts. It is from this need that the Digital Expression project was born, to raise public awareness on the role and function of media for strengthening the resilience and dynamism of democratic societies, raise the awareness of human values, by strengthening and empowering the skills of young people in media fields, and by focusing attention towards youth issues, and bringing them to decision makers to have a bigger impact on the community as a whole.

The project funded by the Urban Youth Fund specifically targeted 35 youth, by targeting 20 young men and women who had taken part in the previous project Camera Voice of Youth in order to develop their skills by conducting special courses in editing, script and short story writing, as well as targeting 15 unemployed young people, university graduates and secondary school and institute graduates who are interested in media by giving them courses in writing news reports and interviews, and conducting interviews.

The role of journalism and broadcasting in creating awareness on youth issues:

The project aimed at training and rehabilitation of 35 young people of the governorate of Hadramout and those between the ages of 15 to 32 years, who were trained in script writing, directing and editing television short films, as well as report writing and news coverage and short story writing.

One of the major outcomes of this project was the establishment of the first media centre in the province of Hadramout interested in youth issues, which recruited 12 young people out of the 35 targeted in this project, for the management of the Centre and working to develop and transfer their skills to other young people.

The established media centre consisted of two main sections, photography and movies section & journalism and news section. The purpose from launching of this centre was to create an institution that to serves the needs of young journalists, and help to train and qualify specific groups of young people each year, in addition to providing activities such as, making films and independent news reports that are concerned with youth issues to be shared on the media centre's website, in addition to serving as a reference consultant for other young people from outside the centre.

Film, documentaries and news reports on youth and issues they face

The training course in film production and directing was implemented over a period of 12 days, during which the trainees received training in important topics in the field of producing and directing films including the following: Writing a scenario, Shooting stages, Cinematic techniques, Lighting, Lighting for dramatic effect, Editing rules, Editor – Director relationship, Types of shots, and widely used editing programs.

The second training course that was implemented focused on news reporting and writing . During six days, the youth received trainings in important topics in the field of news writing and reporting, as well as the use of the modern media outlets including News items, News types, Sources of press releases, Writing press reports, Types of press reports, Investigative reports, Restructuring of investigative reports and many more.

The youth were divided into four groups to produce documentaries, in order to evaluate their abilities and skills learned during the training. Later, these documentaries were presented for viewing by a large number of youth groups, and they were also published on different websites. In the film produc-

tion and directing course, the trainees produced four short films which discussed significant social issues under the following titles: Moment of Conscience, The Easiest Way to commit suicide, The Key to Happiness and Talent Behind the Walls.

Three press reports were prepared by the trainees in the news reporting and writing, to ensure the ability of trainees to prepare news reports; these reports were published in several newspapers and websites, where they addressed a number of issues of concern to the community including the following: The health situation of the hospitals in Al-Mukalla, The Effects of Trash and Garbage On the Environment, The Yemeni politics and its impact on the issue of the South

Media centre: A new outlet for youth to create and inform:

One of the major outputs raised through the Digital Expression project was the establishment of the fully equipped media centre, which was in response to the total lack of such an infrastructure to allow the youth of Hadramout to explore and develop their skills in different media jobs. The impact therefore was an innovation within the community, especially for the local youth. In addition to the training conducted to the benefit of the immediate beneficiaries of this project, the media centre also became a space for more local youth to acquire training in film making or journalism as the two main training field offered by the centre. This also responded to the lack of youth working in the media centre, which in turn provides youth with a new outlet for skill development and improvement of their employability.

In addition to empowering the local youth in journalism and broadcasting skills to find employment, the project also had an impact in raising awareness to the issues youth are faced with; this was done in an efficient way since the training and trained youth



were used to produce documentaries and short films which portrayed these issues in an artistic way, allowing the youth to use the skills they acquired through training, and therefore live up to fulfilling the title of the project, that is Digital Expression.

The project was subject of wide media coverage in different official, private and partisan newspapers as well as different websites, therefore reaching out to a larger audience than the project could have realized alone, and raising awareness about the issues tackled by youth in their documentary and film projects both to the public and the decision makers in Hadramout. In addition to the media coverage, one of the films produced by the youth trained in this project, *The easiest way to commit suicide*, won a prize in the Gulf Film Festival in Dubai.¹

The role of experience in avoiding challenges

As the project was similar to two other previous projects, the organisation had relatively more experience, which allowed it to implement this project without any major trouble. The decision to focus on the same youth group targeted by the previous projects, and only adding a number of unemployed 15 youth was clearly a decision that allowed the organisation to fulfill the objectives of the project without any short comings; indeed, the objectives of news reports, films and documentaries, as well the establishment of a media centre for the youth were all realized without exception.

¹ The film is available in YouTube:
<http://www.youtube.com/watch?v=3fY4dTb7O0o>

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“A number of the youth started to establish and launch a local channel “Almukala TV” which will provide them with permanent jobs, and now they can use the equipment and the location of the youth media centre as their headquarters to produce their content”

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Focusing on sustainability and quality for a successful project

Sustainability in any project is a priority which should be kept in mind from the planning stage. As the example of this project shows, donors must encourage youth groups to present sustainability plans for their projects. This allows the youth groups to carefully consider and study the possibilities and opportunities through which they can expand the impact of their project beyond donor grants.

Another very important lesson learned in this project is the importance of matching the target number of youth to the nature of the project. As seen with past similar projects, most organisations tend to target large number of youth, but the activities which benefit them do not go beyond training because of the large number. Contrary to this, the Digital Expression project gives a great example on how to maximize the impact of certain types of projects by limiting the number of beneficiaries.

This does not really mean that the number of beneficiaries will always remain limited, but rather that the current beneficiaries will receive a complete training which involves practical activities, which is an important component in any type of vocational training. The youth trained can then develop their skills through the infrastructure created for them, while also sharing their knowledge and experience with other youth who can benefit from the same quality of training and be given the same chances to develop and exercise their skills. In other words, limiting the number of beneficiaries in this type of projects can be a key factor in ensuring the quality and efficiency of these projects; and then also sustainability of the project.



CASE STUDY 11: **SELEMU WOMEN CENTER (SWC) IN WETE DISTRICT OF PEMBA ISLAND, ZANZIBAR, TANZANIA**

By Eric Luguya

Women entrepreneurs in Zanzibar

The Selemu Women's Center (SWC), works towards reducing poverty among young women in the Selem community in Wete District of Pemba, Zanzibar by establishing and improving soap manufacturing and marketing promotion as well as facilitating environmental conservation. SWC aims to improve the livelihood of women within through the improvement of soap production, quality management, marketing promotion, young women's economic empowerment and the communities' sustainable livelihood.

Wete is the second most important urban centre of Pemba. It is located about 30 km north of Chake Chake, it is the most populous town in Pemba with about 27 000 people.

Members of SWC come from low-income families that organized themselves to establish a small entrepreneurship soap manufacturing organization. Its group members span through three small villages in Wete district. Through projects such as this one they hope that by selling various soap products members of the organization can benefit as individuals, positively affect the community at large and improve their livelihoods. SWC is also engaged in the fight against HIV/AIDS and as well delivers youth economic empowerment programs focused on establishing small business.

Power of a woman

Before the introduction of the Youth Fund Program, the SWC faced several challenges in their quest to have a better standard of living for their group members, families and community at large. They produced soap and sold in the local market in Wete. However this soap was of poor quality and the quantity was too little to improve their economic outlook. This was partly due to the fact that they made the soap by hand, which contributed to low quality and it was too labor intensive to produce them in large quantities. As well, they lacked the knowledge to properly manage a business and understand marketing trends.

The objective of implementing the Urban Youth Fund was to overcome these challenges, thus the organization set four targets for their initiative. They aimed to increase soap production by purchasing a machine that will increase both the number and quality of soap to be produced. Second, they learned and executed promotional and marketing techniques to increase their customer base in Wete District but also nationally in Tanzania and possibly internationally in the future. Third, they needed to upgrade their factory by connecting expeditiously the electricity to the building at an affordable, and construct a proper area to house the machine and stored the soap products. And lastly, they needed to establish a partnership with the ministry of trade and marketing to fully realize their third objective of growing their business nationally and internationally.

The project builds self-confidence among the women

Selemu Women's Center embarked on an ambitious plan for these targets, and they established a list of activities to realize their objectives. They conducted a five-day intensive training program on entrepreneurship, marketing and project management for all their members. A soapmaking machine was purchased and installed, which was followed by training on machine operation and quality production of soap. The women managed to secure land donated by the district commissioner, upon which they themselves built a modest facility to house the machine and space for storage of the products. Construction materials were made possible through a soft loan from the bank.

Finally they introduced the project and its objectives to the Ministry of Business and Industries Development and Ministry of Women and Youth Authorities in order to gain support and create meaningful partnerships. The impact of this project to the community is already being felt by the mothers and children who are involved. They have gained knowledge and self-awareness of their abilities to better their lives and their families, which is also being viewed positively by their families. Most importantly the self-confidence the women gain from being able to achieve in building a proper structure will only be overcome by the ultimate success of their project.

The need for knowledge transfer

In the quest to better their lives the Women's Youth Organization had to overcome several key challenges and insufficiencies. Paramount to anything, their lack of knowledge in business management and operations was a key hindrance to the success of the entrepreneurship development program. In addition to their inability to understand and ini-

tiate a proper marketing strategy, the combination was far too detrimental to project plan. No company or small business can ever survive without these two key elements, which are important to growing a business and making it profitable. Another key challenge the organization could not overcome in time was to connect electricity to the facility. The women had already built a new structure, raw materials were ready to be transformed into soap, and the organization was desperate to make money; however the machine was sitting idle. This did not bode well for the women of Selemu Center. The lack of electricity was simply too much of a setback for such a highly anticipated project, conducted by only women who had already sourced a new machine and built a new facility.

The importance of training and business skills

There are plenty of lessons to be learned from the outcomes of this project. However the most important lesson to understand is the simple fact that in order to have a successful project an organization needs to make sure it has the basic necessities to have a positive outcome. During this initiative, some of the basic necessities were missed. Critical knowledge transfer of project management and a sound business plan should have been applied at all times during the project in order to have a successful outcome.

Project management training is one way to make sure that beneficiary organizations are given the capacity to properly utilize the funds that they have been awarded and also to build capacity for the organization. Another venue to tackle this deficiency in youth-led organizations is to have proper monitoring systems in place which would raise queries as soon as possible and trigger corrective measures by the evaluators. As one solution to some of the challenges, the organization could have diversified

its funding sources and amended its budget in order to avert the lack of electricity. This could have also dealt with the real possibility that the bank could be unhappy with the delay in payment to its loan, thereby putting the organization at greater financial risk.

Irrespective of these challenges not all is lost, because with courage and enthusiasm which is abundant in these women, with some direction their project can still be a success in the future with some more guidance and resources. The Selemu Women's Center is a remarkable place for hope and aspirations. These young women have already become a symbol of ambition in their community, but now they need to better understand their challenges and how to overcome them in order to generate success.

CASE STUDY 12: ZANZIBAR SCRAPES AND ENVIRONMENT ASSOCIATION (ZASEA) IN ZANZIBAR, TANZANIA

By Eric Luguya

Solid waste management and poverty eradication through Plastic Waste Recycling

Zanzibar Scrapes and Environment Association (ZASEA) is a non-profit organization. The mission of the organization is to identify and develop a range of environment sustainable services and activities which will benefit Zanzibar in order to safeguard the island from environmental damage and increase employment and income to the youth using solid waste. The overall goal of the project funded by the UN-Habitat Urban Youth Fund was to stimulate and mobilize the community participation in the solid waste (Plastics) management and poverty alleviation among Zanzibar youth, as well as scaling up the solid waste management activities in Zanzibar Island.



Let's Recycle!

Zanzibar has a population of approximately 1.5 million people, and it is one of the political entities constituting the United Republic of Tanzania. It consists of two large Islands, Unguja and Pemba and few sparsely populated islands such as Tumbatu and Uzi in Unguja, Kojani, Fundo, Shamiani and Makoongwe in Pemba. Zanzibar has considerable autonomy in her domestic affairs administered through the Revolutionary Council and the House of Representatives.¹

With its growing population and a steadily growing but small economy, Zanzibar is struggling to keep up with the demands on its infrastructure. One area in particular is its waste management program. According to ZASEA, Zanzibar's municipality has not set up a formal solid waste management system. A majority of the solid waste comes in a variety of forms such as plastic bags, plastic buckets, large tins, palm leaf baskets and cardboard boxes including others. This is not hygienic and causes a nuisance for the community. When animals start to scavenge in the waste they scatter the solid waste on the streets which then gets washed into drains and causes blockages. ZASEA has found that there are clear links between sanitation, solid waste management issues and environmental and health risks. This reality is impetus for the development of the SCRAPES project.

1 http://www.who.int/immunization_financing/countries/cmyp/Zanzibar_cmYP_2010-2014.pdf

Similar to other governments in Africa, the government of Zanzibar has passed a law banning the use of plastic bags. However, this does not fully address the problem of plastic waste management in Zanzibar. The uses of various forms of plastic materials are varied and are still widely used every day. One of the core *raison d'être* for the youth group is the belief that in order to create sustainable plastic waste management it is important to involve all stakeholders, especially young people, households and the Zanzibar government.

If you can eliminate garbage you can eliminate poverty

ZASEA has set out a solid waste management (plastic waste recycling) and poverty eradication plan targeting Zanzibar town that has guided the development of their projects. They identified and developed a range of environment sustainable services and activities which benefitted Zanzibar, while at the same time dealt with poverty eradication by increasing and safeguarding employment and income programs related to solid waste.

They scaled up the existing waste recycling factory through purchasing large bags for collecting waste and a plastic grinding machine. In order to maximize on their recycling efforts they conducted promotional educational programmes in schools, at public events to the general public and the tourism industry in order to raise awareness of issues relating to the sustainable environmental management. They worked with the relevant ministry to develop better ways of solid waste management and use of scrapes. They also initiated and promoted networking events and activities for members, in order to encourage the sharing of information, ideas and the development of skills within the sector.

Impact of project on youth and the community

As part of their project plan, ZASEA developed a solid waste community training program. The training package consisted of information and introduction to solid waste; the various categories of solid waste; sources of solid waste; the negative impact to the environment and its affect to human health, and the value of solid waste for income generation. They conducted several training seminars to 60 youth from the community, some of whom came were at-risk youth such as youth rehabilitating from drugs.

They held additional sessions for members of the relevant ministry, including school environmental clubs where students of different gender and education levels participated. Seventy posters were designed and displayed at public access points including local markets and distributed to schools.

This outreach and educational campaign had an immediate positive effect for the project. The number of people involved in plastic waste collection immediately increased significantly. A testament to the success of their efforts was experienced in the factory where deposits of collected waste increased from 200 kg to almost 1000 kg per day. Their factory which used to sit half empty is now full to the brim with empty bottles waiting to be crushed on one side, and bags full of washed and crushed plastic pallets to be sold to bottling factories.

Households have also started to sort out their garbage to play a role in the cleanup effort. This small but important step shows how projects such as this one can create significant and lasting impact on communities. By giving youth groups some small seed capital through a grant mechanism such as the Urban Youth Fund they potentially can be a strong and positive source of change in the community.

These successes are only a small fraction of the effect the organization can have to its community as a leader in cleanliness and job creation for young people.

As a result of the project the Ministry has taken an active role by encouraging sorting of waste and discouraged burning of plastic waste. Praise and interest spans far and wide, with interest from other private donors looking to build a full-fledged recycling factory for the organization.



The organization managed to meet most of their objectives due to support from their partners and most importantly the ministry. The organization set the bar high on how to conduct a project by involving key partners and making sure the community buys into their idea. The incentives offered by the project were rich enough to attract youth to become involved, yet it was not at the detriment of the organizations budget line. The involvement by the ministry was extremely important and their support in efforts to create a cleaner and greener Zanzibar only fortified the organizations aim of being an important actor in helping to alleviate poverty and contributing to the recycling efforts of the Island. Lessons learned from this project are the benefits of creating strong and viable partnerships through making sure the government, community and main actors, being the youth waste collectors, support your idea therefore creating a conditions for success.

Key partnerships can prove useful

ZASEA experienced relatively few challenges in implementing their project due to their careful planning and strong support in the community. Their factory location where they amass the plastic bottles and other recyclable materials is large, spacious and is owned by the organization. The space and location is practical and convenient for the organization due to its proximity to a majority of the organizations' members as well as being central for plastic collectors to deliver their hauls to easily.



CASE STUDY 13: MSHIKAMANO YOUTH COOPERATIVE SOCIETY (MYC) ZANZIBAR

By Eric Luguya

Improving Young women and men through skill training:

The mission of Mshikamano Youth Cooperative Society (MYC) in Zanzibar is to try to eradicate poverty that undermines the youth socio-economic development and support the economic growth of the target community with priority to young women and men through self-employment.

The project, 'Improve young Women and men through Skill Training Program', funded by the Urban Youth Fund was implemented at Mbuzini Village at Chake Chake District, Zanzibar. A majority of the young people living in this community are poor and live a subsistence life. The issue of unemployment among the young people, especially those who are school dropouts and female-headed households, are very harsh and most of them are engaged in daily labor, living in difficult and hazardous conditions. Some of the reasons that contribute to high youth unemployment rates are due to the fast growing town, which has absorbed a large number of youth from the surrounding rural and urban areas. A considerable number of women have migrated to urban areas mainly in search of better economic opportunities. Most of these women have little or no educational background or other skills to earn a living, while a few others are engaged in the building

and construction industry without any theoretical or practical training for their safety.

Young people in Chake Chake face a multitude of problems caused by poverty, traditional beliefs and misconceptions. As an age group, their material, social and economic needs have not been given the required attention. Unfortunately government policies and programs have tried to address the needs of youth along with those of the general population. This has not worked because youth have special needs that require different policies and programs. The economic, political and social situation in Chake Chake has seriously affected young people. This has also been increased because access to education, health services and capital to establish income generating program remains limited.

Sky high youth unemployment

According to the Ministry of Social Welfare, Youth, Women and Children, 87% of all registered job seekers are between the ages of 15 and 32. More youth continue to migrate from rural to urban areas looking for jobs. Young women are increasingly employed in menial jobs and may work as housemaids, cleaners, or commercial sex workers. Young men often end up as day laborers and become exposed to and engage in various types of risky behavior. The project was to be established and implemented in Mbuzini Town. The establishment of the center focused on addressing the major social and economic



problems facing the youth and destitute women in the community. The general objective of the project was to contribute to the poverty reduction efforts of the government by providing different skill trainings to destitute women and youth to enable them to become self-employed and self-supportive

Skills training and partnership with the Ministry

Mshikamano Youth Cooperative Society addressed the challenges faced by youth in Chake Chake by providing short-term skill training programs on income generating activities to fifty youth, inclusive of those living with HIV/AIDS. The skills training program involved training on life skills such as changing people's attitudes from negative to positive and improving their outlook on life. The organization selected 25 young people who were trained for five days on theories of business development,

project management, project cycle and finance. The participants were subsequently divided into two groups for practical training that concentrated on tailoring and carpentry. Those interested in tailoring were trained in sewing school uniforms which were sold to students and families in Chake Chake. They also learned how to operate sewing machines, and how to measure and cut the fabric. The training was successful and a group of women managed to sew a large number of good quality school uniforms for girls and boys.

The second group of youth were then trained on carpentry and furniture making skills, making doors and beds. They were also taught how to procure raw materials for carpentry work, such as timber woods, hardboards and glass mirror. In order to carry out these trainings successfully the organization forged a partnership with the Ministry of education and vocational training of teachers, this enabled quali-

fied teachers to come and provide training at the site in a professional and youth friendly manner. The participants enjoyed their new activities and worked hard to produce good quality products which were made on demand by members of the community.

Training needed: Marketing skills

Mshikamano Youth group transformed the lives of 25 several young people in the Chake Chake community. More young people requested to be involved in the project as the popularity of the program spread to more young adults who needed an opportunity to be involved in economic opportunities. However with their modest success the organization encountered some challenges on the business side of the project. The sewing project was successful in creating large quantities of good school uniforms, and they sold them to individual families. As well the carpentry program was successful in completing its orders in time and with quality hardware that was transported to customers who requested them.

The challenge that the organization discovered was the lack of marketing knowledge which led to poor marketing of the products. Had they done proper marketing, the uniforms would have been sold in larger quantities. One of the marketing strategies they could have implemented was to sell the uniforms directly to schools at wholesale, which would have given them a large customer base that was consistent and stable. The same concept should have been applied to the carpentry program, by either advertising their products to offices, schools or other potential customers. This would have increased the demand of products thereby by generating more profits and most importantly employ more young people in order to keep up with the orders.

Dream big, work hard, sell-sell-sell!

The lesson the organization had to learn is that if they applied a refined business plan to their project they would have been able to surpass their goals at a tremendous rate. Business skills and implementation is a key factor in many youth led organizations. Donors and small organizations alike must make sure that such skills are available or obtained by the organization to maximize their successes.

Both clothing and carpentry stores need to make sure their products are moving out there door. To do so, management must have a marketing and sales strategy to attract more customers and build loyalty. Without a proper marketing and business plan, a business will not grow to its full potential and if there is competition failure will be inevitable. Mshikamano Youth Cooperative Society in Chake Chake, Pemba Island, has an excellent idea to provide employment opportunities to young men and women. They have already made strides by putting forward good quality products that will always be in demand, whether it is from schools and parents or households for their furniture capabilities. What they need to do now is take the program a step further, to become more effective, increase their revenues and bring more youth onboard.



CASE STUDY 14: **LION DEVELOPMENT COOPERATIVE SOCIETY (LDCS) IN WETE-PEMBA, ZANZIBAR**

By Eric Luguya

Local Chicken Improvement and Sustainable Livelihood Project

The Lion of Development Cooperative Society (LDCs) is a non-profit youth organization representing the 4 shehia (small administrative units consisting of 1-3 villages) within *Wete District of Pemba Island Zanzibar*. LDCs was formed by young people to represent their needs and views concerning livestock improvement, youth economic empowerment and sustainable livelihoods. The organizations' overall mission is aimed at reducing poverty among youth in the community by establishing and improving livestock keeping, promoting sustainable agricultural techniques and facilitating environmental conservation.

Chicken and eggs as means of youth empowerment

Eggs and poultry production serve as a critical function for most communities in Wete; they serve as important source of meat, income and farm yard manure for crop production. Unfortunately the majority of chicken currently being bred in Wete are an indigenous breeds which have low production per animal in both eggs and meat. Indigenous breeds produce less than 12 eggs per chicken and less than 1.5 kg of edible meat. Since many livestock keepers

depend heavily on the sales of poultry and poultry products as their main source of income, there is a need of promoting better and improved poultry husbandry practices in Wete. Through better training and resources, livestock keepers will learn how to provide an environment for the chicken to produce more eggs than the limited number they currently produce as well as fatten the animals to increase their body mass thereby selling them at a higher price at the markets. By improving in these aspects, more farmyard manure will also be produced by the chickens which will then be transferred to the farms to assist in crop cultivation thereby improving food security in the communities of Wete-Pemba, Zanzibar.

Through the UN-Habitat Youth Fund Project, LDC initiated the Local Chicken Improvement and Sustainable Livelihood project to combat these challenges and to provide an intensive training program to the youth to increase their economic empowerment abilities. The LDCs targeted approximately twenty two young people from the Wete community. Special effort was made to attract school drop-outs and those viewed as the sole provider for their households. The participants were trained in project sensitization; poultry shed construction, poultry husbandry, purchasing of the correct breeding cocks, purchasing poultry feeds, the use of veterinary drugs and project monitoring. When these activities were concluded each participant was assisted to purchase and received a small number of breeding cocks to start their project. To build sustainability the or-

ganization forged a partnership with Pemba Island's Department of animal production and Misali Island Conservation Association for the purpose of support and assistance by the departments veterinary.

Capacity building of youth and community involvement

The project was well received by the participating youth and community at large. Within one month after the conclusion of training, twenty chicken sheds at selected sites were renovated or newly constructed. The youth received their share of cocks and young chicks, and taught how to debeak them as part of the practice. The project coordinator and trainers continued to follow and monitor the youth to make sure they understood how to properly handle the chickens, administer drugs and vaccines in accordance with the advice given by the veterinary, feed them the correct amount of food and keep satisfactory records.

Community members have been involved in the project by making sure the chickens are safe from wild animals and thieves from surrounding areas. This project as in fact managed to bring the community members closer to each other as they now work together to make sure the project succeeds. The youth believe this is a way for them to be productive, have a potential to earn a proper income and help their families in a tough economic environment. In effect this project has managed to surpass the intended effect by not only bringing economic opportunities to the young people of Wete-Pemba, but also bring the community together and bridge the gap between the young and old.

Keeping the project alive just long enough to reach maturity

Although the organization had early successes implementing the project, challenges began to arise shortly thereafter. One of these challenges involved the loss of quite a number of young chickens due to sickness. This problem was further complicated by the by the limited availability of the community veterinary. Despite his promise to assist in the project, his office was situated quite a distance from the project areas, as a result when he was called to assess the sick chickens he either took too long to arrive or did not show up at all. The lack of transportation for the vet negatively impacted the group's project to quickly and effectively react to the dire situation. The organization also discovered that they had not purchased enough vaccines, medicines and food bags due to an error in their calculation and measurements. This led to their inability to treat the sick chickens as they had run out of medicines. For the ones that were not sick, they were affected by a deficit in nutrition related to improper diet. These combined challenges threatened to negatively impact the project and undo the gains the organization had made in the community and lives of the youth. To counter this affects, LDCs made changes to the budget in order to buy more food and medicine. This quick action helped to slowly put the project on a recovery path. Within a few months the surviving chickens were doing well and were expected to produce eggs and reproduce effectively. With strong support from the community, the shared responsibilities between the youth and elders in the community contributed to a cohesive environment.

The survival of chickens and the project

Many youth organizations lack a proper structure and committed leadership; however this is not the case with Lion Development Cooperative Society youth group. The project Coordinator and management worked cohesively and commanded the respect of their fellow youth and community members. Regardless of this strong leadership though, the organization faced some challenges which could have been avoided had it done a better analysis of risks and challenges that their project could face. For instance, the organization miscalculated on the amount of vaccines and medicines it would need to keep a majority of the chicks healthy until they could produce eggs, be sold in the market for meat, and contribute to the production of manure. This is a critical failure in project assessment and risk management in the development phase of a project. What resulted was the death of quite a number of young chickens, which threatened the very survival of the project itself. This is where organizations and donors alike must have a proper risk analysis program for these forms of projects to ensure that such critical errors are not made which threaten the survival of the project.

One of the ways organizations can avert this and other similar challenges are to implement mitigating strategies such as knowledge transfer from other professionals in animal husbandry. By doing so an organization like LDCs would have better understood the nature and risks of running a chicken farm and reduce threats related to the business.

Another strategy that could have been incorporated is the creation of better and stronger relationships or partnerships with other stakeholders during the commencement of the project. This step would have helped to highlight and correct some of the misjudgments the project leaders had initially made.

Another mitigating strategy that should have been taken is for LDCs to increase its knowledge of similar projects conducted by other organizations, and have stronger cooperation's with all stakeholders in the assessment and preparation phase of projects. Apart from that, the organization should have also had a contingency plan of emergency food stocks. This action would have negated the fact that they had miscalculated on the amount of food the chickens needed for the given period.

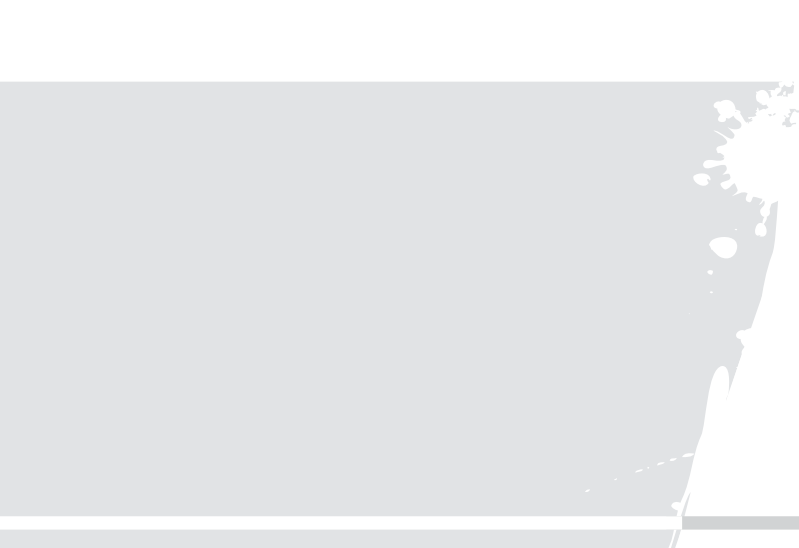
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This project was the first implemented through funding from an international donor. We were grateful to be given the opportunity to make a significant impact to the youth in our community and be viewed in a positive way by the elders.

Project Coordinator

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Additionally, instituting an incentive program for key partners who have volunteered their expertise and resources should be taken seriously. Particularly in this project, had the organization taken this into account with the vet, perhaps he would have made more effort to be at the project sites sooner and more often. The reality is that professionals in this environment are not well compensated and regardless of their good intentions may simply not be able to live up to their expectations. Thus a small incentive of transportation money or other donations could very well make a positive difference. Irrespective of their challenges and setbacks LDCs made adjustments to improve their project. And the most important action LDCs took was to source and secure additional interest and investment from a community member who was able to inject some resources into the program. This step helped to brighten the future of organizations' project outcome and infuse new life into the community.



CASE STUDY 15: **MKIPI MILIKI IN WETE PEMBA, ZANZIBAR**

By Eric Luguya

Improving the quantity and quality of soap production

MKIPI's mission is to bring young people together to undertake economic activities that would add to their income and improve their well-being. They want to assist young people to use their own potential, and provide skills to make soap and take advantage of the growing demand of the product. In addition to their mission, they have a goal of supporting employment and income generation in micro-enterprises and the private sector to combat unemployment and poverty.

The youth group plans to provide sustainable enterprise and self-employment to many youth who will become business oriented in the Machengwe town area. The organization selects and trains young people, and assists them to gain access to coconuts that will facilitate the production of coconut oil for the purpose of soap making. As a result the youth including those living in nearby towns next to Machengwe will have the opportunity to increase their employment opportunities and earn a substantial income.

Making soap

Mkipi discovered that many formal agriculture Cooperatives and community based organizations as well as some income generating initiatives are heavily focused on a mono-cultural and export market. This was the same situation in which Mkipi found itself in; they felt they offered very limited economic intervention to their stakeholders. Furthermore, their main activity of soap making was being negatively affected, because the primary commodity that they use to make the soap, crude coconut oil was at a deficit in the island.

The organization therefore crafted a new plan to provide sustainable enterprise and self-employment to young people who will become business oriented at Machengwe town area. Their strategy was to grant the young people access to coconuts that will facilitate the production of coconut oil for processing soap. This would then result in better and consistent income for the youth, by being able to produce regular amounts of soap and sell in the local markets. At the same time, the project will enable the coconut farmers in Machengwe town to have a steady substantial income when sell their coconuts directly to the organization on a regular basis at an agreed price.



Ultimately, when production requirements grow, more coconut farmers will be invited to join the program and sell their coconuts to the organization, and this would involve those situated in the nearby towns of Konde, Msuka, Makangale, Kiuyu and Wingwi.

Currently coconut farmers in Zanzibar earn well below the market rates which are exacerbated by the lack of modern machines used for production of coconut oil. With the assistance and partnership of Mkipi, these farmers will be much better off selling their coconuts to the group and earn more profit. The revenues that the organization will earn from this operation will fund the setting up of work stations in many other areas of Pemba Island within the next five years and include many more youth, establishing a sustainable “economic empowerment” program.

Getting to work

In order to initiate the organization’s economic empowerment program, Mkipi outlined three main activities to get the project underway. The first phase of the project consisted of training the participants in operating the oil extracting machine.. This training included project management training and business skills. Acquisition and customer service training was also provided to the youth which would be used

when purchasing raw materials including dried coconuts from the farmers and when selling their final products to customers in the markets.

The second stage commenced with the setting up of the crude coconut oil extraction machine (T-PRESS) and Dried kennel. The machine was used to modernize the soap making program of the organization by moving it from a slow and labor intensive activity to one that is automated and machine-based for faster processing. By producing soap much quicker they were able to sell them faster and increased the revenue and increased their purchase of coconuts from the farmers.

The final activity the organization implemented involved the creation of partnerships with the Ministry of trade and Industry of Revolution Government of Zanzibar. The ministry pledged to give support by further building the organizations capacity, knowledge and information on soap making process and business orientation. They also helped with their expertise to implement program interventions for the youth. Most importantly, the partnership with the ministry provided the organization with qualified personnel that were knowledgeable in entrepreneurship and business development skills.

Impact of project on youth and the community

The project had a positive impact on the youth that were involved with the organization. Initially twenty young people benefitted in the economic empowerment program after they gained employment through the project. The various skills the youth gained can be transferred to many other areas of business and life skills improvement by understanding their own potential. Other participants were able to set up their own satellite businesses which involved other youth in the community and increased the number of beneficiaries to the program.

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The organization has been very successful in its business ventures, thanks in part to the organizations like UN-Habitat and others who believe in our course. However, what they need now is the opportunity to learn more and be engaged in the international fora with other like-minded youth organizations

Chairman

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Another positive impact the project had was to the coconut farmers in the community. By providing the farmers with a regular market to sell their coconuts they were able to indirectly increase the farmers' income which was a welcomed product and had a positive impact on the larger community and how the community looked at the role youth played in the society.

One of the better advantages the Mkipi has above other like-minded organizations is that they are well connected to several other funders and they receive broad support from the Zanzibar Ministries. This has resulted in the organization being more stable and headstrong to carry out its mandates.

If it is not broken do not fix it

Mkipi is a well-established organization, which meant they encountered few challenges in its program. To their advantage they mastered the skill to gain exposure for their projects and organization as whole. This gave them the ability to secure funding from other sources to increase their business ventures. With such foresight they managed to grow and expand their business activities of making quality soap. With funding from the Urban Youth Fund they bought machines to make them more relevant and efficient. In doing so they were able to hire more youth and create a viable community. This is the idea behind supporting youth-led organizations.

The organizations association with the department of trade helped to ensure the ministry was also involved in working with the community and ensuring the interventions are demand driven and delivered a holistic approach to the project. At the same time the success of the program attracted high level visits and support from high level government personnel, which gave the organization and its youth participants a boost of morale to continue doing their work. Mkipi is on course to transform its program and the various project sites into progressive centers of economic growth.



CASE STUDY 16: **MATEMWE CONTROL HIV/ AIDS EDUCATION AND ENVIRONMENTAL (MCAEE) IN UGUNJA, ZANZIBAR**

By Eric Luguya

Waste minimization and poverty alleviation among youth

The Matemwe Control HIV/AIDS Education and Environmental (MCAEE) youth group has a vision to contribute to a safer society. They try to accomplish this by educating youth and others in the community on various matters including HIV/AIDS, education and the environment. This is supported by their efforts of creating job opportunities, which will help to alleviate youth from poverty, support their families and build the community in Unguja, Zanzibar.

Inspiration for the organization's work stems from the organizations' observation that today a lot of youth are idle in the island due to lack of jobs and capital to start their own businesses. As a result young people have become involved in negative activities such as crime, drug abuse and unprotected sex, which contribute to the spread of HIV/AIDS. MCAEE therefore decided to engage youth, and educate them on how solid waste in the community can be a precious commodity to them. If they get involved with their initiative they will be able to make money from the work, rise above poverty and impacting the community through a cleaner the environment at the same time.

Turning garbage into money

MCAEE set several goals aimed at contributing to its vision of a safer society. First they were involved in helping to contribute to a clean environment through recycling municipal wastes. Subsequently the organization planned to contribute to its job creation portfolio by purchasing waste from the youth who collect them. Additionally, they were to take the organic waste they collected to produce poultry feed which they would sell to the community at a lower price than other marketed foods. Last they organized to train and provide a group of youth day old chicks, feeds and medicine for the production of eggs and meat to be sold in the markets.

The Project funded by the Urban Youth Fund was intended to contribute to job creation through waste minimization spearheaded by the youth from Zanzibar with the support of the municipal council. The headquarters of the youth group is located in the Kisauni commune, and that is where the waste management factory and its three machines are housed. At this location, collected waste was processed and the machines for grinding and mixing products, a bone crushing machine and an oil extracting machine that is used to process chicken feed is also kept.

MCAEE had a two tiered approach to their project. The youth were divided into three groups; the first group was educated in chicken farming. The idea was to provide each youth with 200 day old broiler chicks, 10 bags of feeds and medicine for poultry production. The youth were trained in production of feeds from waste, production of poultry till selling, management and marketing of processed poultry meat. They were also educated in supervisory skills, report writing and project evaluation. The second group was involved in collecting marine weed which after processing was used to produce food additive, anti-biotic for chickens and a component for soaps.

Training, partnerships and challenges ahead

The youth selected for chicken farming were provided four days of training on management of chicken farms, assisted in renovating chicken houses and were introduced to the Ministry of Fisheries and livestock which gave their support to this portion of the project by providing a veterinary doctor to supervise the poultry project. Day old chickens were then given to the participants to start their projects. However each participant did not receive 200 day old chicks as they were previously told they would receive. The organization had challenges in obtaining the desired number of day old chicks, which meant that the youth received a smaller number of chicks each to start their project.

Three machines were purchased from Dar Es Salaam and delivered to the organizations factory: a grinder and mixing device, a bone crushing machine and an oil extractor machine. As soon as the equipment was in place and installed, the second group started to collecting marine weed. They pulverized the weed with the grinder and mixing machine and extracted different minerals to make food additives produce anti-biotic for chickens and also use some

of the extracts to add to the production of soap. The bone crushing and oil extractor machines were used to process organic waste and produce chicken feed which was then distributed to the group of youth involved in chicken farming. Due to the increase of project activities, the organization sought to change their small factory in order to be more productive. As a result they approached a private company called Island Kuku Farm, which provided support through material and financial donations which were used to renovate and expand the factory. With the project well underway, the organization was able to create some employment opportunities for young people in the community.

Key challenge: Connecting the Electricity

One of the more pressing challenges the organization faced during its implementation was the expediency at which they could connect the factory with sufficient power so that the machines could start working and allow the youth to do their jobs. The delay in this connection cost the organization some money due to a delay in processing the marine weeds and chicken feeds.





The other challenge for the youth group was a criticism from the adults in the community who felt that they should have also been involved in the job opportunities program. This is not an uncommon reaction given the lack of jobs on the island, and the competition for employment in any community would normally lead to a sense of greater entitlement by one group or another.

Keep the peace and let's get working!

Currently the populations in urban centers in developing countries are increasing at an alarming rate because everyone is moving to this location in search for jobs. The largest demographic that is making this journey is overwhelmingly youth. The struggle for employment and potential of conflict is always present between a young and education group of youth pitted against the older generation trying to make sure they continue to provide for their families. With such an environment in Zanzibar,

MCAEE needed to address this issue carefully and with sensitivity. There is never an easy solution to this problem. Especially when organizations such as MCAEE need the support of the community to be successful in implementing their program, and to succeed in making impact on the very same community in a positive way. Fortunately MCAEE was able to avert any major problems by conducting a sensitization campaign to address the problem and education the community the intention of the project. However, as a lesson for the future, the organization should have carried out this activity before the launch of their program or avoid any possible conflicts.

Another lesson to be learned is the urgency in which the organization needed to quickly and efficiently connect power to the factory. MCAEE wasted some opportunities to make money as this process was slightly delayed. Small youth-led organizations cannot afford to waste resources, they need to plan ahead, and everything needs to be ready in

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Our program was too popular for the youth in the community; as a result we experienced difficulty in selection of youth due to the fact that a lot of youth responded to our request to get involved with our project. For those that we turned away, we explained to them that they should wait until the next phase of the project and they will be given priority.

Project coordinator:

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order to avoid wastage. Despite of these challenges, the project was accepted well by the community and local leaders who were present during the launching of program. The Ministry of social welfare, Youth, Women and Children has also been a constant supporter of the project since its inception. The project has already had a positive impact to the youth and community. It is only natural that it will grow and continue on its journey of success.

“YOUTH EMPOWERMENT IN ZANZIBAR” - LESSONS-LEARNED FROM THE ZANZIBAR YOUTH FUND WINDOW”

By Eric Luguya

The Zanzibar Youth Fund Window

The Urban Youth Fund, “Zanzibar Funding Window” was initiated in February 2010, by UN-Habitat through the support of the Norwegian Embassy in Tanzania. USD 100,000 Fund with the aim of benefiting projects supporting urban youth employment, skills training, entrepreneurship, and governance in Zanzibar.

Zanzibar, which is part of the United Republic of Tanzania, consists of two main islands of Unguja and Pemba and about 50 other small islets. Tourism is Zanzibar's newest and biggest industry but most Zanzibaris have yet to benefit from it; the average wage is less than \$1 per day and the population in urban centres of the islands are increasing exponentially as many youth migrate to search for jobs and opportunities.

While launching the Fund, Mr. Erik Solheim, then Norwegian Minister of the Environment and International Development, stated that young people globally demand education, jobs, entertainment and forming families. “It is of great consequence for Governments and Organizations to address these youth concerns by providing jobs as a platform essential for development” he added. The Minister said the challenge today, is the perception by young people that there is a short cut for development. He emphasized that the only way to development is through hard work and creativity. He encouraged young people to seek the opportunity in the new

fund, and use their creativity to create new jobs to promote prosperity in Zanzibar and Tanzania.

The interest from the youth groups in island was overwhelming as many youth organizations were eager to contribute to their communities through job creation opportunities. Six projects from Zanzibar, four located in Pemba and two were in Unguja island were selected through the competitive process and received funding. The projects involved skills training for disadvantaged youth living with HIV/AIDS, entrepreneurship, Livestock projects and waste management.

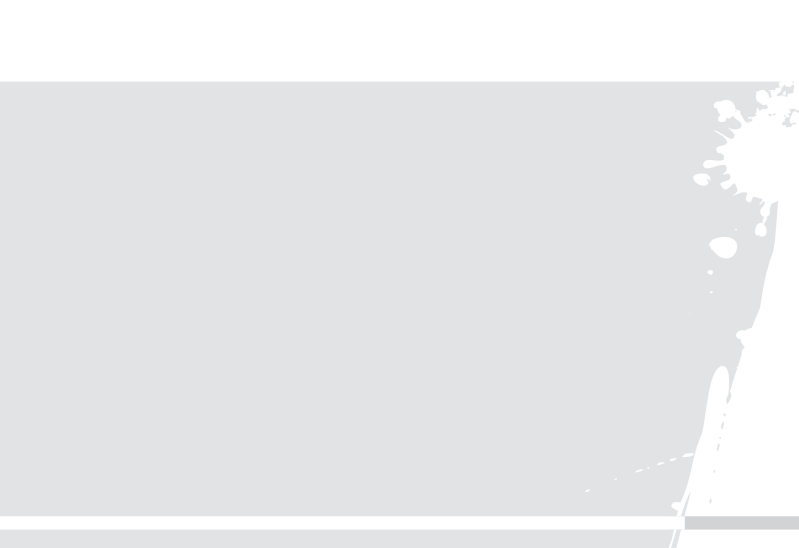
Similarities between the youth groups and challenges

Five out of the six successful organizations were receiving funding from an international organization for the first time. This satisfied the funds need to assist grassroots organizations that would otherwise not have access to such programs. Compared to their counterparts in the global Urban Youth Fund, who usually manage to access funding from other sources, this further showed that organizations in Zanzibar desperately required capacity building to carry out their projects successfully. The groups also had other similar characteristics. They all faced challenges in areas of business management and marketing. This challenge showed that their capacity to understand market trends were severely lacking and needed significant support in this area. The nature of the projects were also similar in terms of the fact they were all involved in three main areas, chicken farming and soap production and waste recycling.

Lessons learned for donors

All the organizations involved were very enthusiastic and had the best intentions to contribute to their communities were being. They worked hard and produced excellent products as part of their outcome. The lessons learned however from the Zanzibar window had a general perspective that highlighted the needed for more capacity and direction from the donor agency to the implementing organization throughout the duration of the projects. As well, monitoring and evaluation programs should always be emphasised in order to ensure success through implementation of corrective measures in a timely fashion where necessary. Risk assessment was also a major factor in the success or demise of projects in Zanzibar. Most of the challenges encountered were due to a lack of proper risk assessment methods prior to the implantation of the projects. Partnerships also played an important role, those organizations that had strong and relevant partnerships to their proposed projects performed much better than their counterparts who did not have any or viable partnerships.

In conclusion, special funding windows such as the Zanzibar Window have the ability to make significant impact on target groups. The ability to focus funding in geographic regions is an excellent way to concentrate resources to communities that need it the most. This is further supported by the enthusiasm and will of groups involved in delivering the programs. The Zanzibar Youth Fund Window was not continued by the Norwegian embassy after the first year, but the lessons-learned and experience from the operations clearly show that such an approach is needed in Zanzibar.



CASE STUDY 17: **ORGANISATION POUR LA RÉNOVATION ENVIRONNANTE DU SUD D'HAÏTI (RESH)**

Programme d'Intégration de la Culture Technologie de Développement Communautaire (PRICULTE)

By Rime Asselman

Poverty and natural disasters and their impact on technological education in Camp Perrin, Haiti

Haiti qualifies as the poorest country in the Western Hemisphere and the poorest of all countries in the developing world. It however remains true that the countries of the Caribbean as a whole are largely dependent on advanced countries for technological development. In Haiti, 42% of the youth under 32 do not have access to basic computing. The youth in Camp-Perrin, a municipality outside the capital of Haiti, are no exception.

The challenge of internet communication technology (ICT) in Camp-Perrin was related to the lack of infrastructure and resources. About 98% of young people running e-shopping stores in the municipalities of Camp-Perrin did not have access to basic computing and the Internet. In the aftermath of the earthquake that hit Haiti in 2010, 600,000 people, mostly youth left the capital Port-au-Prince to the border counties. The majority of these IDPs were received by host families, thus aggravating the vulnerability of poor com-

munities such as Camp-Perrin. Eighty per cent of school infrastructure was destroyed, which equivalent to 150 schools, which caused about 2.5 million children and youth to interrupt their studies.

The integration of technological culture for community development

The “RESH” project sought to integrate technology into Camp Perrin through ICT training activities in Word, Excel, Power point, Windows, and the introduction to the Internet. The ICT training benefited 100 young people aged between 15 and 25 years. The aim of their work was to empower the youth to find employment opportunities in the field of ICT, as well as to satisfy their social and economic needs. To further build on the ICT training, a center for information and research was established in the municipality in order to enable the youth trainees and the youth in the community to practice their skills and further their knowledge in ICT. After the training, 89 of the youth trained were issued with certificates from the local College, Coeurs Unis, the educational partner in this project. Furthermore, the training and research center was able to accommodate more youth who registered in the training programme ‘Priculte’. This was achieved through conducting conferences with the beneficiaries and trainers in to promulgate the importance of technological literacy as a basic tool for community development project activities were organized. The goal of this project was to enable the local youth to uti-

lize ICT skills in finding or creating employment for themselves, using the advantage that the ICT sector offers in terms of employment opportunities because of a lack of specialized labour, as well as to encourage the youth to use ICT skills to create community development initiatives to mitigate the issues facing them and the community of Camp Perrin.

Impact on the Youth and Community

In addition to training and certifying a number of 89 youth, the project was also able to attract 367 more youth to register programmes in the centre. The youth were given the opportunity to discover, learn and utilize ICT in improving different aspect of their lives. Training of young people gave them added value to find a job and was an asset of the project to reduce the unemployment rate in the community of Camp Perrin.

As a result of the meetings conducted with the project beneficiaries to sensitize them on the importance of integrating technological culture as a tool for community development, more youth from the communities of Camp Perrin became interested in the initiative and opted to enroll in the training programme even without being direct project beneficiaries, which indicated that the goal of the project to integrate as many youth as possible was achieved.

Young beneficiaries were also sensitized to the practical importance of the use of computers and the internet as means that can promote poverty reduction and provide education as well as easy access to information.

Today, the training and research center established by this project accommodates an annual average of 850 youth who undergo training on integration of technological culture as an important factor in community development, through the 'Priculte' programme. Indeed, poverty, lack of infrastructure was no longer an obstacle for local youth to access information technology tools to improve their lives

and to thus contribute to the development of their communities.

Improved communication for a better quality of learning

Although it was clear that upon training, most youth responded to the profile of apt computer users who can find a job using their skills in the field, the evaluation of this project concluded that there were still significant gaps in communication between trainers and youth beneficiaries of the 'Priculte' programme, which were noticed during training, and which led 11 youth to fail to receive their certificates of completion because they did not meet the regulatory requirements. The organisation however was able to tackle this problem by introducing continuous and pro-active monitoring of the programme trainings as they were conducted, in order to keep track of the progress of the training while at the same time gathering feedback from the youth on the quality of the training and the possibilities for improvement. The project however did not face any other challenges as the need for similar training was clearly proven by the participation of youth in numbers which exceeded the expectations of the youth group.

Sustainable, infrastructural and needs-based development:

A very important lesson learned through the example of this project is the importance of encouraging projects with a vision of self-sustainability. The establishment of the training center which was initially planned to accommodate the planned number of 100 trainees turned out to be a training gold mine as the organisation's efforts led to the integration of more youth outside the scope of the project grant. This shows that the availability of infrastructure and material can go a long way in providing large scale training, even in the absence of additional funding. It is therefore recommended that donors to focus on supporting projects that can provide if not through

the planned activities of projects, at least through estimates and future plans, which clearly demonstrate the youth groups' capability to take the projects and their successes beyond the awarded grants, therefore achieving continuous and sustainable development.

On the aspect of infrastructural development, an important recommendation for donors is to promote funding of projects which respond to the infrastructural needs of the beneficiary communities, as infrastructure is often a key to creating and impacting the development of poor and disadvantaged communities. As in the case of this project, natural disasters can be detrimental to several aspects of development such as health, nutrition and notably education. The establishment of an infrastructure as was shown by the project, which was a contribution towards reviving the educational sector within the community affected by an earthquake, can indeed make a real difference in responding to fundamental needs of similar communities and in similar contexts.

Finally, it is important that donors promote projects which respond to the needs of youth. In this project, the organisation focused on two aspects which presented severe deficiency, which was technical training and infrastructural development. Promoting similar projects helps donors to direct funding towards necessary activities, thus impacting development, and also uplifting the scope of the impact. However, we must emphasize that selection of these projects should in parallel be based on careful study of the needs of the community targeted by these projects. The Youth Fund for example tackles this aspect through the application process whereby applicant youth groups must provide a problem analysis which identifies the needs and lacks to be mitigated in order to create community development. This is always an important part of the Youth Fund because it provides a clear indication of the projects' potential to impact the community and achieve the goal of inclusive development, as well as to avoid repeating activities in areas that are potentially over-funded.



CASE STUDY 18: **THE GIRLS TO MOTHERS PROJECT IN PORT HARCOURT (100 NANKA COMMUNITY), NIGERIA**

By Carolina Corno and Tizai Mauto

Empowering young female sex workers

Girls to Mothers Initiative (G2MI) is a youth focused private, not for profit and non-governmental organization, committed to the empowerment of young women and girls involved in commercial sex as a way of living, in communities in the Niger Delta Region of Nigeria. It aims to improve the lives of young girls and women by reducing their involvement in commercial sex through the provision of comprehensive sexual reproductive health, family education and marketable vocational and income generating skills.

The prevalence rate of the spread of HIV/AIDS in Port Harcourt has increased from 5.4% to 7.3%¹, largely due to poverty and effect of migrant oil workers with highly disposable income and cultural practices like early marriage and polygamy which has put most young women at the risk of getting infected.

Gender-based discriminatory practices are common in rural areas including poverty which leads young girls to migrate to cities to escape discrimination, hardship and provide for the parents/siblings and venture into income-generating activities of their own.

However, most girls are forced to engage in commercial sex work once in urban areas due to limited employment opportunities. Some girls are lured to urban areas by older women who falsely promise them good jobs, only to be forced into prostitution upon arrival.

A bill that was drafted to legalize prostitution in Nigeria failed to pass meaning commercial sex workers continuously face abuse they are not protected by the law.

Access to secure working space is one of the major challenges faced by young entrepreneurs in the oil City of Port Harcourt. Urban land is highly prized in the City and way beyond the reach of young female youth from slum areas.

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“When you train women you train a family. Women are role models—their families and children look up to them and more needs to be done to help them. Young women are ready and bring change. They need direction and leadership. Being a young female, I can bring light wherever I go.”

Josephine Idante,

Girls to Mothers Project Coordinator.

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¹ National Survey 2008

The Girls to Mothers Project

The Girls to Mother project that was funded by the Urban Youth Fund aimed to provide alternative livelihood means to slum girls and young commercial sex workers through small and medium scale entrepreneurship training, skills acquisition training and provision of micro-credit loans to young girls who are slum dwellers and to selected female commercial sex workers.

The project targeted young commercial sex workers to provide them with skills that would allow them to earn decent livelihoods for themselves, their children and families: through the project 15 young females were offered life skills and small to medium scale entrepreneurship training. Out of the 15 young female entrepreneurs, 5 have permanent working space in the slum areas close to their homes, 5 are making snacks from their homes and hawking in the streets, 2 went back to rural areas where they started phone call businesses, and 3 are in school.

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Miss Bose (17yrs old with the responsible of four siblings and her mother) is an orphan who came from the south west due to poverty. The stories she heard about the oil city Port Harcourt made her locate an Aunt in the city a slum dweller. She was hawking fruits for the Aunt pending the type of fruits in season when she heard about the training opportunities by G2Mi.

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It is important to note that the act of commercial sex activity is largely borne out of poverty: more than 75% of young girls involved in brothel based commercial sex activities have siblings, aged or sick parents² and most of the times their children which they have to cater for and since they have such re-

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Today she bakes cake and meat pies with a locally made oven and supply small restaurants and small shop owners. She started evening classes in the month of June so as to enable her write the West African Certificate Examination which she says is 'A step in to a brighter future'.

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sponsibilities and has not means of providing for their families, they quickly take into commercial sex work which is growing fast with the city. The Girls to Mothers Project targeted young commercial sex workers to provide them with skills that would allow them to earn decent livelihoods for themselves, their children and families.

The project also provided sex education to young girls in an attempt to prevent the spread of sexually transmitted diseases and HIV/AIDS among young women in Port Harcourt. They provided them with adequate information on all issues surrounding health issues viz a viz HIV/AIDS and Sexually transmitted Infections.

The project successfully trained 35 young girls between the ages of 14 – 28 as peer health educators to become role models among their peers; their self-esteem was boost and they were taught the basics of business management.

“

Boma is a single parents with two kids and she said; 'I am grateful for the organizers of this project because i have learnt how to be independent and not dependent on men to help me feed myself and my children. I now know to prevent getting pregnant until am ready. God Bless them.'

”

² From the last survey developed by the organization.

They had the opportunity to be trained by a professional caterer on cake baking, egg roll, meat pie and chin-chin with the use of stove/sand.

The impact of a behavior change intervention for commercial sex workers

Through the Girls to Mothers Project, 15 young girls were given a 100USD business start-up loan each, however 100USD was not enough for the girls to start viable businesses in Port Harcourt which is a very expensive City to start a business, and also it is needed a connection to officials and established business people either to start a business or find a job in the City.

The young female beneficiaries needed to work in groups to improve their business, but they all come from different communities and do not have capacity to form strong partnerships: only 2 of the 15 females who got 100USD start-up loans work together.

One hundred and thirty eight brothel-based female commercial sex workers ages 14 to 15 years old were reached thought the selection of four brothels within Port Harcourt . The Project has reached about 1500 commercial sex workers and so far 5 girls

have given up prostitution after receiving education and counseling through the project. It has been difficult to recruit young commercial sex workers into a project where they can't earn anything during the training period. Most of the young commercial sex workers earn around 1,500USD per month but they also have to pay about 30USD per day rental for the brothels that they use: the meetings by the Girls to Mothers' Project were held every morning for about 45 minutes before the girls begin commercial sex work.

Thirty five young girls/single mothers were trained as peer educators and life skills while 15 were supported with micro-credit funds: one of the challenges that had been faced by the G2Mi is to get the beneficiaries to repay back the 100USD loans they offered them. Five of the beneficiaries have repaid their loans in full, however it has been a challenge to track down the remaining 10 beneficiaries, 9 of whom have businesses that are reportedly doing fine but not well enough for beneficiaries to repay the loans.

The G2Mi has now set up a cooperative where beneficiaries contribute 5USD per month once their businesses stabilize: this cooperative fund will allow the organization to train more young females and help the youth from the community.

CATEGORY	NUMBER PEOPLE	IMPACTS
Direct Beneficiaries	15 girls	
Indirect Beneficiaries	1500 commercial sex workers	5 of the girls gave up prostitution and went back to school.
Number of girls trained about Entrepreneurs	15 girls	5 Girls have permanent working space 5 making snacks in their home and sell them 2 went back to rural areas 3 went back to school
Number of Microcredit funds	15 of 100USD each	5 of them repay back the loan
Number of young women trained as peer health educators	35 between 14 and 28 years.	Become role models among their peers

Key Challenge: the support groups

Communal clashes and demolition of slum areas by the government are a major challenge faced by the G2Mi especially during beneficiary recruitment process. It was a difficult task to convince community members to accept the project but at the end more girls participated in the educational and counseling sessions.

One of the main challenges for the youth beneficiaries, mostly for the young females, was to obtain the possibility to join market traders associations without knowing some influential member of the market associations.

At the initial stage the organization found a major setback to get the brothel based commercial sex workers to form quorum. They had to re-strategies by visiting during off peak periods when the young women had less partners to attend to, and the project also provided free condoms and light refreshment as incentives for participants and they reduced the time spent on every session to 30 minutes.

“When you train women, you train a family”: Lessons Learned

The project provided sex education to young female sex workers in the City of Port Harcourt, to prevent the spread of sexually transmitted diseases and HIV/AIDS among young women. The organization provided them with adequate information on all issues surrounding health issues viz a viz HIV/AIDS and Sexually transmitted infections, they provided free condoms and light refreshment as incentives for participant.

The youth group faced some challenges at the initial stage: it was a difficult task to convince community members to accept the project; finally they have been accepted by the community and even more by young female sex workers: 5 of the young women gave up prostitution after receiving education and

counseling through the project, went back to school.

It would be necessary that more advocacies' projects about sexually transmitted diseases and HIV/AIDS applying for donor funding. The advocacy and education about health and even more about HIV/AIDS is really important and necessary in Africa and among youth.

This project decided to focus their intervention on women, even if the cultural biases against women in Nigeria are really resilient. It is necessary to develop projects with gender basis in country where the women are still discriminated and, sometimes even segregated.

They also supported 15 girls with micro-credit funds but only 5 gave back their loan: they should have worked in groups to improve their business but they all come from different communities and do not have capacity to form strong partnership. In microcredit projects is necessary to develop a field study before starting the project, this would help the organization in the choice of the right group of beneficiaries; to make a micro credit project successful, the donors should promote cooperative groups and partnership between the beneficiaries.

With “The Girls to Mothers Project” 35 young women got the possibility to be trained and to have the possibility to change their future (not only for themselves but also for their family) creating a new business and becoming a role model for their own community.

The Future of Girls to Mothers Initiative

The G2Mi wish to have a major vocational training center with a rehabilitation facility to help young commercial sex workers during the training; having a major training center would provide enough space to train more young females and also replicate the project in more slum areas of the city.



CASE STUDY 19: **ALLEVIATION OF YOUTH POVERTY THROUGH PIGGERY PROJECT IN LIMBE, CAMEROON**

By Carolina Corno

Background of Limbe, Cameroon

Youth unemployment in Cameroon is compounded by rampant corruption in most employment sectors and young people's inadequate knowledge on the existing job market and opportunities. There is great potential for youth employment in the agricultural sector especially piggery where there is a ready market.

Realizing the rapid decline in the much preferred but diminishing white-collar jobs, Local and central government officials, including Limbe City officials are too corrupt to help youth beneficiaries with respect to access to farming land. As such, access to farming land has been a big challenge for youth beneficiaries.

Youth entrepreneurship and self-employment is also largely considered a taboo by many in Cameroon because of a bias towards white-collar or office jobs.

Alleviation of Youth Poverty through Piggery Project

Alleviation of Youth Poverty through Piggery Project was a Urban Youth Fund project of the Victorious Youth Movement in Cameroon. The project aimed to empower Cameroon youth in the agricul-

tural sector: VICYOMO used its own project site to train young men and women involved in piggery farming. Youth beneficiaries conducted their piggery farming activities on family land or they could buy land from private owners.

VICYOMO's plan has always been to train youth so that they can also train other youth and to reach as many youth as possible across Limbe Municipality. 600 youth, including 350 young women and 250 young men mostly from slum areas in Limbe, benefited from this project: they participated to different seminars and workshops that VICYOMO organized to drill the youth on self-reliant skills. These trainings enabled the youth to gain self-reliant skills in the domain of pig rearing and this has impacted the positively since the youth and its environs are now self-employed.

The importance of Partnership between the Youth

Some youth beneficiaries decided to work in groups to offset the cost of buying their own farming land: the youth's financial background was a major determinant of whether or not youth would have worked in groups or as individuals upon graduation.

Those with a better financial background were likely to work as individuals after graduation compared to those with an poorer backgrounds often joined other to pull resources together.

Impacts of the project on youth and the community of Limbe

The young women and men have benefited from the Alleviation of Youth Poverty through Piggery Project. 15 youth set up their own piggeries while 70 found employment. On average the participants income increased after the project, with some making up to 150 USD monthly, a large sum in Cameroon.

“

“Through the Project, VICYOMO got the greatest international exposure and credibility. We got an opportunity to network and present papers at conferences”.

Yufenyuy Kevin Kgwayi,
*Alleviation of Youth Poverty through
Piggery Project Coordinator.*

”

The Project impacted the larger community because it increased the purchasing power of the youth and made them more employable, which has a broad about a multiplier effect in the larger community: it is projected the unemployment and crime waves reduced as a result of this project.

The Alleviation of Youth Poverty through Piggery Project had impacts, also, in the local government actions: the divisional delegation for youth's affairs adopted new policies to encourage youth to be self-reliant. The project offered also unique opportunities for VICYOMO representatives: VICYOMO project coordinator attended a Technical Support and Project Management Course in Dakar and the African Urban Youth Assembly in Abuja.

Challenges of the project

The challenges being faced by youth beneficiaries were centered on access to start-up capital and access to farming land. Access to start-up capital or business loans was practically challenging especially in the case of youth due to corruption tendencies. Youth beneficiaries could not secure financial resources at banks because of corruption and lack of collateral.

Access to farming land was also a major challenge as young people found it extremely difficult to acquire land certificates to secure their farming activities. Very few beneficiaries started their own businesses due to lack of start-up capital and secure farming land. It has been difficult for VICYOMO to recruit youth from the community as few of them appreciated the value of the project and training outside formal education.

CATEGORY	NUMBER PEOPLE	IMPACTS
Direct Beneficiaries	600: 350 women and 250 men	15 set up their own piggeries 70 have been employed



CASE STUDY 20: **GREEN YOUNG ENTREPRENEURS, SENEGAL**

By Lina Rylander

Senegal is one of the world's poorest countries, with approximately 34 % of its people living on less than \$1.25 per day. Senegal's population is estimated at 12.9 million out of which 68 % are under the age of 25. Education is not accessible to everybody in the country and 66% of Senegalese youth do not complete primary school and find themselves without required skills to find a job. Illiteracy is widespread, especially among women and girls.

Youth unemployment is a major problem for Senegal. With an annual population growth of about 3 %, roughly 100,000 young women and men enter the labour market each year. Youth unemployment and underemployment rates are high and young people have turned to the informal sector to survive. In the capital Dakar, more than 43.9 % of the workers aged 15–24 work in the informal sector.

Green Young Entrepreneurs, Senegal

AIESEC is a global student-run organization that provides an international platform for youth leadership development. It is an education-oriented not-for-profit organization active in more than 110 universities and high-level education institutions across more than 107 countries and territories, including Senegal. Their main objective is to educate young people to become change agents and to commit to developing their country and community.

AIESEC started the project Green Young Entrepreneurs, Senegal (GYES) with the goal to sensitize youth on the environmental issues in their respective community and in order for them to set up community projects that contribute to the fight against the threats of environmental degradation.

A team of six AIESEC members assisted by six male and female interns from other countries managed the project and were responsible for coordinating and training the participants. The project, was set up and scheduled to run for a period of three months, centred on providing support to the youth to start micro-projects focused on environmental protection.

Green Entrepreneurship

50 young Senegalese; 31 men and 19 women, from five suburbs: Malika; Keur Massar; Tharoye sur Mer; Hann Bel Air and Parcelles Assainies, of Dakar were selected to participate in the project. The purpose of the first training was to increase awareness on existing environmental issues the suburbs and the city of Dakar and to determine the most significant issues in each of the five communal districts. The idea was to identify environmental problems receptive of being tackled through a micro-project set up by the participants and to create an exchange platform for the different communal districts representatives.

he students then participated in the entrepreneurship training. They first received development ning and then training on various modules of entrepreneurship to understand the different stages the implementation of a project or a business. ough this training, the trainees developed five iness plans responding to the specific environmental issues in their suburbs.

1 Thiaroye sur Mer and Malika the students pre- and projects that involved converting household waste, fish residues and refuse from poultry farms into compost to be used as organic fertilizers. The problem in Keur Massar was more related to basic infrastructure so the students developed a plan for the supply of drinking water and the management of standpipes. In Plots Assainies a project to recycle collected plastic waste for transforming into pellets was proposed and to address the environmental in Hann Bel Air Collection a project for sorting and selling plastic and metal waste was presented.

“

“Participants appreciated the meeting with peers from other communities’ also afflicted by environmental degradation and learned through this exchange platform to better protect their urban environment.”

Trainer

”

Empowering youth

The GYES project gave 55 young women better understanding on the environmental issues and risks that exist in the city of Dakar and its suburbs. Even more important, they were given the tools and the knowledge to contribute to the protection of their neighbourhood areas. After the sensitization and awareness sessions on environmental issues the participating youth decided to implement community projects which could have a positive impact on their

own environment.

Another significant impact was the increased awareness and the training of young people coming from areas the most affected by environmental degradation in the Dakar region. The youth became conscious of the potential of environmental projects in their local communities and prepared to invest their time to fight against the deterioration of the environment. This will have the have concrete consequences of reducing unemployment and poverty.

The GYES project also made the mayors and local authorities in these communities realize that young people are committed to fight to improve their living conditions, and above all to protect their environment. The mayors eventually let the organization use their premises for free to carry through the trainings, workshops and conferences.

Problems Encountered

One of the challenges was the mobilization and the continuous participation of the beneficiaries. To deal with this a communication system was developed where project members supervised the beneficiaries which resulted in an attendance rate of 94 % in all trainings.

The students’ main difficulty was finding information relating to their project and to implement it successfully. To overcome this obstacle, it was recommended they contact an existing business to get feed-back and advice.

AIESEC faced administrative, financial and technical challenges. Financial problems arose because of administrative bottlenecks within the organization and the launch of the project was delayed as the funds were not disbursed on time. The project also ran out of funds because the second installment was late to complete the training activities, AIESEC had to use other resources until the transfer had reached their account.

The delayed funds created coordination problems and since the training plan already was disrupted, they decided to postpone the training till after the university exams as well as after Ramadan. To ensure full participation of the beneficiaries, AIESEC also decided to schedule the trainings to Saturdays so students enrolled at the university could pass their final exams and also to study for them during the weeks.

In the communities where it was difficult to find suitable rooms for the training sessions, AIESEC approached the mayors and following the negotiations, they were granted the venues free of charge.

Lessons learned

An evaluation day was recommended to address identified weaknesses during the implementation process and to permit participants and other stakeholders to discuss the problems that the project steering team was unaware of for a second progression of the project. The following were the findings:

1. The project manager must be co-signed with the President of AIESEC, and must be the fund manager to permit the funds to be released on time for the project to keep its time line.
2. Clearly define the periods with the funder when the money will be available and what activities should be finalized for the mid-term report and which ones should be conducted in the second part of the project. This will allow the project manager to report on time.

3. For a tangible and sustainable impact in terms of employment and contribution to the protection of the environment, AIESEC and other potential partners should support the youth to accomplish their projects. The Department of Environment and other mayors have been encouraging AIESEC to implement the project in other communal districts to let more young people benefit from the same type of training.

The President of AIESEC is currently preparing a National Training Seminar in December 2012 with the theme “Green project and youth”. During the first day they intend to invite the media and potential donors and show-case all the projects we have implemented or supported. They also plan to invite all the GYES participants to talk about the impact of GYES project to discuss how the project have contributed to what they are doing today and why some of the business plans haven’t been successfully implemented.

CASE STUDY 21:

TELECENTRE PROJECT, MUKURU SLUM, NAIROBI, KENYA.

By Carolina Corno

Background of Mukuru Slum

Mukuru is a slum situated in the eastern side of Nairobi. It is one of the largest slums in the city with a population of around 700,000 people. It is sub divided into eight sub villages and located in the middle of the main industrial area of the city.

Mukuru residents are extremely poor. Many do odd jobs and live in tiny rooms with large families; many families depend on less than 2 dollars per day. Prostitution is common hence the fast spread of HIV-AIDS, which is the result of the many orphans and vulnerable children, not to mention widows and single mothers. Other diseases such as Tuberculosis, malaria and pneumonia are the main causes of deaths due to congestion, dampness and cold.

The big challenge for the youth living in the slum is the possibility to find an employ: even with a school's degree is very difficult for them to find an occupation; without any job, the youth gets involved in drugs abuse and in crimes.

Telecentre Project by Wendano Maendeleo Women Group (WMWG)

The Telecentre is a youth-led project run by the Young men and women from Mukuru slum settlement that are committed to see change happening from within the society.

WMWG has been able to provide ample training on leadership as well as entrepreneurial knowledge to both project staff and beneficiaries. The project intended to ensure that the beneficiaries are able to generate sustainable livelihoods.

WMWG rented a space where they started a telecentre for the community: in this common space they trained 20 young girls and boy on ICT skills. During the trainings, which lasted 3 months, the youth improved their computer's skills which improved their ability to find employment . They also helped the youth to develop a correct CV for finding employment. The youth that participated to the training received a participation certificate and a recommendation letter.

The telecentre itself became an important point for all the community especially youth who could use it to access internet, do printing, and other ICT related activities. The telecentre provided a coordinated community approach to youth and ICTs encouraging creative environment that was conducive to young people's empowerment and development.

Impacts of the project in the Youth and in the Community of Mukuru

The most direct impact on the 20 beneficiaries has been to improve in their knowledge about ICTs and entrepreneurs; this could give the opportunity to find an employ or start their own business.

The direct impact on the 15 indirect beneficiaries

and the community has the possibility to use internet facilities in the telecentre without going to town that would be a really high cost for their economy.

The possible impacts on the trained youth would be their ability to secure employment based on their skills, as well as utilize these new skills to help their families and the community.

By the members of the community, the telecentre is a good service given to all them, that could help in their needs of everyday.

Challenges faced by WMWG

The main challenge for WMWG has been the constant interruption of the electricity, this has affected their work, even for long time: six or more months. Due to this they had to stop all the activities and couldn't continue with the trainings: this could create a lack of interest by the youth. Groups focusing on ICT should assure that the electrical system is consistent, because this creates several problems in the development of their activities.

WMWG as well wasn't able to establish a partnership with the secondary school that could have helped them find new beneficiaries, develop more training and help more young in improving their knowledge about ICT.

Understanding that the road to poverty eradication is not easy, these entrepreneurs address communal challenges and continue advocating ICT awareness and use, distribution of knowledge, and job creation.



CASE STUDY 22: **YOUNG FILM MAKERS, PALESTINE**

By Lina Rylander

Youth empowerment in Palestine

Beit Sahour is a Palestinian town east of Bethlehem under the administration of the Palestinian National Authority. The population of 12,367 consists of both Christian and Muslim. The youth in the city are challenged with unemployment, detachment and lack influence to determine their own future.

The Palestinian Center for Rapprochement between Peoples (PCR) is a non-profit, non-affiliate, non-religious organization based in Beit Sahour. The organization works to promote grassroots dialogue and cooperation between Palestinians and people from different nationalities. One of the organisation's main goals is to enhance civic duty and civic responsibility especially for empowering youth, women, and for marginalized segments of our society.

Young Film Makers

The Young Film Makers programme is an educational and capacity building project targeting average young Palestinian women and men. They provide skills training and support the youth to use their acquired competences for a potential future career. Photography and media fields are growing and becoming increasing in demand in Palestinian life and culture, and women photographers are espe-

cially needed in the communities. The trained youth are also encouraged to be more effective and active in their communities through these media.

The beneficiaries in the project were informed about the training seminars through advertisements on local television channels, radio station and on the internet. Ten students out of 18 were selected based on their interviews and applications to participate in the programme. The selected students, young women and men aged 15-18 were both Christian and Muslim mainly from Bethlehem.

The Media Training

The main purpose of this training program is to provide the young men and women a thorough overview on how to correctly utilize digital cameras. Two trainers were selected to provide photography and video production training and the computers, software and camera equipment was purchased.

An introductory workshop was conducted focusing on the ways the students may use the skills they learned through the project. Then, a 25 hours training of still photography were given split on six sessions 4 hours each in addition to an extra session for one hour, followed by 80 hours of video production training including shooting and editing video were given. By the end of the training a final conclusion workshop was organised to edit and complete the videos.

The three short films produced by the students were screened during the graduation ceremony in Ush Ghrab Peace Park in Beit Sahour. The students were given certificates and the necessary software and they also talked and shared their experiences with the audience.

Drop-outs and funding challenges

PCR faced two major problems during the implementation of the project. One concerned the attendance of the workshop seminars; two of the participants decided to drop out of the training as they found alternative activities and some of students skipped some seminars. However, PCR managed to overcome the problem of the students missing out on some of the sessions by providing additional classes as the trainers volunteered to give extra classes at no additional costs. The two students who dropped out could not be replaced since it was too late for new participants to join at the time.

The second issue was that the funds received were less than expected which forced the organisation to reduce the number of training hours. This affected the students negatively who would have benefitted more from receiving the projected hours of training.

Empowering Youth

The students received training in shooting and editing still images and shooting and editing video using different computer software programmes. They also produced short films under the guidance of their trainers. From these videos it is clear that the students are capable of to shoot video, download and edit and make a small film about certain topics of interest. This is an important first step on the way of getting involved in covering certain events that can be organized by the PCR or any other organization in the community.

Three of these trainees assisted PCR in media work needed to cover other projects and activities organized by the organisation. In this regard, the project achieved its objectives by giving those youth the opportunity to learn something that can help them go get a good career and to get more involved in the community activities. Some of the trained youth helped PCR in the media work of the Shepherds' Nights Festival, an annual Christmas celebration of *Palestinian* music, food, and local produce at the *Shepherds'* Field in Palestine.

The project had a great impact on the students; at least half of them approached PCR after the end of the project asking for more advanced training. However, since PCR is focused more on advocacy issues, they would like to start off a more advanced project to train more youth and to allow them to use the skills to enhance their living conditions.



CASE STUDY 23: **MAP KIBERA AND BEYOND, KIBERA, NAIROBI, KENYA**

By Carolina Corno

Background of Kibera

Until recently, Kibera, one of the largest slums in Nairobi, was a blank spot on any public map.

The Nairobi City Council considered it a forest, and it was absent from online maps by Google and OpenStreetMap, despite an estimated one million people living in this informal area smaller in size than New York's Central Park.

Although many non-governmental organizations, government offices, and academic institutions have been involved in data collection in Kibera, and even mapping, none of the results were publicly shared or available at a local level.

The youth group Map Kibera was created to address this gap, based on the premise that without basic knowledge of geography and available resources, it is impossible for residents and other stakeholders in any community to have an informed discussion on how to improve the lives of citizens.

Map Kibera and Beyond Project

In urban informal areas, commonly external agencies extract data from, write reports about, and conduct studies on local communities without sharing the results or soliciting local input. Rarely are communities themselves empowered to create and use

that information in order to tell their own stories, among themselves and to the world.

Map Kibera began in 2009 with 13 youth, one from each village of Kibera, trained in the tools and techniques of OpenStreetMap. The youth collected data with GPS units over three weeks, assisted by local GIS professionals who edited their map using open source software.

The outcome was to create a culture of accountability in Nairobi's informal settlements through young people empowered with tools in open mapping data and citizen media.

The Kibera mappers trained local youth in other Nairobi informal settlements as Mukuru and Madare. They developed a map of those informal areas following the same model as Kibera pilot, including working with local media and community-based organizations.

The Map Kibera project is divided in three different plans: The Platform, the Webpage and the YouTube channel (<http://mapkibera.org/>)

They developed three different maps with three different topics: Water and Sanitation, Education and Security. They trained 30 young people about GPS and mapping: 20 in Kibera of whom 9 of became trainers in Mukuru, and then 20 in Mukuru. The training lasted for 3 months. There are 45 volunteers working in the 3 different slum areas.

The youth group divided the project in 7 activities: a feasibility assessment, where they chose appropriate informal settlements and identify partners, training of trainers and materials preparation, mapper training where they trained 15 mappers in Open Street Map methodology, map printing and community meetings where they printed and distributed the completed maps to the community, to raise awareness of the work, and in the last part they developed follow up meetings to maintain connections between the settlements.

The project put digital mapping and storytelling tools in the hands of the youth from the area so they became the main repository of information about their communities, allowing them to better influence democratic debate, access resources, and plan development.

Voice of Kibera: the impacts of the project

The direct impacts of this project on the youth trained about mapping is the acquisition of knowledge about GPS and mapping, that they can use for a future job research and to find a jobs as mappers .

The most important goal for them was to inform NGOs, Administration, Institutions and Leaders of different groups about the situation of the slum areas in Nairobi. With their advocacy activity the Map Kibera wants to impacts the community they are operating in. By working with NGOs, international donors, local and national governments the Map Kibera wants to spread information about the situation of the slums and to stop the stigmatization of the slums and the residents, and also receive more donations or funds to improve the situation of their community.

Map Kibera was the first complete, free and open map of an informal settlement, created by its residents. Map Kibera used the same open source tools,

of OpenStreetMap, Ushahidi, and others, that received global attention and development. These technologies were directly in the hands of young people from informal settlements, in vulnerable and challenged community.

Currently the maps are used for political advocacy, whereby maps accessible for the public are few. One challenge is broad dissemination of the maps within the community, as they can find the maps only in the webpage or in few places in the community as churches or schools.

The importance of the Partnership

The training in the tools and techniques of OpenStreetMap was made possible through strong local partnership with Kenyan organizations like Carolina for Kibera, KCODA and SODNET (Social Development Network). Also engaged were the technical and international development communities in Nairobi, building relationships for the project and involving participants from the wider society.

As a project contributing data and stories to the commons, by its nature the project involved partnerships in the community, the entire point fact was to produce a resource of data and competent citizens who can engage the government, NGOs, and private enterprises with new technologies to make visible and advocate for the need of the community.

Raise awareness using new technologies: Impacts

The impacts produced by this project can be divided into direct and Indirect Impacts.

The direct impacts referred to the youth trained, by the organization, about Mapping and GPS. After been trained, the 30 girls and boys had the possibility to look for a qualified job and could use their acquired knowledge in other projects.

The indirect impacts or possible impacts for the community are related with the advocacy job developed by the organization: the national or local government, NGOs (international and national), donor agencies have the possibility to be informed about the slums' situation and can work with the organization to stop the stigmatization of the slums.

With the advocacy activity they can, also, involve the lobbies for a better change and receive more donations to improve some areas of the slums completely forgotten.

Lack of resources: a big challenge for MapKibera

The organization is completed volunteer driven, in part due to lack of resources. The lack of resources has mean that they have not been able to retain the participants they have trained. Another challenge is the dissemination of the maps.

Lessons Learned

MapKibera is a project showing the importance and necessity to develop advocacy projects about the situation of slum areas of the big city.

This project put digital mapping and storytelling tools in the hands of local people so they can become the main repository of information about their communities, allowing them to better influence democratic debate, access resources and plan development. The process helps humanize technology and also allows for its adaptation in unexpected ways.

Donors should help more initiatives like MapKibera, to create more avoid about the situation in the slums and to give to youth the possibility to improve their community.



CASE STUDY 24: **ASSOCIATION JEUNESSE SANS FRONTIERE BURKINA (AJSFB)**

Promotion of Hygiene and Sanitation in the City of Ouagadougou Project

By Rime Asselman

City cleaners from Gounghin, Ouagadougou

Ouagadougou, the capital of Burkina Faso, is the administrative, communications, cultural and economic centre of the country. It is the country's largest city, with about 95% of the population is settled in urban areas, and the 5% rural population slowly moving to urban areas in search for employment and economic opportunities. The youth demographic which is largely unemployed, resort to drugs sale and other illegal activities to make a living.

Despite the existence of two state hospitals and another private one, the local population still largely relies on popular medicine and the "pharmacopee", which is an encyclopedic listing of plants mainly for therapeutic use, but also substances of animal or mineral origin and, more recently, chemicals.

A general lack of sanitation can be seen in different Ouagadougou neighbourhoods, characterized by narrow streets, bad smells from used water and garbage disposed of on the streets. This observation shows that there is a clear lack of health and sanitation practices in the urban areas of Ouagadougou, a problem which the project subject of this case has tried to mitigate.

Jeunesse Sans Frontiere Burkina is a youth organisation which was born in 2003 through the observation that the gutters in the Gounghin area (area 9) of the Municipality of Ouagadougou were blocked. The members of this organisation are young men and women with an average age of 22 years. Female youths represent 30% of the total membership, with a focus on gender issues and women empowerment coordinated by a Gender Issues Officer as stipulated by article 16 of the organisation's Rules of Procedure. In addition, two women are part of the Executive Board, being the treasurer and the Gender Issues Officer.

After analyzing the feasibility of the draining of rainwater pipes, a team of 16 young people unblocked the pipes. With this success, the association's activities spread to the entire city of Ouagadougou, to the extent that the association now takes on all the cleaning of gutters in the City through the engagement of 100 youth employed daily to clean gutters.

As part of its activities, the organisation supports the City of Ouagadougou's on a daily basis through cleaning gutters, collecting plastic waste and tires, and putting at the disposal of companies, women members for the cleaning and maintenance of buildings. An interschool cleanliness contest was organized in May 2007 for the promotion of eco-citizenship in 24 primary schools of the City of Ouagadougou.

The organisation also takes on the annual cleaning of the Friday mosque and the St. Peter church in Goughin, as well as the General Sangoule Lamizana camp and dams No. 1, 2 and 3 of Ouagadougou. In addition, awareness sessions have been organized to inform residents and members on maintenance of the sites cleaned in the neighbourhood of Goughin.

The organisation is seen by the community and the City of Ouagadougou as a key partner in the cleanliness and maintenance of spaces throughout Ouagadougou in general, and the neighborhood of Goughin in particular.

Promotion of Hygiene and Sanitation in the City of Ouagadougou

Through the project funded by the Urban Youth Fund, members of the organisation have benefited from training leading them to learn hygiene and sanitation techniques, as well as animation skills. The project also helped the servicing of the environmental sector, public space and paved roads with gutters. One of the main goals of the project was to equip the members with the skills necessary to help them increase their areas of intervention. Partnership with the City of Ouagadougou was crucial, both during the implementation of the project and beyond, as a way of ensuring its continuity.

In the scope of the project activities, procurement of adequate equipment for waste collection, such as carts, donkeys, barrows, gloves etc. has helped the organisation in enhancing its performance while increasing the members' areas of intervention. Training also has helped in bringing more light to the waste industry in the city, and job creation opportunities, as assets to fight urban youth unemployment. Last but not least, awareness campaigns have helped create visibility for the project as well as public awareness.

The activities began with an awareness campaign on hygiene and sanitation which included the organisation of 2 forums, to the benefit of 1200 people who were sensitized to hygiene and awareness issues. From the organisation of these forums, a partnership was also created the Song-Taaba organisation which handles the cleaning and maintenance of the local market of Goughin. A theater group was also created within AJSFB, with training provided for the group members. Training in waste sorting and recycling was provided to 10 members of the organisation, who then shared their knowledge and experience with members of other organisations working in the same field. The interschool cleanliness competition benefited 40 primary schools, creating awareness for 20.000 students and 500 other government and non-government partners and stakeholders. In addition, the 3 radio appearances have helped create awareness of the project among the public, while also attracting interest from authorities who were interested in extending the project to their districts and communities.

The activities also included household garbage collection for a total of 134 newly registered households, bringing the total number of registered households to 480 at the end of the implementation of the project, thanks to the procurement of quality material and the quality services provided. This increase in demand for the services of the organisation in household garbage collection generated a monthly average income of approximately 1000USD, thus improving the garbage collection agents' income. Cleaning of gutters was done over a total of 227.383 linear meters, which exceeded the 200.000 meters projected, thus representing an execution rate of 113.69%.

Impact on youth and the community:

The combination of training in garbage collection, sorting and recycling techniques, and the activities of the awareness campaigns have exceeded the results projected at the beginning of the project. The project performance has helped create more employment for youths working on the household garbage collection project. A partnership with COLINA Assurance, an insurance organisation, has helped in securing insurance policies for 119 members of AJSFB financed by the income generated from the household garbage collection project.

At the end of the implementation process, a clear change can be seen both on the field and in the public's attitudes; the initially projected female representation rate of 30% was also exceeded, reaching 33.6%, which is a great indicator on gender inclusion and awareness among women in particular and the public in general. In addition, several NGOs, as well as the City of Ouagadougou have expressed interest in working with AJSFB to replicate the project in all the other districts of Ouagadougou. France Volontaires organisation provided a female volunteer to create a web page for the AJSFB organisation, thus improving its visibility.

The organisation acquired a reputation which now attracts invitations from similar organisations, to share the experience gained during the project and even as a consultant partner. AJSFB also participated in the output of the first general preparatory results of the Cities Alliance programme organized by World Bank members.

Last but not least, the organisation received three students who spent time both on the project field and in the organisation's offices to research and write their end of cycle reports on the following three themes:

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"Causes and consequences of insalubrity in the school environment", "Strategies for a better management of rain water drainage in the town of Ouagadougou" and "Waste clogging of gutters".

Military crisis and market prices fluctuation

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Burkina Faso experienced a *military crisis following the re-election of President Campaore* which launched his 23rd year in power. In addition to the country's poverty level putting as third least developed country in the world, Campaore's re-election was accompanied with large public discontent, which sparked numerous acts of state-sponsored acts of violence against journalists and politically active members of society, as was reported by numerous human rights organisations. Evidently, this took its toll on the activities of the project, which although were implemented as planned, suffered from initial lack of youth mobilization and slow visibility of the project, both related to fears from military action and the situation of freedom of the press.

In addition, fluctuation of market prices and the US Dollar presented a challenge for the organisation to achieve the goals of the project. Despite the organisation's efforts to mitigate this problem, it is noteworthy that prices and currency rates hinder the performance of similar projects, not only in the case of the Promotion of Hygiene and Sanitation in the City of Ouagadougou project, but also for several other projects funded by the donor and financial aid organisations in general. The organisation however was able to mobilize funds from other partners such as the City of Ouagadougou to allow continuation of the project activities.

Economic and military crisis awareness and responsiveness:

Drawing from the organisation's experience in implementing this project during a time of social and military crisis, an important recommendation can be made for donors funding projects in zones which are prone to conflict; support must be provided by donors to advise organisations on how to reach project objectives in consideration of such situations. Donors could reserve response mechanisms in the case of military crises through cooperation with UN Peace Keeping operations staff to assist the beneficiary organisations in assessing risks and eventually providing necessary information to put preventive measures in place to counter their effects. It is very common that similar crises create panic among population; therefore this recommendation would support beneficiary organisations to become agents of community awareness during the period of crisis, which in turn increases their visibility and promotes a larger response to the projects funded by donors and other financial aid organisations.

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“This project could not have seen the light of day without funding from UN Habitat. The particular support received from UN Habitat offices in Nairobi and Burkina Faso allowed the project to attract the attention of future partners of the project such as Cities Alliance.” - “The appreciation that this successful project raised among the community was reported by different media outlets in the city of Ouagadougou.”

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Another important lessons-learned from this project is to request that the organisations being funded provide a form of economic crisis response plan. Weak economies such as in Burkina Faso are easily affected by crises such as the *financial crisis in 2008*, and further can hardly recover in a short period of time. As a result, price inflation can be detrimental to project activities which rely on procurement of material, equipment etc. in order to be implemented. Therefore, encouraging funding recipients to plan ahead and take economical risks into account in their project proposal could allow them to pre-acquire the skills necessary to navigate such situation without compromising the running of the project.

Last but not least, a large-scale and long-term vision must be encouraged as an asset for organisations to receive funding. As this successful partnership between AJSFB and the UN Habitat Urban Youth Fund shows, grassroots organisations should be able demonstrate if not experience, at least a vision for replicating and extending projects beyond their target communities. This could be translated through the implementation of activities planned either as part of the project or as planned activities beyond the project period. The UN Habitat Urban Youth Fund for example encourages this practice through its application process during which organisations must provide information on how they plan to insure the continuity of their project after spending the grant, and how the project can be realized on a larger scale and reproduced in other places. Indeed, these criteria are taken into consideration during the project selection process.



CASE STUDY 25: **SOCIETY VOICE FOUNDATION FOR COMMUNITY AND CIVIL WORK**

Empowerment Youth/Women Engagement on Policy Formulation of Local Councils

By Rime Asselman

Women and Youth for better governance in the Gaza Strip

Society Voices Foundation is a non-profit organization whose mission is to empower Palestinian civil society by educating different target groups on the importance of good governance, human rights and tolerance to undertake initiatives and campaigns to improve their lives.

Through this project, the organisation aimed to enhance women and youth engagement in formulating and reforming policies by conducting a community monitoring process to measure the delivered services of three local councils. Based on monitoring data, youth leaders were given a platform to recommend and formulate new policies to encourage local councils to satisfy youth urban needs of jobs, improved sewage systems, etc.

In the Palestinian context, women were marginalized and ignored in local councils, for different social, economic and political reasons; they were rarely given the opportunity to hold social power and political influence over community services of these councils. This meant that women could effectively

contribute to the improvement of the local councils' services to the community. There was therefore need for women to understand their own civic rights in order to empower their positions in the society. In this context, Society Voice Foundation sought to support equal participation of women in power, decision-making, planning processes and the integration of gender perspectives in the community at large, and in local governance policies in particular.

The engagement of youth in local councils' policy formulation

Society Voice Foundation focused its work within the scope of this project on the local councils of Al Msader, Betonia and Wadi Selka to citizens, where a monitoring process was conducted to measure the quality of services provided to the local communities. This monitoring process consisted of conducting research to gather quantitative and qualitative data which represented the perception of the communities on the quality of the services provided by local councils. The organisation's senior staff worked closely with the local councils during this process. To ensure community partnership, the organisation established the project's Advisory Council consisting of seven civil society leaders, as well as local Community Based Organisations, to support the monitoring process conducted by youths.

To run the monitoring and policy formulation processes, the organisation conducted training for 24 youth and women leaders aged 18-32 years old

on integrity, social accountability and anti-corruption methods and mechanisms. Upon training, these women and youths were placed for a month at the local councils to learn about their services. The experience gained and information gathered during this period was a guide for women and youths to conduct 10 focus group discussions on the level of cooperation between the municipality and the citizens. In parallel with the focus groups, 10 public hearings took place, where a number of participants from the disadvantaged people were selected through coordination with similar organisations, to participate actively in the Advisory Council and the monitoring process as well.

The organisation used different tools to receive feedback from citizens on the quality of the services the municipalities' actually delivered. Questionnaires were distributed to collect the data from stakeholders and citizens. Moreover, the trained women and youth conducted field surveys including visits and interviews. Based on the final findings and outcome of the collected data, the Advisory Council in cooperation with the SVF and other partners proposed a final list of services to be monitored by the youths and women involved in the project. A project newsletter was produced to document the experiences of the findings of youths who conducted the monitoring, and a final report was issued and circulated on these findings to recommend new policies for local councils including quality of water services, electricity, women empowerment actions, municipality outreach and communication with the public.

As a way of involving local government officials while at the same time disseminating information to the public, and to create awareness and debate, a total number of 12 radio shows were produced in cooperation with the local station, Radio AlWan. Through these radio programs, several issues were discussed by representatives from the local community, civil community activists, social workers, deci-

sion-makers, related to improving the participatory process of integrity on a number of reconstruction projects of the middle area local councils' services.

Some of the themes discussed in these programmes included "Municipality Work and Community Participation", "The Role of Women in the Local Councils" and "Youth Role in Formulating Policies of Local Councils". General feedback gathered from the discussions during these radio programmes was the emphasis on encouraging citizens to express their opinions freely, towards developing the performance of the local governments' services and promoting communication between citizens and the local councils. The radio programmes further provided an opportunity to communicate to the general public, the issues that local governments are faced with, such as financial funding and misunderstandings from the communities of certain concepts. In addition, the radio programmes which focused on the general theme of women and governance emphasized the importance of women involvement, through the women guests who were invited to share their experiences on how their local council membership not only allowed them to influence decisions that concerned them, but in turn also helped them achieve self-confidence and realize their potential as equally important agents of change within their communities.

A working partnership between the Local Governments, Youths and the Community

The project had some significant impact on the local communities targeted. The organisation succeeded in increasing the public accountability and monitoring of the delivered services, including the level of corruption, of three local councils in the areas of Almsader, Mahgazi and Wadi Selka. This process aimed at encouraging local councils to satisfy youth' different needs. A number of 30 participants (21 young leaders/monitors aged 18-32 years old, 6



staff members of local councils and 3 CBOs youth leaders) were empowered with knowledge on integrity, social accountability and anti-corruption methods and mechanism. Besides the training which provided the youths with experience in monitoring techniques, the trained women and youths became skilled to comprehensively and accurately collect the right data on the quality of municipalities' services in order to learn more about the needs and problems of the community.

The partnership with the three local councils of Maghazi, Al Massader and Wadi Salka allowed the local government leaders and staff members to become involved in the project implementation process based on transparent cooperation and commitment to the project, notably through involving the council staff them in training activities, which allowed a higher level of understanding of the project from the point of view of the local councils. In turn, this allowed the youth group to secure commitment of the local councils to use the findings of the monitoring exercises as a tool for improving the services provided to the community.

The Advisory Council which was formalized in the first phase of the project implementation process consisted of 7 civil society leaders and 6 representatives from the three local partners, 3 CBO stakeholders, municipalities' representatives in addition to the SVF representatives. It contributed to support

the youth and women who conducted the monitoring exercises with different experiences and improve their monitoring skills as well. Furthermore, it ratified the municipalities' services to be monitored through the SVF's assistance. The Advisory Council also worked closely with the youth and women to evaluate the results of the monitoring process and get feedback on the success of the project actions.

At the end of the project, the participants recommended extending the project to all local councils of the Gaza Strip. The project achieved its objectives and activities, which indicated that the project anticipated its impact on the target individuals and the community. As a result, the organisation has vowed to implement the project in additional local councils and is currently seeking new funds to do so.

The Socio-political situation and its influence on the project

At first glance, the Palestinian socio-political situation may present a threat affecting the project implementation, but the organisation relied on neutrality, objectivity and managerial independence to avoid this challenge. It is however worth noting that the monitors encountered some problems while collecting the required data both from the local councils and some citizens. This became a challenge for youth involved in the monitoring as they were conducting their work, but this challenge was eventually overcome as the community grew more aware and open to facilitating the organisation's work.

A successful partnership through sensitization, inclusiveness and neutrality

An important lesson to learn is that similar projects can have an impact on the quality of governance when the local governments are directly involved in the project. The training aspect of the project, combined with the hands-on experience gained by youth and women through working in local govern-

ments for a period of one month, and learning about the existing processes, provided a platform for the trained youth to apply their newly acquired skills to influence the practices of their local governments. This in turn clearly helped in breaking the barrier between the youth and the local governments to become partners influencing positive change.

Areas, plagued with conflict and poor governance, as critical as in the Gaza Strip would first seem to present a difficult challenge to influence local government changes through youth-led projects. This was however proved to be surmountable through the project which showed that adequate training and sensitization efforts can create the level of intellectual empowerment necessary to engage community members in impacting change and realizing their potential for efficient participation in local governance.

Of course, it is important for similar projects to be encouraged to strive for better local governance through adopting a neutral stance, and focusing on the benefits that could be created for the entire community as a whole, rather than as genders, ethnic groups or political currents.

As this project showed, adopting inclusiveness and neutrality can attract interest of the community, and further encourage the will of local governments to be involved in such processes initiated by community groups to better themselves. The Urban Youth Fund for example encourages organisations presenting projects that deal with local governance to provide information on how the community will benefit from the project as a whole, while also requiring information on inclusiveness of women, youth and disadvantaged people. Further, organizations seeking donors' financial assistance should also be encouraged to indicate whether and how they plan to involve the local governments themselves in similar projects, as a way of encouraging and improving political will. Emphasizing the importance of this aspect allows youth groups to put more effort into investigating the possibilities of integration of and cooperation with local governments as key partners, in order to effectively attain the objectives of local governance projects.



CASE STUDY 26 & 27: **YOUTH ACTION FOR RESOURCES DEVELOPMENT (Y.A.R.D) AND APPROPRIATE FARMING IN THE URBAN SETTLEMENT (KOCH-FM)**

By Carolina Corno

The Reality of Dandora (Y.A.R.D. Project)

In Nairobi, Dandora is one of the most prominent dumpsites. Here more than 2,000 tons of garbage gets dumped daily. This is the product of more than four million citizens. It has become the starting point of a dangerous cycle which may be putting inhabitants' lives at risk.

The absence of laws and policies for waste in Kenya has caused the uncontrolled dump of chemical, industrial, sanitary, rural and domestic garbage, creating strong levels of pollution. Because of the lack of space, waste is often burned, producing toxic smoke, rich in dioxin, lead, cadmium and furan, which can cause irreversible damages to the immune, nervous, endocrine and reproductive systems.

A recent study published by the United Nations has revealed that half of the tested children possess exceeding concentrations of lead in their blood, while 42% of the ground's samples have lead levels ten times higher than what is the norm.

The problem also touches people who live far from the dumpsite because of food contamination. Pigs, cows, poultry and goats graze in the dumpsite, while it is common habit to grow vegetables in the polluted ground next to Nairobi River, which flows beside Dandora.

The tragedy may actually come to be: the area's residents are among the poorest people in the country and the government doesn't listen to them: it is because of this that the use of the dumpsite has been made possible. In 2001 the Nairobi municipality received instructions to close the area and reclaim it in order to stop damage to citizens' health. The instructions went unheard.

Background of Korogocho (KOCH-FM)

The Korogocho slum is the fourth largest informal settlement in Nairobi, after Kibera, Mathare Valley, and Mukuru Kwa Njenga.

It is located in the Kasarani Division, in eastern Nairobi, approximately 11 kilometers from the central business district. It is estimated to house about 40,000 people on 0.5 square kilometers of land owned by the Government of Kenya. It borders the largest dumping site in Nairobi – the Dandora dumping site posing environmental health and security risk for the residents and surrounding settlements.

Conditions in Korogocho are typical of slum settlements in Nairobi. The total number of households has been enumerated at 18,537, with the largest of the seven villages consisting of 3,481 households. Like any of the other slum settlements in Nairobi, it has a large poor population with no access to minimum services, living largely in structures made out

of temporary and recycled building materials - or made out of timber, mud walling, and roofing made up of substandard materials such as sacks, carton paper and polythene. There is no proper sanitation and waste management, water reticulation is limited and the road network is inadequate.

Poor hygiene prevalent in the slum has resulted to the rapid spread of cholera, malaria, typhoid, dysentery, and water and air borne diseases. Sexually transmitted diseases and HIV/AIDS are also widely spread.

In addition, increasing violence and crime in Korogocho, which are often met only with a repressive response, create insecurity, reinforcing social and ethnic tensions, and undermine social cohesion in the slum, instead of a more comprehensive approach trying to change the community through positive changes by involving the residents

As in most informal settlements unemployment rates are high in Korogocho; a majority of the unemployed are youth who lack the necessary skills and education for formal employment. And as in other slum settlements, many are employed as casual workers in the formal sector industries in Babadogo and Ruaraka area, in construction especially in the production of building materials including stone cutting. The rest of the population is employed in the informal businesses, with most women operating road-side business units offering goods at cheaper rates; men on the other hand, prefer more manual based income generating activities such as carpentry, welding, and construction.

Summary of the projects funded by the Urban Youth Fund

The two youth groups funded by the Urban Youth Fund wanted to improve the life conditions of youth and their communities by developing two projects focused in an urban agriculture intervention.

The Y.A.R.D. organization wanted to start a Pig Farming in the area of Mungiki sect in Dandora. Their purpose was building pig pens, buying a female pig due to give birth within 1-2 weeks, and start a pig farm which could give employ to young people of the slum.

KOCH-FM wanted to start a project about urban agriculture, engaging 150 youths in training about organic farming, marketing and entrepreneurship hence acquiring knowledge in the process. They thought that the project would provide employment opportunity to the youths in the farming activities they wanted to improve, but also equipped them with skills which they would apply anywhere in a future to earn a living.

Good intentions but lack of proper pre-assessments and skills

Unfortunately the two projects failed, after different field visits and interviews with the team organization and community groups, we found that the projects started but after the first 6 months, they found challenges that they couldn't resolve and they decided not to ask for help from the Urban Youth Fund.

The Urban Youth Fund should have followed, more frequently, the development of the projects, with more field visits and meetings with the organization; also give more trainings about project management to the project coordinators, to be sure they would be able to manage the project development and face the possible challenges of the project.¹ These two projects were part of the first official announcement for the Urban Youth Fund: from 2009 the Fund improved their management of the projects; it improved its monitoring and evaluation, as known, the most important parts of a project/program or plan.

The organizations didn't do a previous field study of the areas of intervention: for example, for the Y.A.R.D they didn't analyze the situation of the pig market in the area, and also they didn't recognize the impossibility of developing a pig farm in a slum area next to the biggest dump of Kenya.

The organizations should analyze better the possible risks of their projects and draft a possible second intervention to improve the life conditions of the youth in the slum areas.

Why is Urban Agriculture important?

These two projects are focused in an urban agriculture intervention, which, for the Urban Youth Fund, is very important and a good way to improve the life conditions of many people in the slum area.

It is necessary to explain what Urban Agriculture is and why is important, and explain the decision of the Youth Fund to grantee these two projects.

Urban agriculture can be defined shortly as the growing of plants and the raising of animals within and around cities.

The most striking feature of urban agriculture, which distinguishes it from rural agriculture, is that it is integrated into the urban economic and ecological system: urban agriculture is embedded in -and interacting with- the urban ecosystem. Such linkages include the use of urban residents as labourers, use of typical urban resources (like organic waste as compost and urban wastewater for irrigation), direct links with urban consumers, direct impacts on urban ecology (positive and negative), being part of the urban food system, competing for land with other urban functions, being influenced by urban policies and plans, etc. It is an integral part of the urban system.

The rapid urbanization that is taking place goes together with a rapid increase in urban poverty and urban food insecurity. By 2020 the developing countries of Africa, Asia, and Latin America will be home to some 75% of all urban dwellers, and to eight of the anticipated nine mega-cities with populations in excess of 20 million. It is expected that by 2020, 85% of the poor in Latin America, and about 40-45% of the poor in Africa and Asia will be concentrated in towns and cities. Most cities in developing countries have great difficulties to cope with this development and are unable to create sufficient formal employment opportunities for the poor. They also have increasing problems with the disposal of urban wastes and waste water and maintaining air and river water quality.

Urban agriculture provides a complementary strategy to reduce urban poverty and food insecurity and enhance urban environmental management. Next to food security, urban agriculture contributes to local economic development, poverty alleviation and social inclusion of the urban poor and women in particular, as well as to the greening of the city and the productive reuse of urban wastes.

¹ The project coordinators did receive training in project management together with the other coordinators from Africa

The importance of urban agriculture is increasingly being recognized by international organizations like UNED (Agenda 21), UNCHS (Habitat), FAO (World Food and Agriculture Organization) and CGIAR (international agricultural research centres).

Food security and nutrition

The contribution of urban agriculture to food security and healthy nutrition is probably its most important asset. Food production in the city is in many cases a response of the urban poor to inadequate, unreliable and irregular access to food, and the lack of purchasing power. Most cities in developing countries are not able to generate sufficient (formal or informal) income opportunities for the rapidly growing population. The World Bank (2000) estimates that approximately 50% of the poor live in urban areas (25% in 1988). In urban settings, lack of income translates more directly into lack of food than in a rural setting (cash is needed). The costs of supplying and distributing food from rural areas to the urban areas or to import food for the cities are rising continuously, and it is expected that urban food insecurity will increase.

Economic Impacts

Growing your own food saves household expenditures on food; poor people in poor countries generally spend a substantial part of their income (50 – 70%) on food. Growing the relatively expensive vegetables therefore saves money as well as on bartering of produce. Selling produce (fresh or processed) brings in cash.

Besides the economic benefits for the urban agricultural producers, urban agriculture stimulates the development of related micro-enterprises: the production of necessary agricultural inputs and the processing, packaging and marketing of outputs. The activities or services rendered by these enterprises

may owe their existence in part or wholly to urban agriculture. Other services may also be rendered by independent families and groups (e.g. animal health services, bookkeeping, and transportation).

Special attention is needed for the strengthening of the linkages between the various types of enterprises in clusters or chains. The municipality and sectorial organizations can play a crucial role in stimulating micro-enterprise development related to urban agriculture.

Social Impacts

Urban agriculture may function as an important strategy for poverty alleviation and social integration. The participants in the project may feel enriched by the possibility of working constructively, building their community, working together and in addition producing food and other products for consumption or for sale.

The donors should focus their intervention in Urban Agriculture projects, because these could help the population of the slum areas to improve their wellbeing, producing their own products and maybe opening their activities to the market and receive helpful incomes.

It is not an easy intervention, for all the challenges that the organizations have to face: space, clean water, open market, but the donors should help the organization in the development of these initiatives and in the development of networks that could help in the expansion of these activities.



CASE STUDY 28: **YOUTH NET** YOUTH FOR TRANSPARENCY

By Arya Vasudevan

The Right To Information Act in India

The Right To Information Act (RTI act) was passed in the year 2005 by the parliament of India to provide the practical regime of right to information to its citizens. It empowered the civilians in regards to their right to information from the state. The provisions of the Act gave freedom to the citizens to question public authorities on the functioning of governmental department for which they were liable to reply expeditiously or within thirty days.

Up until today, the effectiveness of the Act has not been satisfactory. The reason behind this has been majorly due to the ignorance of the people about the Act and also the irregularities from the public authority in responding to the applications of people seeking information. The state government had reiterated proper implementation of the RTI Act 2005, as many departments were irregular in answering the queries within the stipulated date.

Being a relatively underdeveloped state, youths in Nagaland face challenges in attaining employment. Extreme corruption and improper implementation of policies has aggravated the state's unemployment rate.

Owing to its political situation, the state has become vulnerable to the problem of insurgency, which is another major excuse for the misuse of funds for development. Youth dedicate often resort to anti-social activities or join gangs.. In order to stop this cycle, the root cause of this issue, corruption, needs to be addressed.

Youth Net

Youth Net was launched on the 1st of February 2006 by a group of young Naga professionals who were educated and trained from schools and colleges across India and abroad, with an objective to create a platform to voice the issues faced by the young population of Nagaland.

Their mission is to help youth acquire knowledge, develop life skills and form attitudes to enable them to become self-directed, positive, productive, responsible members of the society through active participation and involvement. They have partnered with the government, community residents, grass-roots organizations, educational institutions, corporations and with the goal of actively engaging youth in society.

Youth for Transparency

This project that was funded by the Urban Youth Fund aimed at empowering youth to become active citizens who would stand up against corruption. The Right to Information Campaign (RTI) was taken up with the objective to challenge young people to flush out corruption as a youth movement.

YouthNet introduced the RTI in Nagaland and conducted its first ever RTI workshop with the Government of Nagaland which was attended by the Chief Secretary, Administrative Heads of Department and Heads of Department at the Administrative Training Institute in Kohima.

The project encouraged the youth as responsible citizens to promote transparency and accountability in the government functioning. As an ordinary citizen one has the right to keep check on how public money was spent, how many public schemes were executed and how transparent were the administrations of the government.

Youth Net focused on sensitization and awareness programmes on checking corruption during the last two years. The project educated the youth in different areas to overcome the brutalities of corruption through social auditing and public hearing.

As a way of building capacity and competence among the youth, a group of young trainers were educated on the different aspects of the RTI Act. These trainers then conducted various awareness and sensitization workshops, programmes and events with student unions, youth clubs and civil society organisations all over Nagaland. RTI applications were filed to various identified government departments like school education, rural development and urban development, health, road and bridges and power (electricity) which were then cross-checked to verify the information received, followed by a

Social auditing and Public hearing at District HQ of Nagaland, namely Kohima, Peren, Tuensang and Zunheboto which ultimately exposed corruptions.



Overcoming the challenges and getting results

The youth group felt challenges corruption at different levels and in different ways. As a youth group that want to challenge the systemic structure as corruption, they first met other stakeholders that had an interest in upholding that system.

One of the key challenges was that being a closely knitted community, breaking the barriers of the traditional society was challenging. However, Youth Net was able to conduct four social auditing/public hearings in the state. By involving the general public and explaining the aim of the project, they got the buy-in from the key people who managed to do more than they would otherwise have thought they could.

The project targeted four departments; education, health, power and roads & bridges. Petitions were filed to check the availability of basic facilities for students, patients, individual households and workers.



The project embarked on checking schools to see if they offered the mandatory services that they received money for. Youth went to schools and observed whether they were offering free lunches; free books and if there were any irregularities in teaching.

The health department was reviewed for their provision of essential facilities with regular doctors and staffs. Further, the project also took on the task of checking whether or not power-generating stations were monitored for giving necessary electricity and power connectivity, and whether the roads and bridges delivered the required connectivity and transportation.

The project, driven by youth with a perspective of making a lasting change in the community, discovered a lot of irregularities. Through the project, many departments were scrutinized and the high level of corruption was brought up in daylight. This project is clearly an example of how a small youth-led project can, by the passion of youth, bring about change in a community. The lasting impact of the project, is however depending on the continued effort by both youth and the rest of the community, and also key role models at the national level.



CASE STUDY 29: **HUMAN VALUE BASED WATER, SANITATION AND HYGIENE EDUCATION PROGRAM FOR HIGH SCHOOL STUDENTS, NEPAL**

By Lina Rylander

Nepal is a landlocked country between India and China in South Asia. About 72% of the country's population has access to basic water supply and only 25% of Nepal has sanitation coverage. Water supplies are often polluted rural areas are often remote from water supplies and a lack of sanitation in living environments is causing the spread of diseases.

Lalitpur District is a district of Nepal in the Kathmandu Valley with a population of around 466,784. Most people in this region depend on groundwater to supplement the piped water supplied by the state-run Nepal Water Supply Corporation, which meets less than 50 % of the demand.

Awareness-raising on water and sanitation

Stepping Stone is a Non-Governmental Organization (NGO) with the objective to mobilize youth and social resources to improve the economic, social and educational environment by creating a model community. This youth-led organisation uses a participatory model and involves both young women and men in the entire process of designing, planning, implementing and monitoring their programmes and projects.

To address the issues of water, sanitation and hygiene, Stepping Stone started the initiative: *Human Value based Water, Sanitation and Hygiene Education Program for High School Students (HVWSHE)*. The main objective was to raise awareness on water and sanitation and to educate schools and communities through an educational program that includes human values to improve behavioural and social awareness. The project promotes behavioural change through integrating human values to issues relating to water, sanitation and hygiene to achieve environmental sustainability.

The project brought nearly one thousand youths to work together from five different community areas to form "Young Social Workers" groups. Teachers in 14 schools were trained to educate the youth in their schools and integrate HVWSHE activities in their teaching. 10 schools were supported with funds for water and sanitation awareness program by youths.

Training of trainers

The main purpose of training was to integrate human values in the water, sanitation and hygiene education since school lessons mostly are limited to transferring knowledge. Stepping Stone are promoting activities that will produce behavioural change by using alternative teaching methods.

Teachers are encouraged to take students beyond book and to communities and reaching out to communities through different activities that students find interesting such as drama, art programs etc. They discussed different ways of motivating students to think and to develop and make use of their talents.

22 teachers from different schools were trained to on awareness of HVWSHE and motivate them to support the youth of their school. Most teachers were young women and men and happy to get information HVWSHE the program and very motivated to integrate the program with their school curriculum. One of them was Binod Kumar Ojha, a teacher at Shri Bajra Barahi Higher Secondary School. He participated in a program that was jointly attended by teachers and students. He later shared the learnings and information with fellow teachers and with his students in the school. Together, students and teachers started to clean up the Bajra Barahi temple and school premises and his aim is to make the school a plastic free zone. In order to ensure continuity of the program, Binod Kumar Ojha has involved students of different grades; when students of higher grades pass out those from the lower grades will take over.

Youth as change-makers

Many youth were mobilised and actively participated in the project. Stepping Stone organised a workshop for six students from each school to build a core team. They came up with many solutions to the problems and suggestions such as training community members; organising discussions among teachers, students and guardians; and setting up street dramas.

The youth's participation and contributions was very important to the project.

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“Our youth volunteers helped the students finalise their plans and everything ran according to those plans. They realised that they could organise programs and became a component of change in the community. They realised that they need not be limited to classroom learning and that they could reach out to their communities. They learnt that they had a responsible role to play. It encouraged them, to look within and think.”

Rashmi Kafle,
ED Stepping Stone

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Students at the different schools were also encouraged and inspired to take action. Tri Ratna Co-operative Secondary School made a program to clean the pond next to our school where the water was very dirty and the main aim was to get water for the school toilets. Students of grades 8 and 9 were involved. Later the school had visitors from abroad and they discussed with the students on how they felt about cleaning the pond.

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“I felt encouraged by talking about my work. They were encouraging too. I realised that I could do something for the environment.”

Pujan Shakya,

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Saraswoti Higher Secondary School started cleaning the surrounding environment and cleaned water sources in the community. They informed community members about their objectives. They also organised a street drama about purifying water with watersol to influence the communities.

Limited financial resources and time management

The major problem of the project was limited financial resources and time management. The available amount of contribution to schools wasn't sufficient to address water and sanitation issues even though the schools and youth were willing to work with implementing the project. Stepping Stone itself had no means to increase the funds although they had observed the need. Stepping Stone tried to overcome the challenge of lack of funds by motivating youth to work as a "Young Social workers - less money more service".

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"I had always known about the value of going to the community. It was in the training that I truly understood the importance of reaching out to the community and raising awareness."

Roshana Maharjan,

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The time for implementation was a challenge. To address this, Stepping Stone tried to make tight schedule for the program and to balance the activities and eventually the programme came on track and activities were running smoothly for final output. The organisation struggled to convince the schools to work for the community and to keep the time line. During the project period, it was also difficult to coordinate the school schedules with community service activities. Frequent close-downs of schools due to festivals and political issues extend the project duration and they were unable to finish on time.

Youth leadership and training

The project had great impact on the youth and especially in the sense that it enabled them to develop their leadership skills. Youth group's formation and gathering has built up the enthusiasm of youth to work on social field and especially for water and sanitation awareness which is affecting daily life. Stepping Stone have successfully supported the creation of a large network of "Young Social Workers" who are willing to help the society in different ways.

Educational materials on water, sanitation and hygiene for schools and communities were produced according to the local context. 1000 information brochures about the programme were made to address different stakeholders. For teachers and students, flip charts and resource materials were prepared on water, sanitation and hygiene which were also used to inform the communities. A 15-minutes promotional video was made on community service to motivate youths in future program at the end of the project.

An important outcome was to train teacher and mobilize high school youth to create awareness on water and sanitation issues. The program has brought together students and teachers to work for the community which is definitely a positive outcome of the project. The teachers and motivated by the project to do community services and integrate the program with their school curriculum. Series of different programs were developed in the various schools according to their needs.

The Future is bright

Despite the problems, Stepping Stone received the necessary support to complete the project and they are expecting to provide more of this type of programmes in future. They want definitely to continue the programme with the Young Social Worker team and they are searching funds for a community service program. One year is not enough to achieve long term effects on youth and it is also necessary to build a strong relationship with partner organization so that the programme continues long enough to attain actual change in society.

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“This program helped the youths to realise that they are part of the community and could contribute in a meaningful way. Human values in this context are about realising responsibilities and developing thoughts and feelings to fulfil that. Our aim is not just to encourage water and hygiene programs. Our aim is to encourage realisation of our responsibilities and act upon it. That, in the true sense is to develop human values.”

Rashmi Kafle,
ED Stepping Stone.

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CASE STUDY 30: **STUDY FOR YOUTH PARTICIPATION IN THE URBAN SETTLEMENT PROJECT, IN PRETORIA, SOUTH AFRICA**

By Carolina Corno

Background on status of South Africa

Since 1994, the South African Government has undertaken significant Institutional transformation, while redefining most of the policies that determine the activities of state in the management of social relations. This has created the requisite environment to address poverty and inequality, and to restore the dignity, safety and security of citizens.

The country has demonstrated its commitment by adhering and fulfilling constitutional obligations, which is to provide socio-economic rights within the context of its national plan of action, Vision 2014, and the Millennium Development Goals (MDGs). The Accelerated and Shared Growth Initiative for South Africa, (ASGISA) was one of the government initiative introduced to reduce poverty and unemployment by half in the year 2014. This initiative is part of the Vision 2014. In addition to that, there is Expanded Public Work Programme (EPWP) which is a government strategy to create employment.

The country is also on course to achieve universal access to primary education. There is remarkable proportion of child enrolment in primary schools. However, there must be an improvement on the quality of education. With regard to gender equality, gross enrolment ratios in primary schools in the period 1990-2001 were even. However at the second-

ary schools the situation is different, there is an indication that enrolment figure of girls is higher than that of boys. At the tertiary level men outnumber women. South Africa is in the process of transition and there are many improvements on gender parity in public sector. Though there is still much need to be done to achieve gender quality, the 50/50 principle has been applied in many state organs and all sphere of governments. Now the country has 41% representation in cabinet, while in parliament is at 43% to 44%.

South Africa is seriously challenged by high prevalence of HIV/AIDS infections and high maternal deaths though this has considerably improved since 1994. These are two interlinked terrible twins. The country has high HIV/AIDS infection rates. The statistics indicate that about 5.35 million people live with HIV/AIDS while 11% of the populations suffer from HIV/AIDS related diseases. The country is facing another challenge with the snowballing of the Tuberculosis (TB) among HIV positive people. The death rate registered from TB has increased three fold for the past 16 years.

The city of Pretoria has no mechanism to deal to with issues of unemployment, rural-urban migration, housing shortages and transportation challenges as they relate to youth: Pretoria youth are completely excluded from urban development processes and projects in the City. One of the most serious challenges facing young people in Pretoria is the lack

of employment opportunities for the out-of school youth: demographic trends show that rural black youth are migrating from rural areas to urban areas in search of employment opportunities, when they arrive in the cities they are faced various challenges ranging from adequate shelter and secure tenure, employment.

Study for Youth Participation in the Urban Settlement Project

The main goal of the project funded by the Urban Youth Fund was to create awareness and establish working relations with various Government departments and private sector by facilitating the establishment of youth joint ventures as flagship programmers.

Of the core activities, especially two factors were guiding the project:

1. Identify the factors behind unemployment, lack of adequate shelter, security and good governance within the City of Tshwane
2. To analyze the demographic factors of the youth in line with the service delivery levels of City of Tshwane and choices of the youth.

SAYM together with UN-HABITAT embarked on a new chapter of conducting a baseline research on youth issues within the City of Tshwane. The study dealt with youth employment, employability, adequate shelter, security and municipality governance.

The study was conducted in order to find out the status of the youth within the City of Tshwane. This involved gathering data on youth employment conditions, education, means and availability of transport, municipality's services and other relevant demographic factors of the youth. The findings were analyzed in order to provide facts about the frequency of the youth with some behavior, opportunity and level of engagement. One of the major

findings of the study was that the majority of the youth were single, not born in the City of Tshwane, and that they didn't migrate from City to City or to other places for greener pastures. Youth respondents indicated that lack of work experience was the major contributing factor to them getting jobs. The youth perceived also that the lack of jobs was the major contributing factor for crime followed by gangs and peer pressure. The majority of the youth had no income or income less than three thousand Rands, while their daily transport cost ranges on average up to 25 Rands.

Challenges and Impacts of the Project

The youth group faced some challenges during the project that was related to their capacity and experience related to project such as this one. When designing and implementing a survey and a research project, the level of experience helps and guides the process in a more streamlined fashion.

One of the key challenges was to build an incentive structure that ensured that the number of questionnaires were high enough. In the beginning, the youth group struggled a bit on this, but after they increased the incentive for the youth that were responsible for collecting the questionnaires, the response rate went up. The youth group decided to increase the pay per questionnaire and this proved quite successful.

Another key challenge was linked to the type of youth group that was carrying out the project. Being a youth group with black youth, the people responsible for the questionnaire went to a larger degree to their own communities. This led to an over-representation of young black students, at the expense of other racial groups in the community. This skewed the results, and made both the impact and the results less sustainable and comprehensive.

Still, the Youth Participation in the Urban Settlement Project has certainly made inroads into the youth desk at the City of Tswane. The findings from the project were presented to the City, including the City's current view of youth. However, long term impact of projects such as this one is difficult to assess because it's not known whether or not workshop attendees are employing the recommendations from student findings.

From the project, the youth group developed a few recommendations based on the study and for possible future studies:

- Based on the findings of the study policy makers within the City Of Tshwane together with SAYM have to be engaged on youth development projects as the later have experience in conducting youth related community projects. The involvement of organizations such as SAYM will have a profound contribution, because for example, SAYM has been dealing with youth issues in more than seven SADC countries for the last seven years.
- Different government departments, private sector, educational institutions and Non-Governmental Organizations should be brought together and they should invite different youth groups to discuss the way forward on how to deal with the youth issues. That is, the logic of policy formation – the beneficiaries of the policy should be participants on the development of the policy.
- City of Tshwane youth must be invited to local government discussions to understand the basic formation and activities of the local government; to know the budget and identify opportunities for themselves; and to actively participate in the resource allocation and monitoring processes of the department. This keeps the youth abreast of what is happening in their

city, grab opportunities if there are any, and comment on the wrong doings of officials and other public servants.

Lesson Learned: doing research is not easy

One of the key lessons from the project is that in order to get participatory research project to give effective and credible data, the youth doing the research need to have a proper training in research and a good mentoring system. The youth discovered that it is often easy to develop a questionnaire with problems and questions but it is more difficult to actually analyze the problem with no technical expertise.

To establish and maintain networks and partnerships with institutions that have these types of skills is critical for the success of the project. It takes a lot for a youth group like SAYM to yield success in policy interventions and getting impact on the ground for the youth. It is absolutely necessary that the researchers doing this type of projects have the knowledge and insight in the youth' situation and context. No one is more suitable for this than youth themselves, as long as they are given the right tools and training.

Lastly, local knowledge is critical in projects such as this. The engagement of youth by all groups developing policy, especially local government, is critical to the development of relevant and sustainable policy making.

CONCLUDING REMARKS

This report presents the findings and experiences learned from projects the Urban Youth Fund has financed in Latin America, Africa and Asia. In the work with the case stories the young writers have been guided by the following key research questions:

- What is the background and context of the Youth Fund Project?
- What sort of activities did the project do?
- How has the project, if at all, impacted the youth and their community?
- What were the key challenges during the project and how did the youth group overcome these?
- What were the key lessons-learned and experiences from the project?

What is clear from the projects included here is the passion these youth groups have for the daunting task of changing their communities into something better. The youth groups funded by the Urban Youth Fund have all a larger mission to their activities. They are not only focusing on what youth are concerned about for themselves but the youth groups are also focusing on how to change the larger community they are part of. This multi-faceted focus is nothing less than impressive given the level of resources they have at their disposal.

Another important lesson-learned from the projects included in this report is the need for training and capacity development. The Urban Youth Fund gives all the project coordinators intensive training in project management skills. Through this training the coordinators learn the different elements of the project cycle and how they can monitor and report on their projects. Still, a clear message from the case

stories is the need to follow up these projects better during the implementation period. This is a clear recommendation to both the Urban Youth Fund but also to the larger donor community. Donors, such as UN-Habitat, need to be on the ground to a much larger degree and follow up these projects. Further, more tools are needed to do this effectively and efficiently at the location but also from remote locations.

With regards to project planning, it is important for donors to encourage values such as inclusiveness and sustainability. Promoting the importance of sustainability ensures the continuity of youth-led development projects because it requires long-term planning with a vision of expanding the benefits of the project to larger numbers of beneficiaries and other communities, which allows the projects to survive beyond the grant period. Another clear lesson-learned from the case stories included here is the need to follow up the youth groups after the funded projects have ended. The Urban Youth Fund has developed plans for a post-project peer-to-peer learning programme but currently this lacks funding.

It is further clear from the projects that an important recommendation towards effective and efficient youth and community development is that these two groups must be engaged in all planning, implementation and evaluation processes. This practice ensures that the youth and the communities benefiting from these projects are given the adequate opportunity and space to effectively identify the development issues using their experience and perspective as a basis for tailoring the projects that best fit their needs. This recommendation serves the goal of directing funding to impact youth and community development in the most efficient way possible.

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“I have been trained in computer maintenance and the project also supported my advance as an instructor training other youth at Kasweshi. I was in the management team of the project. I hope to open my own business because I have a joint micro finance group so that I can get the startup capital. The project has given me an opportunity to grow to be a community leader and a role model and taught me that it is possible for a female youth to become a technician and trainer. They should have equipment to advance the level of ICT and open more centers with affordable internet”

— **Linda Musalia**, 22 years old.

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In terms of local governance development, an important lesson is to encourage the communities and youth to engage, sensitize and cooperate with local governments in the planning, implementation and evaluation of local governance projects. The objective here is to ensure that local governments fully understand the benefits of implementing such projects, thus allowing them to realise the possibilities of engaging the youth and the community in improving the services they are providing. It is very common for local governments to have an initial sense of scepticism towards these projects, which is often fuelled by issues related to politics, corruption and forms of division such as ethnicity and gender. However, this obstacle is not insurmountable, as it can be mitigated through adequate information dissemination, dialogue and negotiation between the beneficiary organisations, the community and the local governments.

Being part of the larger *Global Youth-Led Development Series* this report gives the reader a sense of the level of creativity and passion youth groups globally possess. The challenge for these youth groups and other youth groups globally is access to finance, and access to high-quality training and support. UN-Habitat is through the Urban Youth Fund trying to improve the situation while learning from the youth. More donors and stakeholders globally need to accept and acknowledge the immense challenge and great possibility the world's youth population possess.



LESSONS AND EXPERIENCES FROM THE URBAN YOUTH FUND

The Urban Youth Fund – Lessons and experiences is the fifth report in the Global Youth-Led Development series. Informed by in-depth case stories of youth fund funded projects, it analyzes experiences and lessons-learned from these projects. In contrast to the first reports in the series, it is having a more in-depth focus on a few selected projects. The reader is encouraged to read the four first reports to put these findings into a larger context of youth-led development. This report follows the third report in the series and gives the reader more knowledge about the funded projects.

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