

Lessons learned best practice Ethiopia

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Introduction

Instead of re-inventing the wheel, we support EYW in sourcing best practices and lessons learned. We have set up an expert committee to search for models, concepts and experience fitting in the challenges for Ethiopia. Here you will find the trends, insights and lessons that we took from our research, including a list of the most promising initiatives that we found.

Sustainability: is there a potential sustainable model?

Market Development: how to create access to the market as start-up and try to scale up?

- Starting a for-profit social enterprise
 - Aggregating procurement of high-quality supply, processing with high-efficiency equipment, finding reliable buyers and markets, ensuring quality control, centralizing legal & bureaucratic, and tax regulation efforts, and offering training for improved raw products and value addition. Example initiatives include:
 - Honeycare Africa (Kenya) is a social enterprise that enables rural farmers to start small, income generating bee farms, which Honey Care Africa uses as its sole supply chain.
 - EFK Group (Kenya) makes biofuel, animal feed and organic fertiliser from the nut of the croton megalocarpus tree; one of the most prominent indigenous species across eight countries of Africa's Great Rift Valley.
 - Kad Africa (Uganda) teaches out-of-school young girls how to farm passion fruit and some business basics; connects girls with mentors & a ready market.
 - Sidai (Tanzania) collaborates with Maasai women to produce and market unique, hand-made, high-end beaded jewelry using traditional techniques.
 - Shanga (Tanzania) employs people with disabilities to create unique, high-quality, handmade jewellery, glassware and homeware using recycled materials.
 - Developing network of microentrepreneurs through introductory business/sales trainings, refreshers and check-ins, tools like smartphones and appropriate customer management system applications, and appropriate products to supply. Examples include:
 - Greenlight Planet (Tanzania) sells high-quality technology products such as solar



- lanterns and clean cookstoves through their network of microentrepreneurs.
 - Last Mile (Tanzania) sells products like solar lanterns, reusable pads, and water filters through their network of primarily women microentrepreneurs.
- If possible, co-creating sustainable tourism income-generating opportunities with local communities.
 - Cultural Tourism Tanzania connects tourists directly with different villages who can share their ways of life.
 - Honeyguide (Tanzania) works with communities surrounding wildlife in Northern Tanzania to protect and benefit from the rich wildlife around them, by creating Wildlife Management Areas (WMAs).
- Consulting/training model: developing a strong, specific franchise model, potential customers include NGOs, government initiatives, and micro-enterprises
 - Street Business School (Uganda) charges other organizations to teach how to implement their proven and effective business training, empowering people to become self-sustaining entrepreneurs to move out of poverty.
 - The Village Enterprise (Kenya) one-year Graduation program provides groups of three entrepreneurs with seed capital, training and on-going mentoring by a local business mentor. They organize the business groups into Business Savings Groups (BSGs) of 30 entrepreneurs (10 business groups) to allow access to growth capital, provide a safe place for savings and build social capital. Village Enterprise has expanded the reach of their methodology by working with organizations like the BOMA Project (Kenya).

Access to Finance for the Young Enterprises: in rural areas not easy. What are the do's and don'ts that we saw in the search and validation of best practices.

- DO'S:
 - Financial literacy alongside finance is important, especially record-keeping. Many people naturally mix award cash with cash in their pocket, especially people who don't have a lot of their own cash. People will spend both for both their own everyday needs and their initiatives and do not appropriately track their cash.
 - Remember, many young entrepreneurs, especially in rural areas, are living day-to-day. When young entrepreneurs are applying for funding, make sure they budget money to pay themselves. Many will assume paying themselves is not allowed and because they want the cash, they won't ask about it. However, without paying themselves, they will often have to choose the activities that result in survival or food, instead of focusing on their business.
- DON'T'S:
 - Many partners agree – giving cash for presentation of an idea is just not effective. People will come up with an idea just to get the capital cash, and they are not ready and/or committed to creating a fully-fledged business. Entrepreneurship is not just about the idea. It is about the grit (perseverance) to continue battling the many obstacles.

Community Leadership: ownership from communities or youth

- Important not just to train on the hard skills of business or employment, but also personal empowerment & leadership.
 - The Social Innovation Academy (SINA) educates former orphans, street children, refugees and other disadvantaged youth in Uganda to become job creators and social entrepreneurs with the ability to turn challenges into solutions. Unique framework ('Purpose Safari') centered around self-organization: 1) Confusion: unlearning 2) Emerging: personal growth & identifying needs 3) Concentration: creating a viable business 4) Linking: connecting to the world 5) Mastery: financial self-sustainability.
 - Opportunities for Youth Entrepreneurs (Tanzania) aims to sustainably increase youth employment and incomes by: providing skills and capacity development (push factor); linking youth to market opportunities for employment and enterprise development (match factor); and selecting opportunities in growth sectors that have concrete potential for employment creation (pull factor).
 - Rlabs (Tanzania) is a youth hub with three main programs: First, Grow Leadership Academy (4 months) covering leadership and personal management, entrepreneurship, and digital media. Secondly, Grow Next Level (6 months) is for those who wish to continue with the entrepreneurial path and focuses on basic business skills. Finally, there are short courses focusing on specific skills that young people are interested in for example landscape design, floral design, public speaking, graphic designing, and photography. These courses depend on availability of skills among the training team.
 - STRYDE (Tanzania, Rwanda, Uganda, Kenya) helps rural young women and men in East Africa transition to economic independence through 3-month training + 9-month follow up programs, business plan competitions, job fairs with local businesses, and biannual knowledge dissemination meetings.

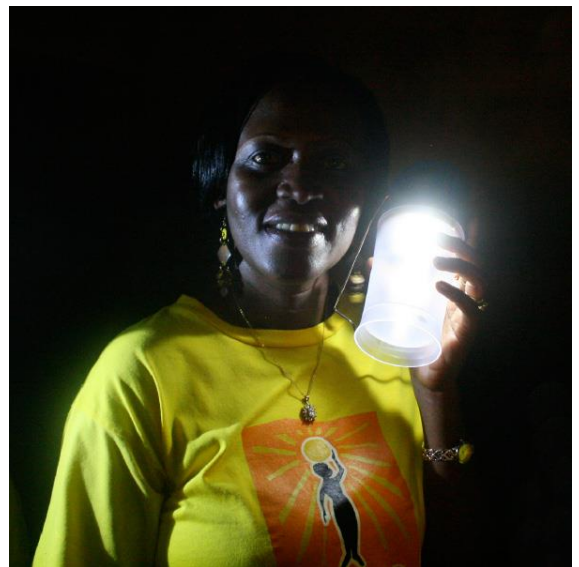


Selection of the Right Youngsters to Run A Business: in rural areas youngsters are all in for enterprises just for surviving and not always on capacity.

- More traditional co-working, accelerators, and incubators – These hubs typically run less general outreach and let proactive people come to them. These include:
 - Eldo Hub (Kenya), an I.C.T. and entrepreneurship innovation hub located in Uasin Gishu County, targets young, energetic, innovative and creative individuals, to provide them with working space and a platform to interact network with their peers and share ideas
 - Twende (Tanzania), a community makerspace in Arusha, works with folks keen to develop a technology to improve community challenges in Tanzania. Mechanical technology developers come here for advising and space.

Inclusiveness of (Young) Women in Women Unfriendly Areas: how to create safe space for women and deal with the overload of care work.

- Focus your organization to serve just women/girls or primarily women/girls. Make these women/girls changemakers.
 - Solar Sister (Tanzania, Nigeria) provides women with economic opportunity, training, and support to distribute clean energy to underserved communities in Africa. Women entrepreneurs, after receiving training, buy products and sell to their communities, thus earning income while helping their communities access clean energy.
 - Barefoot College (Zanzibar, Tanzania – though originally from India) trains women to help catalyze solar electrification, clean water, education, and livelihood development.
- Encourage and create safe spaces for male allies to prosper. For example:
 - Dandelion Africa (Kenya)'s 'Boys for Change' program recruits and trains boys to fight FGM and early marriage in their rural villages. By involving boys, girls' rights becomes an issue for everyone to champion, not just for girls to fight alone.



Fruitful Mentor System: in rural; settings mentors are not always available or very busy. What can we learn on mentor systems?

- Important to make sure mentors are matched properly. Don't assume someone who is generally good at business will be a good mentor for someone trying to start a business. Dividing into specific technical skills (i.e. marketing, business plan writing, financial management) is important, so both mentee and mentor feel the relationship is productive.
- Longer-term mentorship is ideal, for both mentor and mentee to:

- Build a trusting relationship – both mentor and mentee do not want to ‘lose face,’ especially when it comes to sharing contacts. Both want to claim competencies, though the best mentor-mentee relationships involve some challenging and pushing.
- Understand the issues of the mentees – it takes time to fully understand all the important details of what a business is. Just because someone has developed a business before does NOT mean they know everything about all other businesses
- Develop a system of accountability – there is a trend of offering and hearing advice and never following through. There are also incidents of mentees suddenly unable to get in touch with their mentors.

Smart Models / Tools for Young Enterprises: are there specific tools who are fruitful, why and how.

- Focusing on a specific audience is a great way to ensure tools & services are relevant. For example:
 - MKUBWA (Tanzania) programme targeted growth-oriented micro and small enterprises run by women who wish to improve their current business, and delivers a catered, flexible package of business development services including training & advanced business development services, individual coaching & mentoring, and sector-specific product design & development.
- Offering sector-specific technical advising, such as agriculture, can create physical places where community members know they can learn about new innovations and information. Additionally, these hubs can work with many diverse stakeholders to build a stronger sector. For example:
 - ECHO East Africa Impact Center (Tanzania) has a large demonstration plot with a seed bank and native trees, alongside trainings & a showcase of modern sustainable agricultural techniques. Their staff can answer visitor questions and assist farmers to improve their long-term yields and income generation.
 - Sustainable Agriculture Tanzania (SAT) works with small-scale farmers face-to-face, in a holistic way, to facilitate, exchange and refine agroecological methods through dissemination, application and research, to strengthen livelihoods. The organisation creates linkages between farmers, educators, researchers and government, to generate and inspire locally-relevant knowledge.



On Rural Hub-Making/ community space creation: how to create the right linkages? How to make I sustainable? How to make it attractive for young people and for corporate sector, local government and universities?

- Ownership of the space by the rural-based users to ensure sustainability. Best is if the space is requested from the community. For example:
 - These Hands, LTD (Botswana) ran a few radio programs about an innovation center they had set up and included contact information. Village leadership called the CEO of These Hands to inquire how they could get such a hub in their village. The CEO ran a few trainings with the villagers to make sure the request is genuine, and then These Hands helps the village build it. This also helps in terms of allocating the physical space and possibly building required to make the innovation center.
- Figure out local resources, and if needed, make it easier to access those resources. For example:
 - In Tanzania, there is government funding for youth to start businesses, but this funding is notoriously difficult to leverage. Instead of training youth on how to get the funding, Restless Development asks government officials to run introduction and orientation sessions for the funding to the youth, thus allowing the youth to know exactly who to talk with to make sure the funding comes through.

