

Pan African Leadership and Entrepreneurship Development Models: A Rapid Ecosystem Analysis

Published in 2016



RESULTS FOR
DEVELOPMENT

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How can we support leadership and entrepreneurship programs? What are the gaps, barriers, and challenges that still remain in fostering leadership and entrepreneurship in Africa?

Project Objective

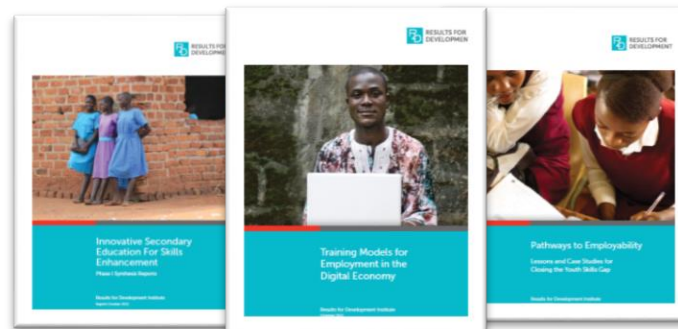
The Skoll Foundation commissioned Results for Development Institute (R4D) to perform an ecosystem analysis on:

- Pan African education models that focus on leadership and entrepreneurship development at the secondary and tertiary level
- Deep dive analysis on four categories to explore program models and approaches

Work drew on R4D's expertise in skills development and secondary education.

What is R4D?

- Washington DC based non-profit organization.
- R4D works with leaders, globally and at the country level, to provide analysis and design and test solutions to some of the world's biggest development challenges.
- Major supporters include Rockefeller Foundation, Gates Foundation, DFID, Hewlett Foundation, and USAID.
- R4D Education's focus areas include program innovations, evaluation and learning, skills for employability, and financing.



Left: Research from 2012-2014 on the skills gap and innovative models for skills delivery. Download reports at www.r4d.org

1

- Over 60 leadership and entrepreneurship programs that targeted African youth (aged 15-25) or entrepreneurs were identified.
- Broadly, programs were selected for analysis if they aimed to:
 - Respond to the contextual challenges relevant to the field of youth entrepreneurship and leadership such as unemployment and inequality,
 - Target relevant population groups such as youth in secondary and tertiary education, rural and marginalized youth, and out-of-school youth

It is important to note the selected programs do not represent the universe of leadership and entrepreneurship programs in Africa. They represent a sample of highly relevant and promising models of leadership and entrepreneurship in Africa.

2

Identified programs were categorized into eight groups



3

Seven programs within four categories were selected for deep dive case studies

The categories are:

- Post-Conflict and Crisis Programs
- Gender Focused Initiatives
- Networking, and Collaborative Learning
- Skills Development Programs

Context and background

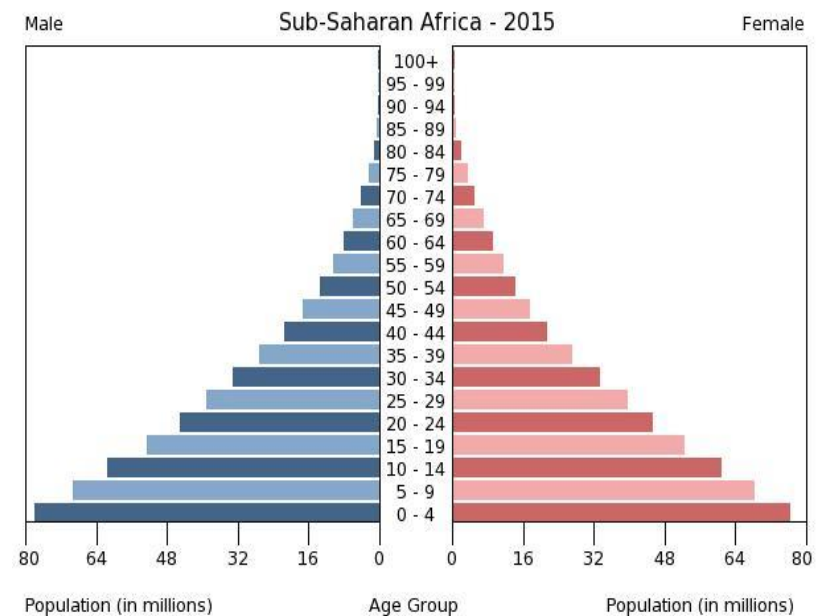
What factors drive the focus on youth entrepreneurship and leadership in Africa?

1

A burgeoning youth population that has enormous potential for economic growth

- Sub-Saharan Africa (SSA) has a proportionally large child and youth cohort. In 15 SSA countries, half the population is under the age of 18 (*UNFPA, 2014*).
- The median age in Africa will increase to 21 in 2035 and 24 in 2050. In comparison, the median age in other regions in 2035 will be more than 35 years old (*2013 World Population Data Sheet*).
- As a result, by 2040, Africa's young workforce will be the largest in the world (*GEM, IDRC 2015*).
- If countries in SSA make the right human capital investments, the combined demographic dividend could be at least \$500 billion per year (equal to one third of the region's current GDP) for up to 30 years (*UNFPA, 2014*). Conversely the demographic dividend could be a demographic disaster if these youth do not end up employed and earning.

Figure 1. Population Pyramid of Sub-Saharan Africa

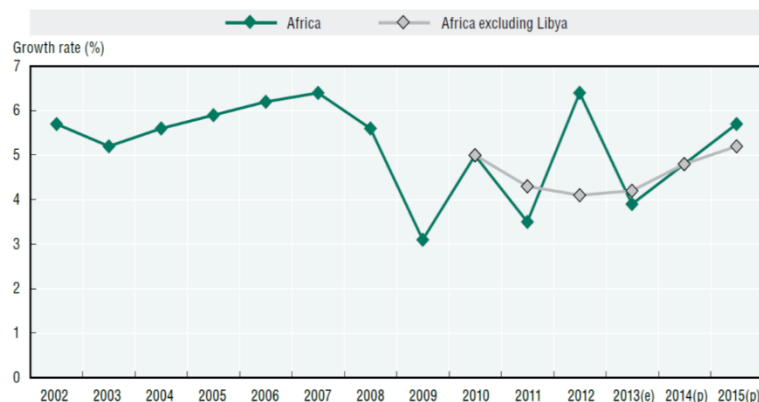


Source: US Census Bureau, International Programs Database

Despite economic growth, inequality and high unemployment among youth persist

- In 2013, Africa maintained an average economic growth rate of about 4%, compared to 3% for the global economy (*Africa Economic outlook, 2014*).

Figure 2. Africa's Economic Growth



Note: (e) estimates; (p) projections.

Source: Statistics Department, African Development Bank.

- However, benefits of high growth have not been shared by all. The current unemployment rate in SSA is 12% (*ILO, 2014*) and youth unemployment is estimated to be over 20% (*Africa Economic outlook, 2014*).
- Income inequality in Africa is higher than other developing economies. Studies show that high inequality reduces the impact that economic growth has on poverty alleviation (*Blanchard, Berg, Ostry, and Tsangarides, 2014*).

Table 1. Income Inequality

Gini ¹	Africa	Other developing countries
Mean	0.43	0.39
Median	0.41	0.38
Ratio of income: Top 20% / Bottom 20%	10.18	8.91

Despite economic growth, inequality and high unemployment among youth persist

- The current generation of Africans entering the labor force is the most educated ever. However, many find their job prospects for employment and earnings to differ very little from their parents (*World Bank, 2014*).
- Those that do have an education often do not have skills that are relevant to the current demand of the labor market (*Africa Economic Outlook, 2014*).
- As a result, there is the danger of creating a “lost generation” of unemployed youth who are dispirited and disenfranchised.
- The African Development Bank warns that the lack of employment opportunities can undermine social cohesion and political stability (*UN, 2013*).
- Worryingly, a World Bank survey in 2011 showed that about 40% of those who join rebel movements say they were motivated by a lack of jobs (*World Development Report 2011, Background Paper*).
- Corruption, abuses of power, and weak accountability mechanisms also hinder the ability of countries to reach their full potential (*ACET 2014 African Transformation Report*)
- Poor skill levels are only one of a myriad of factors leading to youth unemployment. Others include:
 - Lack of job creation
 - Vulnerability of young workers to layoffs
 - Discrimination
 - Poor access to fundamental education
 - Government policies that discourage work, and
 - Poor macroeconomic management.

Context and background

Given this context, there are a variety of actors that play a role in the African leadership and entrepreneurship landscape. The three main actors are 1) governments, 2) private-sector, and 3) non-profits, donors, and multilateral organizations.

1

Government

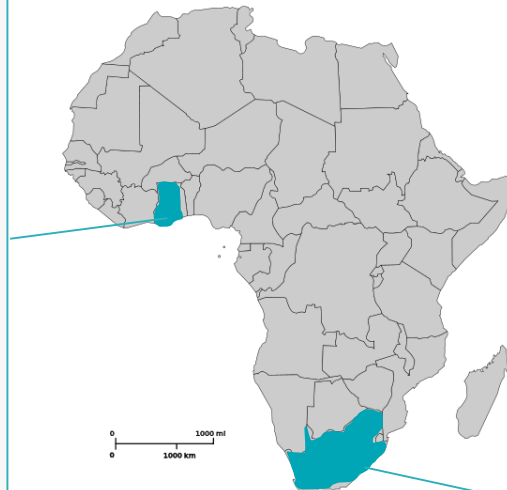
In recent years, African countries have demonstrated political will to support youth policies at regional and state levels. Examples include the *Decade Plan of Action for Youth Development and Empowerment, 2009- 2018* (2011), and Ghana's National Youth Policy (2010).

Ghana National Youth Policy (2010)

Theme: Towards an Empowered Youth, Impacting Positively on National Development

Examples of Policy Focus Areas:

- Education and Skill Training
- Youth and Employment
- Entrepreneurial Development
- Networking and Partnership Mentoring
- Governance, Democracy, and Leadership
- Youth in Conflict Prevention and Peace Building.



South Africa National Youth Policy (2015-2020)

Theme: "We don't want a hand-out, we want a hand up!"

Examples of Policy Focus Areas:

- Economic participation and transformation
- Education, Skills and Second Chances
- Health care and combating substance abuse
- Nation Building and Social Cohesion
- Effective and Responsive Youth Development Institutions

Context and background

2

Private Sector

The role of private sector in the entrepreneurship and leadership landscape in Africa is growing. As an example, over the next three years, Chase Bank Kenya will **lend over \$580 million to** youth and women **entrepreneurs** running small and medium enterprises (*GES, 2015*).

Private sector involvement ranges from 1) investing directly in start-ups to supporting secondary and tertiary level institutions, and 2) working with non profit organizations and governments to inform the training/education of market relevant skills.

Motivation for investment in entrepreneurship and leadership varies. One incentive for the private sector is to build a skilled workforce that can lead to improved productivity and commercial benefits. Corporate social responsibility is another factor. **Examples of programs that collaborate with the private sector include:**



Program Name: Cisco Systems' Networking Academy
Program Type: Skills Development
Country: Africa Regional

Description: The Cisco Networking Academy Program is an e-learning program that provides students with the necessarily IT skills for a global economy. The program is delivered in collaboration with NGOs, universities, community colleges and high schools.

Program Name: Go for Gold **Program Type:** Skills Development
Country: South Africa

Description: South Africa's Go for Gold program prepares disadvantaged young people for jobs in the construction and engineering industries, beginning in lower secondary school, with participating companies sponsoring students who are most promising for their post-secondary training.

3

Non profits, Donors, and Multilateral Organizations

- The majority of leadership and entrepreneurship programs continue to be implemented and run by local non profits and civil society organizations. Roughly 62% of all entrepreneurship and leadership programs profiled in this study were listed as non profits.
- Donor and multilateral organizations also provide significant funding to nonprofits. Multilateral aid in 2013 totaled nearly USD 75 million for vocational training programs and USD 79 million for post-secondary education in SSA (*OECD-DAC, 2015*). **Examples of non profit programs include:**



Program Name: AkiraChix Training Program

Program Type: Gender focused initiative

Country: Kenya

Description: AkiraChix runs a training program for young women from poor and urban communities with a passion for technology. The training program aims to give girls the IT skills that would enable them to sustain themselves.

Program Name: Ikamvayouth **Program Type:** Skill Development and Entrepreneurship Training

Country: South Africa

Description: IkamvaYouth equips learners from disadvantaged communities with the knowledge, skills, networks and resources to access tertiary education and/or employment opportunities once they matriculate.

Categorization of programs

Eight categories capture the various approaches used by the 61 programs. Descriptions of the categories are provided in detail below:

1 **Financial Inclusion and Economic Growth**
Economic growth programs that boost demand for labor through small-medium enterprise development, credit provision and insurance schemes




5 **Post-Conflict and Crisis Programs**
Leadership and entrepreneurship programs in countries in post-conflict and crisis settings.



2 **Skills Development Programs**
Direct training programs that foster entrepreneurship and specific labor market relevant skills



6 **Networking and Collaborative Learning Programs**
Pan African programs that cultivate leadership experiences through networks and cross country collaboration.




3 **Second-Chance Programs**
Second-chance opportunities to boost entrepreneurship through adult learning, numeracy and literacy skills development



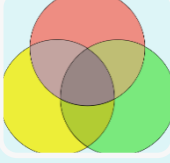
7 **Global Tertiary Education Partnerships**
Global university programs that collaborate with tertiary education institutions in Africa to build youth leadership.



4 **Gender Focused Initiatives**
Gender focused programs that specifically target women and girls through entrepreneurship training initiatives, women-focused scholarships, and special credit provisions.



8 **Cross-Sectoral Programs**
Programs that provide leadership and entrepreneurship training for cross-sectoral issues in health, WASH, governance, and education.

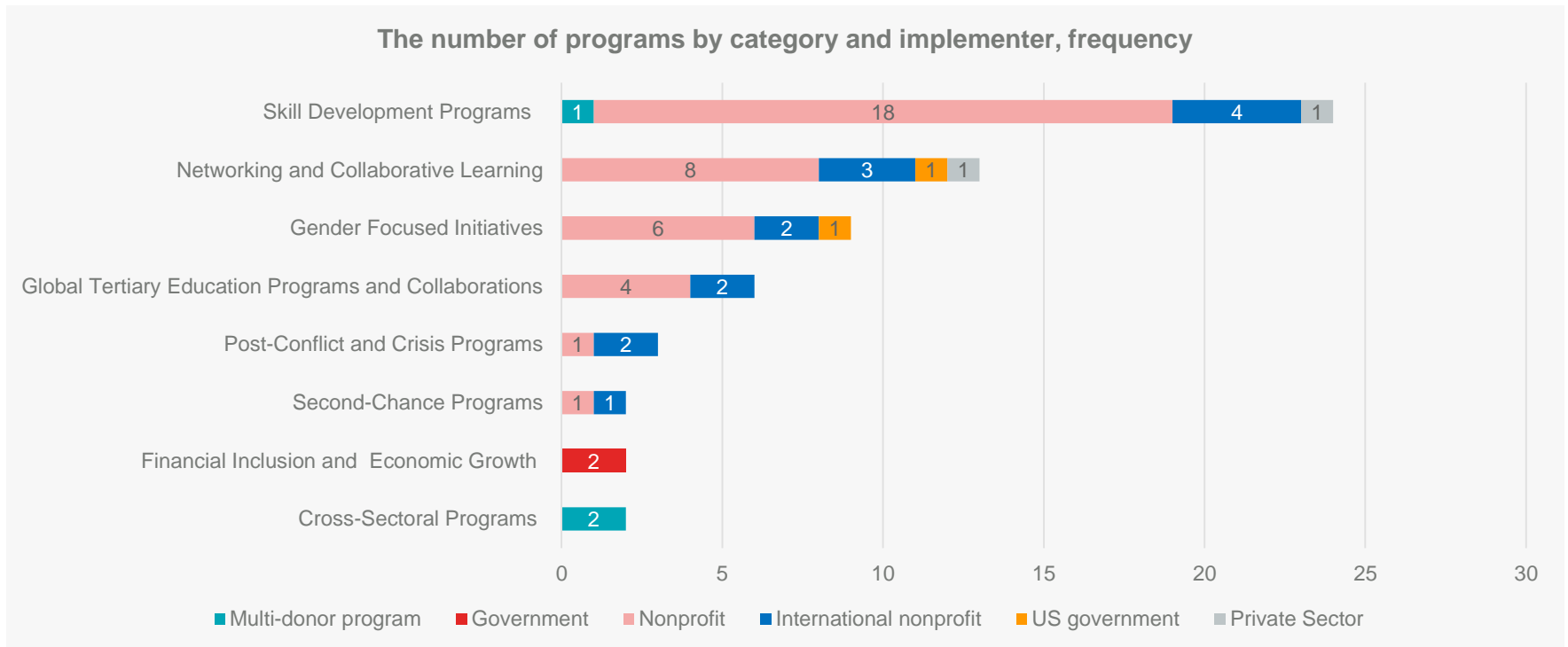


Summary Statistics of Programs

Landscape

- 61 programs were profiled
- 40% are classified as Skill Development and Entrepreneurship Training Programs
- 63% are nonprofit and 23% international nonprofits

Figure 3.



Summary Statistics of Programs

Figure 4.

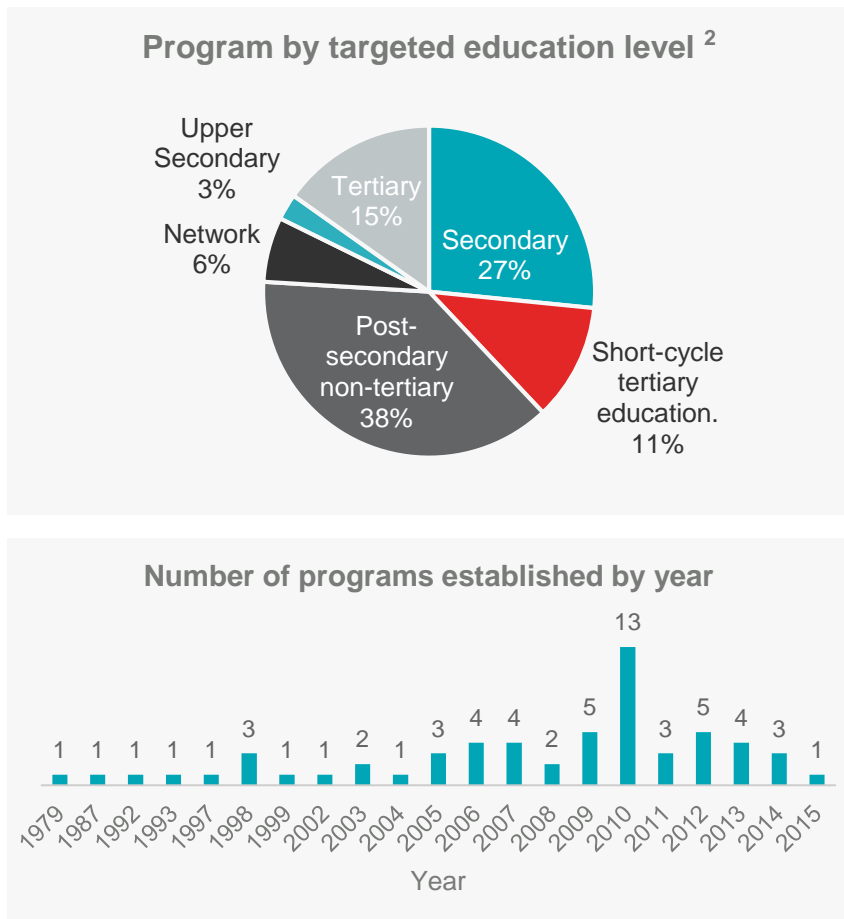
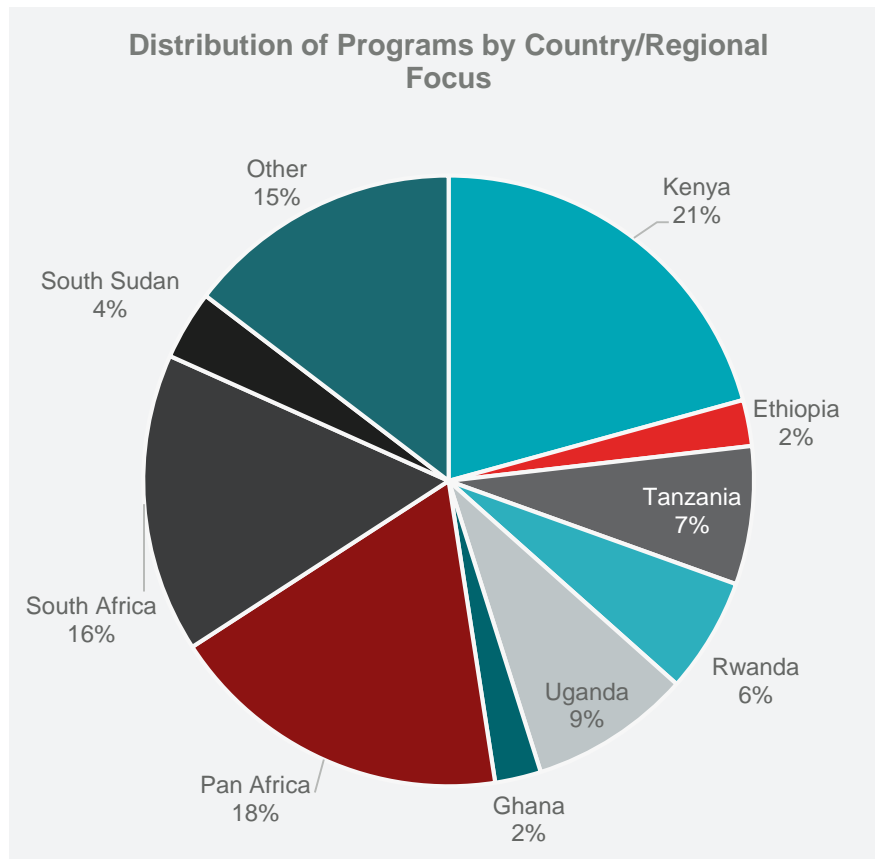


Figure 6.

Figure 5.



² Based on UNESCO's International Standard Classification of Education. Information on classifications can be found through the link: <http://www.uis.unesco.org/Education/Pages/international-standard-classification-of-education.aspx>

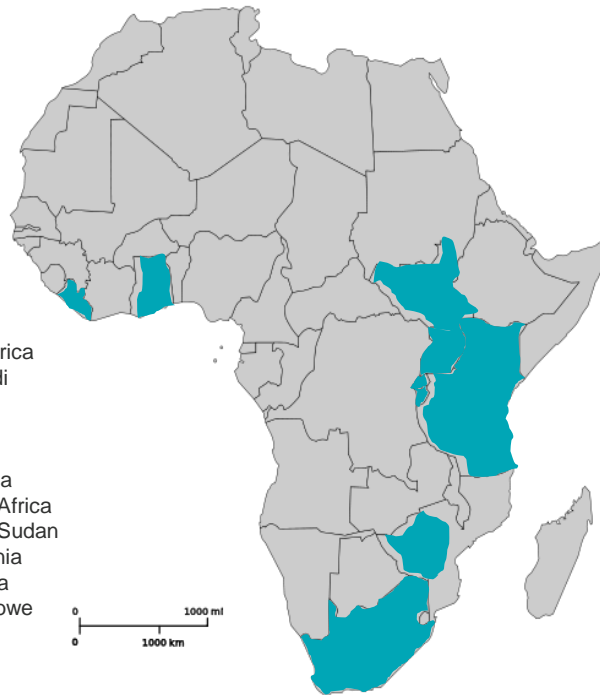
Deep Dive Programs



To further explore models that are especially promising in fostering leadership and entrepreneurship in Africa, deep dives were conducted on seven programs within four categories.

Deep dive programs operate in 10 different countries. Two programs have special regional focus.

Based on a selection criteria (explained in the next slide), seven programs were identified. The categories and programs are:



1 Post-Conflict and Crisis



2 Gender Focused Initiatives



3 Networking and Collaborative Learning



4 Skill Development and Entrepreneurship



Deep Dive Programs



Deep dive programs were selected using the following criteria³

1 Respond to multiple contextual challenges

2 Innovative and scalable

3 Targeted to relevant population groups

4 Availability of adequate public information⁴

Post-Conflict and Crisis Programs	1	2	3	4
SPARK	✓	✓	✓	✓
Iftiin Foundation	✓	✓	✓	✗
Warchild Canada, South Sudan Program	✗	✓	✓	✗

Networking & Collaboration	1	2	3	4
CAMA Network	✓	✓	✓	✓
FAWE	✓	✓	✓	✓
Future First Global	✗	✓	✓	✗
MasterCard Foundation Scholars Program	✓	✗	✓	✗

Gender Focused Initiatives	1	2	3	4
Akili Dada	✓	✓	✓	✓
The Akilah Institute	✓	✓	✓	✓
AkiraChix Training Program	✗	✓	✓	✗
Advancing Girls' Education in Africa	✓	✗	✓	✗

Skills Development Programs	1	2	3	4
Educate!	✓	✓	✓	✓
Go for Gold	✓	✓	✓	✓
Youth Innovation Partnership	✓	✓	✓	✗
Career Planet	✗	✗	✓	✓

Detailed analysis of the categories and selected deep dive programs are presented in the subsequent slides.



3: Selected deep dive programs are highlighted in bold

4: Limited to desk research given time constraints and scope of work

Post-conflict and Crisis Programs: Context, Challenges, and Trends

Context:

In Africa, 26 of its 54 countries are classified as fragile states. These fragile states account for approximately 20 percent of the continent's population (Institute for Security Studies, 2013).

Challenge:

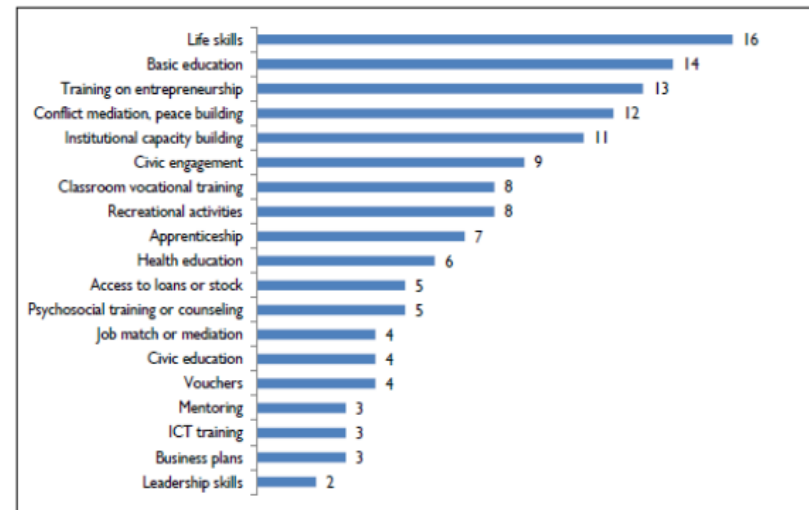
Youth are often a targeted group during conflict. Reasons for youth participation vary. Examples are: 1) lack of hope for the future, 2) limited economic opportunities, and 3) broken ties with families and communities (*MercyCorps*).

For countries emerging from conflict and are fragile, the creation of economic opportunities for young women and men can contribute to social cohesion and peace (*SPARK*).

Trends:

Based on a USAID survey of youth education initiatives in crisis and conflict situations, most programs include life skills, entrepreneurship training, conflict mediation, and peace building components (*USAID, 2013*).

Figure 7. Common program components in youth education initiatives in fragile states (USAID, 2013).



Deep Dive Post-Conflict and Crisis Program: SPARK's Entrepreneurship Development Program



Entrepreneurship Development Program

- Active since: 2011
- Countries of Operation: Burundi, Liberia, Rwanda
- Budget: 21,347,600 Euros – Funded by the Government of the Netherlands and the UNDP

Target Audience: Service providers for entrepreneurs, entrepreneurs, and policy makers.

Program Components:

- 1 Capacity Building training on financial management, market research, and coaching on strategy and development
- 2 Job Creation through the training of young entrepreneurs



and:



Providing them access to loans from local banks who agree to SPARK's Loan Guarantee Fund...

...and opportunity to enroll in SPARK's BSC Academy, a year long program for youth to foster business ideas and training

Improving the business climate through coalition building of organizations that advocate for policy and institutional changes

Innovation and Scale:

The program is unique because it merges capacity building of organizations (service providers) and individual entrepreneurs with an active effort to reform policy in order to improve the business environment.

The program received a second consecutive round of funding in 2011.

Results since 2011

Jobs Created: 1,287

Cost Per Job: Euros 2,400

SMEs Supported: 303

Beneficiaries



Vedaste Ahimana
Clothing Shop,



Speciose Byukusenge
Le Grenier Bakery,

Deep Dive Post-Conflict and Crisis Program: SPARK's Youth Engagement Program



Youth Engagement Program (YEP)

- Active since: 2012
- Countries of Operation: Burundi, South Sudan
- Total Program Budget: 1,882,500 Euros

Program Objectives: YEP seeks to create dialogue among youth, politicians, policy makers, civil society representatives and entrepreneurs in order to improve the socioeconomic position of youth. YEP engages with young men and women so they can be part of the process of creating enduring peace and stability.

Innovation and Scale:

YEP aims to build national networks of 3,000 participating youth and 150 Leadership Development Programme (a SPARK program that provides mentorship and leadership building opportunities to its members) alumni, in order to represent a stronger youth voice within networks of political parties, political movements and/or relevant interest groups.

Program Components:

- 1 Capacity Building of local partner organizations that advocate for the improvement of the socioeconomic position of young men and women.
- 2 Leadership training to young women and men through local partners to increase youth participation in political processes, interest groups, business associations, and unions.
- 3 Dialogue among multi-party and multi-stakeholder to improve the socioeconomic position of youth.

Deep Dive Conclusion - Post-Conflict and Crisis programs:

- Incorporate heavy emphasis on **policy reform to improve the business climate.**
- Focus on **improving youth representation in politics and assisting them in being active and contributing members of society.**

Gender Focused Initiatives: Context, Challenges, and Trends

Context: In East Africa, 85% of women still work in subsistence agriculture and live on less than \$2 per day. Only 1% of the population enter university and less than one-third of those students are female (Akilah Institute).

Challenge:

Sub-Saharan Africa has the widest gender gap in school enrollment at both primary and secondary level (*UNICEF, 2015*).

Despite recent progress, an estimated 32 million girls of lower secondary school age are out of school (*UNICEF, 2015*).

Across Africa, business regulations are not what limit women's businesses the most. Family, inheritance, land, and labor laws are huge obstacles to women's business opportunities (World Bank, 2013).

Trends:

- Job and life skills training for girls in Liberia and girls' clubs in Uganda have delivered major success in improving work and life prospects (World Bank, 2013).
- Most gender focused initiatives include scholarships to attend secondary and tertiary schools.
- Mentorship from successful local women leaders is a common feature of many gender focused initiatives.
- Most programs seek to address important contextual considerations such as:
 - Traditional societal views on girls' education, and the
 - Lack of equal access to scholarships and finance for business start-ups.

Deep Dive Gender Focused Initiative: Akili Dada



Basic Facts

- Year Established: 2005
- Countries of Operation: Kenya
- Mission: To nurture transformative leadership in girls and young women from underprivileged backgrounds to meet the urgent need for more African women in leadership
- Organization Type: International nonprofit



As a secondary school, Akili Dada's curriculum provides a variety of approaches and activities targeted leadership and entrepreneurship development.

Innovation in Leadership Program

1. The Young Women Leadership Development initiative provides women the space to learn from other practitioners through leadership workshops and dialogues with other women
2. Akili Dada's Fellowship Program awards year-long fellowships to young women engaged in social change projects and provides financial, intellectual, and mentoring support.
3. Career preparedness workshops for recent university graduates
4. Washa Social Impact Summit is an initiative designed to bring together key players in social enterprise and give a chance for young women to showcase their work and network

The Young Changemakers Program

Akili Dada provides comprehensive scholarships for a select number of students. The program partners with four public secondary schools to accept girls who are not only underprivileged and have demonstrated academic success, but also those who have also demonstrated leadership skills.

Akili Dada's leadership curriculum includes:

Leadership clubs, a program where students and scholars from partner schools who are not necessarily Akili Dada scholars participate in service activities and group mentoring sessions

Leadership Academies, 4-day residential workshops that focus on a different aspect of such as lifelong learning practices. The workshops are designed to adapt as young women grow in age and experience

A requirement to assess her community's needs and **design and implement a project** that seeks to provide solutions to local challenges.

Deep Dive Gender Focused Initiative: The Akilah Institute

Basic Facts

- Year Established: 2010
- Countries of Operation: East Africa
- Mission: Akilah aims to build future generations of women leaders and professionals in East Africa through the development of a network of college campuses
- Target Audience: Young Women in Rwanda and Burundi

Program Characteristics:

Akilah provides a three year curriculum designed specifically to respond to current market demands in East Africa. Akilah provides:

Rigorous career development guidance. Activities include 1) job application writing workshops, 2) networking with businesses, and 3) interview preparation.

Social Change Projects where students identify a local problem and design and implement a project to address that challenge is a key part of the curriculum.

Program Innovation and Scale:

The Institute offers degrees in Entrepreneurship, Information Systems, and Hospitality Management.

Akilah tuition is \$3,500 per year. Students receive subsidies from Akilah that cover the majority of this cost.

Deep Dive Gender Focused Initiative: The Akilah Institute

AKILAH
Institute for Women

Self-Reported Results

- Of the Akilah student and alumni population:
 - 68% of students are the first women in their family to graduate college.
 - 67% come from rural areas in Rwanda
 - 66% have lost one or more parents
- Akilah students earn incomes that are, on average, 5x higher than the national average.
- 1/3 of Akilah students are heads of their households.
- The first two classes of Akilah students graduated with an average 90% job placement.
- In 2013, Akilah received 1500 applications for 150 spots



Deep Dive Conclusion - Gender Focused Initiatives:

- Include a **community needs assessment, program design, and implementation exercise** as part of their leadership curricula at both secondary and tertiary levels
- Offer **mentorships** that are more frequent and of longer sessions in the secondary level than at the tertiary.

Networking and Collaborative Learning Programs: Context, Challenges, and Trends

Context: African youth have limited knowledge about existing leadership and networking programs and the types of opportunities available (Omidyar Network Report)

Challenge:

Youth in Africa have very limited formal mentorship opportunities at their disposal.

Young people looking for advice on starting and managing a business (or finding a job) increasingly rely on informal networks comprising of friends and family, who are not always in the best position to provide relevant technical advice or business and entrepreneurship guidance (*Omidyar Network Report*).

Trends:

There is growing collaboration between Western and African universities in order to develop leaders and entrepreneurs.

Innovation hubs and incubators have been gaining prominence in several cities as a forum for youth and entrepreneurs to collaborate, network, and build synergies.



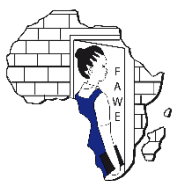
YALI Fellows

Deep Dive Networking and Collaborative Learning Program: Forum for African Women Educationalist (FAWE)

Program Characteristics:

FAWE is a Pan African non-governmental organization working in 33 African countries to empower girls and women through a gender-responsive education. FAWE was created to provide a mechanism where members could share views, exchange experiences, explore alternatives and pool their intellectual resources to advance girls' education in Africa;

FAWE uses a four pronged approach to transform girls' education and to achieve gender equity and equality in education across Africa.



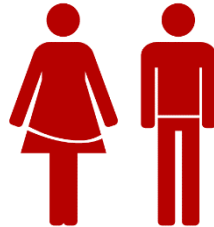
- 1 **Policy advocacy** – to influence governments and other partners to review existing educational policies and adopt strategies to achieve greater and better participation of girls' in education.
- 2 **Community advocacy** – to build public awareness of the social and economic value of girls' education so citizens themselves take responsibility and collectively work to support increasing awareness.
- 3 **Interventions** – to develop and promote models that demonstrate that contexts can be created that are conducive to girls' enrolment, continuation and successful completion of the school cycle.
- 4 **Replication and mainstreaming** – to encourage governments to adopt and generalize innovations that have demonstrated positive impact on girls' schooling.

Deep Dive Networking and Collaborative Learning Program: Forum for African Women Educationalist (FAWE)

Program Innovation and Scale:

The program uses a unique model that is highly focused on advocacy and despite being a Pan African program, the model has a strong community level and grass root approach.

The program has national chapters across many countries in Central Africa, East Africa and Southern Africa.



Project Evaluation and Outcome

FAWE Centers of Excellence has benefitted 6,500 girls and boys through improved enrollment rates, reduced teenage pregnancies and higher gender awareness among boys

Since conception, 80,000 girls and boys have benefitted from FAWE's Tuseme Model that focuses on improving girls self-esteem and reducing instances of sexual harassment

6,600 teachers have benefitted from FAWE's Gender Responsive Pedagogy training aimed at introducing equal treatment of girls and boys in classrooms and communities.

Deep Dive Networking and Collaborative Learning Program: CAMA Alumni Network

CAMA is an alumni network of CAMFED scholars who serve as benefactors and mentors to current CAMFED students

CAMA was formed in 1998 by a group of Camfed alumni. CAMA operates in five African Countries.

CAMA members are financially supporting the education of an average of 2 to 3 children.

Through CAMA's own resources, 263,655 children were financially supported to go to school in 2014.



33,111 young women and counting...

CAMA members are trained in healthcare, financial literacy, and teaching, and in turn provide training services on the same issues to their local communities

CAMA members also work as volunteers for CAMFED programs.

And through Camfed's **Learner Guide Program**, CAMA members return to their local schools, support vulnerable children in their studies, and deliver a uniquely tailored life skills and wellbeing program.

Deep Dive Networking and Collaborative Learning Program: CAMA Alumni Network

The Learner Guide Program

The Learner Guide Program complements the formal academic curriculum of local schools. It recognizes that the majority of students will embark on a path of entrepreneurship and self-employment, and helps enable young people to acquire the broad skills necessary to navigate personal challenges.



Scale: First developed in Zimbabwe, the Program has expanded to Tanzania and Ghana. The program presents a uniquely scalable model as the CAMA network of school graduates is expected to grow to more than 130,000 in the next few years.



In return for their commitment, Learner Guides gain access to interest-free loans to grow their own businesses, and a mobile technology platform through which to connect with each other.

Deep Dive Conclusions - Leadership, Networking, and Collaborative Learning programs:

- Value teachers as agents of change and promote leadership development in classrooms and communities through **teacher trainings** in addition to direct youth training.
- Leverage **existing pools of motivated alumni and experienced individuals** to help support marginalized youth in local communities and provides access to finance as incentives

Skill Development Programs: Context, Challenges, and Trends

Context: Entrepreneurs are among the top drivers of job creation for young people in SSA accounting for nearly 36% of new jobs (Djembe and Forbes Insights, 2015)

Challenge:

In a labor market survey administered in 36 African countries, **54% found a mismatch of skills between youth job seekers and employers** (Africa Economic Outlook, 2012).

African entrepreneurship is central to Africa's prosperity yet **entrepreneurs continue to face significant domestic challenges that impede their efforts**, including a lack of access to funding, support services, and business skills training.

Trends:

There is growth in private sector involvement in skills and entrepreneurship training programs

Traditional skills development models are evolving and there is a growing focus on wrap-around, holistic, programs, with a soft skills development focus.

Deep Dive Skills Development Program: Educate!



Organization Basic Facts

- Year Established: 2009
- Countries of Operation: Uganda
- Mission: To develop young leaders and entrepreneurs in Africa
- Organization Type: International nonprofit

Program Description:

Educate! provides scholarships to high performing students from underprivileged backgrounds. In addition, the 40 scholars in each school receive direct mentorship, entrepreneurship, and leadership training. In their last two years of secondary school, student groups are encouraged to start a business with guidance from a mentor.

Program Components Include:

Leadership and Entrepreneurship Training:

Trained mentors provide entrepreneurship, leadership, and workforce readiness training to 40 selected scholars over the course of a year-and-a-half.

Mentorship:

Scholars receive guidance on overcoming challenges they face in starting enterprises and community initiatives as well as in their personal lives. Mentors connect students to advisors and resources in the community.

Practical Experience Starting an Enterprise:

Students gain experience starting an enterprise. Through Student Business Clubs, scholars are taught to leverage available resources and solve local problems.

Teacher Training:

Educate!'s mentors are trained to teach effectively using student-centered teaching methods. Mentors (many of whom are Educate! graduates) receive continuous training, network opportunities, and stipends for their ongoing businesses.

Deep Dive Skills Development Program: Educate!



Program Innovation and Scale:

Educate! is working aggressively to integrate their model into the national education system.



Women
graduates

120% income increase

152% business ownership
increase

208% more likely to lead a
community project

Program Evaluation and Outcome:

- Educate! is one of the few secondary school programs in Africa that undertook an extensive Randomized Controlled Trial (RCT). The RCT was conducted by Educate!.
- RCT findings confirmed an income rise for program graduates, an oversized impact on girls, and increased employability and transition to secondary education.

	Increase in annual Income	Increase in % who Own a Business	Leadership Increase in % with community project
Educate! Impact on All Scholars Control vs. Treatment	<p>Educate! Grads earned \$173/year more</p> <p>Control = \$165/yr. Educate! grad = \$338/yr.</p>	<p>64% Increase</p> <p>Control = 31% own biz Educate! grad = 50.7% own biz</p>	<p>123% Increase</p> <p>Control = 16.4% own biz Educate! grad = 36.5% own biz</p>
Educate! Impact on Girls Control vs. Treatment	<p>Educate! Female Grads earned \$200/ year more</p>	<p>152% Increase</p>	<p>208% Increase</p>

Deep Dive Skills Development Program: Go for Gold



Overview

Go for Gold is an innovative public-private partnership that recruits and prepares disadvantaged youth for careers in the construction sector through an integrated 4-phase program. It provides tutoring at the high school level, followed by an internship, and sponsored training in the industry, with guaranteed employment within the construction sector following graduation.

Location: South Africa

Target Population: Secondary level school youth

Established: 1999

Program Components

- 1 **The high school phase** spans two years during which students attend weekly after-school tutoring sessions in mathematics and physical science. Training on ICT and life skills are also a part of the curriculum.
- 2 **Structured gap year:** Go for Gold partners with corporate companies in the construction sector to employ grade 12 graduates for a one year period. Participants also receive mentorship and career guidance.
- 3 **Tertiary education:** If participants meet the academic, performance during their gap year, they are provided the opportunity to attend a selection of tertiary education institutions
- 4 **Employment Phase:** Once Go for Gold program participants have completed their tertiary education and received their qualifications, they are employed by the partner companies.

Deep Dive Skills Development Program: Go for Gold



Innovation and Scale

The program's unique four-phase system bridges intensive apprenticeship and hand-on training with a comprehensive curriculum that promotes self-confidence, motivation, and effective communication.

Go for Gold has rapidly scaled since 1999 when Neil Muller Construction was the only industry partner. Today, Go for Gold has 26 partners.

Go for Gold is also exploring expansion into different industries and developing partnerships with more companies in South Africa.

Program Evaluation and Outcome

Since 1999 the program has benefitted 400 students.

Results shared by the program confirm that 79.6% of all Go for Gold students achieved a Bachelor pass and 99.3% of all go for gold students achieved NSC PASS (High School).

No impact evaluation has been conducted to measure the long term outcomes of Go for Gold.

Deep Dive Conclusions - Skill Development Programs:

- Work closely with the **private sector, government, and employers to ensure skills match employer requirements.**
- Provide hands-on, practical, experiences in business development that run in parallel with close mentorship.

Summary: Deep Dive Approaches

Deep dives show that programs adopt a variety of approaches to foster leadership and entrepreneurship. A summary of these approaches are found below:

Post-Conflict and Crisis programs:

- Incorporate heavy emphasis on **policy reform to improve the business climate.**
- Focus on **improving youth representation in politics and assisting them in being active and contributing members of society.**

Gender Focused Initiatives:

- Include a **community needs assessment, program design, and implementation exercise** as part of their leadership curricula at both secondary and tertiary levels
- Offer **mentorships** that are more frequent and of longer sessions in the secondary level than at the tertiary.

Networking and Collaborative Learning programs:

- Value teachers as agents of change and promote leadership development in classrooms and communities through **teacher trainings** in addition to direct youth training.
- Leverage **existing pools of motivated alumni and experienced individuals** to help support marginalized youth in local communities.

Skill Development programs:

- Work closely with **private sector, government, and employers to ensure skills match employer requirements.**
- Provide hands-on, practical experiences in business development that run in parallel with close mentorship.

Summary: Major Trends in Leadership and Entrepreneurship Programs

Analysis of the 61 programs indicate 3 broad trends in African leadership and entrepreneurship programs.

1

Countries have established national youth policies and related programs

Examples include: Ghana's National Youth Policy (2010) and South Africa's National Youth Policy (2015-2020).



2

There is greater emphasis on adopting a Pan African approach

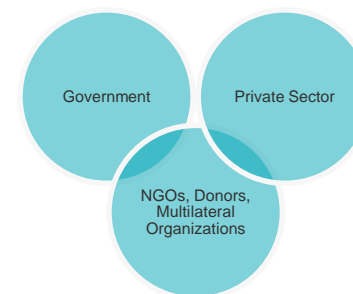
More than 15 percent of programs profiled in our study had a Pan African focus



3

Programs Involve Multiple Partners

Even though implementation is often managed by nonprofits, programs usually feature collaborations and involvement with multiple stakeholders.



Conclusions: The leadership and entrepreneurship landscape is vibrant

Project
Objective

Methodology

Context and
Background

Summary
Statistics

Deep Dive

Conclusion

- Our study shows that the leadership and entrepreneurship landscape has never been more vibrant in Africa. National governments, policy makers and multilateral and international development organizations all consider leadership and entrepreneurship training an important vehicle to leverage Africa's growing youth population.
- African youth not only have a higher propensity for entrepreneurship than their counterparts in other regions of the world, they also have a higher positive perception and attitude towards entrepreneurship.⁵
- Findings from the ecosystem analysis reveal that programs are increasingly using multi-stakeholder approaches to tackle specific challenges at the secondary and tertiary level, and are fostering leadership and entrepreneurship skillsets to support the school to work transition.



*Lagos, Nigeria.
Sub-Saharan
Africa's largest
city*

Conclusions: Broad, system-focused levers may catalyze greatest impact



Within this vibrant setting, opportunities still remain to further strengthen the ecosystem.

The context of leadership and entrepreneurship development programs in Africa is marked by:

1. A rapidly growing population, and
2. High youth unemployment, inequality, and corruption.

Levers that hold the greatest potential to catalyze impact and address the above challenges **adopt a broad, system approach to instill lifelong learning.**

First, multi-stakeholder solutions offer greatest potential for large scale systemic change. Programs that combine engagement with multiple stakeholders such as the government, business community, CSOs, and donors, with advocacy for broader economic reform are especially promising in addressing high youth unemployment, inequality, governance, and corruption issues. Multi-stakeholder solutions can also help build scale and reach.

Second, an emphasis on lifelong skill development is crucial in order to build transferable skills and prevent youth from being vulnerable to market and economic shocks. Holistic models combine soft skills development such as communication, leadership, and confidence with more targeted approaches such as business development and financial literacy.

Conclusions: Appropriately designed program- focused approaches also hold promise



At the program level, lessons from direct service delivery oriented approaches show the importance of designing relevant mentorships and investing in teacher training in order to foster leadership and entrepreneurship.

Examples of promising approaches at program level include:

1. Highly contextualized and relevant mentoring practices.

This provides students with relatable role models, and practical, hands-on guidance to help build confidence and other soft or hard skills development.

2. Investment in teacher training to ensure appropriate learner-centered pedagogy to maximize youth skill development.



Three key components must be considered when supporting delivery oriented models in order to boost their potential to evolve to broader, system-wide solutions :

- 1. Scalability** – assessment of the potential to increase reach and expand rapidly
- 2. Impact**– demonstration of a strong Theory of Change or evidence of positive impact evaluation results
- 3. Cost-effectiveness** – to ensure high value for money

Conclusions: Priority areas for further support revolve around ensuring inclusive education and Pan-African joint learning



- Although great strides have been made to raise gender parity among youth and young entrepreneurs, very few leadership and entrepreneurship programs target disabled and marginalized youth. Signification potential exists to **better target marginalized demographics** to increase their livelihood opportunities.
- Support for **alternative and non-traditional leadership models** for building and encouraging entrepreneurship could be encouraged to support adult learners, part-time students, and school drop-outs.
- Pan-African and regional leadership and entrepreneurship programs should continue to **collaborate and share lessons learned** with one another - and with national programs - in order to scale and spread effective approaches that develop confident, resourceful, and conscientious youth.



*Sunrise in the
Serengeti,
Tanzania*

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Annex: List of programs by category

Cross Sector Programs

1	Kenya Climate Innovation Center (KCIC)
2	East Africa Climate Innovation Network (EACIN)

Financial Inclusion and Economic Growth

1	Uwezo Fund
2	Youth Development Fund

Post-Conflict and Crisis Programs

1	Iftiin Foundation
2	War Child Canada
3	SPARK

Gender Focused Initiatives

1	Organization for Women in Self-Employment (WISE)
2	Akilah Institute
3	Advancing Girls' Education in Africa (AGE Africa)
4	Safe Spaces
5	Akili Dada
6	She Leads Africa
7	African Women's Entrepreneurship Program (AWEP)
8	The Girls Foundation of Tanzania
9	AkiraChix Training Program

Annex: List of programs by category

Second Chance Programs	
1	Youth Ready
2	Good Work Foundation

Global Tertiary Education Programs and Collaborations	
1	Harvard African Entrepreneurship Program
2	Babson Rwanda Entrepreneurship Center
3	Harambe Alliance
4	Kepler
5	The Tony Elumelu Foundation Entrepreneurship Programme
6	Sinapis

Regional, Networking and Collaborative Learning	
1	Trailblazers
2	African Leadership Academy (ALA)
3	African Leadership University (ALU)
4	African Leadership Network (ALN)
5	MasterCard Foundation Scholars Program
6	Young African Leaders Initiative (YALI)
7	Ashesi University
8	Educate!
9	Future First Global

Annex: List of programs by category

Regional, Networking and Collaborative Learning	
10	CAMA Network
11	Pan African Leadership Foundation
12	Forum for African Women Educationalists (FAWE)
13	Young Leaders Program

Skill Development Programs	
1	Stand Tall Education Network
2	JumpStart Program
3	M.C.E Uganda
4	Spire
5	Young Enterprise Education in Schools (YEES!)
6	Maharishi Institute

Skill Development Programs	
7	Youth Innovation Partnership (YIP)
8	Uganda Rural Development and Training Programme (URDT)
9	Career Planet
10	Global Minimum
11	STIR Education
12	RLabs
13	WAVE
14	Ikamvayouth
15	Asante Africa Foundation - Leadership and Entrepreneurship Incubator (LEI)

Annex: List of programs by category

	Skill Development and Entrepreneurship Training
16	Harambee - Youth Employment Accelerator
17	Go for Gold
18	Cisco Systems' Networking Academy
19	Imagine Scholar
20	Sawa World Solution Centre
21	Junior Achievement South Africa
22	Youth Entrepreneurship Programme
23	MEST Incubator program
24	The Raymond Ackerman Academy of Entrepreneurial Development