

# Youth Strategy 2024-2027:

Realities, Voices, Aspirations and Transitions



FOR WANANCHI

# NCCK

NATIONAL COUNCIL OF CHURCHES OF KENYA



Dr. Katindi Sivi  
Afri-futurist

## Background



- Strategic Foresight and Strategic Business Leadership (PhD)
- Organizational development
- International relations

## Work experience

- Research, policy analyst
- Futures Strategist and Foresight trainer
- Adjunct lecturer

# Background

- Africa has been experiencing a bulging youth population (i.e. 15-34)
- The rapid growth rate of youth has exponentially increased the working age population, outstripping the no. of jobs created, and causing acutely high unemployment.
- This is an urgent policy making concern.





# Some facts

200%



Growth rate of the labour force between 1999 and 2009 (Doubled)

150%



Growth rate of labour force by 2030

214%



Growth rate of labour force by 2045

300%



Growth rate of labour force by 2060

# Some facts



70%



Of all working force is aged btwn 15 - 34

85%



Of all unemployed people are aged btwn 15-34

800,000



Annual increase of university graduates to the job market

<100,000



Annual absorption into the job market through formal employment

# X2 higher

Unemployment levels  
among women that  
male counter[parts].

More  
disadvantaged

- PWDs &  
people in rural areas



# Policy responses

Youth unemployment, is framed as a form of social exclusion of the youth from productive opportunities

01

SDG 8: sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all

---

02

AU declared 2009–2018 the Decade of Youth Development in Africa to accelerate youth empowerment for sustainable development

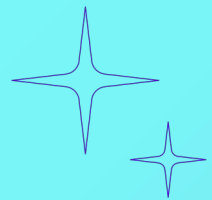
---

03

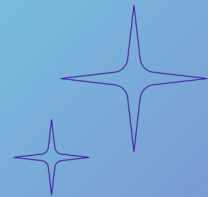
KE Constitution – provides for the right to equal opportunities in political, economic, cultural and social spheres: Art 27(6) obligates the state to take legislative and other measures, including affirmative action pro- grams and policies

---



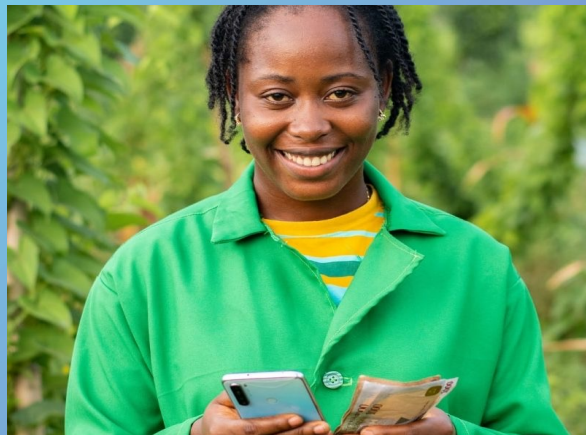


# Affirmative action programming & approaches



## Entrepreneurship track

Synonymous with an easy to enter, small capital base, often survival retail trading that is not viable or value-adding innovative businesses that create other opportunities



## Financing track

Provides very minimal, unviable risk capital for start ups that would not otherwise be funded through formal lending channels.



# Assumption



1. Policy makers imagine a high labour intensive sector to absorb high numbers of unemployed youth
2. However, they design policies and support youth programs whose aim is to develop micro, informal Household Enterprises (HEs) that mostly deal with some form of merchandising

# Reality

- Market dynamics do not allow these small low productivity micro-businesses to make enough sales to grow, and to employ more people
- They are survivalist, 'necessity' types of enterprises serving to sustain household livelihoods at reasonably low levels
- Innovation was 3.5 times more in medium enterprises and two times more in small enterprises than in micro businesses across the board,





## Some facts

>90%

Of loans are not paid

75%

Of businesses close within 2 years

75%

Proportion of MSMEs that are unlicensed

25%

Proportion of MSMEs that are licensed



## Some facts



Most unlicensed businesses were micro, informal and predominantly owned by:

- People with primary education
- Women (x2 more women than men)

X 1.5

The number of times women owned businesses shut down more than male owned businesses

81%

Female owned micro enterprises account for employment in MSME's; they attracted x2 more women than men

77%

Proportion of youth employed permanently in informal micro enterprises

A woman wearing a striped headscarf and a white polka-dot top stands in a market stall. She is surrounded by various goods, including tomatoes in blue tubs and trays, and packaged products like 'Ami' and 'BIG5'. The stall has a wooden frame and a corrugated metal roof. The background shows other market stalls and a person in a blue shirt.

# Response to the inequalities

- Affirmative action interventions

# Effects of informality

- Differential access and control over productive resources like education and employment
- Access to credit and cash income are major underlying sources of inequalities between male- and female-owned businesses.

# Youth voices



# Community centers



**90.4%**  
(347)

**Physical Space**

**9.6%**  
(37)



**Digital Platform**



# Youth strategy

# Love

- God
- Self
- Neighbour

## • Discipleship

## • Dominion

- Be fruitful
- Multiply
- Replenish
- subdue

# Shalom



1. Guiding  
principles



# NCKK values



Multi-dimensional and interconnected life cycle approach of opportunity structures

- Opportunity to earn and accumulate wealth
- Opportunity to act meaningfully to pursue one's goals, and pursue quality life
- Advance equality of opportunity [and equity of outcomes]
- Expand capabilities through health and education

# Values by young people



■ Hard working , 15



■ Trainable, 6



■ Trustworthy , 6



■ Perseverance, 10



Qualities

■ Ready to work in groups , 6



■ Entrepreneurial mind , 13



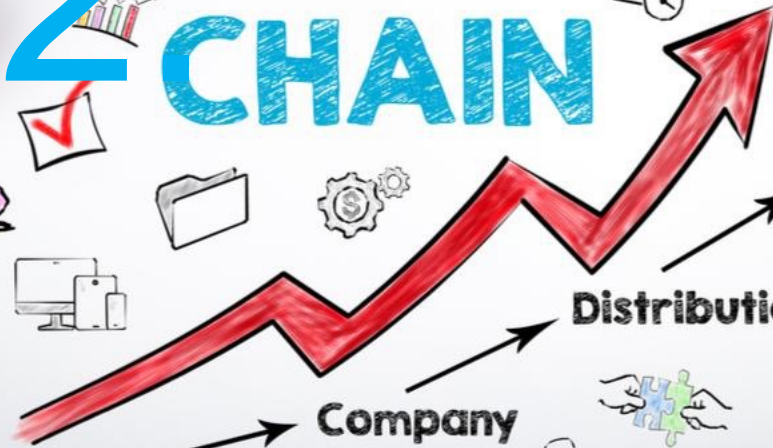
■ Not heavy drinker or drug abuse, 5



■ Economical , 9



# 2 VALUE CHAIN



Supplier

Company

Distribution

Customer

Search



Sports



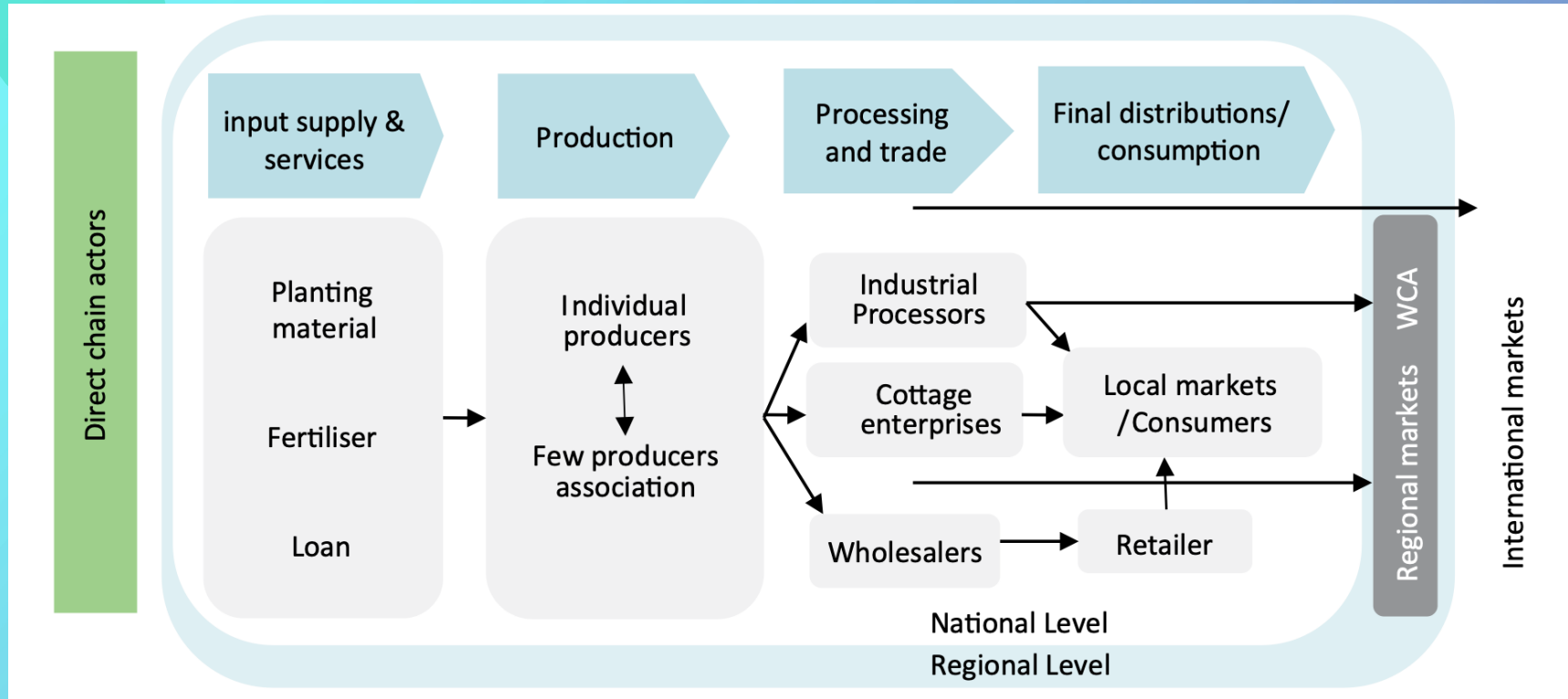
ICT

Highest youth  
employment  
sectors



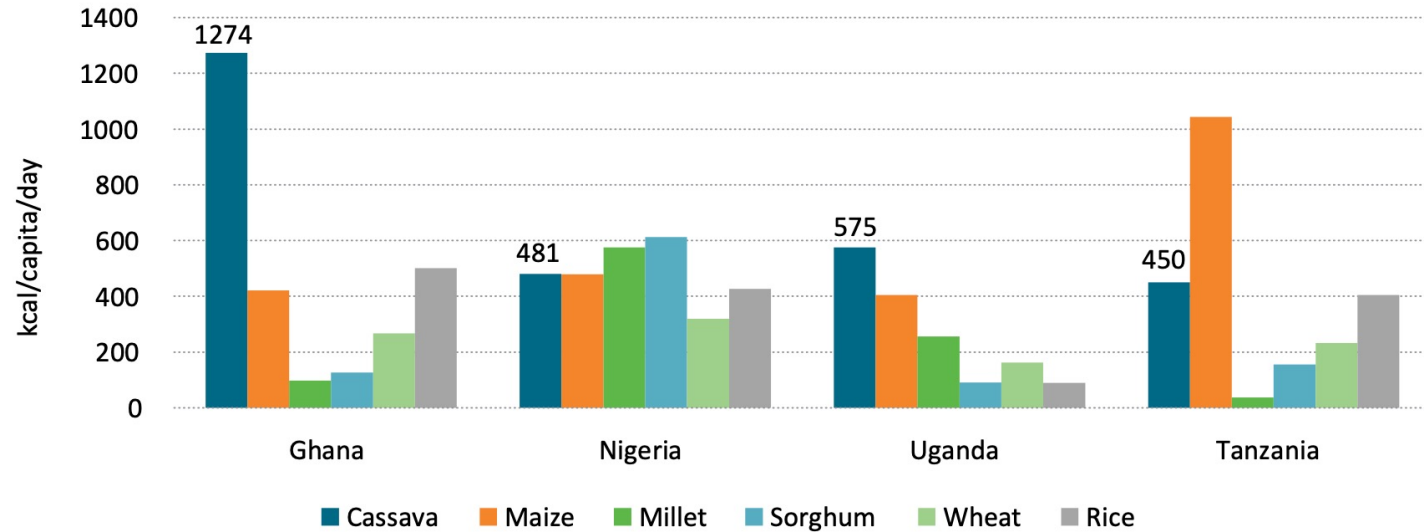
Agriculture

# Cassava value chain



# Cassava demand

**Figure 2:** Major food crop consumption (kcal per capita), 2007–2009



# Uses





Ugali



Snacks



Pastries



Flour = KES 250 per 500g

# Food products



Animal feed



Alcohol



# Industrial

Ethanol is a renewable fuel that is widespread, and more than 98% of gasoline in the U.S. contains some ethanol.



Used as a topical agent to prevent skin infections, in pharmaceutical preparations (e.g. rubbing compounds, lotions, tonics, colognes), cosmetics, and in perfumes.

# Industrial

Soap



Plywood



Textile



Starch

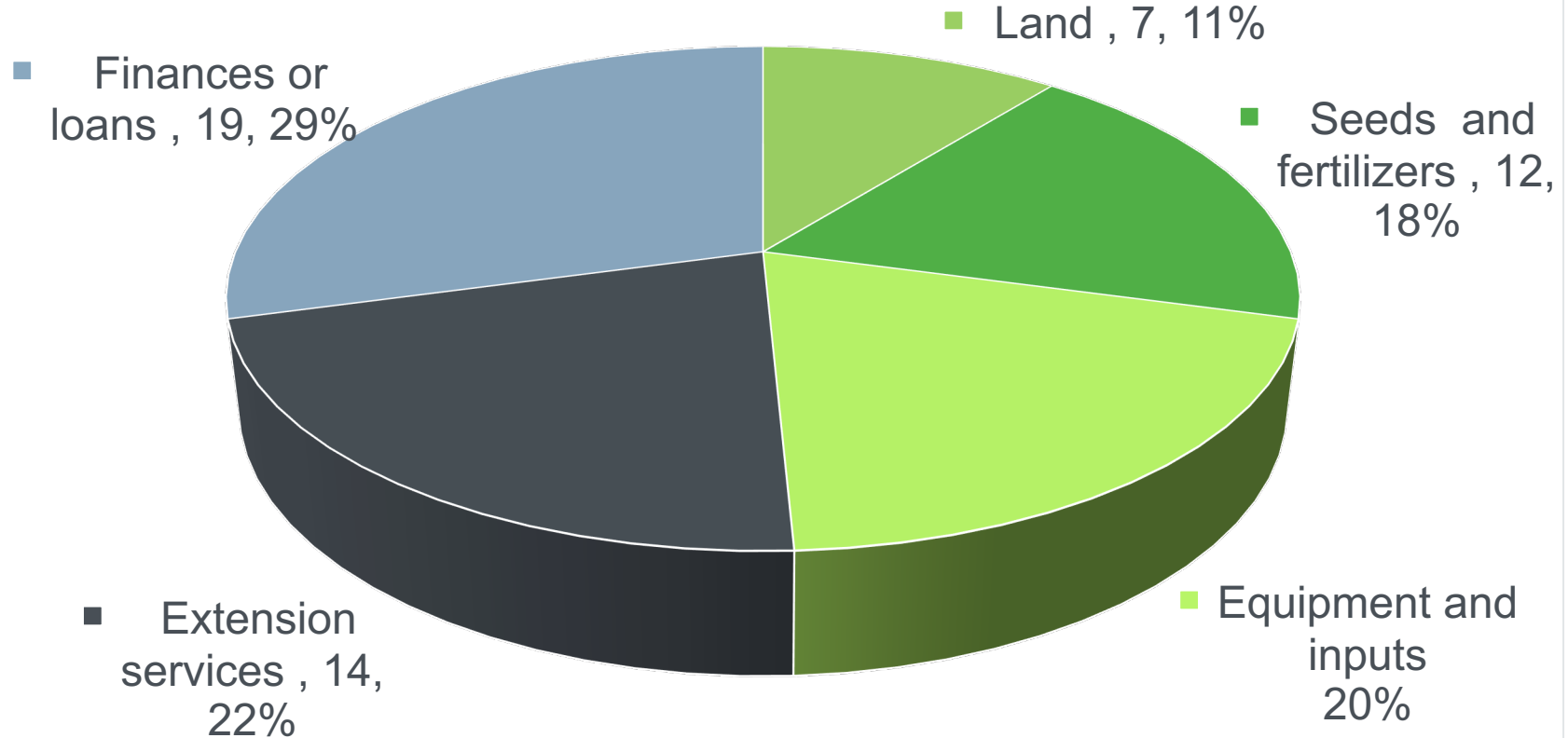




# Aggra programme

- Targeted 135,238 smallholder households in Kenya, Uganda and Tanzania.
  - 40 million cassava cuttings were sowed, value addition through processing of cassava flour for food security, and employment created for youth and women.
  - Twelve formal and ten informal markets with sixty traders were also identified and linked to the CVs.
  - Made sales worth USD 41,641,960 of cassava products
- 

# Resources needed to succeed in the dry lands

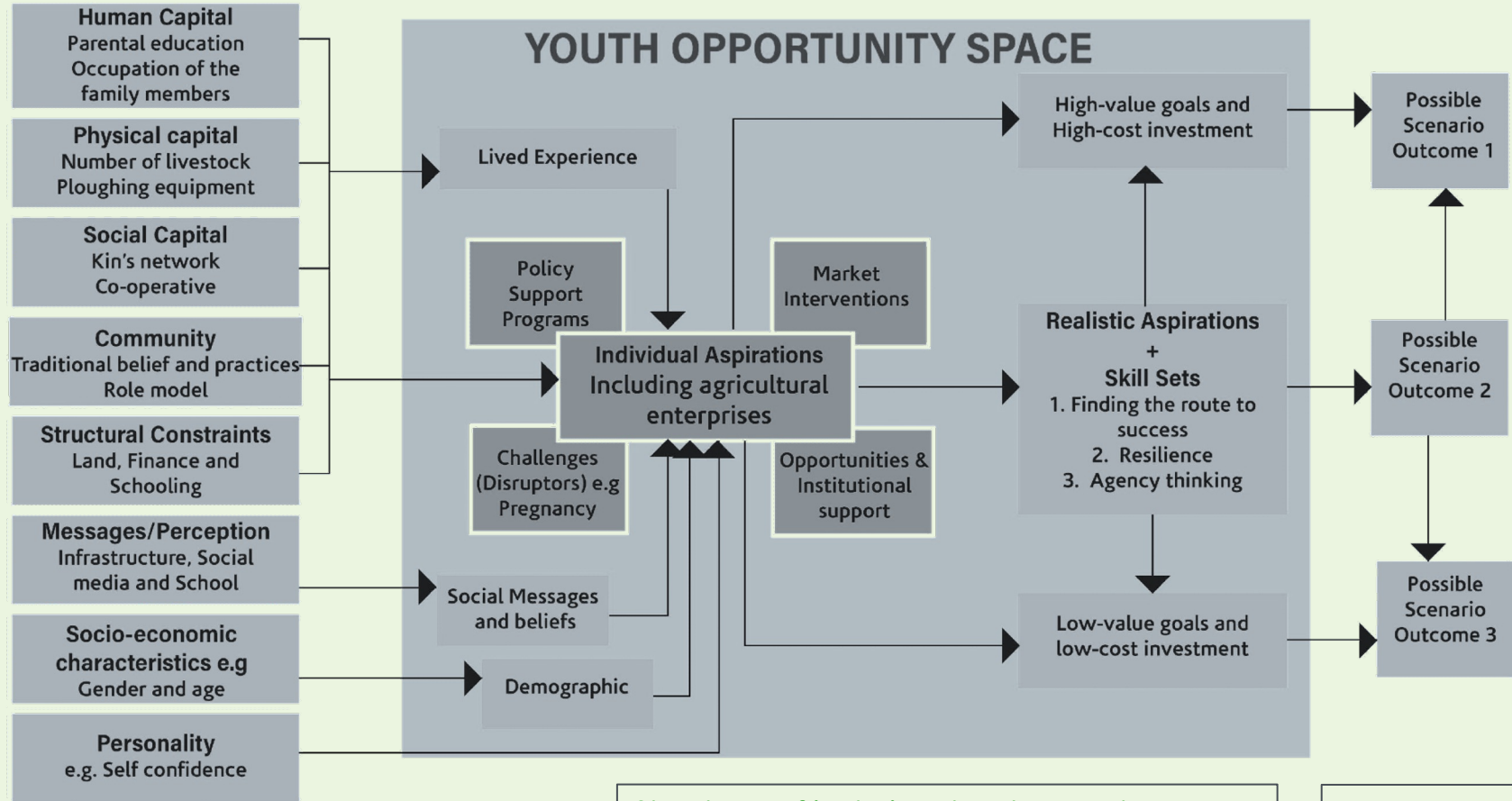


# 3. Engage the ecosystem of opportunity structures



## DEVELOPING ASPIRATIONS

## ACHIEVING ASPIRATIONS



Multi-dimensional, interconnected & encompass life cycle approach

Structures of inclusive development – infrastructure, economic re-structuring, occupational structures & welfare structures

Building dignity, equity, resilience

# 4. Partnerships to ensure conducive environments



**Provision of public complementary assets** e.g. public goods such as infrastructure



**Factor conditions / specialized production factors** e.g. skilled workforce



**Facilitator of a stable macroeconomic environment** e.g. inflation, low interest rates



**Demand conditions** e.g. Purchasing Power Parity



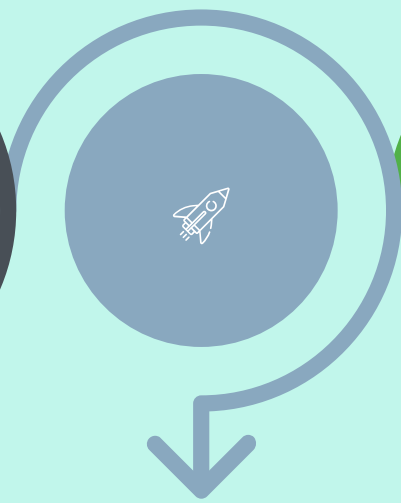
**Related and supporting industries** e.g. in japan suppliers, complementors, buyers, and competitors located in the same region can also help local firms to innovate better.



**Positive and negative externalities** e.g. a school raises the value of houses in the neighbourhood while pollution from a plant raises cases of infections



**Financial rewards** (E.g. through Initial Public Offering)



**Support for entrepreneurial activities**



**A culture that tolerates failure**  
e.g. in Silicon Valley  
bankruptcy is seen almost as a sign of prowess



**Presence of coopetitors** to obtain some of the information & other resources that it needs to create and appropriate value

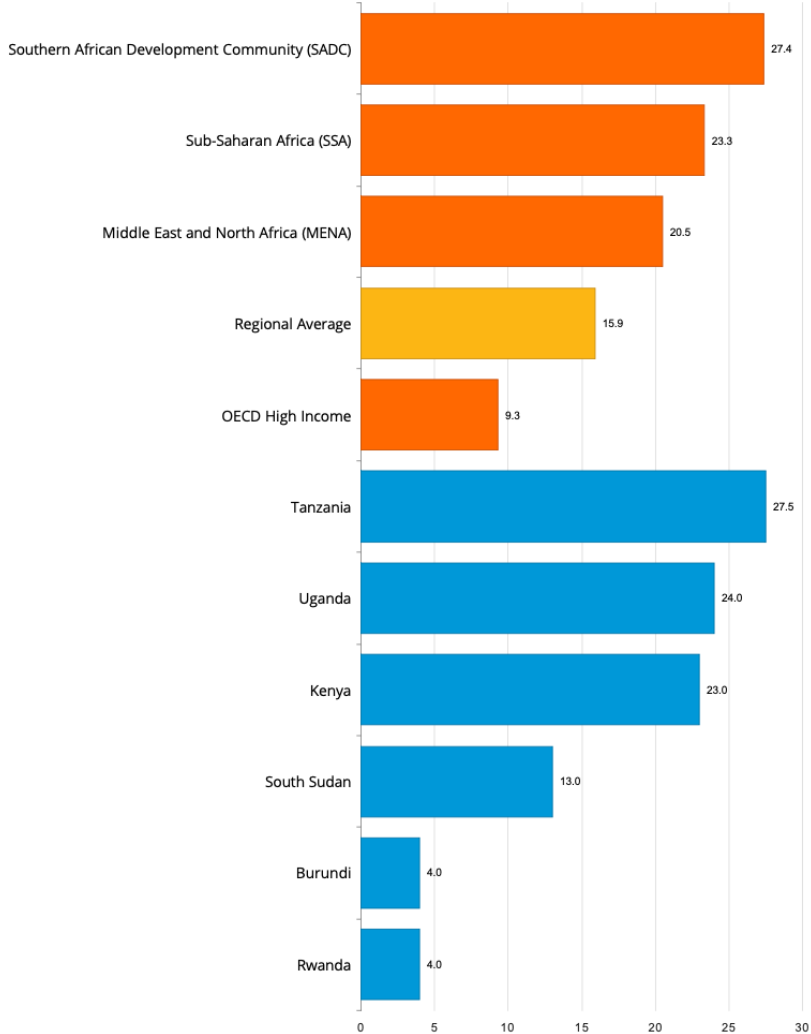


**A procreative destruction environment**  
i.e. a system that encourages competition like free markets



# Ease of doing business





No. of days it  
takes to start  
a business



# 5. Specialization

## Japan's industry clustering model

Geographic concentrations of interconnected companies and institutions in a particular business field (Porter 1990, 1998). Each cluster varies greatly in terms of key features such as geographic locations, products, functions, and patterns of inter-firm linkages.

### Based on

Historical circumstances, prior existence of large manufacturers, prior existence of supporting industries, prior existence of related industries in neighbouring geographic areas, reduction in transportation costs, regional government policy, and technology transfer.



# Advantages

1. Creating localized industries & aid the self-sufficient expansion of local industries.
  2. To maintain competitive power in global markets, through:
    - Specialization
    - Procurement
    - Diffusion of technology
    - Public policy support
    - To leverage on Skills & capabilities of manufacturers and suppliers that complement each other
-

# Other similar business models

Fruitfulness, multiplication, replenish, subdue, dominion

## 1. Jews

- Education- Aga Khana schools
- Health -

## 2. Somalis

- Media – Nation media group
- Hospitality – Serena

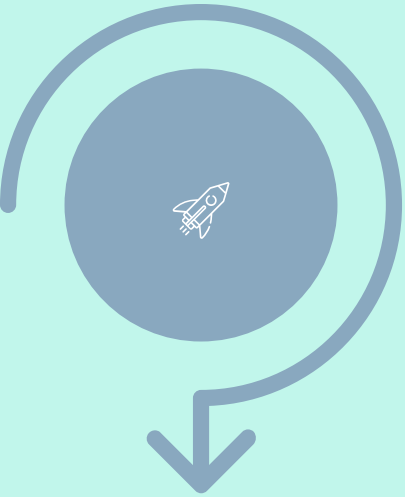
## 3. Ismaili's – control 11% of GDP

- Manufacturing - Farmers choice
  - Leather
  - Insurance
  - Banking
-

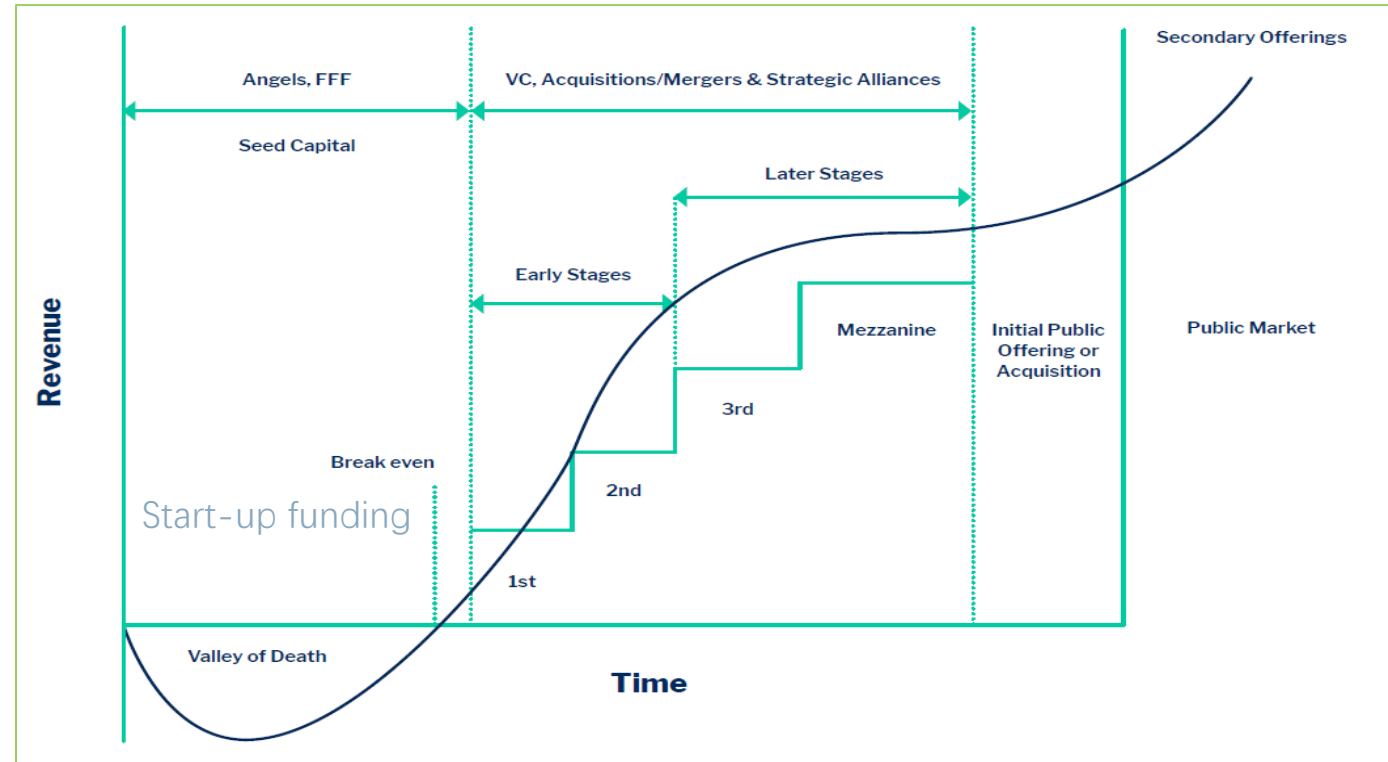
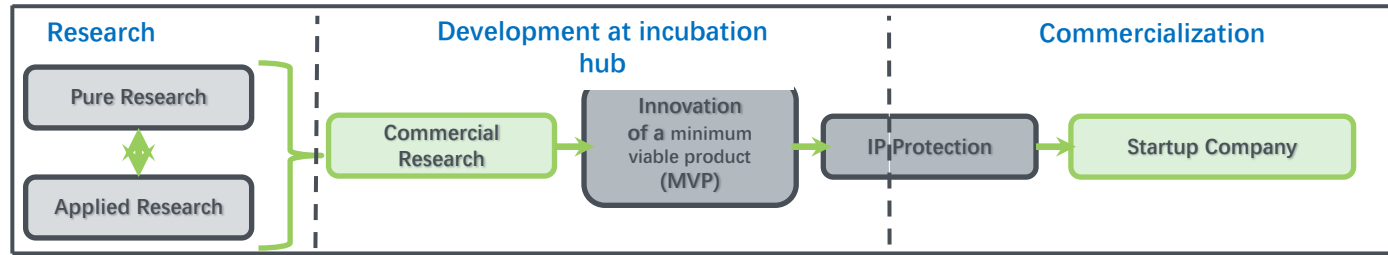
# What success looks like

- Within one year, 100% of our youth are in employment and entrepreneurship
- By end of year 2, 100% of our youth entrepreneurs are still in business
- Increase in youth owned and managed enterprises
- Enterprises pass the startup phase by end of year 5

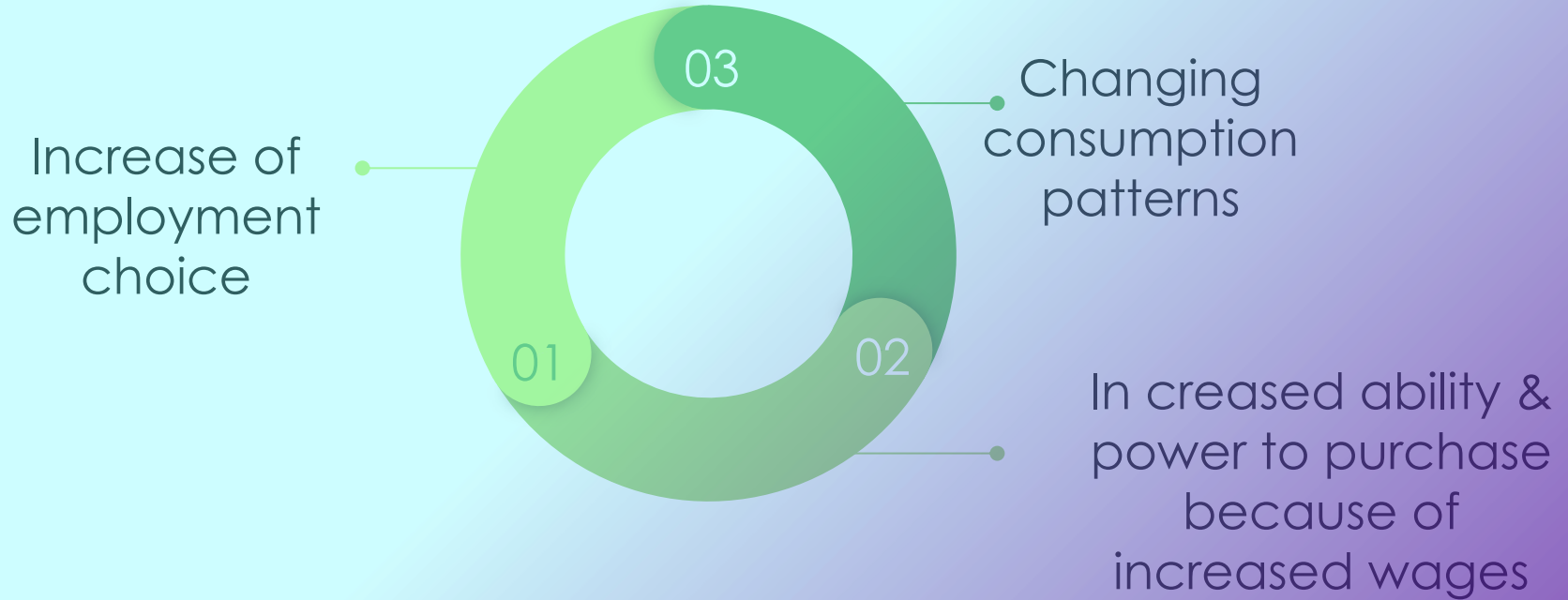




# Support for entrepreneurial activities



# Outcome



Linking labor with other macro-economic policies to deliver pro-poor outcomes through tariffs, exchange rate, and taxation





*Thank you*