Youth Labor Market Assessment

North Eastern Province, Kenya

A study of market opportunities & workforce needs for youth

February 2010

Prepared for

This study was prepared by EcoVentures International for Education Development Center for USAIDs' EQUIP III G-Youth project in Garissa Kenya.

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EcoVentures International supports the development of sustainable enterprise opportunities through conducting market development studies, developing experiential training curriculum, and supporting community enterprise development strategies, with a particular focus on youth.

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DISCLAIMER

The author's views expressed in this publication do not necessarily reflect the view of the United States Agency for International Development or the United States Government.

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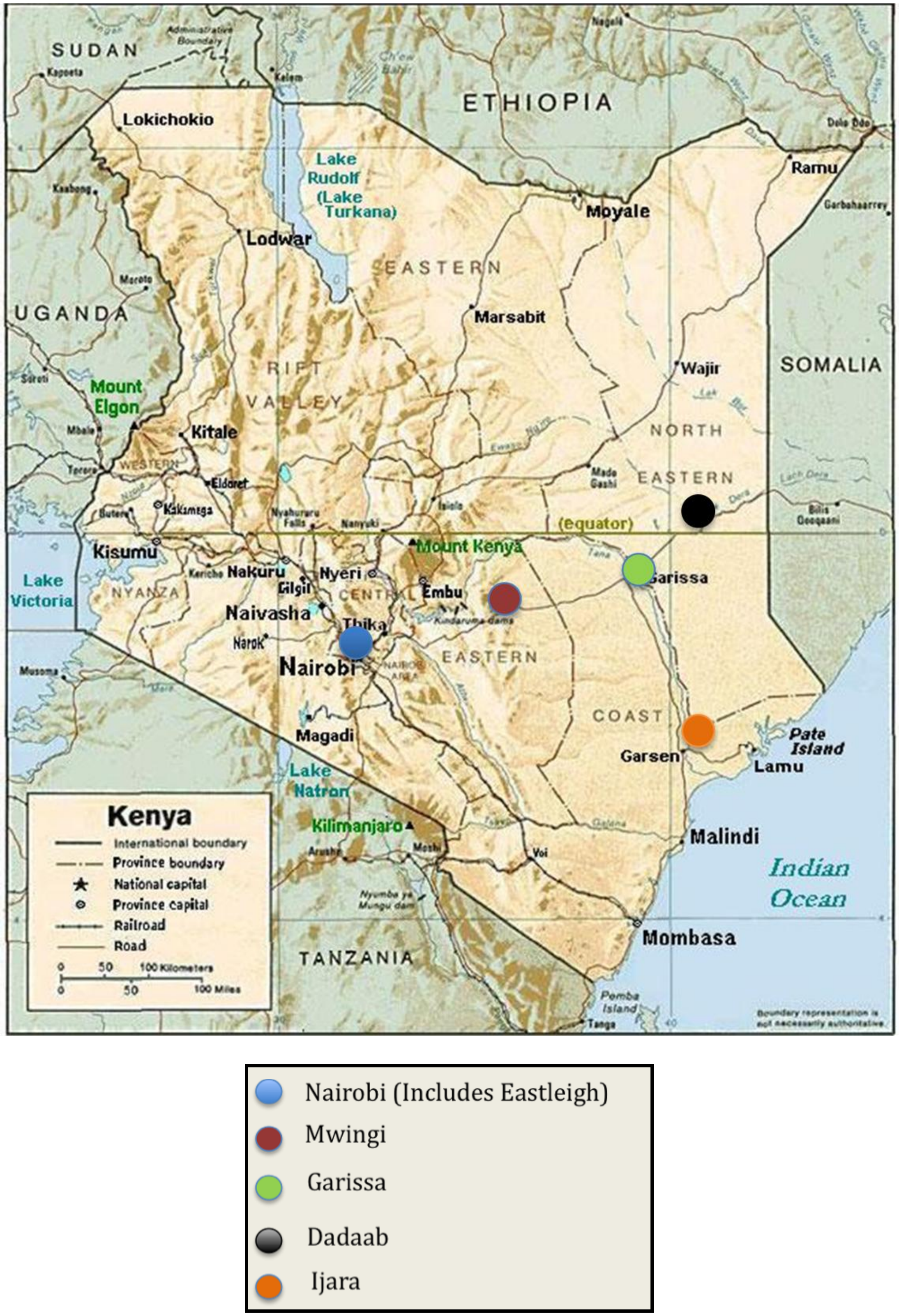
i. TABLE OF CONTENTS

PART III. RECOMMENDATIONS FOR OPERATIONALIZING ASSESSMENT FINDINGS

ii. LIST OF ACRONYMS

EDC	Educational Development Center
EVI	EcoVentures International
G-YOUTH	Garissa Youth Project
ICT	Information and Communication Technology
NEP	North Eastern Province
NEP-TTI	North Eastern Province Technical Training Institute
NGO	Non Government Organization
USAID	United States Agency for International Development

iii. MAP OF STUDY SITES



1. EXECUTIVE SUMMARY

USAID's Garissa Youth Project (G-Youth Project) in Kenya's North East Province is designed to respond to the needs and assets of Garissan youth by providing market-driven, age-appropriate and sustainable workforce & enterprise development support to advance youth livelihoods.

Environmental and political instability have exacerbated the challenges facing Garissan youth, which include lack of quality and lack of availability of formal education, extreme poverty, and lack of access to employment and self-employment opportunities. Opportunities for practical job training and formal employment in this region are scarce, and youth have been unable to access adequate or appropriate resources for engaging in enterprise and further education.

With few structured opportunities for healthy socializing or the ability to recognize and access viable employment or education opportunities, local communities have seen youth increasingly begin to engage in dangerous behaviors. Drug use and sexual promiscuity are rampant. School dropout rates are high, particularly among female students, who often marry far older men in order to reduce the financial burden on their own families. It is widely recognized that religious extremists, recruiting for terrorist cells, are targeting vulnerable youth in these areas, promising stability and alluring financial returns.

The G-Youth Project, managed by the Education Development Center (EDC), aims to address these issues and provide Garissan youth with guidance to identify appropriate and sustainable employment opportunities. The G-Youth Project empowers youth to make sound career and life decisions as they transition from high school to the next phase of their lives. The project builds the capacity of local institutions and networks to sustain the much-needed services that G-Youth will provide. In partnership with the Ministry of Higher Education, Science and Technology (MoHEST), EDC is, amongst others, specifically working to strengthen the institutional capacity of the North Eastern Province Technical Training Institute (NEP-TTI).[1]

EDC contracted EcoVentures International (EVI) to conduct a labor market assessment in identified priority areas of rural and peri-urban Kenya, with the objective to understand the labor market conditions, identify immediate employment and self-employment opportunities for youth, and the skills and support needed by youth to be able to respond to these.

EVI is a non-profit organization specializing in market development and support services around environmental enterprise opportunities for specialized target groups worldwide. One of EVI's primary focus areas is on youth engagement in market-driven, contextually-appropriate, and environmentally sustainable livelihood activities. EVI conducts labor market assessments on viable, rural livelihood opportunities for communities and youth, designs sustainable enterprise programs, and delivers microenterprise, organizational capacity building, and professional development trainings. Using contextual data collected during secondary desk research and primary field assessments, EVI designs training frameworks targeting implementing partners and affiliated technical training institutions working on youth enterprise development programming.

[1] The only government technical training institute the North Eastern Province (NEP), NEP-TTI offers a range of vocational certificate courses (such as motor vehicle mechanics, masonry, plumbing), artisan courses (welding and fabrication, garment making), a computing diploma, and certificate courses (information technology, computer studies).

The geographic focus of this assessment is Garissa in Kenya's North Eastern Province, with secondary study sites of Mwingi, Ijara, Dadaab, Nairobi proper, and the community of Eastleigh in Nairobi. These secondary sites were included for their geographic proximity or economic connections to Garissa, and hence the opportunities outside of Garissa that they could potentially provide for Garissan youth.

The study included initial extensive reviews of regional reports, statistics, and strategic plans published by the Government of Kenya and Non Government Organizations (NGOs), as well as current events and news reported by national and international news sources. An innovative methodology of monitoring social media sites was used in order to gain a youth perspective of the local context. Preliminary, long-distance key informant interviews were conducted with contacts identified through the desk research, leading to the development of an initial list of current and emerging sectors operating in the study areas.. These interviews informed the development of the field research agenda, which was conducted in December 2009.

Beyond investigating those sectors that are known to be competitive and growing, EVI applied additional filters in order to ensure that opportunities in each sector were youth-appropriate. Youth-friendly economic growth sectors are age-appropriate; have medium to high growth opportunities; and are geographically, socially and culturally relevant; require limited capital; are value-added to initiatives youth (and/or their households) are already familiar with; have viable market potential; and are environmentally sustainable. Finally, as the North Eastern Province in Kenya faces dire environmental fragility due to the effects of climate change, special emphasis was given to those economic sectors that either reduce environmental vulnerability or expand resource security.

Based on this initial assessment process, the following sectors were identified as offering the most relevant, age-appropriate and sustainable employment opportunities for youth:

Table 1: Preliminary Economic Growth Sectors of Interest

Sectors Assessed	
Professional Services	ICT
Agro-forestry	Livestock and By-products
Agro-processing	Personal Services
Hospitality	Textiles
Construction	Tourism
Energy	Transport
Household Goods	Waste Management
Horticulture	Water

The field research component of the youth labor market assessment was designed to narrow the scope of economic growth sectors and pinpoint accessible youth entry points into those sectors. Field research was conducted in cooperation with senior G-Youth Project staff and officials from the Ministry of Higher Education, Science and Technology (MoHEST). In addition to this study, EVI provided the G-Youth Project and their partner, the North Eastern Province Technical Training Institute (NEP-TTI), with specialized training on how to operationalize the findings in a way that empowered them to take immediate action to integrate those findings into their project work and decision-making.

The field assessment process included interviews and surveys with youth, local and national business leaders, local government and NGO representatives, entrepreneurs and national policymakers. As a result, the preliminary list of economic growth sectors was narrowed to the following sectors determined to have the capacity to support immediate, medium-term and long-term opportunities for youth employment and enterprise development:

Table 2: Final Economic Growth Sectors of Interest

Sectors Assessed Immediate Opportunities	
Professional Services	ICT
Agro-forestry	Livestock and By-products
Agro-processing	Waste Management
Hospitality	Energy
Construction	

In addition the narrowing of economic growth sectors, results from field interviews and surveys provide a snapshot into several key factors involving the youth labor market. The first half of the report describes key findings on how youth experience employment, self-employment, and unemployment in Garissa. In addition, the report offers insight into both youth and employer perceptions of the labor market in Garissa.

The second half of the report provides a synopsis of the abovementioned economic growth sectors that will assist the G-Youth Project management to identify employment and self-employment opportunities for youth. In each of the youth-appropriate economic growth sectors, this report highlights accessible entry points, the skills youth require to enter each sector, and linkages that project staff can develop in order to accelerate youth success in each sector.

This report presents the findings of the Youth Labor Market Assessment and provides recommendations to the G-Youth project and its partners on how to implement key findings.

Overview

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2. OVERVIEW

2.1 Market Development Approach

This study employs a market development approach to identifying and supporting livelihood opportunities for Garissan youth. In order to identify market-driven livelihood opportunities it is critical for G-Youth Project staff, partners and other key stakeholders to gain a clear picture of:

i. the types of business, sectors and industries in and around Garissa that have growth potential and where opportunities for employment and self-employment exist ;
ii. the labor demand within each sector; and
iii. entry points through which Garissan youth can gain access to jobs and self-employment opportunities in these sectors, and
iv. the appropriate support, skills and market linkages required for success.

In many development programs, youth are often guided into employment and enterprise activities that have low market potential, are not meeting immediate community needs, are socially, financially, or environmentally unsustainable, and are replications of other businesses that already saturate the local economy. Further, technical training provided to youth often lacks a direct connection to the needs of the formal or informal labor market.

The market development approach utilized in this study can assist work readiness training programs in improving the likelihood that their graduates will find and retain employment or enterprise opportunities therefore supporting improved long-term livelihood security.

2.2 Geographic Scope of Study Areas

The primary study site for the labor market assessment was Garissa. However, the economic connectedness to neighboring locations and the need to explore new markets for products and services originating in Garissa as well outlets in Garissa for goods and services from outside required the inclusion of secondary study sites. Secondary study sites include Mwingi, Ijara, Dadaab, Nairobi proper and the community of Eastleigh in Nairobi. Significant economic and trade ties exist between Mwingi, Nairobi and Eastleigh, while Ijara and Dadaab show potential as market outlets. Although Wajir was initially identified as a potential market connection, it was excluded from the field research component due to security concerns and logistical difficulties. Nairobi proper was included as a study site due to its importance as an outlet for key sectors as well as supply of raw materials and goods to Garissa.

2.3 Methodology

The labor market assessment was designed to report on both labor supply and demand; it assesses the economic activities in which youth are currently engaged, the employment and self-employment interests of youth, as well as the workforce demands of the private and public sectors. The labor market assessment revealed interventions by which G-Youth can increase the likelihood that participants will secure long-term livelihood improvement by leveraging their competitive advantages in the labor market and pre-empting and combating their competitive disadvantages.

The study included initial extensive reviews of regional reports, statistics, and strategic plans published by the Government of Kenya and Non Government Organizations (NGOs), as well as current events and news reported by national and international news sources. An innovative methodology of monitoring social media sites was used in order to gain a youth perspective of the local context. Preliminary, long distance key informant interviews were conducted with contacts identified through the desk research, leading to the development of an initial list of current and emerging sectors operating in the focus areas showing promise for youth employment and enterprise within the greater Garissa district. These interviews informed the development of the field research agenda, which was conducted in December 2009.

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In identifying employment and enterprise entry points, the labor market assessment utilized a sector-based approach founded on sound market development principles. In concert with the sector-based approach, the labor market assessment outlined employment and self-employment opportunities within the formal and informal labor markets according to geographic location, sector, skills demanded, and critical support linkages.

EVI employed a comprehensive approach to the labor market assessment that utilized both secondary and primary investigation and paired quantitative and qualitative evidence. EVI's research methodology included desk research, key informant interviews with both "arms-length" experts and interested stakeholders, focused group discussions with youth, business surveys, and market observations in order to derive the information to compose the labor market assessment.

Desk Research

To ensure comprehensiveness of the assessment, the EVI team undertook primary desk research and review of regional statistics, challenges, trends and projections; industry publications; government initiatives and strategies; and current reports of climatic and domestic influences on the condition of target areas. The team reviewed more than 60 articles, journals and reports, monitored 11 social media sites, and conducted 14 preliminary interviews with key informants throughout the month of November 2009.

Table 3: Summary of Desk Research

Desk Research	Count
Literature Reviews	63
News Articles	*25*
Academic Journals	*9*
Government Reports	*14*
Donor Reports	*15*
Social Media Monitoring	11
Key Informant Interviews	14

Important resources for each geographic and economic area of study included other donor-funded projects working in the area of youth development, as their experience with regional markets and value chains was an invaluable source of information as primary indicators of the specific trades and skills in demand. With such unpredictable environs, however, most significant to the research were the actual contacts made with key actors in existing and emerging markets.

Development of Assessment Tools

Based on findings from preliminary research and in order to make the most efficient and effective use of the limited time in the field, a custom set of assessment tools was developed to guide the process. The tools included interview and discussion frameworks; surveys for youth focus groups and key sector actors; detailed forms to collect data from market observations; household surveys; and sector-specific research tools to follow up on findings in the field, all aimed to address the following broad research questions:

Table 4: Summary of Research Questions

- What does the economy in Garissa look like?
- How do youth engage in the economy?
- What does employment mean for youth?
- How do youth see themselves within the labor force?
- How do employers see youth within the labor force?
- What does the marketplace need, and what do youth want?
- What does self-employment mean for youth?
- What does unemployment mean for youth?
- How do youth address unemployment?
- What sectors offer the most promising employment and self-employment opportunities for youth?
- What are the most appropriate entry points into those sectors?
- What skills do youth need to be successful within each sector?
- Who can youth link with to increase the likelihood of their success?
- How can G-Youth support youth to take advantage of existing opportunities?

Field Research

Over a period of 2.5 weeks in December 2009, EVI led a team of 12 researchers comprised of EVI staff and consultants, G-Youth senior staff, MoHEST officials, and a researcher from the Kenya Bureau of Statistics. EVI delivered a two-day orientation to labor market assessment principles during which the team was guided through the assessment objectives, the underlying methodology, the field research instruments, and the plan of action for completion of the study.

In the following field research phase, team members collected information using the custom framework and assessment tools that were developed by EVI. Daily debriefs tracked the success of these methods, and provided opportunity for team members to express challenges and suggest improvements for the tools. The teams conducted a total of 85 key informant interviews; met with 45 youth for focus group discussions; collected 11 business surveys; observed 820 vendors in the marketplace; conducted 111 household surveys; and designed and conducted 28 supplemental surveys.

Table 5: Summary of Field Research

Field Research	Count
Key Informant Interviews	85
Businesses in Key Sectors	*43*
Policymakers	*33*
NGOs	*9*
Youth Focus Groups	45
Business Surveys	11
Marketplace Observations	820
Household Surveys	111
Supplemental Surveys	28

Informed by the market realities of Garissa, Mwingi, Dadaab and Ijara, the team traveled back to Nairobi to follow up with key actors within sectors identified to have real and immediate opportunities for youth employment.

Data Analysis

Analysis of data and preparation of the presentation "Labor and Self-employment Opportunities for Youth in Garissa" was finalized through the end of December 2009 and the beginning of January 2010. This process included compiling data in functional workbooks; studying data for trends and relevant statistics; reaching out to current and new contacts to gain further insight into identified opportunities; and conducting supplementary research as necessary.

Operationalizing Findings

Although the focus of this report is on the findings from the labor market assessment, it is important to mention the activities that have been undertaken to date to ensure that these findings are translated to action by local program staff.

In mid-February 2010, EVI returned to Kenya to present findings from the labor market assessment to USAID/Kenya, MoHEST, G-Youth staff and community stakeholders. A workshop was held for G-Youth staff outlining the process of operationalizing findings, and next steps were discussed to ensure that the findings and recommendations had been effectively transmitted.

EVI provided the G-Youth Project with recommendations based on assessment findings that incorporate appropriate, transferable skills to meet current and projected market demand. Because market demands are always changing, EVI has included guidance on how to conduct ongoing market analyses to ensure relevance of G-Youth training programs. Implementation of these practices will ensure that youth are equipped with business skills that have high versatility and viability within local market structures, and are able to create sustainable livelihoods.

2.4 Limitations

Although findings from preliminary desk research provided a robust background to the study and a comprehensive database of key sectors and informants, accuracy and detail of the information was limited due to the largely informal nature of the Garissa market. Reports and publications on the district are not current, and sometimes inaccurate due to the recent political, economic and environmental instability. The availability of urban-centered data for Garissa is limited, restricting the ability to fully understand local marketplace realities prior to the field visit.

The small sample size obtained from youth focus groups is another limitation of this study. While we are able to make interesting observations and inferences into youth positions in the labor market, we cannot clearly attribute these positions broadly to youth in Garissa given our limited sample. However, we increased our confidence in these findings both by supplementing findings from youth focus groups with information obtained from key informant interviews as well as cross-referencing findings with local experts in order to increase external validity**. The G-Youth project should take advantage of larger youth convenings in order to administer surveys that can build the evidence base to support these findings.**

With limited time in Kenya to conduct field research, the team was unable to uncover all potential sectors and opportunities. However, the findings presented in this study outline those with immediate opportunities for short, medium and long-term employment potential. The framework for operationalizing findings has been designed to provide G-Youth implementing staff with the tools and understanding necessary to conduct ongoing market analyses in order to ensure program curricula remains current and market-driven.

To truly connect Garissan youth with immediate and developing market opportunities, it is critical to establish strong linkages to industries and institutions in Mombasa and Nairobi. Follow-up with key contacts in these areas was also restricted by time, although the identification and initial outreach process revealed significant interest on the part of Nairobi and Mombasa-based buyers and suppliers**. It is highly recommended that the G-Youth project appoint specific staff or project partners that have the time and capacity to strengthen these relationships.**

Final this study is limited in its ability to make immediate and tangible recommendations that will create employment for youth in Garissa at a significant scale with minimal investment. While policymakers and programmers undoubtedly have interest in identifying opportunities to employ hundreds or even thousands of youth, such opportunities do not currently exist and to build strategies at such a scale is outside the scope of this research. What this study can do is offer a combination of accessible opportunities wherein each sector may offer opportunities for 10, 20, or even 50 young people. A short term strategy for youth employment and enterprise development must be to assist youth in accessing as many of these immediate opportunities as possible in order to reach a large number of youth.

What this study has done that can support long-term, scalable strategies is 1) outlining cross-cutting skills that are needed across many opportunities offering programmers an opportunity to maximize their investments in training programs and 2) highlight competitive and growing sectors that are accessible to youth – if programmers are interested in spurring long-term opportunities for youth at significant scales, it will be imperative to work with public and private sector partners to spur investment in these sectors in a way that will create youth-inclusive commercial and industrial growth.

3. Description of Study Sites

3.1 Garissa

Garissa is a district located in Kenya's NEP, which makes up most of the northeastern part of the country. Ethnic Somalis are the primary occupants of the area, many of whom live in refugee camps. The semi-arid district covers an area of 33,620 square kilometers and is administratively divided into 11 divisions, 42 locations and 60 sub-locations. Within the district, there are a total of 45 wards under two local authorities; Garissa Municipal Council and Garissa County Council. The district, which has been politically marginalized since the 1960's, has poor physical infrastructure and low government investments in health and education.[2]

Garissa's economy is mainly pastoral; residents traditionally keep cattle, camels, goats and sheep. Agriculture is emerging as a viable opportunity, although uptake has been slow due to unfamiliarity with techniques and a historical disregard for farming. It is reported that 89% of Garissa residents rely on rural self-employment in livestock and agriculture; both sectors that have been severely affected by recent environmental instability (2008 National Taxpayers Association). The district benefits from the fertile lands flanking the permanent Tana River, and agricultural production is increasing as more communities settle in the area (Arid Lands). At the same time, the semi-arid environment remains very fragile, with seasonal droughts and flooding further exacerbating the vulnerability of the area, severely impacting the livestock and agriculture sectors.

A recent increase in droughts and flooding has had a significant impact on nomadic communities. The continual increase of population in Garissa, as a result of the migration of conflict refugees and settling of nomadic peoples, has highlighted the inability of the area to effectively sustain its residents. Local livelihood opportunities are ill-identified and poorly supported, and often don't accommodate the limited skill set of new residents. New settlements have been rapidly consuming the vegetation for firewood and shelter, leaving the area vulnerable to wind erosion; the first step in the process of desertification. The invasive species of prosopis, known locally as "*mathenge*" has further exacerbated the deforestation of local areas. Local efforts and incentives to slow the spread of its growth have been initiated in Garissa, though the use of the plant for sustainable charcoal production remains low.

While the Garissa district presents challenging living conditions to its 460,215 residents (projection from 1999 census), it also boasts many valuable natural resources such as open pasture, access to water, seasonal surplus of crops and livestock byproducts, medicinal plants, mineral resources, and significant potential for solar and wind energy. These existing sectors and underutilized resources form opportunities for youth to enter sectors with high-growth potential.

Because much of the population of Garissa Municipal consists of displaced refugees or urbanized pastoralists, alternative methods of income generation based on available resources are a diversion from traditional livelihoods. The development of a stationary population has placed pressures on the

[2] Arid Lands Resource Management Project II Annual Progress Report 2007-2008

infrastructure and availability of natural resources, yet has brought with it the opportunity for enterprise and industry development.

3.2 Eastleigh, Nairobi

Known throughout Kenya as “Little Mogadishu”, Eastleigh is the commercial hub for Somali refugees in Nairobi. The community is located between the Mathare Valley and Jericho, in the eastern part of Nairobi. Although Eastleigh is 367 kilometers east of Garissa, the two communities maintain strong economic and trade connections.

Eastleigh began as a railway station halfway to Mombasa, hosting a large settlement of Indian and Arab traders. Of the current 300,000-500,000 residents, as many as 60,000 are displaced Somalis – it is difficult to present an accurate count, as many are undocumented refugees.[3] Other residents include rural Kenyans, Sudanese, Eritreans and Ethiopians, and there are reported tensions with Indian traders due to their dominance of local business.

The local economy of Eastleigh consists largely of import and export businesses, and the streets are lined with retail outlets, chemists, hotels, lodges, khat outlets, cafes and restaurants, long-distance transport companies, taxis, and phone and internet bureaus. The shopping area attracts customers from all over Nairobi, as well as further reaches of the country, drawn to the “openly informal” wholesale/retail nature of the shops that provides high variety with low prices. Shopkeepers are neither hiding their operations from authorities nor are they entirely consistent with an official, public place of business; the unregulated market system in Eastleigh is anecdotally described as “integral to the service economy of Nairobi”.

Two significant sectors dominating the local market include property letting and real estate development, and international money transfer and exchange services. The area experienced a largely unregulated expansion of business and development in the 1990s as a result of cash transfer allowances given to Islam-compliant banking systems. Eastleigh remains a major link in trade networks between international locations, as the Somali Diaspora rely on it as a stable political and economic hub to conduct business with members of their family and tribe. Remittances from abroad function as the main source of livelihood for many families, often supplemented by inconsistent or informal employment. Funds from remittances are usually spent and invested in the local economy.

The transient nature of the population has also created big business in transportation companies. Somali refugees who remain registered at refugee camps in the NEP return frequently to be present for head counts, in order to receive goods and services, and direct routes to Garissa keep family and trade connected on a daily basis.

[3] Lindley, Anna (2007) Protracted displacement and remittances: the view from Eastleigh, Nairobi. New Issues in Refugee Research Working Paper No. 143. Geneva: UNHCR. Working Paper. UNHCR.

3.3 Mwingi

Located between Nairobi and Garissa, Mwingi has two constituencies: Mwingi North and Mwingi South. North of Mwingi town is the Mwingi National Reserve, which borders the Meru and Kora National Parks. Recognized as a frontier town, Mwingi has a reputation for livestock and trade.

The majority of Mwingi residents are of the Akama tribe, with 60% living in poverty; only one in five residents have access to clean water.[4] Women-headed households are increasing as men migrate to other urban areas in search of employment; a statistic that was confirmed by interviews with construction companies in both Garissa and Dadaab.

3.4 Ijara

Ijara is an administrative district bordering Garissa district to the north, Lamu District to the south, Tana River District to the west, and Somalia to the northeast, covering an area of 11,332 square kilometers. The district has one local authority, the Ijara county council, and one constituency, Ijara.

The district contains several national reserves, upon which many communities depend for their livelihoods, including the Arawale game reserve, Boni Forest, Tana River primate reserve and the Dondon forest reserve. The Boni Forest, an indigenous open canopy forest, covers a quarter of the land area within the district, while the coast is lined with tropical forests and arid woodland habitats with diverse natural resources. Of the 960 square kilometers of arable land, only 1% is under crop production.[5]

The population of Ijara is made up of Awer hunter-gatherers and pastoral Somali Abdalla. Pastoral activities make up 72% of economic activity, with pasture for livestock available particularly along the fringes of the Boni Forest. 80% of the land in Ijara is earmarked for livestock production. Range conditions in the district have been declining, as most grass species appear not to regenerate following a drought.

Agro-pastoral activities are found primarily in the southern part of the district. There is potential for irrigation along the Tana River, but due to conflicts over the land little has been done to realize this opportunity. Rain-fed agriculture primarily fills the daily needs of small-scale farmers, with only a portion utilized for commercial agriculture production.

[4] Mwingi district strategic plan 2005-2010, national coordinating agency for population and development

[5] Ijara District Long Rains Assessment, 2007

3.5 Dadaab

Dadaab, located 100 kilometers from the Somali border, is a central town to three refugee camps operating nearby, Hagadera, Ifo, and Dagahaley, all located within an 18-kilometer radius of the Dadaab market center. There is a large international presence in the area, providing refugee support to the displaced peoples living in the area. The population of Dadaab is 97.5% Somali, primarily coming from the Juba River and Gado regions of Somalia. CARE Kenya, which is an established presence in the aid community in Dadaab, describes the area as "a relatively stable, long standing refugee population in a relatively low-conflict zone".[6]

Dadaab's economy is sustained by the refugee assistance projects present in the area, with a steady flow of imports coming from Nairobi via Garissa and Somalia. There is no industrial presence in Garissa and the town and each of the three camps depends on fuel-powered generators to supply electricity to the area. The local population is made up mostly of goat and camel herders; however, the majority of the refugee population does not maintain livestock in the camps.

The growing population in Dadaab and the surrounding areas has caused led to dramatic depletions of natural resources, including trees, water and fodder for livestock. It was reported by the speaker for the local Member of Parliament that the people of Dadaab also experience frequent shortages of food, especially milk. Not only are shortages an issue during periods of drought, when livestock are not producing sufficient milk and meat, but also during the rainy seasons, as the roads often become impassible, restricting the flow of imports.

While there remain significant challenges with the local infrastructure, Dadaab exists as a considerable market for goods and services originating in Garissa. Marketplace observations revealed a common local demand for tomato paste, juice, honey, electronics, and battery-powered lanterns; products that also showed potential for sustained demand within the Garissa market.

[6] CARE Kenya Humanitarian Development Program, 2nd Nairobi Summit, October 2007

Navigating the Labor Market



EcoVentures INTERNATIONAL

4. Economic Overview of Garissa

Over the course of the Youth Labor Market Assessment, the research team was continually confronted with perceptions that there are no jobs available in Garissa. However, the daily migratory labor flows into Garissa from the Tana River District are evidence of a surplus of jobs available to workers who are willing to provide the labor demanded. This begs the question of why labor from outside of Garissa migrates into town but local youth and others complain of too little labor demand.

Table 6: Daily Migratory Labor Inflows[7]

Garissa District Daily Migratory Labor Flows, 2009		
Number of Daily Migrant Laborers	3,000 people	**Wages paid to migrant laborers on a daily basis:**
Unskilled Daily Wage	300 Kshs	
Daily Earnings of Migrant Workers	900,000 Kshs	**$11,345**

Source: Garissa Municipal Council

As indicated in Figure 1, below, rural self-employment dominates the economy of the Garissa District, making it difficult to obtain detailed data on urban economic activities of interest to G-Youth. Given that nearly 9 out of every 10 households in Garissa draw their income from rural enterprise it is clear that even those youth looking for urban-based employment or enterprise must consider innovative ways to link to the primary rural livelihoods of agriculture and livestock.

Figure 1: Sources of Income, Garissa

Source: Kenya National Taxpayers Association, Garissa District Profile, December 2008

Marketplace observations were used to fill the gap for data on urban economic activities in Garissa. The following table is derived from primary data obtained through direct observations of all main streets and

[7] These data were captured by recording the number of people that crossed into Garissa during morning rush hours using a manual counting device operated by the Garissa Municipal Council over the course of several mornings in the Fall of 2009.

marketplaces within urban centers, collected over the two-week field research period in December 2009. Data are not exhaustive, but are representative of urban markets in study sites. The data presented correspond with what might be expected of most urban economic centers: clothing & accessories, food & beverage, and household goods dominate the urban economy. These three traditional economic sectors comprise 84 percent and 90 percent of the observed formal[8] and informal[9] markets, respectively. While a variety of other economic activities were observed around Garissa town, none of these activities comprise greater than 5 percent of over activity. These results indicate that there is an observable amount copycatting among local businesses.

Table 7: Urban Formal and Informal Economic Activities, Garissa 2009

	Formal	Informal
Automotive Parts and Services	4.0%	0.0%
Beauty products	3.5%	1.9%
Stationary and Books	1.1%	0.6%
Clothing and Accessories	27.2%	19.4%
Construction and Hardw are	0.8%	0.0%
Electronics	2.7%	1.9%
Energy	0.0%	1.3%
Financial services	1.3%	0.0%
Food and beverage (includes dry goods, fresh foods)	30.5%	70.6%
Furniture	0.3%	0.0%
Hospitality (hotels, restaurants)	2.2%	0.0%
Household goods	16.4%	2.5%
ICT (computers, printing, mobile phones, cyber cafes)	1.9%	0.0%
Personal services (salon, barber)	1.1%	0.0%
Pharmaceuticals and Small Clinics	1.9%	0.0%
Travel (includes travel booking, transport)	3.0%	0.0%
Other Services (photography, parcel, mill, video, day care)	2.2%	0.0%
Technical Services (carpentry, w elding, bike repair)	0.0%	1.9%
TOTAL	100.0%	100.0%

N=262

Source: Marketplace Observations, December 2009

These data will be analyzed against youth perceptions of business opportunities in Garissa to see the extent to which youth enterprise ideas are influenced by the activities that they see in their daily lives.

[8] Formal markets include any permanent shop observed on main streets and any permanent or semi-permanent stalls observed in market centers.

[9] Informal markets include any mobile or non-permanent economic activity being conducted on main streets or in market centers. Examples may include people hawing on foot, using bicycles, motorcycles, or other wheeled vendor carts.

5. Youth Employment, Self-employment & Unemployment in Garissa

Youth make up 23% of the population in the Garissa district.[10] Of those, it has been estimated that up to 90% are unemployed.[11] EVI conducted focus group discussions and surveys with 45 youth in Garissa ranging from ages 16-25 most of whom were secondary school leavers. While these focus group samples are admittedly small, the research team was able to strengthen the inferences drawn from these focus groups by supplementing findings with information from other key informant interviews and cross-referencing with local experts to improve external validity. Figures 2 and 3, below shows the age and gender breakdowns of youth focus group participants

Figure 2: Age Distribution of Youth Focus Group Participants

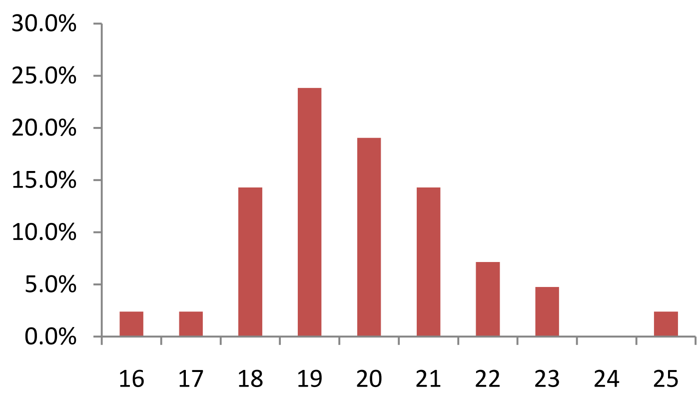
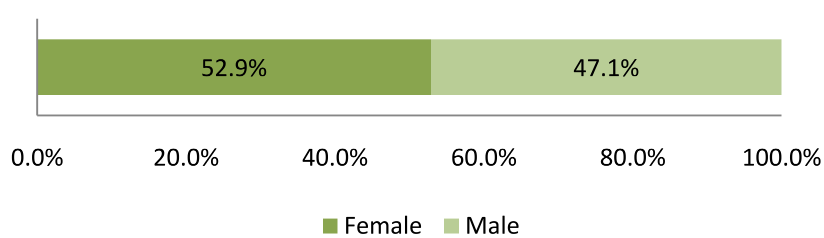


Figure 3: Gender Distribution of Youth Focus Group Participants



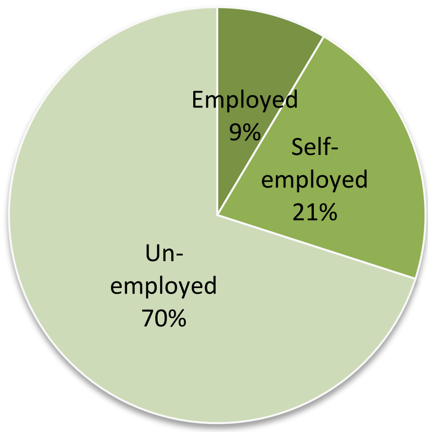
As shown in Figure 4, on the following page, of the youth interviewed in focus groups during field research, 70 percent described themselves as unemployed, 21 percent were self-described self-employed, and 9 percent reported being employed. Those that were unemployment tended to experience sustained periods of unemployment averaging over six months with no financial earnings.

There were clear differences between the economic security of employed youth compared to their self-employed peers. Of those that identified themselves as employed or self-employed, 100% had made money in the last month, whereas only 40% of self-employed youth had made money in the last month. This insecurity among self-employed youth may have detrimental effects on the propensity of other

[10] Garissa District Strategic Plan, 2005-2010, National Coordinating Agency for Population and Development
[11] G-Youth Institutional Assessment

youth to explore self-employment as a viable livelihood pathway. Some of those that describe themselves as self-employed but not making money may also risk becoming trapped in a cycle where they see themselves as businesspeople but cannot secure their livelihoods through self-employment. In these circumstances, it may more appropriate for them to pursue employment options, further education, or at least reconsider their current business ventures – however, such changes in course can seem risky especially when they are self-perceived entrepreneurs or business owners. These issues will be explored further in the *Youth Self-employment* section.

Figure 4: State of Youth Economic Activity, December 2009



N=45

Source: EVI youth focus group surveys, December 2009

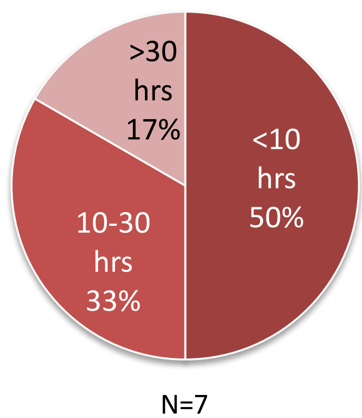
The following section will discuss youth and employment; youth and self-employment; and youth and unemployment in order to build a picture of how youth experience these economic activities and inactivities.

5.1 Youth Employment

Of the 30 percent of young people that reported to be engaged in economic activity, there are clear differences between those that are employed and those that describe themselves as self-employed. While 100 percent of youth that were employed reported earning money from their job in the last month, only 40 percent of youth that described themselves as self-employed said they had earned money in the last month. This shows that employment appears to be more secure than self-employment for young people. What is also interesting is that while youth may be describing themselves as self-employed, many of them may not be successful in these endeavors. The fact that while they are not earning money, young people still see themselves as businessmen and businesswomen may hinder them from making important livelihood decisions like searching for employment, pursuing further education, or seeking assistance for their business ventures.

While these initial data suggest that youth who are employed have more security in their livelihoods, when digging deeper it is apparent that even those who reported to have been employed and earning money in the past month were dealing with significant insecurity. As shown below, half of employed youth had worked less than 10 hours in the last week and less than one in five had worked more than 30 hours. In addition, when prompted to list the activities that youth do in these jobs they listed things like temporary office work, conducting field research for NGOs or the government, or harvesting seasonal crops. Most of these jobs are short-term and part-time, offering little livelihood security over the long-term.

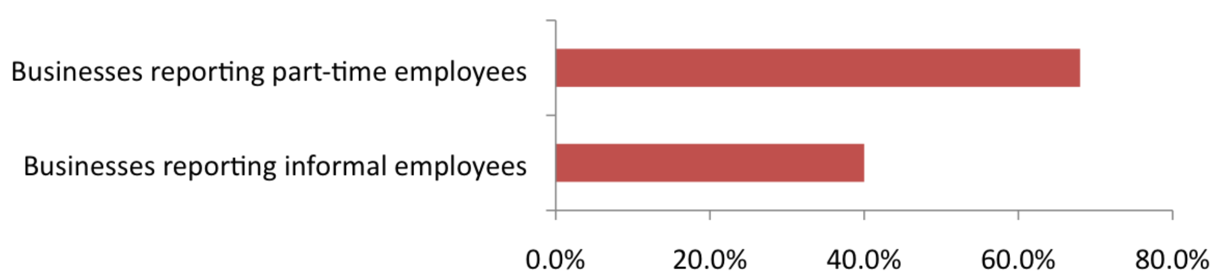
Figure 5: Usual Number of Hours Worked per Week by Youth



Source: EVI Youth focus group surveys

While those youth who are employed and earning money find themselves in short-term and part-time positions, many youth participants in focus group discussions view short-term opportunities as detrimental to their long-term goals, as an ideal job offer may coincide with a short-term commitment. This perhaps causes them to forgo immediate opportunities as they wait for long-term employment. Meanwhile, as shown in Figure 6, below, many businesses are looking for part-time or informal employees to fulfill short-term increase in demand.

Figure 6: Demand for Part-time and Informal Labor



Source: EVI Key Informant Interviews & Business Surveys

This evidence suggests that many young people may be discounting their abilities to build experience by dismissing short-term and part-time opportunities which have proven to be both attainable by their peers and in high demand among potential employers.

The disconnected realities between youth expectations and employer demands also extend to the types of jobs employers perceive as suitable to youth and the types of jobs youth prefer, as evidenced by incompatible responses from employer surveys & interviews and youth focus group discussions. Tables 8 and 9, below indicate that while employers perceive youth as capable of providing casual labor or acting as drivers, distributors, loaders & unloaders, or stocking inventory – youth prefer employment in managerial positions such as human resources manager, project manager, research analyst, or social worker. What is also clear is that youth are disinterested in manual labor or service-oriented positions – often where employers are most comfortable offering them jobs. What is encouraging is that **some employers did see youth as capable salespersons or taking care of logistics and accounting. These are more business oriented positions where youth interest is more compatible with employer demands. This is an area where G-Youth may want to consider further training for youth as well as engaging in targeted outreach to employers to market the availability of well-trained young people to meet this demand.**

Table 8: Employer Demands for Youth Labor

Which functions within your business would you say are most suitable for youth?			
Casual Labor	Logistics	Driving	Accounting
Inventory	Sales	Distribution	Loading/unloading

Source: EVI Key Informant Interviews & Business Surveys

Table 9: Youth Labor Preferences

Which jobs are most desirable?	Which jobs are least desirable?
Project Manager	Secretary
Research Analyst	Shopkeeper
Research & Field Work	Cook
Coordinator	Cleaner
HR Manager	Driver
Social Worker	Office Messenger
	Watchman
	Receptionist

Source: EVI Youth focus group surveys

This is not to suggest that youth should not set lofty goals and aspire to achieve managerial and leadership positions. However it is clear that youth could benefit from assistance in better understanding how to build their experience and steadily work toward their goals rather than expecting meet them immediately. **G-Youth may consider working with to set and meet short-term, attainable goals as well as to interact with successful leaders in the community who describe their professional pathways.**

Youth do not appear to consider this discrepancy between their interests and employer demand as a primary constraint to their securing employment. Youth noted rather that hiring practices are not transparent and employers are corrupt and insincere. They further describe business owners as pessimistic, corrupt, mean, selfish, not transparent, and hiding something. According to employers on the other hand, youth are disinterested in available jobs, unreliable, and will not commit to jobs even when given the opportunity. Several business owners described past experiences where youth were given opportunities only start searching for better opportunities as soon as they began the job.

Within the NGO sector, noted by youth as hosting the most desirable local opportunities, employers report that youth applicants frequently decline to show up for interviews and do not sufficiently answer questions. Public sector respondents perceive youth as not committed, unreliable, undisciplined, and with a feeling of entitlement to employment, while private sector contacts highlighted erratic behavior and drug use within the local youth community. Again, **there is an opportunity for G-Youth to work with youth to guide them in understanding the value of commitment and why making commitments to employers may be in their best interests.**

Though there are certainly negative perceptions of youth in the labor market which can be described as competitive disadvantages, employers overwhelmingly agree that youth do have valuable qualities as employees as well. Competitive advantages for youth in the labor market, listed by local business owners, include: energy, flexibility (few responsibilities), lower salary requirements, ability to use modern technologies, and ability to be easily trained or molded. **Knowing that these advantages exist, G-Youth and the young people that they support can strengthen their position to find private sector partners by leveraging these advantages and pre-empting or combating known disadvantages. G-Youth as a program can achieve this in selling local business partners on the value of taking on youth for practical placements.** Youth themselves can draw upon these advantages in interviews or interaction with potential employers. Of course, there is a need to ensure advantages are realized fairly, as flexibility and low salary requirements may put a young person in a position to be exploited.

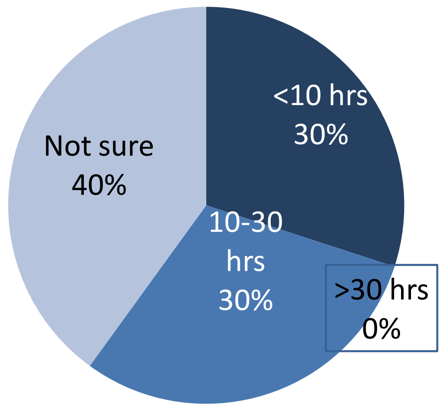
Interestingly, both employers and youth themselves noted that inexperience was a limiting factor for youth seeking employment. This is compounded by the fact that youth tend to be seeking positions that require five or more years of experience. Of course, as outlined previously, youth prefer to hold out for ideal positions rather than seek existing opportunities to build their experience base. What employers are seeking is not necessarily direct experience in the technical capacity in which their employees operate, but rather any practical experience that shows youth can function successfully.

5.2 Youth Self-Employment

Youth who described themselves as self-employed overwhelming listed access to financial capital as the primary constraint to their business success and described their only source of capital as wealthy family members or individuals. However, field research revealed many institutions with explicit youth finance available for entrepreneurship. These include: the Ministry of Youth Affairs, Arid Lands, First Community Bank, the Constituency Development Fund, the District Trade Development Office, Kenya Industrial Estates, and the District Livestock Production Office. It appears that accessibility rather than availability is the challenge for youth entrepreneurs. One provider of youth financial capital noted that while youth may often submit proposals, they rarely will follow-up with detailed evidence of business viability – the next step to securing financing. **G-Youth can support young people in understanding and navigating the process of accessing capital.**

While youth feel that they have little capital available to grow their businesses, they appear to be undervaluing and under-investing their own human capital as evidence by Figure 7, below. Nearly one-third of youth usually spend less than 10 hours per week on their business and two out of every five were not sure how much time they spend – further evidence that they undervalue this time as a form of capital investment into growing their business. While some youth may have other family or educational commitments, it is clear that **G-Youth can assist youth in appropriately valuing their time and therefore making informed decisions about to how best allocate that time**.

Figure 7: Number of Hours Youth Usually Spend on their Businesses per Week



Source: EVI Youth focus groups

This underinvestment in human capital may be considered a form of risk aversion whereby youth fear allocating too much time into their business ventures. Further risk aversion also appeared when youth were asked to describe business opportunities. Their responses included: shopkeeping, hawking goods, transportation, and wholesaling. These copycat business ideas are remarkably similar to those that clearly dominate the urban economy as shown through the marketplace observations discussed earlier. What makes these business ideas even more striking is how disparate they are from young people's own interests. When youth were asked to describe their general interests they mentioned: ICT, marketing, and innovation & new products. It is clear that youth are not connecting their broad interests into business ideas. One explanation for this may be that none of the youth who described themselves as self-employed had actually devised their own business idea. More than 85 percent said they got their business ideas from friends, relatives or acquaintances, and the rest from other business people. **It is recommended that G-Youth assist young people in translating their own interests in business ideas rather than relying so heavily on suggestions from others.**

5.3 Youth Unemployment

"[Youth in Garissa] are content to be idle."

This was the dominant message among community leaders when prompted to describe how such a large percentage of youth could remain economically inactive. It is a stereotype that this study attempted to breakdown and test for validity to the extent possible.

Focus group responses from the largest sub-group of economic activity, unemployment, suggest that youth experience long periods of sustained unemployment where they earn no money from either employment or self-employment activities. For those 70 percent of focus group participants that were unemployed, the average length of time since they had last earned any money was more than six months. At first glance, this might lend support to the hypothesis that youth are content in their idleness.

However, amidst this sustained economic inactivity there is evidence that youth are taking pro-active steps to secure their livelihoods. Over 80 percent of youth respondents stated that they had at least one step to find a job in the last month. These measures included:

Table 10: Pro-active Steps Taken by Youth Seeking Employment

Pro-active Step	Percent of Youth
Searched businesses on the internet	26.7%
Contacted employers in person	26.7%
Called employers	20.0%
Contacted government employment agency	30.0%
Contacted private employment agency	10.0%
Contacted friends or relatives	30.0%
Sent out CVs or filled out applications	33.3%
Looked at an advertisement	30.0%
Answered an advertisement	30.0%
Attended job training	6.7%
	N=30

Source: EVI Youth focus groups

While this glimmer of pro-activity does not disprove the theory that some youth may content in their economic idleness, it at least shows that such stereotypes cannot be applied broadly. It also begs the question of what is causing youth to experience sustained periods of unemployment. Youth focus groups and employer interviews & surveys, taken in sum, seem to suggest a set of both endogenous and exogenous drivers.

Table 11: Endogenous Drivers of Youth Economic Idleness

Demand for white-collar jobs exceeding supply
Disinterest in available jobs (service & manual labor)
Unwillingness to accept short-term work
Waiting for their dream job offer
Perceived lack of capital for self-employment
Risk aversion toward business

Source: Key informant interviews, youth focus groups, and author's inferences

Youth are demanding jobs that are not available and for which they are not yet qualified. They disinterested in those jobs that are available and in which their peers have found relative success. They exaggerate the constraints to self-employment and do not adequately know how to overcome those constraints in additional to showing a general risk aversion in business.

Table 12: Exogenous Drivers of Youth Economic Idleness

Financial support of family members
Remittances from abroad
Community keeps them well-fed
NGOs and CBOs perpetuate training dependency

Source: Key informant interviews and author's inferences

Youth may rely too heavily on the financial support of family members. While the sense of community and strong social capital that exists within society in Garissa has many positive influences on well-being, it has been noted as potentially exacerbating youth idleness. Some community leaders described too little pressure on youth to secure their own livelihoods. Steady remittances from family members and friends abroad may compound this challenge.

Although these exogenous drivers suggest that youth may be overly dependent on social networks, there is also evidence to suggest that they do not adequately use these networks to their favor. Both youth and employers noted that social networks are the primary vehicles for securing employment. However, among those youth that described themselves as employed, they had relied on newspapers or private employment agencies to find their jobs. This suggests that **youth could benefit from more fully mapping their social networks which may result in previously unrealized linkages in the private, public, or NGO sectors.**

Amidst all of these challenges, there is evidence that youth are better-prepared to meet labor demands and secure their livelihoods than may be expected. In particular, research suggests that youth understand what is expected and demanded of them to be successful. Youth were quite able to dictate what traits employers value most in employees. Youth identified these qualities as integrity, initiative and good etiquette; being assertive and a hard worker; requiring little supervision; punctual; active and proactive; creative; a decision-maker and problem-solver; determined; efficient; non-aggressive; optimistic; a risk-taker; success-oriented; and having a love of the job. Despite this identification, the experiences described by youth and employers suggest that youth do not fully understand nor practice these qualities in the workplace.

A similar finding emerged from discussions with youth who described themselves as self-employed. When asked to describe the most important actions to support business start-up outside of securing financial capital, youth listed: consulting with experienced people, assessing business viability, establishing contacts, completing an assessment. However, in reality, few if any youth said they had personal experience undertaking these activities.

In other words, while youth can recite these "buzzwords" they face difficulties translating them into appropriate action. One explanation for this challenge may be that these abstract qualities are most directly defined in Western culture, and best learned through experience. Whatever the true explanation, **G-Youth is in a position to create opportunities for youth to apply these concepts in a way that will help them internalize the meanings and therefore improve their competitive advantages in the labor market.**

Youth Employment & Enterprise Entry Points in Key Economic Sectors



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6. Sector-Based Analysis

Following preliminary research and key informant interviews, the sectors below were identified as existing, growing, or emerging in the Garissa district. Each sector was then assessed for long-term viability and suitability to youth.

Table 13: Preliminary Economic Growth Sectors of Interest

Preliminary Sectors Assessed		
Professional Services	Agro-forestry	Agro-processing
Hospitality	Construction	Energy
Household Goods	Horticulture	ICT
Livestock and Byproducts	Personal Services	Textiles
Tourism	Waste Management	Water

After further field research, which included interviews with youth, local and national businesses, local government and NGO representatives, entrepreneurs and national policymakers, the following sectors were selected as those with immediate, medium-term and long-term opportunities for youth employment and enterprise development

Table 14: Final Economic Growth Sectors of Interest

Sectors Assessed for Immediate Opportunities		
Professional Services	Agro-forestry	Agro-processing
ICT	Construction	Energy
Livestock and Byproducts	Waste Management	

For each of the above sectors, information from the labor market assessment was used to build an abridged sector map highlighting some of the key actors within each sector and the functions that they play. These abridged sector maps were used as tools to determine where there are gaps within each sector and therefore where entry points exist for youth to find employment or self-employment opportunities. The benefit of presenting sector maps and associated entry points in this way is that it makes opportunities tangible for all program staff, allowing them to visually see what youth can do and who they will need to work with to be successful. Furthermore, each entry point can easily be broken into its necessary skill components by looking at the functions undertaken within that entry point and the relationships that will be required. These functions and relationship requirements lead to technical and cross-cutting skills which will be necessary to ensure success.

These sector maps are not intended to show complete value chains as such endeavors would fall far outside the scope of this analysis. Rather, EVI has worked directly with G-Youth to transfer the knowledge and approach necessary to expand each of the sector maps where necessary to fully facilitate youth entry into each sector. This capacity-building activity was a core component of the workshop that EVI conducted for program staff on operationalizing the findings of this labor market assessment.

Figure 8, below shows both the abridged sector map for the Waste Management sector which has derived from information gathered during the labor market assessment. This abridged sector map is useful in providing a snapshot of some of the key functions and actors within the waste management sector in Garissa. The abridge map is intended to provide an introduction to the sector for program staff that do not possess in-depth technical knowledge on the people and processes required to manage waste in Garissa.

Figure 8: Waste Management Abridged Sector Map[12]

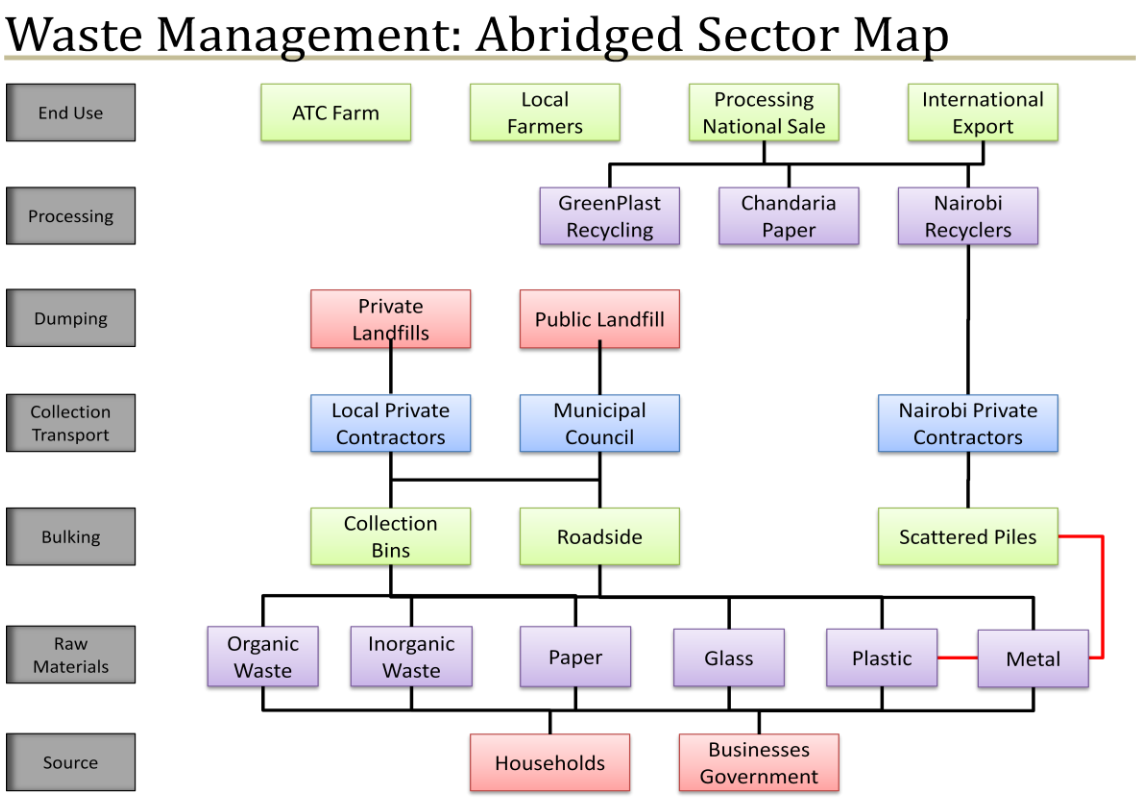
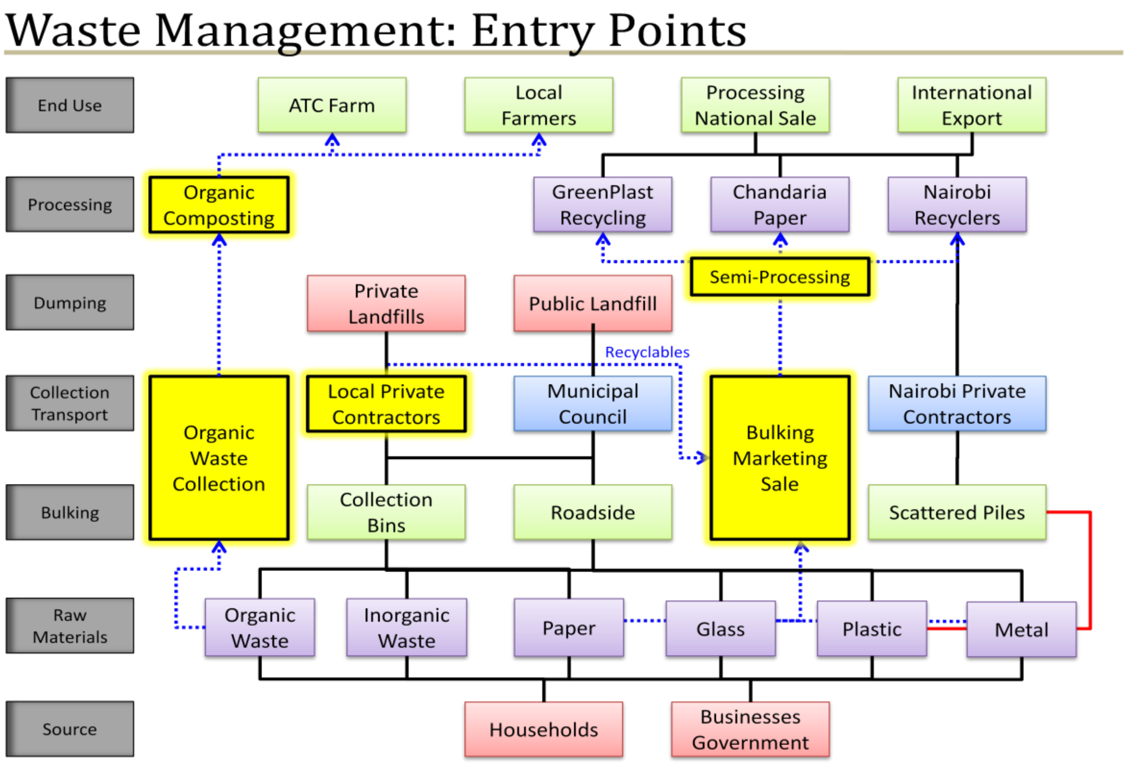


Figure 9, on the following page build upon this abridged sector map by highlighted key entry points into waste management that are particularly accessible to youth in Garissa. G-Youth program staff and project can use these highlighted entry points to drive their skills development and partnership-building strategies in a way that will assist youth in successfully entering this sector.

[12] The map is excerpted from EVI's "Workshop on Operationalizing Labor Market Assessment Findings" conducted for G-Youth program staff and project partners in Garissa, Kenya from 17-19 February 2010.

Figure 9: Waste Management Entry Points[13]



Not all of the abridged sector maps and associated entry points are provided in this report, however these tools have been developed for each of the final economic growth sectors of interest listed in Table 14, above, and have been provided to the G-Youth project as part of the "Workshop on Operationalizing Labor Market Assessment Findings" that was delivered to G-Youth program staff and project partners in February, 2010.

This report does list the entry points that have been identified as accessible to youth in each economic growth sector of interest, as well as the skill required to successfully enter each sector and the linkages that can be made in order to accelerate youth success.

[13] The map is excerpted from EVI's "Workshop on Operationalizing Labor Market Assessment Findings" conducted for G-Youth program staff and project partners in Garissa, Kenya from 17-19 February 2010.

6.1 Agro-processing

Despite its classification as a semi-arid area, the NEP does have sources of water that may be utilized for irrigated agriculture, including boreholes, water pans, and the permanent Tana River. Expanding local farms are propagating along the Tana, producing mangoes, citrus, bananas, cotton, and various vegetables, although the full potential for agricultural production has yet to be realized. Of the 28,000 Ha that are available for cultivation along the river, only 2,500 are exploited according to the Garissa District Agriculture Office.

Fruit processing

Seasonal surpluses and shortages in fruit production lead to significant price variation and a systemic problem of over-supply leading to throw-away prices during peak seasons when producers bring their products to market at the same time. This presents immediate potential for agro-processing industries and value-added products to emerge, utilizing fruits that would otherwise be wasted.

Maendeleo Farm is a successful local farm, growing mangoes, bananas, citrus and tomatoes on 90 acres of a 200-acre property. The farm is also one of few local producers of baled hay, which is a critical input for livestock herders during periods of drought. The manager of Maendeleo Farm reports that the farm generates up to 50 tons of wasted fruits per harvest (twice per year) due to limited markets and oversupply in the high season. There is little being done to add value to wasted mangoes, and the manager expressed clear interest in partnering with local youth to initiate small-scale processing operations at the farm. In order to accelerate the start-up of a processing operation, the manager offered to supply land in-kind to skilled group of youth and share 70 percent of the costs of an appropriate pulping machine. Electric pulpers can be obtained for approximately 350,000 Ksh. The in-kind land donation (which may otherwise cost roughly 3200 Ksh/Ha to rent) and significant mechanical cost share will greatly reduce the financial barriers to entry for a group of skilled youth.

In addition to the potential for processing fruit waste, the manager also highlighted the need for marketing services within the agricultural sector. Although international export is a major source of income for Maendeleo Farm, the farm does not have direct contact with its buyers. National exporters purchase directly from the farm, offering sporadic collection and inconsistent prices.

All locally available processed fruit products are imported from Nairobi and Mombasa. The Nomad Palace Hotel and Hiddig Hotels are favorite local spots to get fresh, cold juice. Both hotels offer a wide variety of juices, including papaya, watermelon, mango, passion and citrus, and both hotels import their juices from producers outside of the district. One previous group, the Waberi Group in Iftin has received support from ARLMP and the Ministry of Agriculture to process fruits in Garissa; however the group has had little success in building a sustainable enterprise, reportedly due to lack of training, difficulty maintaining proper ratios of ingredients for preservation, and group management challenges. G-Youth could look to support youth both in operating separate from as well as exploring linkages with the Waberi Group. To date, there have been no efforts towards initiating drying or canning industries in Garissa.

Kithetheryo Women's Group

Mwingi, Garissa's neighbor on the road to Nairobi, is home to a processing group trained by Jomo Kenyatta University. The Kithetheryo Women's Group submitted a proposal to ALRMP for a fruit processing workshop, after realizing the financial loss of selling mangoes at throw-away prices. The group attended a four-day training to learn proper production of tomato sauce, papaya jam, and mango juice, and are currently processing these items according to the season and selling locally. Their largest local demand is for the juice, for which they sell 150 bottles of ready-to-drink and 50 bottles of concentrate every week at markets in Migwani and Mwingi Town. These sales bring revenue of approximately 12,500 Ksh per week for the group which estimates that they have the capacity to produce up to 1000 bottles per week with the work of 40 people on rotating shifts; however they lack the capacity to bring the juice to market in such high quantities. Group members describe the venture as a good business, which helps to pay their children's school fees and offers the community a healthy alternative to soda.

When discussing the economic development in Garissa, the District Trade Development Officer said there is a "serious need for processing and drying fruit"; and the secretary of the local Chamber of Commerce listed the processing of mangoes and tomatoes as one of the most significant gaps in the local economy. The community has been slow to respond to this need, and the few attempts to harness local potential have been abandoned. Equity Bank and First Community Bank, two of the dominant lending institutions in the area, reported that they have not given any loans for fruit processing.

The demand for fresh fruit juice and preserves is being met by external markets, at the same time farms are selling produce at throw-away prices and experiencing high volumes of waste during the high season. As noted previously, Maendeleo Farm has expressed interest in initiating processing activities with youth, and is prepared to provide land, fruit inputs, and up to 70% of capital costs to accelerate the project. Additionally, the potential for drying fruit as a low cost endeavor should also be explored, as dried fruit carries a high value on national and international markets and the construction of solar dryers requires little financial investment.

Table 15: Fruit Processing Entry Points & Linkages

Fruit Processing	
Immediate Opportunities	**Immediate Linkages**
• Purchase fruit from local farms and Garissa market; pulp fruit, make juice, and sell to local retailers • Construct fruit drying beds/solar dryers and sell dried fruits to local retailers	• Maendeleo Farm • Market vendors • Local retailers • ALRMP • Ministry of Agriculture • KIRDI • Jomo Kenyatta University
Growth Opportunities	**Growth Linkages**
• Obtain KEBS certification • Expand collection, production, and sales to local retailers • Sell pulped juice to Nairobi processors • Sell finished juice to national retailers • Obtain organic certification • Expand national sales • Export directly from Garissa	• KEBS • Maendeleo Farm • ALRMP • Ministry of Agriculture • Market vendors • Hiddig Hotel • El-Fatal Supermarket

Action Required:

- Relationship-building and outreach to Maendeleo Farm to make the business case for a partnership with G-Youth including cost-sharing on capital required for pulping machines and land required for a workshop facility.
- Relationship-building and outreach to the Waberi Group in Iftin to determine their interest in linking with G-Youth and/or their capacity to absorb G-Youth into their existing processes
- Expanding the sector map to include all farms and market vendors with excess supply of fruit products as well as all throw-away points.
- Relationship-building with ALRMP to identify cost-sharing.
- Outreach to KIRDI to determine the exact cost and availability of appropriate pulping machines
- Outreach to Jomo Kenyatta University to determine exact cost and time required to complete technical training in fruit processing.
- Conduct full end-market survey to solidify local buyers and catalogue their quality and quantity requirements.

Honey

Local honey production in Garissa is being carried out primarily through informal and semi-formal small-scale operations. Variations in the scale and formality of the sector span the spectrum, from pastoralists collecting honey infrequently from traditional hives to harvesting from modern langstrove hives, using modern equipment, and processing using a manual centrifuge. Currently there are no local operations certified by the Kenya Bureau of Standards (KEBS), which is a requirement for official sale and national distribution. The "One Village One Product" (OVOP) program, initiated by the Ministry of Industrialization in partnership with the Japanese International Cooperation Agency, has identified honey as a key product to support with industrial developments in Garissa, which could bring national recognition and demand for Garissan honey.

In addition, CARE has recently formed a partnership with Honey Care Africa, a Nairobi-based social enterprise that trains beekeepers and then offers them a secure market for their harvested honey. Honey Care has supplied 120 hives to beekeepers in Garissa but has yet to make a purchase. Honey Care expressed interest in partnering with G-Youth to provide training and supply hives & equipment for youth interested in starting or expanding beekeeping operations in Garissa. Honey Care noted that one household can sustain at least five hives. Each hive can be expected to yield at least two harvests per year with each harvest yielding 10 kilograms of honey. Honey Care provides a secure market for that honey at a rate of approximately 150 Ksh per kilo. In this case, beekeeping itself would offer annual earnings of up to 15,000 Ksh – a small sum to be considered as a primary livelihood activity. G-Youth may rather be interested in exploring bulking, processing, and marketing opportunities in addition to or instead of beekeeping themselves. The large informal network of traditional beekeepers create an opportunity for youth to bulk raw honey, process it, and then make sales to local retail outlets. Manual centrifuge machines are available for around 145,000 Ksh and can serve a steady supply of honey from 100-200 hives.

Upendo Yetu ("Our Love") Youth Initiative

Garissa local Zeinab Mohammed is a visionary in the fields of youth empowerment and enterprise development. Realizing the lack of opportunities within her community and the negative paths it caused local youth to follow, Mohammed formed a support group called *Upendo Yetu Youth Initiative* targeting vulnerable Garissan youth. Members of *Upendo Yetu* may have dropped out of school, been involved in prostitution and drugs, or been experiencing a lack of direction and sense of self. Mohammed believed that if these young people received emotional support and a chance to become self-sufficient, they would gain a sense of purpose and financial independence, reducing their chances of being forced into marriage or participating in extremist activities.

Since its inception, *Upendo Yetu* has grown to a group of 30 youth, providing peer counseling and HIV/AIDS education to its members. It has also established itself as a leader within the local beekeeping community, managing the maintenance and harvesting of 15 hives, in addition to the processing, packaging, marketing and local sale of their honey.

Mohammed is joyful about the success of the beekeeping project, defying skeptical friends and family who thought she was “crazy” to attempt such an endeavor. Upon hearing about the funding available through the Arid Lands Resource Management Project (ALRMP), Mohammed says she immediately thought about making honey, realizing the cultural and culinary value within the local community and the unmet market demands. Having already established *Upendo Yetu*, Mohammed saw this as an opportunity to add an entrepreneurial component to the group, in order to provide direction, income and motivation to group members. With funds from ALRMP and linkages to the Ministry of Livestock in Garissa and African Beekeepers in Nairobi, the group purchased 15 box hives, two protective harvesting suits with smokers, and a manual centrifuge. The Ministry of Livestock provided technical assistance and helped to properly assemble the hives, which are housed on land borrowed from Mohammed’s mother.

Every three weeks, alternating groups of six *Upendo Yetu* members collect, transport, process and package the 35-40 liters of honey produced by the 15 hives. Processed honey is sold wholesale to local retailers, some of whom place requests to purchase the entire unprocessed harvest prior to collection. *Upendo Yetu* recognizes the importance in product diversification and continues to make the bulk of their sales in processed and packaged form, in order to build its reputation as a first-class local honey producer.

In addition to processing its own honey, *Upendo Yetu* occasionally collects fees from private beekeepers to process traditionally harvested honey in its centrifuge. This honey is returned to the beekeepers, who sell it in recycled plastic bottles on the local market. This practice creates mutually beneficial business partnerships, as traditional harvesters, many of whom honey is secondary to a livestock-based livelihood, collect only sporadically and by season. Outsourcing the processing reduces the beekeepers’ financial inputs, and utilizing the centrifuge for additional income maximizes the returns on *Upendo Yetu’s* investment, which would otherwise be sitting idle between harvests.

Despite the great successes and market acceptance experienced by the group, the issue of land use remains a restrictive challenge to operational growth. The 15 hives remain housed on land borrowed from Mohammed’s mother, who is planning to reclaim the space to develop for crops. *Upendo Yetu* has maintained a savings account with plans to purchase a plot of land, but have yet to find available and affordable space. Because of this additional challenge, and their current inability to meet local demands, group members are debating between continuing to save for land or investing in materials to quickly increase production and income.

An additional challenge faced by the group is the increasing demand for products certified by the Kenya Bureau of Standards (KEBS). El-Fatal Supermarket, the primary retail foods outlet in Garissa, stocks Pure Health honey, imported from Nairobi. Other local traders are still stocking and selling uncertified products, however the KEBS Managing Director, Dr. Joel Kioko, has warned that "standardization marks are now a mandatory requirement and stiff action will be taken against traders found to be offering sale of non-certified products". In order to expand and maintain local sales, as well as to establish a link to national markets, *Upendo Yetu* honey needs to be KEBS certified, a process that is still unclear and intimidating to group members.

The great successes realized by *Upendo Yetu* and their continued inability to meet market demand illustrate the significant opportunities for beekeeping, honey processing, marketing and sale within this sector. The local branch of the Ministry of Industrialization is, in 2010, embarking on a "One Village One Project" (OVOP) initiative in partnership with the Japanese International Cooperation Agency (JICA) to strengthen the honey producing industry in Garissa. While the immediate rollout will focus on one beekeeping group, the OVOP model aims to establish regional industries, allowing for greater participation from additional groups and skilled beekeepers.

In order to enter the sector in a strategic and sustainable way, KEBS certification is a key element of any new or existing beekeeping group. A linkage with the Ministry of Industrialization, which houses the KEBS unit, could provide exposure within an emerging formal market and a direct connection to the requirements and procedures necessary to secure certification. Mohammed and members of *Upendo Yetu* agree that while they are currently experiencing sustained market viability and financial gains, it is necessary to maintain momentum in order reach full producing and marketing capacity.

The successes and challenges experienced by *Upendo Yetu* are not uncommon to national beekeeping operations. Kenya has ample resources to supply the country's demand for honey, although inexpensive imports continue to flood the formal markets. Mohammed, now seen within the community as a beekeeping expert, was recently invited to participate in the review of the national Draft Policy for Bees, a process that she says has further inspired her work. She believes Kenyan honey producers will be able to reach national demands once they harness their great potential and invest in more efficient operations; and for Mohammed, that process starts with *Upendo Yetu.*

With the rollout of the OVOP initiative spotlighting honey production in Garissa, recognition of the district as a quality producer is likely to reach the national level. In the mean time, as local demand for honey continues to go unmet, there are a variety of immediate opportunities within the local apiculture sector, ranging from harvest and collection to marketing and national distribution. As the national demand for honey is not being met by in-country processing, there is significant potential for small- to medium-scale processing operations to be sustained in the long term. Also within the apiculture sector is collection, sale and use of beeswax, which is currently being thrown away by some local producers in

Garissa. As there remains a large local market for candles, evidenced during marketplace observations, youth may find an alternate entry point to the sector through this potential.

Table 16: Apiculture Entry Points & Linkages

Apiculture (beekeeping)	
Immediate Opportunities	**Immediate Linkages**
• Produce raw honey and sell to existing processors • Produce raw honey, outsource processing, and sell processed honey to local retailers • Produce, process, and sell processed honey to local retailers • Purchase raw honey from traditional producers and sell directly to informal vendors and individuals • Sell raw honey to existing processors • Obtain processing services from existing processors and sell processed honey to local retailers • Purchase processed honey and sell to local grocers, restaurants and hotels	• Upendo Yetu Youth Initiative • CARE Kenya • Honey Care Africa • African Beekeepers • DLPO • ALRMP
Growth Opportunities	**Growth Linkages**
• Obtain KEBS Certification • Improve packaging • Expand production and processing and increase sales to national buyers • Upgrade processing facilities • Obtain organic certification • Export directly from Garissa	• KEBS • Hiddig Hotel • El-Fatal Supermarket • First Community Bank • ALRMP • African Beekeepers • Honey Care Africa • Gatana Enterprises • Green Forests • Nature Health • Asali Honey Processors

Actions required:

- Relationship-building and outreach to Honey Care Africa to explore partnerships with G-Youth
- Relationship-building with Upendo Yetu to determine their capacity to absorb G-Youth, to purchase raw honey from G-Youth bulkers,
- Relationship-building with the DLPO to pinpoint traditional beekeepers in the district
- Conduct full end-market survey to solidify local buyers and catalogue their quality and quantity requirements.
- Expand the abridged sector map to determine additional existing processors, include all traditional processors
- Relationship-building with ALRMP to request financing for manual centrifuge purchasing agreement

Aloe Vera

A few farms and small-scale processing centers for aloe vera exist within the study area, although the markets for their products remain small and informal. The Jirole Aloe Farm and Processing Plant in Ijara is a small industry of 15 members with a small plantation and one hand press in their workshop. Jirole produces soap, lotion, shampoo and pure extract (liquid and dried) for sale in the Mombasa market. In Mwingi, the Mutwa Ng'ombe Youth Group farms aloe vera for production of soap, which is sold locally as well as in Bura and Garissa. Sales to Garissa are inconsistent and require representatives from Mutwa Ng'ombe to travel to Garissa and commit to staying there until their products are sold out – a commitment that is often difficult for group members to make. The group reports a high demand for their products, but they currently have insufficient capital to expand operations.

There is an immediate opportunity to youth in Garissa to form relationships with both Jirole and Mutwa Ng'ombe, providing consistent access for value added products like soaps and lotions to consumers in Garissa. Youth could also identify and build relationships with additional producers that are scattered around Garissa and surrounding areas. If youth in Garissa are successful in identifying a network of producers that could offer a steady supply of raw plants or unprocessed sap, there is immediate interest from buyers in Nairobi in establishing direct links with Northeastern Province.

Table 17: Aloe Vera Entry Points & Linkages

Aloe Vera	
Immediate Opportunities	**Immediate Linkages**
• Purchase, bulk, and sell raw plants and crude extract to local traders • Purchase, bulk and sell raw plants and crude extract to Nairobi-based buyers • Purchase, bulk and sell processed products (soaps, etc.) to local market	• Jirole Aloe Farm • Mutwa Ng'ombe Youth Group (Mwingi) • ALRMP Ijara • Green Life Products (Nairobi buyer) • Moses Miricho (Nairobi buyer)
Growth Opportunities	**Growth Linkages**
• Expand existing sales of raw plants, crude extract, and processed products to local and national buyers • Establish processing operation and source raw plants from local growers • Certify processed sap with KEBS for national and international sale • Bottle and label sap for local and international sale	• Jirole Aloe Farm • Mutwa Ng'ombe Youth Group (Mwingi) • ALRMP Ijara • Green Life Products (Nairobi buyer) • Moses Miricho (Nairobi buyer)

Action Required:

- Relationship-building and outreach to Ministry of Agriculture and ARLMP to pinpoint all local producers of aole vera
- Expanding the sector map to include all Garissa producers of aloe vera
- Relationship-building with Green Life Products and Moses Miricho to determine buying specifications for raw aloe vera sap.

- Relationship building with Mutwa Ng'ombe (Mwingi) and Jirole Aloe Farm (Ijara) to determine their capacity to supply both raw and processed products to the Garissa market.
- Conduct full end-market survey to solidify local buyers and catalogue their quality and quantity requirements.

Table 18: Agro-processing Cross-Sector Skills Profile

Cross-Sector Skills Profile Agro-processing	
• Business Relationship Management • Planning for and Taking Advantage of Seasonality • Collection and Logistics • Sorting and Grading • Weighing • Following Instructions • Measuring • Machine Operation and Maintenance	• Quality Control • Costing • Storage Conditions • Inventory Management • Packaging • Marketing and Sales • Negotiation • Financial Record-Keeping

6.2 Construction

The construction sector in Garissa is experiencing rapid growth. As more communities settle in the area, residential construction remains constant and businesses are expanding or entering the community in response to the growing consumer base. As reported by an Eastleigh-based real estate developer, Al-Bushra, the demand for Garissa-based development from the Somali Diaspora is consistently high. However, due to the difficulty in obtaining a title deed for land ownership in the region, the company has been slow to respond to client demands. As explained by the Garissa District Officer, local officials are hesitant to extend full development liberties to people from outside the region, as they would prefer expansion of the community to be primarily homegrown.

Unskilled Labor and the Skilled Trades

Because of this community focus, locally based construction companies are responding to a high volume of client interest, and managing multiple large projects throughout the Garissa District. The clearest points of entry into construction exist in manual labor or in the skilled trades (masonry, carpentry, plumbing, electrical). However, through youth focus group discussions and interviews with business leaders in the sector, it was discovered that local Somali youth have an aversion to construction due mostly to the physical requirement which were described as inconsistent with Somali culture and traditions. One site manager overseeing a local construction project recounted his attempt to hire local Somali laborers who had quit after their first half-day of work complaining about the demanding physical requirements of the job – this after the developers had explicitly stipulated that he hire local labor for the project.

Local construction companies operating in Garissa also manage projects in Dadaab, Bura and Ijara, and expressed an inability to respond to the large volume of new requests in the area. Depending on the size of the project, a site may have 10-40 employees, most of whom are referred through familial or tribal channels, or come from neighboring towns looking for day labor. The majority of opportunities within the sector are for unskilled day laborers, though technicians skilled in finishing applications are also needed to complete each project. Local business leaders report that the workers that fill these positions in the skilled trades have completed technical training in their field, and become more skilled through practical experience.

Employer Profile: Mush Construction

Mohammed Mush, owner of Garissa-based Mush Construction, recognizes the mutual benefits of investing in youth skills development. For the past five years, Mush has been sponsoring motivated youth to attend Embu Technical Institute to develop skills in their chosen technical field, including carpentry, electric engineering, welding, plumbing, and masonry. Upon completion of the training program, youth are committed to work for Mush Construction at a reduced rate (500Kshs rather than the standard 700Kshs per day for a skilled worker) until the training costs have been recovered.

As Mush does not formally advertise his company, he relies on his reputation of providing quality work to attract more clients and having professionally trained technicians on staff is a top priority. The benefit of engaging youth in his business, he explains, is that "if youth are trained early and well, they stay with the company for years and produce high-quality products," a slogan that is used as the company's "calling card." Mush also notes that the best masons and carpenters are older, more experienced staff, so investing in a motivated and interested youth now means an investment in the future of the company.

Mush employs 14 full-time staff, comprised of technically skilled and experienced workers needed for finishing work. Of the 14 staff, eight were sponsored by Mush to complete their technical training and have continued with the company as staff technicians. The other three young people who received scholarships have abandoned their training debt to seek opportunities elsewhere. Although Mush has incurred financial loss due to their lack of commitment, he plans to continue sponsoring youth training in the future, and is interested in participating in additional internship models.

As a Garissan local, Mush is disturbed by the "idleness" local youth have been facing and is aware his role as a mentor. As a businessman, he values the high-quality work produced by properly trained staff. Recognizing the win-win situation created by sponsoring youth to receive technical training, Mush has been working on a strategic plan to propose youth engagement programs to other businesses. His plan is still in development phase, and he does note that without the support of other community structures, it will not reach wide-scale fruition.

Immediate opportunities in day labor require low skill sets, and offer on-the-job training with potential to develop long-term skills. Contractors have expressed their preference in employing young people to fill these roles, because of their physical strength and endurance. Technical training institutes offer courses in finishing disciplines, and an investment in this type of education would give young people a foundation upon which to build a career.

Table 20: Unskilled Labor & Skilled Trades Entry Points & Linkages

Unskilled Labor	
Immediate Opportunities	**Immediate Linkages**
• Provide general labor on public and private construction projects including the Medina Hospital project and the upcoming slaughterhouse • Assist youth in accessing training opportunities in the skilled trades (masonry, carpentry, plumbing, electrical)	• Mush Construction • Medina Diagnostics • DPLO • NEP-TTI

Actions Required:

- Making the case to youth that construction is a respectable and viable livelihood opportunity
- Relationship-building and outreach to Mush Construction to make the business case for taking G-Youth on as laborers on construction projects
- Relationship-building with Medina which is currently building a hospital in Garissa and immediately requires unskilled laborers
- Relationship-building with the DLPO who is expected to managing the development of new slaughterhouse facility in Garissa in 2010 and will require unskilled laborers
- Expand the sector map by identifying additional construction companies and mapping the projects they currently operate or expect to come online within the term of G-Youth
- Outreach to NEP-TTI to discover applicable skilled trade training courses offered
- Expand the sector map identifying additional training providers with the capacity to train youth in the skilled trades.

However, in order to support youth entry in construction through unskilled labor or the skilled trades, G-Youth will need to combat the negative stigma that youth and the local community at-large have placed on manual labor. Innovative marketing campaigns that highlight the positive aspects of construction & building may be interested paths for G-Youth to begin reshaping these perceptions. Ultimately, youth cannot be forced into these opportunities, and if the cultural barriers are too challenging, G-Youth may have to focus on supporting youth entry into construction through other channels.

Small Works Management

Given that youth are disinterested in manual labor construction opportunities and there are high technical barriers to entry for skilled technicians and high financial barriers to entry for construction management, one entry point into construction particularly relevant for G-Youth is small works management. Small works management consists of jobs that require limited up-front capital costs and technical expertise. These jobs include things like repairing potholes, stump removal, bush clearing, basic plumbing and electrical maintenance or upgrades, replacing or repairing road signs, general building repair, silt removal from dams, repairing and replacing culverts, and unblocking draining canals, among others. Small works contracts come primarily from The Garissa Municipal Council, the Urban Roads Authority, the Rural Authority, and the private sector. Within the Municipal Council alone there are more than 20 projects contracted each year amounting to 6-7 million Ksh of work.

Small works management opportunities may appeal to youth interested in a higher level of engagement in the sector, and help them to develop transferable skills for application in management opportunities in various sectors. Small works contracting would allow youth an entry into construction with fewer barriers to entry. While they would still need to obtain basic technical skills, it is important that they are able to build a relationship with key skilled tradespeople who can be drawn upon to complete individual jobs. The most important functions of the small works manager are to cost the job properly and assess the work to ensure quality. The Municipal Council is prepared to offer preferential contracts through the community contracting mechanism if youth are appropriately skilled, can prove relationships with the necessary artisans, and are registered with both the Council and the Ministry of Youth Affairs.

Table 19: Small Works Management Entry Points & Linkages

Small Works Management	
Immediate Opportunities	**Immediate Linkages**
• Attend construction management training through the G-Youth Program	• G-Youth Project
Growth Opportunities	**Growth Linkages**
• Manage small works construction projects under public and private tenders • Hire local labor to support small works project	• Municipal Council • Urban Roads Authority • Rural Authority • Private Sector

Actions Required:

- Identify training institutions offering specialized courses in small works construction management (building on in-house research that has already been conducted by G-Youth)
- Relationship-building and outreach to the Municipal Council, Urban Roads Authority, and Rural Authority to fully understand their small works contracting mechanisms, especially the community contracting facility.
- Relationship-building and outreach to private construction companies to fully understand their small works construction tendering process.
- Making the business case to public and private institutions that G-Youth are well-equipped to deliver small works projects on time and on budget (after youth have received specialized technical training).

Table 21: Construction Cross-Sector Skills Profile

Cross-Sector Skills Profile Construction	
• Communication Skills • Management • Organization	• Time Management • Reliability • Physical Strength

6.3 Energy: Solar Lighting and Cooking Fuel

Solar Lighting

Of 89 households surveyed in Garissa[14] every household reporting using some source of lighting. Households were divided evenly between those that were tied to the grid therefore drawing on electricity as their primary source of lighting (49.4 percent) and those that did not have access to the grid and therefore relied on kerosene as their primary source of fuel (49.4 percent). One household was using solar energy for lighting. Among those respondents that were able to estimate their monthly costs on lighting, the average monthly expenditure was 765 Ksh.[15] This monthly expenditure was categorized as "very high" by 66 percent of households, indicating demand for alternative products that can reduce household lighting costs. Cost concerns over electricity and kerosene combined with anecdotal evidence suggesting problems with reliability of on-grid electricity create market potential for residential lighting products such as battery-operated or solar lanterns. Battery-operated lanterns are widely available in Garissa market centers and vendors described sales as consistently increasing.

Although solar lighting has been slow to reach the Garissa residential market – only 1 in 89 households reported using solar energy – Garissa and the NEP more broadly is seen by Nairobi-based suppliers of solar products as an ideal territory for expansion of both residential and commercial lighting products.

Household lighting in particular is a sector experiencing rapid growth as more businesses are developing mini-solar products and are looking for innovative ways to reach previously untapped NEP markets. With the right market linkages, youth can play a critical role in advancing the energy sector in NEP. Nairobi-based suppliers interviewed during the assessment described the current high costs of lighting in Garissa and the number of households that are off-grid, combined with the available sunlight in the region as creating an ideal market. However, they indicate that in order to enter the NEP market, a significant amount of education will need to be provided along with sales and community outreach.

Youth were identified as particularly suitable to working as mobile sales agents for these Nairobi-based companies as they can easily understand the new technologies and they know the communities well enough to bring credibility to companies that may otherwise have difficulty generating new customers. One supplier, Renewable Energy Ventures (REV) estimated that they could likely absorb 5-10 youth as sales agents in a pilot effort and would expect each agent to generate income of 10,000 – 15,000 Ksh per month to start. REV is willing to provide the technical training that youth would need to market the residential lighting products and make the cost comparison to potential customers, showing them the costs savings they could achieve over time by transitioning to solar lighting. REV's fear was unreliability of youth and the potential that they would not make reasonable commitments to grow the business. REV was particularly interested in the role that G-Youth could play in mentoring new sales agents and providing them with some of the soft skills required to be a successful employee.

REV is one company among many that are looking to expand their market to NEP through the utilization of mobile sales agents. It is recommended that G-Youth reach out to these companies in order to create a large network of potential employers for youth in Garissa.

[14] 77 Households were peri-urban, 8 were rural, and 4 were urban.

[15] 19 of the 89 households surveyed in Garissa were unable to estimate their monthly expenditures on lighting fuel and are therefore excluded from the total here.

Table 22: Solar Lighting Entry Points & Linkages

Solar Lighting	
Immediate Opportunities	**Immediate Linkages**
• Work as a sales agent and parts supplier for an existing residential solar lighting company • Operate a solar lantern rental business • Operate a solar cell phone charging station • Work as a solar panel sales agent for local electronics shops • Act as a mobile retailer for solar panel systems • Work as a sales agent and technician for an institutional solar lighting company	• Renewable Energy Ventures (REV) • ToughStuff • Kenital • Kenya Green Energy Foundation
Growth Opportunities	**Growth Linkages**
• Expand sales of residential and institutional solar lighting systems • Increase sales territory and hire support staff to generate leads • Carry diverse lighting products and additional solar applications • Open solar shop and formalize business	▪ First Community Bank (other financing) ▪ Renewable Energy Ventures ▪ ToughStuff ▪ Kenital ▪ Kenya Green Energy Foundation

Actions Required:

- Relationship-building and outreach to Renewable Energy Ventures (REV) to define the terms of a pilot mobile sales partnership with G-Youth
- Relationship-building and outreach with ToughStuff, Kenital, and Kenya Green Energy Foundation to explore the potential for youth to support their business expansion to NEP in both residential lighting as well commercial/institutional solar systems
- Expand the sector map to include additional solar suppliers from Nairobi or Mombasa-based companies

Cooking Fuel

Charcoal is the primary fuel source throughout the NEP. Of the 89 households surveyed in Garissa, 26 percent relied on firewood as their primary source of cooking fuel and 74 percent relied on charcoal. Realizing the negative effects of deforestation and associated desertification of local area, Garissa officials in the NEMA and Kenya Forest Service offices have embraced national incentives towards the expansion of the sustainable charcoal sector. Currently, the majority of charcoal is produced from the slow-growing Acacia tree, using inefficient methods that lose an average of 30% production potential for each tree. KFS is working on frameworks for “sustainable” charcoal production, which is expected to establish a continuous supply of charcoal to the market using renewable resources. The framework highlights use of fast-growing trees such as Prosopis, which have been shown through research to have equitable value as fuel. New technologies in charcoal production, also promoted by KFS, increase the capacity for efficient use of natural resources, resulting in fewer trees being cut. The local NEMA office is partnering with KFS to encourage sustainable charcoal production, and offers related licenses for processing and sale at a reduced rate or free of charge.

A Nairobi-based NGO called the Centre for Sustainable Development Initiative (CSDI), which is managed by a Garissan man, has worked extensively within the charcoal sector in Garissa to support existing producers in transitioning away from Acacia charcoal production toward Prosopis ("mathenge") production. CSDI is linking Prosopis charcoal production with new chimney systems that improve the efficiency of charcoal production by three-fold much. The burning properties of the Prosopis charcoal are equal to and in many cases superior to those of the Acacia charcoal, and the transition has been well-received by both producers and retailers. The increased efficiency in the production process can also yield decreased prices at the wholesale and retail levels which can allow sustainable charcoal to gain competitive advantage in a market where the average household reports spending 985 Ksh per month on cooking fuel[16] – an expense described as "very high" by 71 percent of survey respondents.

As national charcoal regulations are tightened, the demand for sustainably produced charcoal or charcoal alternatives is expected to grow. Urban centers have already established niche markets for alternative energies, which are supplied by producers working in areas along the coast and in the NEP. In addition to the growing demand in the marketplace, sustainable charcoal production is essential in the maintenance of the local environment. Promoting the practice and making the techniques more accessible to traditional producers can help to curb the deforestation occurring in the natural Acacia forests. CSDI has described limited potential for youth to be absorbed in the charcoal production process, which would likely fall outside of youth interests anyway. However, CSDI does see immediate opportunity for youth in Garissa to begin supplying sustainably produced and branded charcoal to Nairobi and Mombasa markets, where they expect youth could generate profit margins of 200-300 percent compared to local markets. CSDI is interested in working directly with G-Youth to link young people in the program with existing producers in a win-win relationship that can grow the sustainable charcoal sector overall.

The sustainable and alternative cooking fuel market has potential over the medium and long-term to support new technologies such as fuel briquettes which at present are not produced or used in Garissa. ATC Farms has expressed interest in partnering with G-Youth to pilot the production and marketing of fuel briquettes to the local market in Garissa.

Youth participants in focus groups expressed an interest in innovative and interesting new products and services, as well as marketing – sustainable charcoal marketing and supply can draw on both of those interests.

Table 23: Cooking Fuel Entry Points & Linkages

Cooking Fuel	
Immediate Opportunities	**Immediate Linkages**
▪ Collect, bulk, package, and retail sustainable charcoal to local, regional and national markets • Pilot fuel briquette production at ATC Farm	• Centre for Sustainable Development Initiatives (CSDI) • KEFRI • MakaaZingira • NEMA • Kenya Forest Service • ATC Farm
Growth Opportunities	**Growth Linkages**

[16] This average excludes 18 households that were unable to provide accurate estimates of their monthly expenses on cooking fuel

• Improve packaging and expand sales of sustainable charcoal to high-end Nairobi and Mombasa markets • Sell locally fabricated chimneys to charcoal producers nationwide • Produce, package, and sell of fuel briquettes to local, regional, and national markets • Train local communities to produce fuel briquettes • Purchase fuel briquettes from local producers to expand stock and increase sales	• Centre for Sustainable Development Initiatives • KEFRI • MakaaZingira • NEMA • Kenya Forest Service ▪ ATC Farm

Actions Required:

- Relationship-building and outreach with CSDI to link youth with existing sustainable charcoal producers and develop marketing strategies to reach Nairobi and Mombasa markets.
- Relationship-building and outreach with NEMA and KFS to link youth with sustainable charcoal producers outside of the CSDI network
- Relationship-building and outreach to ATC farm to explore the potential of partnering with G-Youth to pilot fuel-briquette production as an alternative cooking fuel to charcoal.

Table 24: Energy Cross-Sector Skills Profile

Cross-Sector Skills Profile Energy	
• Analytical Skills • Business Development Skills • Communication Skills • Financial Literacy and Costing • Marketing Skills • Negotiation Skills	• Organization Skills • Relationship Management • Technical Knowledge • Logistics Coordination • Management Skills • Supplier Network Management

7.4 Information and Communication Technologies (ICT)

ICT is an umbrella term that covers all technical means of processing and communicating information. As reported by the BBC in July 2009, the first underwater cables bringing broadband internet to East Africa are now in operation. By December 2009, installation had reached NEP and broadband in Garissa is expected to be operational in 2010. This is a critical development to the ICT sector in Kenya, which will see significant social and economic benefits from connecting to the global marketplace. ICT is specifically of interest to youth as revealed through both focus groups as well as social media tracking efforts employed by EVI as part of the desk research component of this assessment which indicated that young people in the NEP are heavily engaged in social networks that draw on computers, internet and mobile technologies to pass information among peers.

ICT is also being widely used in the transfer of market information, data, money and news in local communities throughout the country. Private and public offices in Garissa are connected to colleagues on intra-office systems as well as the internet, and a growing number of households are using computers for personal home use. Internet-based communication is particularly important for the

Somali community which has a large Diaspora population worldwide. Voice-over IP technologies like Skype are continuing to driving demand for computers and internet connectivity among households in Garissa.

7.4.1 ICT Service Provision

Presently, many households, businesses and professional offices are still focused primarily on utilizing PC hardware efficiently and sharing information both internally within offices and externally to outside users. Assessment interviews revealed that the most significant immediate opportunities in ICT are in PC Troubleshooting – assisting users with everyday problems with their hardware, and networking – assisting offices connect computers to share information. There is a shortage of people with the necessary skills in PC Troubleshooting and networking, primary functions that assist in increasing daily computer use, access to internet and communication between machines. Nearly all government and NGO offices have computer systems but few if any have in-house expertise in ICT management – both in troubleshooting and network maintenance.

PC Troubleshooting

PC Troubleshooting was characterized as a bit limited in scope compared with networking, although it was also described as more steady and secure in terms of demand. Troubleshooting tends to pay per job where prices are highly variable depending on the service provider (estimated at 500-2,000 Ksh per job). The barriers to entering PC Troubleshooting as a freelancer are low as there is no regulation and few clients will request any certification as a prerequisite. The sector is very reputation-based meaning that if service providers have track records of success they can expect to have steady demand for services. If freelancers are interested in transitioning to full-time employment with a large company or NGO, however, they will be required to show certification. The immediate opportunity therefore is in freelance PC Troubleshooting with growth potential into secure employment if youth are able to obtain certification.

Table 25: PC Troubleshooting Entry Points & Linkages

ICT Service Provision: PC Troubleshooting	
Immediate Opportunities	**Immediate Linkages**
• Provide freelance PC troubleshooting services to individuals, NGOs, local government, and local businesses	• Mahfudh Abdillahi, G-Youth Project • NEP-TTI • Au Gab Computer Training Center • James Mungai • Mr. Jamal • Mr. Dennis • Mr. Timothy
Growth Opportunities	**Growth Linkages**
• Obtain proper certification in order to grow client base • Obtain proper certification in order to find stable employment within local NGOs, businesses, and government offices • Create business partnership with other freelance troubleshooters in order to expand reach of services	• International Computer Driving License (ICDL) certification providers • Microsoft Certified Solutions Developer (MCSD) certification providers • Microsoft Certified Systems Engineer (MCSE) certification providers • CompTIA A+ certification providers ▪ CompTIA Network+ (N+) certification

• Hire support technicians and grow freelance work into formal service provider	providers

Action Required:

- Expand the sector map by defining all government, NGO, and private businesses with multiple computers.
- Relationship building and outreach with Mahfudh Abdillahi to gain more complete understanding of PC Troubleshooting freelance work
- Relationship-building and outreach to existing freelancers to gauge the potential for partnerships or job shadowing (James Mungai, Mr. Jamal, Mr. Dennis, Mr. Timothy – contact information can be provided by Mahfudh Abdillahi)
- Expand the sector map to outline training and certification preparation and testing centers.

Networking

Establishing a freelance business in networking can be a bit easier than PC Troubleshooting because rather providing service job-by-job, networking freelancers are often held on retainer by businesses, government offices, and NGOs. For example, a networking freelancer may be on retainer for a 10-person office at a monthly rate of 20,000 Ksh, but will only end up providing 3-5 full days of work. However, the extent to which clients will draw on the retained services is unpredictable and therefore client relations and management are critical skills to ensure that freelancers do not overextend themselves.

As with PC Troubleshooting, the barriers to entering networking as a freelancer are low as there is no regulation and few clients will request any certification as a prerequisite. The sector is very reputation-based meaning that if service providers have track record of success, they can expect to have steady demand for services. Again, as with PC Troubleshooting, if networking freelancers are interested in transitioning to full-time employment with a large company or NGO, however, they will be required to show certification. The immediate opportunity therefore is in freelance networking with growth potential into secure employment if youth are able to obtain certification.

Table 26: Networking Entry Points & Linkages

ICT Service Provision: Networking	
Immediate Opportunities	**Immediate Linkages**
• Freelance intra-office networking	• Mahfudh Abdillahi, G-Youth Project • NEP-TTI • Au Gab Computer Training Center • James Mungai • Mr. Jamal • Mr. Dennis • Mr.Timothy
Growth Opportunities	**Growth Linkages**
• Obtain proper certification in order to grow client base • Obtain proper certification in order to find stable employment within local NGOs, businesses, and government offices	• International Computer Driving License (ICDL) certification providers • Microsoft Certified Solutions Developer (MCSD) certification providers • Microsoft Certified Systems Engineer (MCSE)

• Create business partnership with other freelance networkers or PC troubleshooters in order to expand reach of services • Hire support technicians and grow freelance work into formal service provider	certification providers • CompTIA A+ certification providers ▪ CompTIA Network+ (N+) certification providers

Action Required:

- Expand the sector map by defining all government, NGO, and private businesses with multiple computers.
- Relationship building and outreach with Mahfudh Abdillahi to gain more complete understanding of Networking freelance work
- Relationship-building and outreach to existing freelancers to gauge the potential for partnerships or job shadowing (James Mungai, Mr. Jamal, Mr. Dennis, Mr. Timothy – contact information can be provided by Mahfudh Abdillahi)
- Expand the sector map to outline training and certification preparation and testing centers.

Web Content Development

As fiber-optic cables lead to speed increases and cost reductions for internet service, connectivity will no longer be the primary issue. It is expected that by 2011, the ICT focus in Garissa will shift from connectivity to content. In other words, once the bandwidth is in place and accessible, what will be done with it? How can it be used to improve business, government, and civil society?

While advanced ICT services like data processing and business process outsourcing are viewed as being more medium-to-long term opportunities, web content development is expected to be in immediate and high demand by the end of 2010. The primary content demand will be for website development which can be a highly lucrative opportunity for properly skilled youth. Initial website development can cost close to 100,000 Ksh in addition to a monthly retainer of 10,000 – 25,000 Ksh to manage any problems with the site and to generate updates as needed. One key informant described an experience recently developing a website for a Garissa-based NGO for a rate of 200,000 Ksh.

Web content development is more of an art than a science and can provide real opportunities for youth that are seeking employment and enterprise opportunities that can draw on their creativity. Whereas in the past website development required technicians that were fluent in complex computer codes, many programs have developed templates with intuitive interfaces that assist in the development process. These so-called "What you see is what you get (WYSIWYG)" template technologies have drastically reduced the barriers of entry for youth interested in web content development.

Interviews with G-Youth ICT staff highlighted the internal strategy and intention to train youth in website development as part of the resource center that under development. Given the gap in training available for web content development, G-Youth may be in the best position to give youth the skills they need to successfully enter this opportunity.

Table 27: Web Content Development Entry Points & Linkages

ICT Service Provision: Web Content Development	
Immediate Opportunities	**Immediate Linkages**
• Provide freelance website development and maintenance services to NGOs, local government, and local businesses	• Mahfudh Abdillahi, G-Youth Project • G-Youth Project
Growth Opportunities	**Growth Linkages**
• Build skills to manage setup and maintain Web 2.0 applications • Obtain proper certification in order to grow client base • Obtain proper certification in order to find stable employment within local NGOs, businesses, and government offices • Hire support technicians and grow freelance work into formal web development service provider	• International Computer Driving License (ICDL) certification providers • Microsoft Certified Solutions Developer (MCSD) certification providers • Microsoft Certified Systems Engineer (MCSE) certification providers • CompTIA A+ certification providers ▪ CompTIA Network+ (N+) certification providers

Action Required:

- Ongoing work with Mahfudh Abdillahi of G-Youth to support the development of a website development course at the G-Youth Career Resource Center
- Relationship-building and outreach to NEP-TTI to better understand the training courses they currently offer in website development and to gauge their interest in developing technical "short courses" targeted to G-Youth and other young people in Garissa.
- Expand the sector map to identify any additional training institutions offering coursework in website development

Integrated Cyber Cafes

Many of the Cyber Cafes in Garissa have been described as utilizing old and dysfunctional machines, leaving a market gap for cafes that can offer faster connections on newer machines, all within a nice environment.

Color printing in bulk, metallic binding, photo printing are additional services that were described as difficult to access in Garissa and often outsources to shops to Nairobi. New cyber cafes could gain a market advantage by providing these services in addition to providing fast connections on newer machines.

Table 28: Integrated Cyber Café Entry Points & Linkages

ICT Service Provision: Integrated Cyber Cafe	
Immediate Opportunities	**Immediate Linkages**
• Open and manage a small cyber café with quality machines and good customer service offering computer services as well as printing and binding services	• ALRMP Garissa Urban Youth Fund
Growth Opportunities	**Growth Linkages**
• Expand cyber café with additional machines and printing and binding services	▪ First Community Bank (other financing)

• Provide photo printing services • Open additional locations/franchise units of cyber café	

Action Required:

- Relationship-building and outreach with ALRMP to access funding for youth to start and manage a mid-market integrated cyber café

Table 29: ICT Service Provision Cross-Sector Skills Profile

Cross-Sector Skills Profile ICT Service Provision	
• Business Development Skills • Client development • Self-marketing and Promotion • Communication Skills	• Computer Literacy • Costing • Management Skills • Financial Record-keeping

7.4.2 ICT Product Sales

Marketplace observations identified 14 formal ICT outlets located in the Garissa market, offering a variety of products and services. According to local consumers, however, providers are not meeting the demand for mid-market mobile phones and "smart phones", which are increasingly in demand as mobile access to the internet is made possible.

Table 30: Mid-Market Mobile Phone Entry Points & Linkages

ICT Product Sales: Mobile Phones	
Immediate Opportunities	**Immediate Linkages**
• Sell mid-market mobiles (smart phones) and accessories (Bluetooth, data cards)	• ALRMP Garissa Urban Youth Fund • Nairobi-based suppliers • Middle-class residents (demand)
Growth Opportunities	**Growth Linkages**
▪ Open formal shop serving middle-class residents with mid- and up-market mobile phones and accessories ▪ Expand to carry additional mid- and up-market products	▪ First Community Bank (other financing)

Action Required:

- Complete end market consumer survey to fully understand the products that middle and upper-class Garissa residents demand but currently purchase outside of Garissa.
- Expand the sector map to define specific electronics suppliers in Nairobi, especially Eastleigh, with whom G-Youth may already have relationships.

Beyond focusing only on niche products that cater specifically to mid-market mobile phone and technology users, there are opportunities for youth to move more generally into electronics retail, a sector that is expanding throughout the NEP. Successful electronics shops are often driven by personal connections with specific suppliers in Nairobi. These relationships can be one of the most significant barriers to entry, along with the capital necessary to purchase start-up inventory. G-Youth could assist young people in mapping their social networks to determine who they are connected to that may be involved in the electronics trade.

In addition, there is potential for youth in Garissa to form strategic partnerships with youth-owned electronics retailers in Garissa. Uncle Electronics in particular expressed interest in a relationship that would allow for bulk-buying between youth-managed outlets and noted that Garissa would make an excellent link given that the distance between the two urban centers is great enough where the shops would not be in direct competition with one another.

Table 31: Electronics Entry Points & Linkages

ICT Product Sales: Electronics	
Immediate Opportunities	**Immediate Linkages**
• Open and manage a retail shop • Franchise Inuka Afrika Ltd.	• ALRMP Garissa Urban Youth Fund • Uncle Electronics (Mwingi) • Inuka Afrika Ltd. (Mwingi)
Growth Opportunities	**Growth Linkages**
• Expand existing retail shop ▪ Expand into wholesaling of electronics with sales to other local retail outlets	▪ First Community Bank (other financing)

Action Required:

- Relationship-building and outreach to Alex Musili of Uncle Electronics in Mwingi to explore opportunities to form bulk buying relationships.
- Expand the sector map to define specific electronics suppliers in Nairobi, especially Eastleigh, with whom G-Youth may already have relationships.
- Relationship-building and outreach to Inuka Afrika LTD in Mwingi to explore franchise opportunities in Garissa.

Table 32: ICT Product Sales Cross-Sector Skills Profile

Cross-Sector Skills Profile **ICT Product Sales**	
• Communication Skills • Marketing Skills • Knowledge of Trends • Business Development Skills	• Management Skills • Financial Literacy and Costing • Relationship Management

7.5 Livestock

Within the local livestock market, many youth are already engaged in trading, slaughter, butchery, brokering sales and transport, and branding animals that are brought in from rural areas. The collection and sale of livestock byproducts, including meat, milk, hides and skins, bones and hooves, is also currently operating at a largely informal level, though some products originating in the local are reaching national and international sale. There are many activities underway to formalize these informal systems, initiated by the DLPO and local branches of NGOs such as CARE Kenya.

Employment and enterprise opportunities within the livestock and byproducts sector require low levels of skills for immediate entry. In fact, many youth focus group participants noted informal work in the livestock market as a primary way to generate small amounts on income on a day-to-day basis. Although there are clear possibilities for entrepreneurial youth to take financial risks in response to some of the gaps in products and services, the sector remains the most stable in the region, with long-term potential for income generation at some level. Many local youth are already familiar with operations related to livestock and byproducts, as their families may have been or are currently involved in the sector. This gives youth a competitive advantage when entering the more competitive areas of processing, distribution, marketing and sales.

It is important for G-Youth to support young people in developing employment and enterprise opportunities that are outside of the traditional livestock livelihood activities such as rearing or trading. Focus group participants were clear that they are less interested in these traditional activities and more toward business or alternative activities. Each of the opportunities suggested within the livestock sector seek to support youth entry into the sector through non-traditional avenues.

Animal Health

Presently there is a gap in the animal health market between suppliers of animal health products and their end consumers. Pharmacies do not operate at the village-level meaning that either herders must come into sub-district or district towns to purchase animal health products or general traders will purchase health products from pharmacies and deliver them to herders. Companies like Medina have found that only in severe cases will herders travel into town to visit pharmacies, and in many cases it is too late for treatment to work effectively. On the other hand, general traders lack the technical expertise to provide end users with proper information on which medications to utilize given the symptoms as well as the proper administration of drug regiments. These challenges reduce overall confidence in animal health products as many herders view the products themselves as ineffective.

Medina has stressed the importance of presenting a knowledgeable face to the herders who can provide information as well as product and they see youth as particularly well-suited for this work. Many youth have family that are involved in the livestock sector so they know many of the herders. At the same time, many youth are interested in moving away from the rearing side of livestock and more into the business side. Animal health sales offers a unique opportunity for them branch out within the sector. In addition, Medina cites the flexibility and energy of youth as positive attributes that make them well-suited to be mobile sales agents.

Not only the animal health companies, but also the District Livestock Marketing Council and the Livestock Marketing Association, are concerned about improper diagnosis and administration of animal health products. Because end users are not educated on the proper administration, they often over-administer the prescriptions which can lead to very high levels of drug residue in animals which is a key barrier to export. It is therefore in the interest of these entities to support the extension of mobile sales agents, making them good potential partners for G-Youth.

Mobile Animal Health Agents: Medina Pharmaceuticals

Medina has expressed interest in partnering with G-Youth to take on as many 20 mobile sales agents to fill the current gap for direct interaction and provision of information to end users as the village level.

Medina estimates that youth require approximately 10,000 Ksh as a cost-share on their start-up inventory. Once a new agent has completed 1-2 rounds of inventory restocking, Medina offers credit facilities of 20,000 Ksh for expansion and may grow credit provision to as high as 100,000 Ksh after agents operate successfully for up to 6 months. Medina provides new agents with basic training in the technical information they will need to offer preliminary diagnoses of animal diseases and accurately describe proper administration of medications to end users. In addition, Medina offers constant technical support to their sales agents who have any questions while in the field.

The biggest challenge noted by Medina in working with youth is the high turnover rates. They have problems finding new agents and retaining existing workers, so rely on references and introductions through a credible personal or professional source. However Medina is prepared to introduce local youth to the sector and noted, “the market is there…we are ready to support them if they are willing to work”

This type of mobile animal health sales agent relationship being demanded by Medina mirrors previous projects that the international NGO, Practical Action, has initiated with animal health product supplier, Norbrook in Turkana District of Rift Valley Province. According to Eldoret’s Norbrook, these mobile agents were generating sales worth 70,000 Ksh per month by opening up new markets.

Mobile sales agents themselves can earn profit margins ranging between 50 and 150 percent on sales for most products, making this an attractive opportunity for youth that are interested in seeing a quick financial gain from their employment or enterprise choices.

Table 33: Profit Margins on Selected Animal Health Products, December 2009

Animal Health Product	Wholesale Price	Retail Price	Profit Margin
Albanizol 2.5%	130 Ksh	300 Ksh	130%
Levamizol	100 Ksh	150 Ksh	50%
Orthotetricyclene	55 Ksh	100 Ksh	80%

Source: Medina Pharmaceuticals

In addition to formalizing partnerships with Medina, it is recommended that G-Youth reach out to additional animal health product suppliers, especially those like Cooper K Brands and Norbrook who have experience working with NGOs.

The Garissa District Veterinary Officer (DVO) manages a Community-based Animal Health Worker (CAHW) project, providing village-level animal health workers with start-up kits to enable provision of basic services to end users in mobile locations. While this should also be explored further by G-Youth it is not likely that the CAHW program can support opportunities at the same scale as private sector actors like Medina. In addition, the DVO does not have the same capacity to provide credit facilities or ongoing technical support to CAHWs in the same way that private sector actors can to mobile sales agents.

Table 34: Animal Health Entry Points & Linkages

Animal Health	
Immediate Opportunities	**Immediate Linkages**
• Entry-level sales agent for Medina Pharmaceuticals • Community-based Animal Health Worker (CAHW) • Provide support services to DVO as Garissa Livestock Market • Prospecting agent for other animal health companies	• Medina Pharmaceuticals • Livestock owners • DVO • CARE Kenya • Practical Action • Cooper K Brands • Norbrook • Additional animal health companies
Growth Opportunities	**Growth Linkages**
• Expand sales territory/take on new territory • Become sales manager • Expand CAHW client base ▪ Take on sales or management positions with animal health companies	• Medina Pharmaceuticals • Livestock owners • DVO • Cooper K Brands ▪ Additional animal health companies

Action Required:

- Relationship-building and outreach to Medina to formalize youth entry into Mobile Sales Agent positions.
- Expand the sector map to outline all animal health product suppliers that are active in Garissa and surrounding areas.
- Relationship-building and outreach to additional animal health product suppliers like Cooper K Brands and Norbrook to make the business case for how young people from G-Youth can strengthen their current business through mobile sales agent relationships.

Animal Feed

Many local livestock herders have been severely affected by the ravaging drought conditions in Garissa over the past four years. Anecdotes of individual herders losing 50-100 head of cattle are common - herders have reported losing more than 75 percent of their herds with some even describing having been completely wiped out.

The primary drivers of these significant livestock losses are inadequate grazing lands during drought season and shortages of supplementary feedstocks. These severe droughts and resulting food insecurity for livestock are unplanned leaving local markets unprepared.

The production and sale of pasture (hay) and the collection, processing, and sales of acacia and mathenge pods are the most significant responses to feed shortages. During the last drought, 50 Kg bags of acacia and mathenge pods were being sold for 300 Ksh. Bales of pasture were competitively priced. These lessons from previous droughts have spurred growth in pasture production around Garissa, but formalized collection, processing, and packaging of mathenge pods remains limited. The latter is an area in which both the Kenya Forestry Research Institute (KEFRI) in Mombassa and the CSDI in Nairobi have researched heavily. Currently there are opportunities for youth to act as bulking agents and storage managers for the many unorganized farms that are producing pasture as well formalizing the production of animal feed from mathenge pods. If youth are able to successfully take in these functions they could immediately begin brokering with livestock traders who have reported that even when droughts are not severe, fodder is in high demand. Youth could sell these animal feed supplements at the Garissa Livestock Market where traders are already active and transportation of livestock across Kenya originates.

There is also an increasing emphasis on commercialization of the livestock sector which would reduce the demand for grazing lands and increase the demand for animal feed that could be delivered on a regular basis to support intensive commercial livestock operations. If youth were to begin now by providing supplemental animal feeds in both drought and normal conditions, they would well-positioned to supply the livestock sector as it transitions toward more commercial operations.

Table 35: Animal Feed Entry Points & Linkages

<table>
<tr><th colspan="2">Animal Feed</th></tr>
<tr><th>Immediate Opportunities</th><th>Immediate Linkages</th></tr>
<tr><td>• Cultivate pasture on fallow lands
• Collect, bulk, store and sell pasture (hay) to local retailers, livestock owners, and livestock traders during drought periods
• Operate mobile pasture bailing units to bail on-farm pasture
• Operate bailing station where pasture producers can sell un-bailed pasture
• Collect, process, store, package, and sell processed prosopis pods to local retailers, livestock owners, and livestock traders during drought periods
• Harvest, collect, bulk and sell local grass seeds</td><td>• Maendeleo Farm
• ATC Farm
• KIRDI
• Kenya Forest Service
• District Livestock Marketing Commission
• Livestock Marketing Association
• NEMA
• ALRMP Garissa
• DLPO
• KEFRI (Mombasa)
• CSDO</td></tr>
<tr><th>Growth Opportunities</th><th>Growth Linkages</th></tr>
<tr><td>• Supply a variety of animal feeds to regional markets
• Expand collection and processing of prosopis pods and pasture
• Process prosopis pods with other grains and nutrients into enhanced feed product appropriate for all seasons
• Employ animal feed agents to expand product sales
▪ Formalize operations into processing plant and expand sales nationally</td><td>• Maendeleo Farm
• ATC Farm
• Kenya Forest Service
• District Livestock Marketing Commission
• NEMA
• ALRMP Garissa
• DLPO
• KEFRI (Mombasa)
▪ KEBS</td></tr>
</table>

Action Required:

- Relationship-building and outreach to existing pasture producing farms including Maendeleo and ATC to explore opportunities for youth to act as bulking and storage agents
- Expand the sector map to identify additional pasture producers in Garissa

- Conduct market survey with Livestock traders to determine willingness to pay for supplementary livestock feed during normal conditions.
- Relationship-building and outreach to DLMC and LMA to support youth in formally selling supplementary livestock feed at the Garissa Livestock Market
- Relationship-building and outreach to KEFRI and CSDI to better understand how youth can formalize the collection, processing, and sale of mathenge pods as livestock feed.

Livestock Byproducts

The camel milk sub-sector is of particular interest, as the region holds the greatest share of national production and there is great potential for development within the current market system. The camel is also gaining national recognition as a drought-resistant (and therefore more environmentally sustainable) animal that produces meats and milk of high nutritional value. Currently, camel milk is collected informally and sold on the local market, or exported in reusable plastic jugs by public and private transport to Nairobi for sale in Eastleigh milk bars.

Formalizing the camel milk sector is a priority for local community-based organizations as well as international NGOs working in the area. Opportunities for enterprise development in small-scale industries for processing, cold storage, and transportation exist for supply to Nairobi-based milk wholesale and retail outlets. Many stakeholders are working to support the growth of the camel milk sector, especially in the areas of processing and cold-storage. The best entry point for youth from G-Youth is likely in the operation of hygienic milk bars, a strategy supported both by the DLPO and the Garissa Camel Mini Dairy.

Other livestock byproducts, such as hides, skins, bones and hooves, is bulked locally and informally and collected by private companies out of Nairobi. The Nyirenyire Women's Group, which is locally known for their traditional methods of preparing camel meat, or *nyirenyire*, collects these products outside of their headquarters and sells to collectors who pass by informally and on a sporadic basis. The meat from the camels that is not used to produce *nyirenyire* is sold to local butcher shops for sale to the community. One immediate entry point for youth is to work with the Nyirenyire Women's Group to help them generate new markets outside of Garissa. Camel meat has been highlighted as one of the focus products of the OVOP project, meaning that additional resources will likely be mobilized to support the growth of camel meat production and marketing.

The Biashara Trading Company in Mwingi is an example of hides and skins trader who purchases from a large network of suppliers from the region. The company buys skins at 90-105 Kshs per piece and then sells directly to buyers in Nairobi. The company provides basic technical training on proper handling of skins after which its collection agents operate autonomously, bringing loads of hides and skins into the warehouse usually once per week. The biggest requirement is that suppliers are trustworthy – if they prove to Biashara that they are reliable, they will often be extended credit lines of up to 5,000 Ksh to cover transportation costs so that can reach more markets and collect a greater number of hides and skins.

Biashara described the enterprise opportunity as one that provides a constant livelihood for suppliers and often peaks during festivals or celebrations. The hides and skins trade operates similarly in Garissa and is coordinated by the Garissa Hides and Skins Cooperative who suggested that there is room for youth to enter as hides and skins traders and that opportunities can be coordinated through the cooperative. There is also potential for youth to link directly with larger regional traders like Biashara in Mwingi.

Bones and hooves appear to be collected and traded on more informal scale than hides and skins, perhaps because they have a less obvious or less expansive end market. The Garissa District Livestock Production Officer has made value addition on livestock byproducts a key priority. His vision is to train local artisans to produce jewelry and other products out of bones especially, and sell these at various retail outlets around Garissa such as the Nomad Hotel or the bus depot. Young people from the G-Youth project could enter both as artisans as well as retailers of traders of these value added products. It is recommended that G-Youth works directly with the DLPO to support the development of these opportunities.

Table 36: Livestock Byproducts Entry Points & Linkages

Livestock Byproducts	
Immediate Opportunities	**Immediate Linkages**
• Collect hooves, bones, hides and skins from livestock market and butcheries for local and national sale • Produce value-added products from livestock byproducts and sell to local retailers • Collect milk for bulking and sale to local outlets • Establish local milk processing operation and cold storage • Clean and process hides and skins • Sale of processed milk, hides and skins to local buyers • Open and operate local milk bar	• DLPO • ALRMP • Garissa Butchers Association • Garissa Hides and Skins Cooperative • Garissa Mini Camel Dairy • Nyirenyire Women's Group • Biashara Trading Company (Mwingi buyer)
Growth Opportunities	**Growth Linkages**
• Open retail shop to sell livestock value-added products • Establish central collection point for byproduct wholesale and retail • Sell hides and skins directly to Nairobi buyers • Export processed byproducts to regional outlets • Refrigerate and transport processed milk • Create market niche by offering refrigerated milk and byproducts ▪ Expand operation to partner location in Eastleigh	• DLPO • ALRMP • Garissa Butchers Association • Garissa Mini Camel Dairy • KEBS • Biashara Trading Company (Mwingi buyer) • Leathertek (Nairobi buyer) • Faza Exporters (Nairobi buyer) • Leather Industries of Kenya (Nairobi buyer) ▪ Alfa Tannery (Nairobi buyer)

Action Required:

- Relationship-building and outreach to the DLPO and the Garissa Camel Mini Dairy to support youth development of hygienic camel milk bars in Garissa.
- Relationship-building and outreach to the Garissa Hides and Skins Cooperative to facilitate youth entry as collectors and suppliers.

- Relationship-building and outreach with regional traders like Baishara Trading to explore the potential for G-Youth to assist them in expanding their geographic reach through the addition of new supply agents.
- Relationship-building and outreach to the DLPO to support youth entry as value addition artisans and retailers of bone products

Table 37: Livestock & Byproducts Cross-Sectors Skills Profile

Cross-Sector Skills Profile Livestock and Byproducts	
• Business Relationship Management • Logistics • Following Instructions • Giving Clear Explanations • Entrepreneurial Skills • Quality Control • Costing • Communication Skills	• Inventory Management • Packaging • Marketing and Sales • Negotiation • Financial Record-keeping • Buyer Network Management • Health and Safety

7.6 Waste Management

Due to its rapid development and ever-growing markets, Garissa is faced with the problem of too much trash and nothing to do with it. Key informants in Garissa have described waste management services as "infrequent" and "insufficient", evidenced by piles of trash lining roadways throughout the community. During field research, EVI staff looked more closely at the markets for organic and inorganic waste management and disposal, including recycling and small-scale processing. It was discovered that the potential for income generation in the sector is quite possible at many levels, though immediate opportunities may not be as apparent.

The subject of waste management is not one immediately identified by local youth as "most desirable," yet the associated innovative and interesting opportunities for employment and enterprise development are aligned with their interests in management, marketing, and new ideas. As there is a large population of unemployed youth in Garissa, a waste management startup would be able to take advantage of the youth community's most valuable asset: human capital. Startup costs are low, and after securing an agreement with the municipal council, local community, or other private collection agency, an operation would likely experience sustained demand. The potential for local processing of recyclable materials will require a larger financial base, which could be met by the many lending and grant institutions in the community that prioritize natural resource management and sustainable community enterprises.

Trash Collection

The Garissa Municipal Council currently oversees trash collection services, although they report being unable to reach full capacity because of limited financial resources. The council's primary focus is on collection within the central business district (CBD) and they employ 43 collectors who earn 300 Ksh/day collecting trash in the CBD. There are six large refuse chambers located throughout the town, and the council has two trucks that are sent around to collect trash and transport it to the government landfill.

Even with the focus on collection in the CBD, operations are visibly poorly functioning, as trash litters the roadside throughout the town and community has yet to fully embrace the practice of using the refuse chambers. In addition to collection from commercial buildings in the CBD, waste generated at the central market is estimated at 10-15 tons per day. While the Municipal Council expressed their desire to continue managing collection within the CBD, there are opportunities for private actors to compete as several large businesses indicated that they are unhappy with the current waste management services and would pay between 300-500 Ksh per week for reliable trash pick-up.

The council indicated that they currently lack the capacity to provide waste collection services as the residential level. Reflecting this, 87.6% of households surveyed within the municipality report no trash collection. 16.9% of respondents in the household surveys report their most common method of trash disposal as dumping along the road or stream. The Municipal Council estimates that each of the 50,000 households in Garissa produces roughly .5 kg of trash each day. This means that the residential trash market is approximately 25 tons per day. This is a market that council is particularly interested in having youth serve and have shown keen interest in partnering with G-Youth to move young people into the sector.

The local NEMA office issues licenses for private trash collection, typically using donkey carts, and reports 22 registered parties for trash collection and transport. Collectors are responsible for establishing their own dumpsite, or obtaining a memorandum of understanding with the Municipal Council for allowance to use the government landfill. This license is also used by individuals interested in separating recyclables from the landfill for resale. It is unclear who is actively extracting and recycling items from the landfill, and the channels through which trade and sale is conducted are informal and unknown.

The Municipal Council has expressed their willingness to work with G-Youth to create a special partnership where youth would operate autonomously but may have a semi-formal role within the council in order to reduce the stigma attached to waste collection by allowing youth to be "government officers".

Table 38: Trash Collection Entry Points & Linkages

Trash Collection	
Immediate Opportunities	**Immediate Linkages**
• Provide residential trash collection for the Garissa Municipal Council • Provide commercial trash collection in the Garissa Central Business District	• Garissa Municipal Council • Government Guest House • Almond Resort • Al-Rahma Hotel • Maji Club
Growth Opportunities	**Growth Linkages**
▪ Expand residential and commercial trash collection services to businesses in the Garissa Central Business District	• Garissa Municipal Council • Government Guest House • Almond Resort • Al-Rahma Hotel ▪ Maji Club

Action Required:

- Relationship-building and outreach to the Garissa Municipal Council and NEMA to formalize an agreement for youth to take on residential waste management services.
- Making the case to youth to reduce negative stigmas associated with trash collection.
- Open discussion with Municipal Council on the potential for youth to compete for service provision in the CBD

Recycling

No formal recycling activities were identified in Garissa. The assessment team noticed several small piles of separated plastic and metal, but could find no local source to confirm its origin or purpose. It is believed that private collection groups from Nairobi sporadically pick up the recyclables, which is seen by the community as assistance in trash collection rather than potential for income generation.

There is no local industry for processing recyclable materials; therefore, the assessment team conducted interviews with sector leaders in Nairobi to explore the opportunities for Garissan youth to supply recyclables into Nairobi markets.

GreenPlast Recycling is a large-scale waste management facility, collecting trash from Nairobi and the surrounding areas for sell on the local marketplace and in China. The manager of GreenPlast explained that the plastics in Kenya are of such a low quality, recycled flakes are only valuable in foreign markets to manufacture polyester. However bottle-to-bottle recycling facilities are expected in the country within the next 5-10 years, which would make national collection and processing much more financially reasonable. The manager is interested in conducting a pilot operation collecting recyclables in Garissa for processing at the Nairobi plant, and would consider a partnership if there is potential for income generation at all levels. If a Garissa-based operation was able to do preliminary processing of the recyclables it would increase the potential for a long-term partnership.

In addition to plastics recycling, Chandaria Paper in Nairobi has expressed initial interest in expanding its network of suppliers to include the NEP where it currently does not have any business. Chandaria has shown particular interest in linking with an NGO like G-Youth that can facilitate access to a large number of potential collectors and suppliers who have received additional workforce readiness training.

Table 39: Recycling Entry Points & Linkages

Recycling	
Immediate Opportunities	**Immediate Linkages**
• Collect, bulk, and sell waste paper to Nairobi and Mombasa-based buyers • Collect, bulk and sell waste glass and plastics to Nairobi and Mombasa-based buyers	• Chandaria Paper (Nairobi) • GreenPlast Recycling (Nairobi)
Growth Opportunities	**Growth Linkages**
• Expand collection and sales of waste paper, glass and plastics • Develop small processing facility to allow increased shipments of waste per truckload • Develop full processing facility and sell processed recyclables to national and	▪ Chandaria Paper (Nairobi) ▪ GreenPlast Recycling (Nairobi) ▪ National and international buyers of processed recyclables

international buyers	

Action Required:

- Expand the sector map to clearly identify which actors are collecting recyclables in Garissa
- Relationship-building and outreach to GreenPlast to formalize pilot partnership whereby youth collect and supply recyclable plastics
- Relationship-building and outreach to Chandaria to formalize pilot partnership whereby youth collect and supply recyclable paper
- Expand the sector map to identify additional plastics, glass, and paper recyclers in Nairobi and Mombassa

Organic Composting

According to household surveys conducting as part of the assessment, 29 percent of households surveyed sort their organic and inorganic wastes. While 66 percent of households were aware that organic waste can be composted into fertilizer, however only 20 percent of households have done self-composting for gardens or family farms. The primary means of organic waste disposal are reported in Table 40, below.

Table 40: Household Organic Waste Disposal, Garissa, December 2009

Disposal Method	Percentage of Households
Burns	41.6%
Private company/individual collects	10.1%
Feed to pets/livestock	15.7%
Throw in trash pit	13.5%
Dump along road/stream	16.9%
Municipality collects	2.2%

Source: Household Surveys *(N=89)*

Among those households that reported having a private company or individual collect their organic waste, the majority paid for the service. If organic waste composting were to be developed by youth in Garissa, they could flip this business model and offer small payments to households to incentivize greater separation and a steady supply of raw materials.

Beyond the market for residential organic waste collection, vegetable vendors in the central market reported to disposing of most of their waste into municipal collection containers that mix organic and inorganic waste. These vendors expressed interest in partnering with composting facilities as additional market outlets for their unsold produce as opposed to disposing of this surplus at a total loss.

As the surrounding area becomes more settled and agricultural production increases, the need for low-cost soil fertilizer will be in demand, and entrepreneurial youth may be able to harness the potential of local waste to create nutrient-rich compost.

Table 41: Organic Waste Composting Entry Points & Linkages

Organic Waste Composting	
Immediate Opportunities	**Immediate Linkages**
• Organic waste collection and composting pilot project • Composting of organic waste and sale of soil enhancers/fertilizers	• ATC Farm • Local farmers
Growth Opportunities	**Growth Linkages**
• Expand collection and composting of organic wastes • Improved packaging and certification of soil enhancers and fertilizers • Expand sales of soil enhancers and fertilizers to national buyers	• ATC Farm • Local farmers ▪ National fertilizer traders

Action Required:

- Relationship-building and outreach to ATC Farm to develop pilot partnership whereby youth supply organic waste inputs and receive technical training on organic composting processes
- Relationship-building and outreach to households and market vendors to develop supplier relationships.

Table 42: Waste Management Cross-Sector Skills Profile

Cross-Sector Skills Profile Waste Management	
• Business Relationship Development • Relationship Management • Logistics Coordination • Management • Communication Skills	• Marketing and Sales • Negotiation Skills • Organization Skills • Time Management • Physical Strength

7.7 Professional Services

The professional services identified as potential opportunities in Garissa generally require a skill set that is consistent with that of a primary or secondary school graduate. These represent standard “entry-level” positions, where many professionals begin their careers. Despite this, youth have expressed concern that front office positions include cleaning duties, and that short-term research positions may be detrimental to finding the perfect full-time job. It is critical to the individual to have the ability to weigh these concerns against the benefits of engaging in this type of work.

Front Office & Clerical

While many upper-level staff positions at local public and private offices are filled through a central hiring mechanism in Nairobi, employers representing both sectors expressed interest in hiring local staff to fill front office and clerical positions. The competitive advantage local Somalis have to fill these positions is language. Kenyan employees coming from other parts of the country are often not proficient in Somali and other local dialects, and employers recognize the benefit of filling these positions with staff that can communicate effectively with the local community. Additionally, the skill set required for these opportunities is likely to be met by local youth who have completed primary or secondary school without the need for further institutional training.

Most private, public, and NGO sector managers noted that their current needs for front office and clerical work is fulfilled, although these jobs often have high turnover so demand is difficult to predict. The best opportunity for youth to gain access to front office and clerical opportunities is by tracking new commercial or institutional openings and marketing their skills and services to managers ahead of each opening. These relationships could be strengthened through G-Youth where necessary.

With a growing local professional network and the planned construction of a new hospital and slaughterhouse, the demand for professional services in Garissa is projected to grow within the next two years. Medina Diagnostics, the local business leading the development of the hospital, anticipates immediate absorption of up to 10-15 front office and clerical staff, and would prefer to fill these positions with local employees.

Employer Profile: Handicap International

Handicap International, among local youth's most desired of employers in Garissa, reports their experience working with youth as "interesting, but with many challenges." While many of the available jobs are advertised locally via community notice boards, very few young people apply. Those who have been called in for interviews frequently decline to show up for their scheduled appointment. Of the youth who begin the interview process, many are often unable or unwilling to answer questions, and have even walked out in the middle of a conversation. It is clear to the organization that young people do not have an adequate understanding of the professional processes required to be selected for and maintain employment.

Handicap International's interview requirements for locally hired staff include oral, written and computer assessments; skills that many youth already have a foundation in, but for which they typically need additional practical training and counsel. Form 4 graduates generally qualify for the positions listed by youth as "least desirable," such as clerks, secretaries, office assistants, and receptionists, educational development and professional internships are key to guiding youth to reach their professional goals.

Several local NGOs, including Handicap International, offer internship positions to Form 4 graduates and students currently studying a related discipline. Interns are recruited with the same terms as volunteers, and are given a small daily allowance. This financial obligation, however, is restrictive for most organizations interested in youth professional development, resulting in very few, highly competitive available positions.

Table 43: Front Office & Clerical Opportunities and Linkages

Front Office and Clerical	
Immediate Opportunities	**Immediate Linkages**
• Reception and customer service • Administrative support: filing, secretarial	• Medina Diagnostics (new hospital) • DPLO (new slaughterhouse) • Local businesses, NGOs and government offices

Action Required:

- Expand the sector map to identify all commercial, government, and NGO offices that may have demand for front-office and clerical staff
- Make the case to youth that front office and clerical work can be the most strategic step toward management and higher-level white collar positions.
- Relationship-building and outreach to Medina Diagnostics and the DLPO to position G-Youth as well-qualified to meet new demand for front office and clerical staff at the hospital and slaughterhouse, respectively.

Research & Translation

In addition to front office and clerical jobs, there are frequently opportunities for short-term contracts doing field research and language translation for local NGOs and government offices. While these opportunities are not guaranteed to lead to additional positions or full-time employment, the professional experienced gained through these engagements is valuable to the employers who seek this type of service. A young person completing a variety of assignments in these fields could be in a position to market themselves as providing this service as a profession.

Many NGOs that operate in the area rely on consultants from outside the region to conduct field research and only bring-in local youth for translation services. If youth in Garissa were able to package their research, guide, and translation services while marketing themselves to NGOs that are active in the region they could begin to patch together a series a contracts that would yield a higher rate.

Research and translation services are expected to remain constant, as the international research and project implementation community in the NEP continues to grow in response to political and environmental instability.

Table 44: Research & Translation Opportunities and Linkages

Research and Translation	
Immediate Opportunities	**Immediate Linkages**
• Field research/survey administration • Translation	• Kenya Bureau of Census • Local NGOs

Action Required:

- Expand the sector map to outline all local government and NGO offices that have ongoing demand for research and translation services.
- Support youth in organizing themselves into a group that can provide on-demand, short-term research and consulting services to government and NGOs.

Table 45: Professional Services Cross Sector Skills Profile

Cross-Sector Skills Profile Professional Services	
• Business Relationship Development • Communication Skills • Language Skills • Customer service • Time Management	• Relationship Management • Computer Literacy • Logistics Coordination • Organization Skills

7.8 Agro-forestry

Nursery Management

As fruit production on irrigated lands bordering the Tana River continues to increase, the demand for seedlings will continue to drive the need for nurseries that meet demand for mango, banana, and citrus trees in particular. Garissa is a strategic location to produce seedlings for supplying other areas in the district, as it is bordered by the permanent Tana River and is a major route of transit between Somalia and Nairobi, as well as the recently settled townships in the district.

In Garissa, there are nine operating nurseries, all with relatively low production. One of the nurseries in Garissa is the ATC Farm, which is currently selling mango and citrus seedlings of several varieties, as well as banana tissue culture to the local community. The citrus seedlings are grafted at ATC Farm and are selling for 100 Kshs each. The demand for citrus is growing significantly as the population increases and residents have more income to purchase a wide variety of fruits. Tissue culture bananas are bought from Jomo Kenyatta University, as ATC Farm does not yet have the technology to produce internally. Local demand for mango seedlings is higher than supply, so buyers in Garissa may go as far as Mlindi and Embu to purchase seedlings, as their nurseries are producing at a higher capacity – a single nursery in Embu is reported to be managing a stock of 100,000 seedlings. Grafted mango and citrus seedlings retail for roughly 100 Ksh and ATC Farm is willing to offer training to young people interested in build technical skills in grafting. Tissue culture banana seedlings can be purchased from Jomo Kenyatta at 40 Ksh and resold at retail prices of 100 Ksh.

With a higher local demand than supply for mango seedlings, and growing demand for citrus seedlings, production and sale of seedlings has great opportunity for sustained income generation. Due to the series of microclimates in the NEP, as well as its frequent cycles of drought and flooding, locally raised seedlings are preferable to those imported from Nairobi and Mombasa. This is specifically true of mango trees, which are a species more sensitive to climatic variations.

Table 46: Nursery Management

Nursery Management	
Immediate Opportunities	**Immediate Linkages**
• Nursery construction • Stocking, maintenance, marketing and retail sales	• ATC Farm • District Agriculture Office • KEFRI • Jomo Kenyatta University • Garissa Green Youth Project • NEMA
Growth Opportunities	**Growth Linkages**
• Expand seedling inventory, marketing, and retail sales • Wholesale to other nurseries	• ATC Farm • District Agriculture Office • KEFRI • Jomo Kenyatta University • Garissa Green Youth Project

Action Required:

- Relationship-building and outreach to ATC Farm to completely understand the requirements of setting-up and managing a small-scale nursery
- Expand the sector map to specifically include all of the local nurseries to pinpoint the most strategic location for opening a new nursery
- Expand the sector map to determine all fruit farms operating in Garissa
- Relationship-building and outreach to fruit farm managers to completely understand seedling needs in order to ensure youth nurseries are well-equipped to meet their demands.

Afforestation

Due to the recent influx of permanent settlements in the Garissa district, local forests have been severely depleted for use as housing materials and cooking fuel. Non-sustainable methods of charcoal production using slow-maturing trees such as Acacia, are hastening the deforestation and subsequent desertification of local areas and exacerbating the environmental vulnerability already experienced throughout the NEP. Afforestation efforts have been slow to develop, yet are gaining more visibility as the country rolls out national mandates and planting incentives.

The local branch of Kenya's National Environment Management Authority (NEMA) has been actively coordinating tree planting groups and links between seedlings and sites for rehabilitation. Seedlings and land are provided for free, and participants are expected to oversee the site to ensure the health of growing saplings. Successful care and maintenance of afforestation sites can yield payments of 100 Ksh per tree from NEMA. While this is not necessarily a recurring opportunity for G-Youth, it does provide an opportunity to generate financial capital for young people interested in pursuing self-employment. The Kenya Forest Service (KFS) also provides trainings to groups interested in planting seedlings through their farm forestry extension program. However the Senior Assistant Director of Forests at the local branch of the KFS reports difficulty in meeting the local demand due to inadequate resources.

Although Afforestation may not offer long-term sustainable employment or enterprise opportunities, it is included here because of the immediate potential for short-term opportunities that can support youth in building financial capital that can be applied to other employment or enterprise opportunities. It is recommended that G-Youth organize immediate Afforestation activities as part of a capital-building strategy for youth.

Table 47: Afforestation Entry Points & Linkages

Afforestation	
Immediate Opportunities	**Immediate Linkages**
• Planting and maintenance of seedlings	• Kenya Forest Service • NEMA • Local businesses, NGOs and government offices
Growth Opportunities	**Growth Linkages**
• Continued planting and maintenance of seedlings (limited growth opportunities)	• Kenya Forest Service • NEMA

Action Required:

- Relationship-building and outreach to KFS and NEMA to formalize the terms of G-Youth payment for Afforestation activities.
- Organizing youth to plant and maintain seedling within the G-Youth program.

Table 48: Agro-forestry Cross-Sector Skills Profile

Cross-Sector Skills Profile Agro-forestry	
• Communication Skills • Negotiation Skills • Handling, Maintenance of Processing Equipment • Time Management	• Proper Handling of Raw Materials • Market Information • Technical Knowledge • Financial Record-keeping

9. Cross-cutting skills

The cross-cutting skills profile displayed in Table 49, below, is comprised of those skills that are listed in the majority of cross-sector skill profiles listed at the end of each sector-specific section. These required skills offer an opportunity for training service providers to achieve significant returns on their training investments by equipping youth with skills that are demanded for success in a majority of the growing and competitive sectors that offer youth-appropriate employment and self-employment entry points.

Table 49: Cross-Cutting Skills Profile

Cross-cutting Skills Profile	
• Communication and Negotiation Skills • Financial Literacy, Record-keeping and Costing • Proper and Hygienic Handling of Raw Materials • Access to Market Information • Handling and Maintenance of Processing Equipment • Time Management • Organizational Skills	• Marketing and Sales • Management • Logistics Coordination • Professional Relationships Management • Customer Service • Supplier Networks Management • Reading, Writing and Research Skills • Computer Literacy • Business Development/Entrepreneurial Skills

Recommendations for Operationalizing LMA Findings



10. Recommendations

Assisting Youth in Navigating the Labor Market

- Assist youth in using their social networks (where they support progress, not dependency), including mapping their community and social networks

Employment

- Assist youth in understanding and leveraging their competitive position within the labor market
- Facilitate improved communication and understanding between employers and youth
- Bridge youths' expectations for specific jobs with the realities of employer demands
- Present youth with the concrete benefits and costs of accepting temporary positions or less desirable jobs as short-term employment strategies
- Use profiles of successful private, NGO, and public sector leaders who started in small, less-esteemed positions, as examples of the path to success
- Provide youth with examples demonstrating the importance of making and honoring commitments

Self-employment

- Introduce youth to existing capital providers in Garissa, while strictly avoiding over-indebtedness
- Assist youth to identify the risks of their self-employment decisions, and ways to decrease these risks
- Highlight how youths' investment of time into their business is their most important capital input
- Assist youth in linking their general interests (often interesting and innovative) to their business interest (often outdated or copycat)

Operational and Programmatic Recommendations

1. Focus on developing opportunities specifically within the key sectors identified
2. Develop ways to expose youth to operations and stakeholders in these key sectors in order to create interest in and access to opportunities in these sectors
3. Reach out to key private sector contacts as soon as possible to continue building interest and energy in support of identified opportunities
4. Do specific follow up with sector stakeholders identified as offering immediate opportunities to provide immediate linkages to youth
5. Continue to explore market opportunities
6. Advertise specific work opportunities that youth can respond to by joining the project and then receive additional training for
7. Focus on developing the cross-cutting skills identified
8. Design ways for youth to practice and build their entrepreneurial spirit
9. Design simulation-based training sessions that assist youth in building business relationship development & management skills (applicable to sales, marketing, and self-employment)
10. Keep the curriculum short and practical; youth already know the theory, they need to learn how to actually work in a professional way
11. Design and implement a promotional campaign to develop interest in and social acceptance for opportunities in greatest demand ("cool factor")
12. Conduct youth survey at Youth Summit to build on assessment findings
13. Hire *Partnership and Market Linkage Facilitator* as project staff

Steps for Translating Revealed Entry Points into
Employment or Business Opportunities for Youth

The following seven action tasks were of primary focus at the "Operationalizing the Labor Market Assessment Workshop" conducted for G-Youth program staff and NEP-TTI educators

1. Making the Case to Youth
2. Expanding Sector Maps to Reveal Additional Linkages
3. Making the Case to Stakeholders
4. Providing Technical Skill Training
5. Providing Cross-cutting Skill Training
6. Supporting Investment or Capital Provision
7. Ongoing Monitoring and Support to Youth

APPENDIX A: Contacts List

No.	Organization	Position	Name
1	APHIA II North Eastern, Garissa	Deputy Project Director	Abdullahi M. Daud
2	Ministry of Industrialization, Garissa	Principal Industrial Development Officer	Joseph Ngungi
3	Augab Computer College	Owner	Abdillahi Whawed
4	Al-Bushra Properties Ltd, Eastleigh Nairobi	Managing Director	Mohamed Ibrahim Shakul
5	Almond Resort	Owner	Mr. Chombo
6	ATC Farm	Vice Principal	
7	Biashara Trading	Executive Manager	Mohamed Abdallah
8	CARE Kenya	Project Coordinator	Paul Gachie
9	CARE Kenya (Garissa)	ELMT Program Manager	Mohamoud A. Haji
10	CARE USA	Senior Regional Technical Advisor	Farouk Jiwa
11	Center for Sustainable Development Initiatives	Head of Programmes	Abdi Zeila Dubow
12	Coast Development Authority	Programme Officer	Abdinu Osman
13	Dadaab Council	Personal Assistant to the MP	Adea Denow
14	Dadaab water distillery	Owner	Mohamed Gabow Kassim
15	El-Fahal Supermarket	Owner	Abdi Hassan Abubakar
16	EMACK Garissa	Staff	Mariam
17	Equity Bank	Relationship Manager	David W. Kiai
18	Equity Bank	Business Growth and Development Manager	Raphael W. Ngera
19	FARM Africa	Project Co-Coordinator	Jacob Mutemi
20	First Community Bank Eastleigh II	Branch Manager	Rahow Ibrahim Hussein
21	First Community Bank Garissa	Branch Manager	Abdullahi O. Aden
22	G-Youth ICT Specialist	ICT Specialist	Mahfudh Abdillahi
23	Garissa District Agriculture Office	Agriculture Extensionist	Celice
24	Garissa District Agriculture Office	Agriculture Extensionist	Kasioka
25	Garissa District Agriculture Office	Agriculture Extensionist	Sirat
26	Garissa Butchers Association		Abdullah Ali Bilal
27	Garissa Camel Milk Mini Dairy	Secretary	Hawa Dekow Ali
28	Garissa District Agriculture Office	Agribusiness Development Officer	Augustine Nyaga
29	Garissa District Agriculture Office	Crop Development Officer	Dennis Makir
30	Garissa District Livestock Marketing Commission	Programmer Officer	Hawa Dekow Ali

31	Garissa District Livestock Production Office	District Livestock Production Officer	Abdi Allah
32	Garissa District Office	District Commissioner	John P. Kinjo
33	Garissa District Office	District Trade Development Officer	Michael Ndung'u
34	Garissa District Technical Implementation Committee	Member	Ibrahim Ali Hassan
35	Garissa District Youth Office	District Youth Officer	Akoko Jona
36	Garissa Hides & Skins Cooperative	Treasurer	Mahmoud Ali Bilal
37	Garissa Home Depot Hardware Garissa Chamber of Commerce	Managing Director Secretary	Adan B. Dualle
38	Garissa Livestock Marketing Association	Secretary	Hassan Issa
39	Garissa Municipal Council	Municipal Director	Erastus Karam
40	Garissa Municipal Council	Chairman	Getty
41	Garissa Municipal Council	Municipal Treasurer	Mohamud Abdi Santur
42	Garissa Parcel Service	Owner	Atik Mohammed Omari
43	Greenplast International	Director	Jai Shah
44	Heller Petrol Station, Garissa	Branch Manager	Abdinoor Adiv
45	Honey Care Africa	Managing Director	Margaret K. Mimoh-Ateka
46	Human Rights and Civic Education	Program Officer	Richard Tukta
47	Ijara Arid Lands Resources Management Project II		Mohammed Dahir
48	Ijara District Agricultural Officer	District Agriculture Officer	Farah Siyadtube
49	Inuka Africa LTD	Manager	Mac
50	Jirole Aloe Farm, Processing, and Marketing	Group Leader	Mohamed Dayel
51	Kenya Forest Services	Senior Assistant Director of Forests	Jamleck K. Ndambira
52	Kenya Private Sector Alliance (KEPSA)	Program Officer	Anthony Wanjohi
53	Kenya Private Sector Alliance (KEPSA)	Program Officer	Doris Olutende
54	Kenya Wildlife Service	Strategic Planner	Steve Kamiti
55	Kithetheryo Women’s Group (Migwani, Mwingi)	Fruit Processing Cooperative Members	
56	Kracon Construction Management	Quantity Surveyor	Arthur Omondi Owako
57	Lenana House Conference Centre	Director	Salome Lenana
58	Maendeleo Farm, Garissa	Manager	Michael Ogola
59	Medina Chemicals	Managing Director	Abdinu Duale
60	Medina Pharmaceuticals	Managing Director	Abdi Koryeo Duale
61	Medina Pharmacy	Owner	Dr. Abdi Korio Duale
62	Metal works	Owner	Mulungi Muthani Julius
63	Mines and Geology Department, Garissa	Officer	Mwenda N. Mwangi
64	MoHEST	Director of Technical Education	Owate N. Wambayi

65	Mush Construction, Garissa	Chief Executive Officer	Mohammed Mush
66	Mwingi Arid Lands Resources Management Project II	Community Mobilization Officer	Elizabeth
67	Mwingi Arid Lands Resources Management Project II	Drought Management Officer	Francis Koma
68	Mwingi District Agriculture Office	District Agriculture Officer	Joy K. Ochieng
69	Mwingi District Bee Office	District Bee Officer	Pauline Kyauda
70	Mwingi District Beekeepers Joint Self Help Group		
71	Mwingi District Livestock Production Office	Livestock Marketing Officer	John James Njagi
72	Mwingi District Youth Office	District Youth Officer	Aggrey Nyangweso
73	National Environment Management Authority (NEMA), Garissa	District Environment Officer	Aden Bille Barre
74	Northern Rangers Trust		Matt Rice
75	Paradise Butchery & Hotel	Owner	Kimansi Nzaghi
76	Pipal Limited	Director	Farid Mohamed
77	Quiver Solutions	Managing Consultant	John N. Kabutha
78	Renewable Energy Ventures Ltd	Chief Executive Officer	Joseph Ng'ang'a
79	Senator Butchery	Owner	Benard M. Munyasya
80	Soever Fashions & Cosmetics, Eastleigh Nairobi	Owner	Sharmake Mohamoud
81	Swift Smart	Owner	Mohammed Hussein
82	Ture Farm	Group Secretary	Yussef
83	Uncle/Quality Electronics	Owner	Alex James Musili
84	Upendo Wetu Youth Initiative, Garissa	Director	Zeinab Mohammed
85	Vegetable Vendor		Omar Dual
86	Wetang'ula, Adan, Makokha & Co.	Lawyer	Abdullahi Garane
87	Kieni Birds	Proprietor	Mr. Maina Kanyua
88	Green Life Products	Chief Executive Officer	Simon Ogolla
89	Chandaria Industries Limited		Mr. Linus Mushenya
90	LeatherTek		Mr. Amos Ngonjo
91	Faza Exporters		Ms. Aliya