

# The Road to Prosperity

Youth Entrepreneurship Development  
through Vocational Technical Training





**DVD**  
**The Road to Prosperity**

Video Presentation 9:04 minutes

Brochure in pdf-Format

These radio programmes and media production have been prepared in cooperation with Radio Afrika International, based in Vienna, Austria for information and awareness creation purposes in Sudan and interested

clients in other African countries. Clientele targeted in these programmes are young persons and parents. These programmes were developed within the context of the project TE/SUD/05/002

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**UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION**  
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I am of the opinion that my life belongs to the whole community, and as long as I live it is my privilege to do for it whatever I can. I want to be thoroughly used up when I die, for the harder I work the more I live. I rejoice in life for its own sake. Life is a splendid torch which I have got hold of for the moment, and I want to make it burn as brightly as possible, before handing it on to future generations.

George Bernard Shaw

# Introduction

This multi media presentation, prepared in cooperation with [Radio Afrika International](#) (RAI), describes UNIDO's Youth Entrepreneurship Development Programme (YED), which is managed by the Private Sector Development Branch, as a core programme, contributing to wealth creation, vocational technical training, self employment, private sector development, peace and sustainability.

This effort supports young men and women of developing countries in their aspirations for entrepreneurial success.

Reducing urban and rural disparities as well as gender inequalities in technical training for business opportunities are crucial elements for the wealth building strategies employed in developing areas, such as in Sub Saharan Africa.

The YED Programme in Sudan, in particular in Malakal, aims at promoting technical skills training for empowering them to develop the local business environment and an entrepreneurial culture. The information material presented herewith consists of four segments – four radio features on one CD, as well as audio visual presentations on one DVD.

This material is inspired by a management development workshop held in August 2007 in Khartoum, Sudan. This was a unique collaboration between participants from vocational technical training centres (VTCs), UNIDO experts and other future managers of VTCs in other regions (i.e. Wau, Juba, Khartoum).

## The concept of the workshop demonstrated a new approach

- Follow up on issues related to business at hand; come to management decisions; set directives for future priorities, agree on overall policies and set up a new management structure with emphasis on an entrepreneurial culture, integrated in teaching professional vocational technical skills.
- Introduce impulses to further the implementation of innovations to spur the local economy. In order to achieve a high level of compliance with the new directives it is imperative that young persons and managers develop ownership of the projects they are participating in.

  
  
**MVTC PROGRAMME FOR YOUTH ENTREPRENEURSHIP DEVELOPMENT (YED)**  
  
**Vocational Skills & Technology**  
▶ Job Creation  
  
**Private Sector Development**  
▶ Entrepreneurial Opportunities  
  
**Poverty Reduction**  
▶ Through YED and capacity building  
▶ Peace and Sustainability  
  
[www.unido.org](http://www.unido.org)  
[www.yedmalakal.org](http://www.yedmalakal.org)



## **1. Youth Entrepreneurship Development through Vocational Technical Training**

This programme gives an overview of the challenges being addressed, the opportunities to be realized as well as a description of UNIDO's approach and methodologies on Youth Entrepreneurship Development (YED). Project experiences are being presented, the results UNIDO has achieved thus far, as well as an outlook on future YED-possibilities.

## **2. Leadership and Vision**

This programme describes what profound impact clearly defined vision and mission statements can have on projects, and how managers can be empowered to promote "Cooperative Competition", to develop leadership skills as in teambuilding, communication, presentation, negotiation and their significance for YED.

## **3. Building an Entrepreneurial Mindset**

This programme focuses on developing an entrepreneurial mindset within the management team and instructors, to enable them to assist trainees and young entrepreneurs to embrace entrepreneurial thinking, to develop insights in new market opportunities and the need for quality, to promote innovation and to think "out of the box!"

## **4. Effective Project Management and Building a new Business Culture**

This programme covers project ownership within a management team, through the implementation of techniques on how to follow up on tasks, develop accountability, raise levels of responsibility and commitment of team members and project beneficiaries.



## Annotations

### Part 1 Youth Entrepreneurship Development through Vocational Technical Training

#### What is Vocational Technical Training?

Vocational Technical Education should prepare both men and women for professions or jobs that are based on non academic approaches, related to specific trades, occupations or vocations in line with market demands. It includes technical skills development, as the trainees develop hands on expertise in a specific technology and sector.

With this holistic approach UNIDO promotes the development of technical sectors. This is important to spur local economic development, business sectors and self employment.<sup>1</sup>



#### What is an Entrepreneur?

The UNIDO Private Sector Development Programme considers [entrepreneurship](#) development as part of a solid base of human resources development in any country. This is the driving force of socio economic development and growth. It is a major window of opportunity for self employment generation and enterprise creation using technical skills.



1. The understanding of entrepreneurship originates from the work of an Austrian economist Joseph Schumpeter: the concept of entrepreneurship cannot be fully understood without his contributions, being the first scholar to develop it's theories. He argued that the innovation and technological change of a nation comes from it's Entrepreneurs, or "Wild Spirits". He coined the German phrase "Unternehmergeist", meaning "Entrepreneurial Spirit". He stated that entrepreneurs are the driving force in the economy of a country.

## Part 2

# Vision and Leadership

In order to move forward in the development of new business structures and goals a common vision and mission has to be identified for an organization and any business venture for that matter.

To illustrate this point and as a practical example we shall cite the Vision and Mission Statement of the [Malakal Vocational Training Centre](#) of Southern Sudan (MVTC). We raised these inquiries within the context of Youth Entrepreneurship Development (YED):

- What is my role in development for Malakal, Wau, Juba, Khartoum and other parts of the country?
- As manager/instructor: what do I bring to the project and the young entrepreneurs of tomorrow?
- What is at stake for me as a partner in socio economic development?
- What are my accomplishments in professional development?

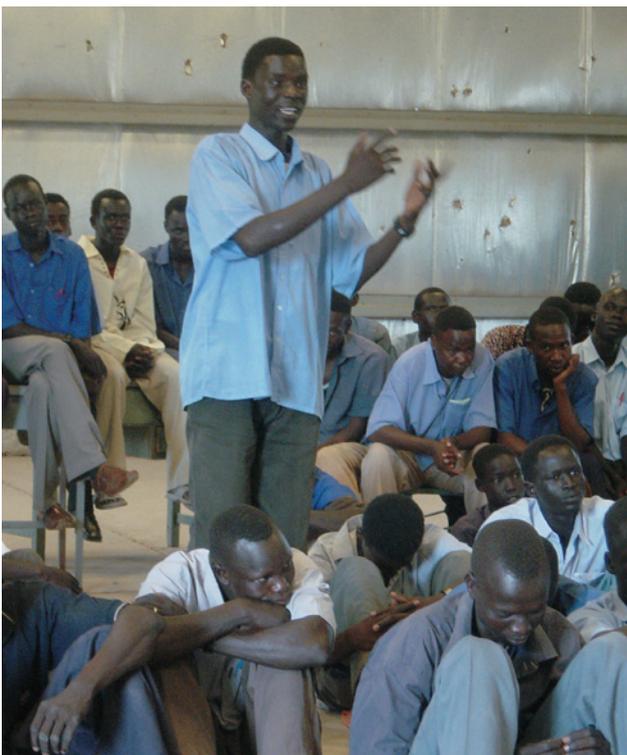
- What are my ambitions as a professional for an effective YED programme?

The approach taken was one of “Personal Development”, essential for developing a new management culture in project implementation in (Southern) Sudan.

These personal inquiries, aided by a thorough “Strengths Weaknesses Opportunities Threats Analysis” (SWOT) lead to the creation of a powerful collective vision and mission, based on strong individual motivators. Once these values are accepted and communicated they have a profound impact on successful project implementation. These statements are designed to further awareness creation, skills development and create the attitudes of future young entrepreneurs with marketable skills.

### Vision Statement of the Malakal Vocational Training Center

It is our vision to provide effective vocational training skills to young men and women to further self reliance, productivity and an entrepreneurial culture in the private sector in order to promote peace and prosperity.

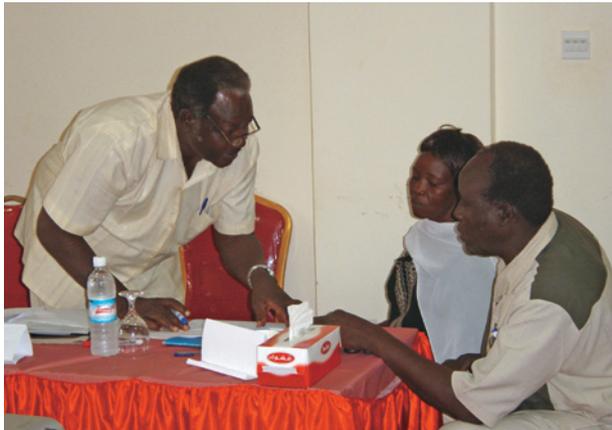


## A Vision Statement

- communicates the organization's purpose, professional values, policies and belief system.
- inspires trainees (future entrepreneurs), staff and management to give their best.
- motivates all those with whom the organization does business, as to why they should work with the organization and support it.

## Mission Statement of the Malakal Vocational Training Centre

We provide highly effective, demand oriented long and short term training programmes for job creation to young men and women as future entrepreneurs. Our training services and "point of sales" in our selected priority sectors and trades are profitable and fully operational by 2010, using new technologies and an integrated curriculum, including entrepreneurship development training and business development opportunities with qualified human resources.



## A Mission Statement

- communicates an organization's purpose, its primary objectives and key measures of its success.
- translates customer requirements into what the business is going to do, for whom, how and in which timeframe it will be done.
- brings the key stakeholders of the organization together to articulate a clear and focused statement of purposeful action.

## Leadership

Organizations such as the MVTC are to assume a powerful stand and live their commitments on a day to day basis. Furthermore a leader has to know what comprises effective negotiations and persuasion of others in sharing professional values and goals.





## Part 3

# The Entrepreneurial Mindset

Experiences in UNIDO projects have shown that participants of YED programmes displayed:

- **significantly higher levels of self esteem, motivation and confidence**
- **increased ability to apply new skills proactively in creating solutions**
- **more confidence in finding opportunities to make a meaningful contribution**

Readiness to learn and the ability to put new concepts into action are essential in developing a new management culture. They can be successfully developed through interventions such as the “UNIDO Management Development Workshop.”

Contrary to popular belief that sees attitudes as a “given,” where people either possess them or not, it is a fact that positive attitudes towards fundamental changes can be developed and achieved in a short time.

This workshop produced profound changes in the way individuals relate to their own development and that of their organization.

### Implementation of an Entrepreneurial Culture

What a vocational training centre needs are young entrepreneurs who can learn and adapt quickly, who can solve problems in a resourceful manner, who can independently come up with creative ideas, i.e. young persons with a positive, self-responsible attitude.

They should be given the tools to develop their talents in creating an entrepreneurial culture.

- The entrepreneur promotes an enthusiastic vision with passion and is the driving force of a business to be developed.
- The entrepreneur’s vision is supported by specific innovative and market oriented ideas not commonly available to the marketplace.
- The overall blueprint to realize a vision is clear, regardless of details that may be incomplete, flexible, and evolving.
- The entrepreneur develops strategies with persistence and determination to change vision into reality as a positive thinker, creator and decision maker.
- The entrepreneur dares to take risks, assesses costs, market/customer needs and persuades others to join.



# Part 4

## Project Management and Business Culture

### Communication in Business

Management needs to identify the various pitfalls of ineffective communication within a team. New and effective modes of speaking and listening are to be introduced and practiced in order to impart these skills to instructors and trainees. Communication is the single most important factor in “living” an organization’s purpose and mission, such as the one for the MVTC. Effective communication consists of specific skills. Trainers and managers need to continuously further these skills, essential for professional development.

It is about empowering people and bringing out the best in them. This means to look for, and focus on, in which areas trainees are already accomplished, and to uphold a vision of future excellence for them, guiding them to grow into achievement.

### Cooperative Competition

“Cooperative Competition” needs to be introduced to develop the concept of competitive thinking, essential for YED. Negotiation and persuasion skills are to be developed as vital aspects of leadership, essential for project implementation. This creates win win situations and the ability to motivate others.

### Follow Up on Commitments

International quality standards must be introduced and commitments have to be made in order to implement and uphold these standards in technical training, product development and business concepts. Innovative niche market products are to be identified as creative solutions to customers’ needs and as part of an initiative to create cooperations between different sectors.<sup>2</sup>



### Trust and Team Building

Trust cannot be ordered but has to be developed and earned by personal experience. Once trust and team building is established within projects, successful completion can be expected.

Group dynamic activities undertaken within the context of this management development workshop resulted in the team members’ direct and personal experience of trust and safety. A heightened sense of excitement of being part of a team, one can depend on, was achieved.

### Achievements

A new management development culture is being implemented to further entrepreneurial thinking within the MVTC. The participants acquired hands on experience on how to follow up on tasks and being accountable to one another in order to reach new levels of achievement. It is imperative that a team, working on projects, assumes ownership of developmental processes and goals.

The results of this unique experience of the MVTC team in “Management Development” have been very encouraging for both participants and facilitators.

The feedback received is rewarding and exciting: it validates the effectiveness of “Management Development Training” used to enhance motivation, commitment, willingness to embrace changes and to provide effective tools for future accomplishment.

### Return on Investment

Considerable funds have already been invested in skills and business development, infrastructures and equipment, yet this is only one part of the equation. Although today’s training strategies are sophisticated and well thought through, they also need to include “Emotional Intelligence”, the individual’s motivation and ability to develop his/her own potential and to apply it for sustainable self employment and enterprise creation. In addition competency to learn and an entrepreneurial mindset, including professional excellence, self responsibility and proactivity are vital strategic skills needed. These components are essential for youth entrepreneurship development at all levels.

2. The successful MVTC development of an innovative Solar Food Dryer illustrates the collaboration between the food technology and carpentry sections.

## **Audio CD**

### **1. Youth Entrepreneurship Development through Vocational Technical Training**

Challenges and Opportunities  
Youth Entrepreneurship Development  
Results UNIDO has Achieved  
Future Possibilities and Impact

### **2. Leadership and Vision**

Creating a Powerful Vision  
The impact of a Shared Vision  
Feedback and Successes

### **3. Building an Entrepreneurial Mindset**

The Entrepreneurial Mindset  
Women Entrepreneurship  
A New Entrepreneurial Culture

### **4. Effective Project Management and Building a new Business Culture**

Effective Business Communication  
Cooperative Competition  
Teambuilding and Trust  
Emotional Intelligence  
Follow Up and Follow Through

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[www.radioafrika.net/](http://www.radioafrika.net/)



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