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Bottom-up Growth Strategy Entrepreneurship Curriculum

voices of future
entrepreneurs
..... from Uganda and Mozambique



UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION

Bottom-up Growth Strategy **Entrepreneurship Curriculum**

Voices of future
entrepreneurs
from Uganda and Mozambique



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION
Vienna, 2006

This publication is a collection of views from students in Uganda and Mozambique on the entrepreneurship curriculum at secondary and vocational schools.

Wealth creation

Entrepreneurs identify what people in the market want to buy, and turn opportunities into a business by mobilizing resources such as capital, material inputs, workers and equipment. They produce and sell products and services according to the specifications of what people are willing to pay for and what is profitable to them. When entrepreneurs set up businesses, or expand existing ones, they create employment, income and wealth, and help nations reduce poverty.

Each entrepreneur assesses what to produce, where to produce, how much to produce and how to produce, depending on their own perception of the market

prospects, the risks, and their capacity to undertake the activities. The entrepreneurs take the responsibilities for the assessment and judgement they make. The actions of individual entrepreneurs, as a whole, would result in the efficient allocation of resources and economic growth.

Entrepreneurs would expand in areas where prices are rising, and they would diversify or avoid areas where prices are falling. The functioning of the market mechanisms affects the value of information prices transmit.

Entrepreneurs may select conservative types of business with a quick turnover for short-term prospects. Entrepreneurs may be willing to commit more of their personal, and other,

resources for the type of business with a long-term growth, such as construction or manufacturing businesses, if they have more confidence in the long-term business environment.

Entrepreneurs might stay with what they have if improvements are not forthcoming in the business environment.

The entrepreneurs also assess the costs of doing business in the administrative and fiscal environment, and adjust expectations on the business prospects. Clear, transparent and consistent public policies, reduced red tape and commitment to improve the functioning of market mechanisms would encourage entrepreneurs to direct scarce resources to productive uses.

Entrepreneurship education

An entrepreneurship curriculum is being taught at secondary and vocational schools in Uganda, Mozambique, Timor-Leste and elsewhere. In Uganda, for example, the entrepreneurship course is taught for four periods of 40 minutes per week for the Ordinary Level and six periods of one hour per week for Advanced Level. There are also students who attend secondary schools while they work. After concepts are taught, teachers encourage students to start practical projects to try them out by tapping into opportunities

in their environment in parallel to their classroom programme. Teachers also take students to local enterprises, and local entrepreneurs are invited to speak about their experiences.

The objective of the entrepreneurship curriculum is to enable youths to develop a positive attitude towards entrepreneurship, business and self-employment and to acquire entrepreneurship skills so that they can take up successful careers of their choice in business at the end of their course.

The education stimulates and motivates the students, creates confidence in facing the future in business, teaches the process of spotting opportunities, selecting and setting up business ventures, and equipping them with business management knowledge.

The students are expected to acquire competencies that will prepare them to apply the knowledge and skills they acquire from academic studies to meet their real life needs, be it in future jobs or further academic studies.

From job-seeker to job-creator

The entrepreneurial skills the students acquire at schools would enable them to appreciate different types of economic opportunities such as industry, services, trading, agriculture etc. The students also acquire the characteristics of successful entrepreneurs such as creativity, innovativeness, resourcefulness, planning and leadership. It is expected to accelerate the formation of an entrepreneurial population in a country, and contribute to the development of a competitive private sector.

Students who continue with academic and technical education would link the knowledge there to practical application in the private sector. Students who would go back to farming would apply the entrepreneurial attitude rather than looking at the farming as a subsistent activity.

The large number of competitive entrepreneurs in small and medium enterprises will contribute to the development of the private sector and attract more investment, ultimately stimulate the overall

economic development of a country.

The students are already changing their attitudes toward work and business. They are already helping themselves to make money from whatever they have and save money for the future to grow, as the voices of the students illustrate in this document. It is hoped that these students will successfully "climb up the ladder" and create wealth in their respective communities.

Voices of future
entrepreneurs
from Uganda and Mozambique

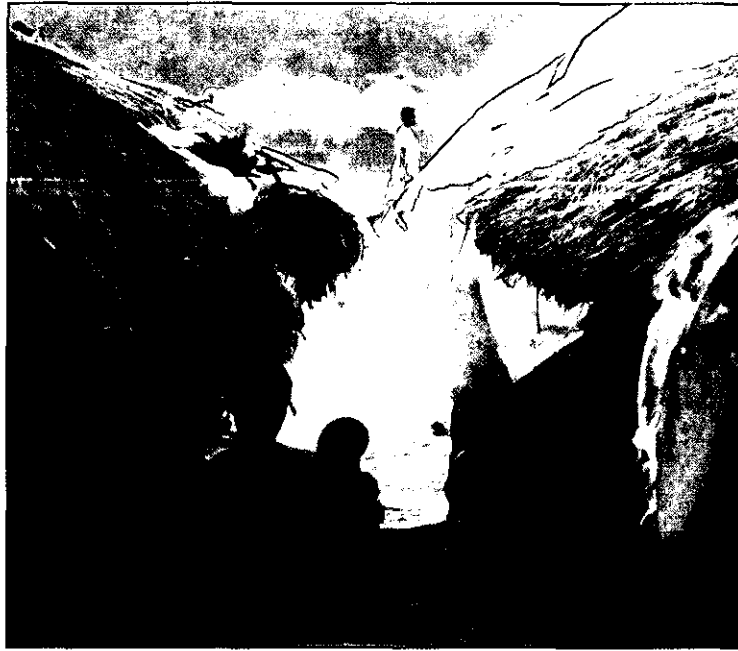
It's a really important subject for society as a whole, as well as opening people's eyes about different ways of leading their own lives. At the beginning it was difficult to do SWOT analyses, but now I can do it, and I know I'm capable of being self-employed. Now that I have really in-depth knowledge about business I won't just wait for the Government to give me a job — I can create a job for myself. I went to work in the family farm and I earned a little bit of money. I took this money and went to buy beans to sell, and that's how I put what I'd learned into practice.

Londres A., 24 years old, male,
Grade 10, Mariri, Ancuabe district,
Mozambique

It gives a person the opportunity to be independent. Entrepreneurship education imparts skills onto students to put the available productive idle resources into use to generate products which they will sell and earn income rather than depending on their parents, friends or relatives. For example, after a student finishes school, he or she can start a carpentry workshop with the knowledge and skills he has gained through learning entrepreneurship. It creates more employment opportunities to other people. When students with entrepreneurship skills start their businesses, they may also employ others. Their businesses will create demand for products from other businesses, which may also employ more people to cope with the increasing volume of business. Entrepreneurship education is a solution to the structural adjustments like retrenchment and demobilization of government workers. For example, if a parent of a student has been laid off from work, this student who has entrepreneurship skills will advise and help his parent to start a business like piggy, dairy cattle keeping, etc. which will create employment for him. A student

who has acquired skills in entrepreneurship will comply with the quality standards of his or her business products set by the regulatory and supervisory authorities like the Uganda National Bureau of Standards. This will help people to consume high quality products. Entrepreneurship education teaches the learners the importance of saving and how to invest their savings. It teaches the learners to be creative and innovative. These qualities lead to optimum utilization of the available resources and foster rapid economic development of the country. They will be able to modify existing products or introduce new production techniques, which will increase productivity and efficiency. Entrepreneurship education gives a chance to students to join institutions of higher learning since it is an essential subject to many degree courses. Higher qualifications in entrepreneurship education will enable the country to have the much wanted business management experts and consultants to help in the running of businesses management of the national economy.

Nakangu S., 19 years old, female,
Senior 6, Mityana, Uganda



Entrepreneurship skills help to transform the education system from producing job seekers to job makers at a very early stage. Whereby students are taught how to see, evaluate business opportunities, gather the necessary resources, start a business, manage it well and take necessary measures to achieve its success. This helps them not to stay idle waiting to get employed but instead start small-scale businesses after their education so as to earn a living. This will also help to avoid dubious ways of getting money like gambling, theft, pickpocketing etc. Entrepreneurship skills also help young people to become responsible as they get to learn how to be and live independently in the future, make final decisions and also take risks and handle different tasks in life. These will in the end create citizens that are creative and innovative, ready to compete favourably with other people as they provide members of the public with necessary goods and services.

Druscille N. W., 17 years old, female,
Sector 5, Mpigi, Uganda

I am now able to earn income. For example in the third term holidays of 2004, I made bricks, sold and got 50,000 shillings from them.

I opened an account where my father now is depositing money for school fees and I have promised to generate over 200,000 shillings this holiday. This will help to pay my school fees. I am now able to support myself and my family with the money from doing those practical works. I am now planning very seriously about my future and that of my family and the standard of living that we must lead. I am doing all this with the help from Entrepreneurship knowledge.

Gonzagha G. A., 17 years old, male,
Sector 3, Lira, Uganda

By studying entrepreneurship, students are able to help their parents in their businesses like shops. They can advise them on how to increase sales and also help in the running of the business. In Uganda many parents die and leave their businesses to their children but because they do not have entrepreneurial skills, they end up eating all the profits without ploughing back some of it. In some cases, they also eat the capital.

As a result, the businesses become bankrupt or sometimes they are sold off due to lack of good management. By studying entrepreneurship the children would be able to take care of the business since they would have acquired knowledge and skills to do so. In Uganda, most of the subjects are theoretical and after studying, students cannot think of doing their own businesses, but start looking for jobs. Studying entrepreneurship, which is a practical subject, helps to solve the unemployment problem since the students are able to scan the environment and identify the gap in the market so as to set up a possible and feasible business, thus providing employment.

Kisaka M., female, 18 years old,
Sector 5, Kampala, Uganda



**COM A SUA LICENÇA
VAMOS FAZER
negócio**
para combater a pobreza

LICENCIAMENTO e *Relicenciamento*
**DA ACTIVIDADE
COMERCIAL**


Se pretende fazer comércio

- 1. Registar-se na loja
- 2. Pagar o licenciamento
- 3. Pagar o imposto de selo
- 4. Pagar o imposto de consumo

Se pretende fazer comércio em

- 1. Loja
- 2. Bar
- 3. Comércio ambulante
- 4. Comércio em casa

Entregue o seu pedido ao **Balcão Único, Administração do Distrito,
Direcção Distrital de Indústria e Comércio ou Posto Administrativo.**



I can now make use of available resources for viable businesses, choose a proper location and plant layout for my business, conduct market research so as to promote my business through looking at goods, which are demanded highly, deal with production and overcome myths and beliefs about business, run the business in such a way that it makes profits, and excel in subjects like commerce, accounts and mathematics since they are now more meaningful to me. Entrepreneurship education has enabled me to reduce my idle time and saved me from getting tempted to engage in bad behaviour. I have no time to join bad groups. The free time is for my piggery business and agricultural projects.

*Atweta P., 17 years old, female,
Senior 3, Kabete, Uganda*

You should also study this subject so that you can become independent like me. I no longer disturb my guardians for small personal items. Instead, I supplement in providing some of the home needs. This has made me earn respect at home and from the community at large. Given time I will be a great man or a millionaire. My plans are now geared towards employing myself and taking business as a career by expanding my production of tomatoes to include processing and packaging them.

Omwering W., Senior 3, Kumi, Uganda

Now I realize I can do something without the State giving me a job. The course will help me if I need to open my own company in the future.

*Obinda A. M., 17 years old, female,
3rd year, Pemba, Mozambique*

It taught me how I can avoid being unemployed. It taught me to take responsibility for my life. Based on what I learned from the course I set up a business selling things like cigarettes, sugar, traditional drinks. Before the course I was too lazy to do all this but the course really taught me a lot of stuff.

*Sorte R., 22 years old, male, Grade
10, Mariri, Ancuabe district,
Mozambique*

The entrepreneurship education course changed my attitude to work because before I wasted money on useless things and now I know that with a little money, I can set up a business and get on in life. I've already applied my knowledge from the course, setting up a business and helping to run it with a group of friends.

*Edwardo X. S., 22 years old, male,
Grade 10, Pemba, Mozambique*

Business is good

Before, we used to look at business as useless, full of losers and only fit for the uneducated and the failures in education. There are many students who I believe still think in the same way like I used to. This kind of attitude can only be removed out of student's minds if the teaching of entrepreneurship education continues in secondary schools. Both practical and theoretical knowledge is required in managing a business, these skills are however, not found in detail in any other subject except entrepreneurship education. Though it is partially found in economics, it is not as detailed as it is in entrepreneurship. So, it is important that one is equipped at an early age so that in future if one fails to get a job, he or she will simply start a business with the skills and knowledge. Entrepreneurship education is needed in all fields, e.g. a doctor who intends to open up a clinic at

least should possess some entrepreneurship skills. These skills include ways of attracting more customers and how to choose best suppliers so as to avoid getting expired or very expensive drugs. This also applies to other professions.

*Oringa M., 20 years old, male,
Senior 5, Lira, Uganda*

I always thought that when I'd finished my studies I'd have to rely on the public sector to employ me. But with the introduction of this course I understood how I could set up my own business and be self-sufficient. From now on, I'm going to do everything to become an entrepreneur.

*Pinto A. P. L., 18 years old, male,
3rd year, Pemba, Mozambique*

I learned lots of different ways of setting up a company or a business, and many ways of improving the way I work. Before the course there were lots of types of work I thought were below me but with this course, I got to see that all kinds of work are very important in the real world. What I learned will be useful in everyday life, in business, in companies and if I become self-employed. I applied what I'd learned in a little business and I can see that what I earn is really important for meeting my personal needs.

*Horácio M., 24 years old, male,
Grade 10, Mariri, Ancuabe district,
Mozambique*

DIGNIDADE DE TRABALHO E SUAS OPORTUNIDADES



EDUCAÇÃO EMPRESARIAL

- Tem como objectivo de fazer mudar a atitude do aluno, e inculcar conhecimento de um pequeno negócio, e sua gestão.
- Uma vez que os alunos após de concluir os estudos esperam ao governo para dar emprego.
- Reduzir o índice da pobreza absoluta.

It helps students and the community in general to develop their own professional life, either self-employed or in a company run by someone else. I never thought that doing business was a good type of work. The subject taught me that doing business and working for yourself is a part of life, and that you should get on with it and not waste time.

Joana J. G. F., 18 years old, female, Grade 10, Pemba, Mozambique

I thought that selling was for people who don't study, when really it's for everyone as long as you've got some initial capital. Now I know how to start up a business without many difficulties.

Modesta E., 21 years old, female, 3rd year, Pemba, Mozambique

I used to think that you could only improve your life by having an important job, when really you can make an income doing all kinds of work. You shouldn't be concerned with the type of work but with the benefits that it brings you. Whether I get a job or not, I'm going to have to start up my own business because I'll need the profits to buy lots of basic things for myself. I applied my knowledge from this course by selling school materials such as pencils and rubbers. This helped me to buy my own school materials without my parents having to get involved at all.

Edmundo E., 19 years old, male, Grade 10, Mariri, Ancuabe district, Mozambique

It taught me things that I can use when I leave school, if I can't carry on with my studies. Before, I didn't think I could do certain types of work. I thought that I'd be demeaning myself, and that certain types of work were for people I considered to be low class. But, now I think differently that work is just work, and it's for everyone. I've got a small business where I made a business plan, how to invest the available capital, and that helped me make my business more profitable.

Moisés Z. D., 21 years old, male, Grade 12, Pemba, Mozambique

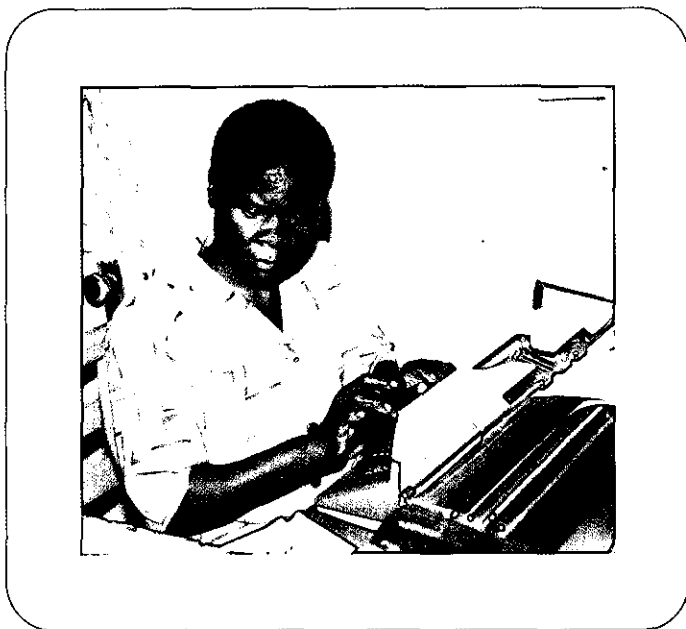
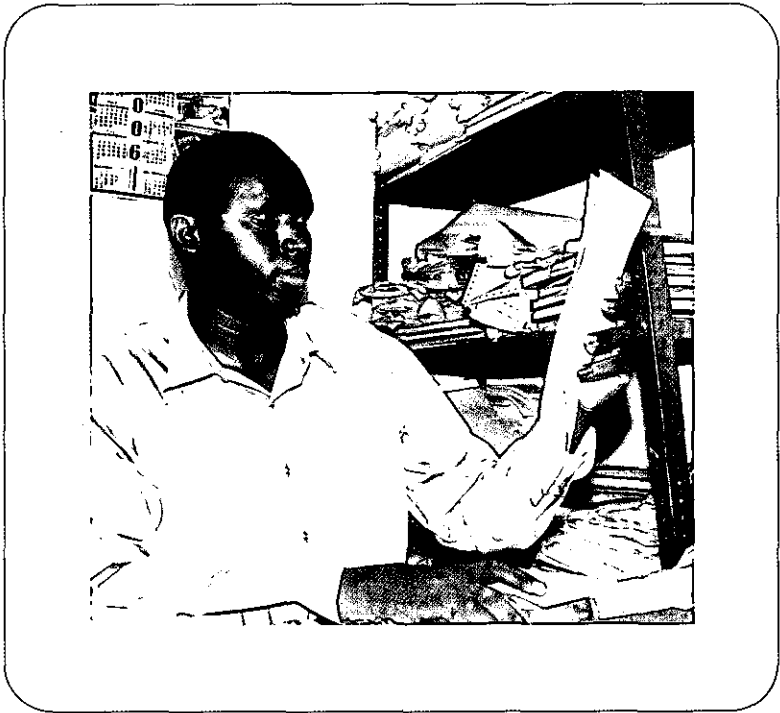
I am an entrepreneur

Entrepreneurship is the quality and skill required to become an entrepreneur. An entrepreneur is an individual who has the ability to see and evaluate business opportunities, gather the necessary resources, start a business and once started, take appropriate actions to ensure its success. They will get the opportunity of being independent by starting and working in their businesses. They will be the managers, decide how many workers to employ and pay them, and make work schedules and work order. Entrepreneurship education inculcates into the students a spirit of being innovative and creative.

Every available resource is used fully by an entrepreneur. One is able to use them and create final products for sale to customers. It creates self-reliant students. Depending on other people's provision is out of the question for entrepreneurs. They scan the environment to spot business opportunities, which they develop into businesses to generate their own incomes. The students become hard working and committed to their work because entrepreneurs always strive for success and have a vision that they succeed in every thing they do. It develops students into persistent business people. They do not give up due to challenges rather they seek to overcome them. Teaching entrepreneurship allows students to acquire leadership skills for example treating others as one would like to be treated, patience, integrity, etc. It helps the students to develop a culture of saving to avoid spending their money unnecessarily. It also helps in creating friendship and relationship

between the consumers and the entrepreneurs. Entrepreneurship education prevents the exploitation of buyers and sellers who may be students. They are taught purchasing, pricing of products and choosing of right quality products. And since the world is turning into a global economic village, entrepreneurship education is really the best answer.

Kamustime R., Senior 5, Kabala, Uganda



Studying entrepreneurship helps the students to become good leaders in business. They are able to know which leadership style is best in the business. They learn leadership skills like decisiveness, self-confidence, assertiveness, imagination, persuasiveness, flexibility and delegation of work.

**Kitaka M., female, 18 years old,
Senior 5, Kampala, Uganda**

There is opportunity to be independent and self-reliant. Entrepreneurship education enables one to be independent in what he/she is deciding to do. One cannot be affected from over depending on the parents, relatives and friends because he/she will be able to know what should be done in order to make ends meet. One can also be able to start a business and run it while knowing how to overcome risks involved in the business.

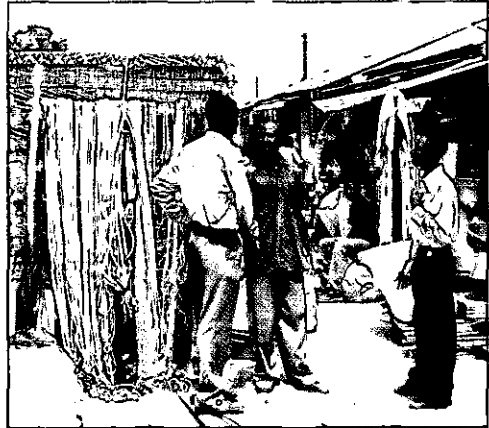
**Amongi S., female, 18 years old,
Senior 5, Lira, Uganda**

Before the course I wasn't confident about dealing with business because I was afraid of making a loss. But now that we have this subject, it's changed everything.

**Nelson B., 16 years old, male, Grade
10, Manhi, Ancrabe district,
Mozambique**

Entrepreneurship has taught me that once I have initiated a business I should set Specific, Measurable, Achievable, Realistic and Time bound (SMART) goals. The subject has made me know how to make an assessment of myself and identify my strengths and weaknesses, and the opportunities and threats that exist in the business environment. Entrepreneurship education has also helped me to build self-confidence and make wise and independent decisions whenever I want to do something.

**Logose D., 16 years old, female,
Senior 3, Lira, Uganda**



I know what they want

I thought that it was enough just to want to be an entrepreneur. But I've found out that to be a good entrepreneur you need good administrative skills and the capacity to direct a company. Besides learning how to be a good manager of a company I learned how to take advantage of business opportunities.

Sofia C. A., 18 years old, female, 3rd year, Pemba, Mozambique

Looking at the business start up process, the subject has given me skills to locate my business correctly, for example, where conditions like taxes are favourable, there are no or few competitors and above all, availability of real and potential markets.

Entrepreneurship has given me skills to properly manage my business. It emphasizes persistence, hard work, creativity and innovation, which lead to success in business. This subject also handles things to do with competition. It encourages future entrepreneurs like us to

learn to act according to the business environment. It has given me solutions such as good relationship with customers and making high quality products to satisfy customers. Risks are situations that come along entrepreneur's way to success.

Entrepreneurship has given me skills to manage risks. They include avoiding it, transferring it (to insurance companies), risk reduction and risk anticipation, etc.

Techniques of handling different types of customers and how to communicate with them are also present in the course. For example listening and asking customers questions on the likes and dislikes about my product. This leads to improved business performance.

It has also given me skills in leadership as a business manager, for example how to handle employees and to make them work wholeheartedly.

Adonyo H. M., male, Senior 4, Lira, Uganda

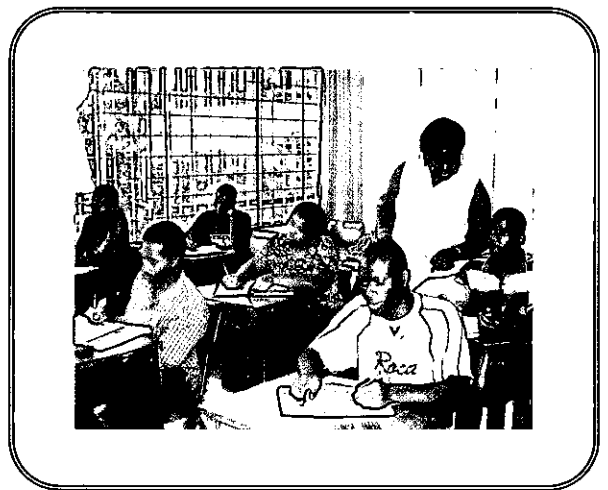
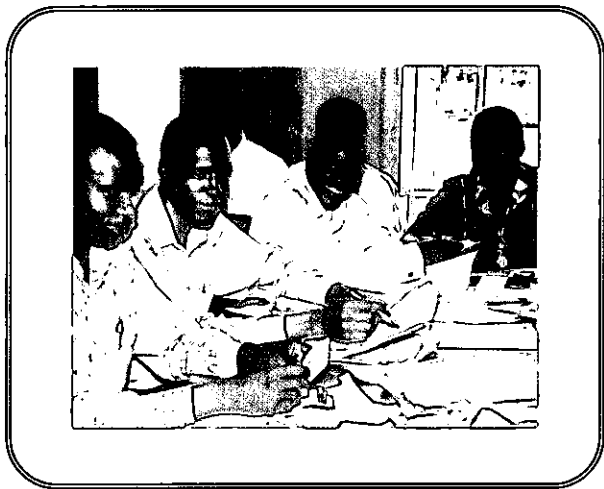
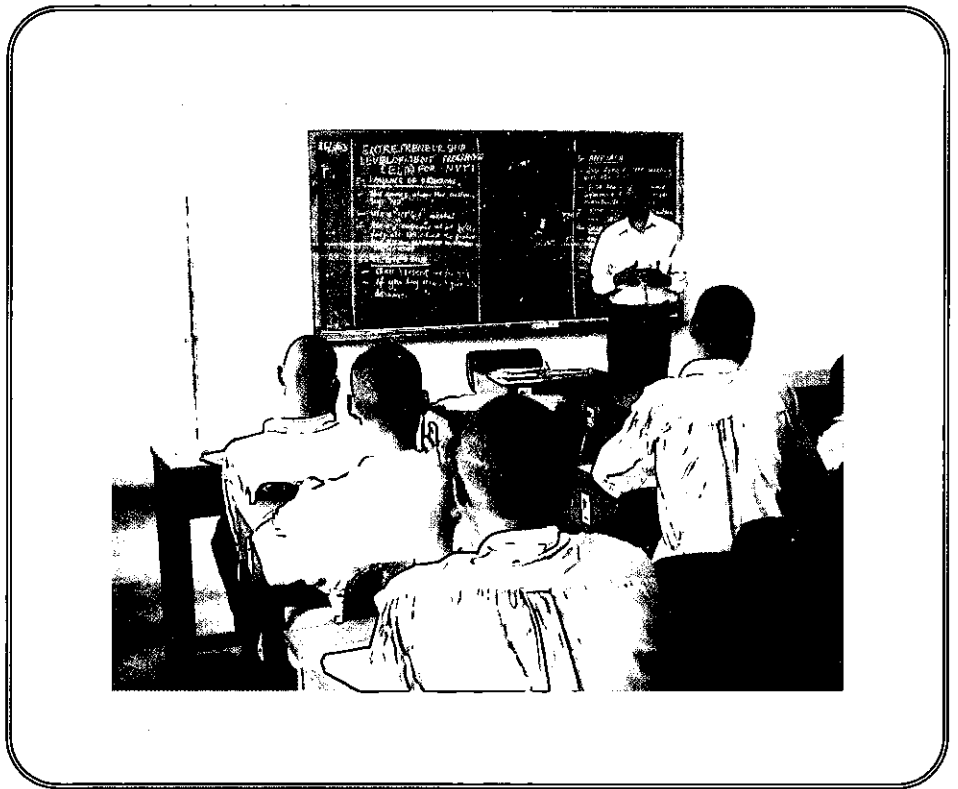
It's a new subject that talks about the rights of every businessman.

It tells us how to set up a business concentrating on quality, and increasing the quantity we sell in the end. Now I can organize my own activities and I can make some of my dreams come true, such as opening a guesthouse or a stall.

Muajja M. M., 20 years old, female, 3rd year, Pemba, Mozambique

It encourages students to work and teaches them ways of working and how to set up a project and create self-employment. Most students have a more progressive attitude than they did last year, because we didn't have this subject before. For example, now we can see that there's no difference between the sexes in work. The topics have taught me a little bit about the practice of setting up a low-cost business. I know how to use a SWOT analysis and I know how to manage a business or project properly.

Felix M. F., 16 years old, male, 4th year, Pemba, Mozambique

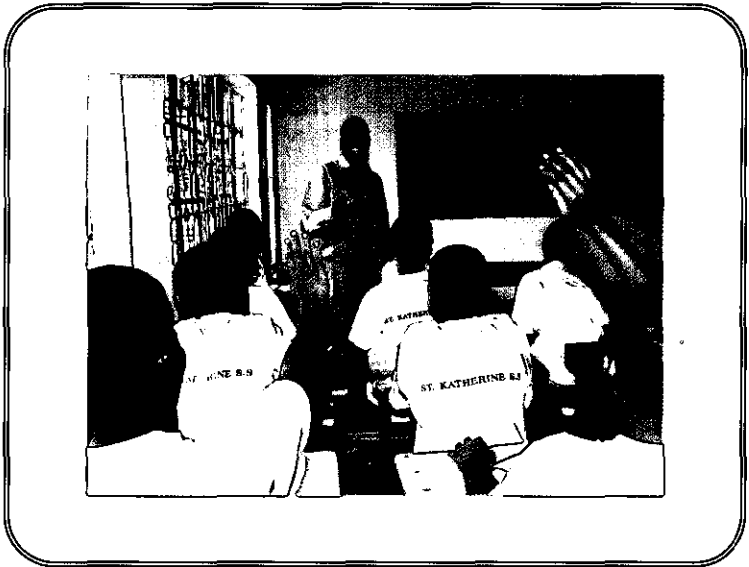
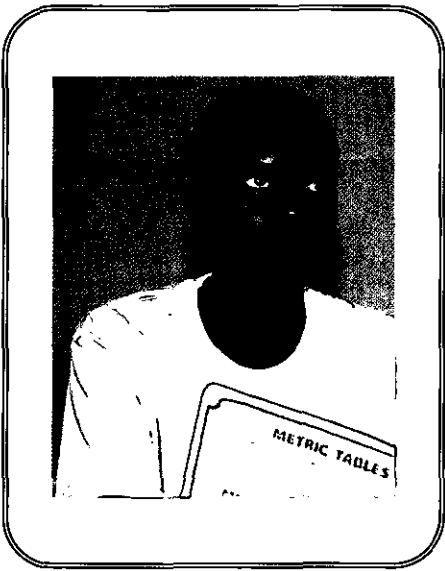


Entrepreneurship education has given me motivation of starting my own business through which I have acquired more material things and more qualifications though going back for further studies. And, more to that, I have managed to pay my brother's school fees. As an entrepreneur I always do market research for my products in order to set prices for my products which will not make my customers run away from me since we have other competitors producing the same products though they may not be as good as mine. I set some days and go for a feasibility study to find out whether there is an increase or decrease in prices of materials that I am using in the business, which also helps me a lot in setting prices for my products. Through a feasibility study I also get to know what materials are available in market and where to buy them. I am able to know the kind of people to use in the business—either the skilled ones or non-skilled ones. For example, to produce a good fabricated door or window, one must have good skills in welding while to carry the windows I may not consider the skills. Entrepreneurship education is helping me in goal setting for my business whereby I have to know

the benefits I am getting from the business and what is the way forward or how I am going to use the money from the business. I can use some of the profits from the business to do some other developments. For example I may buy a plot and develop it, I may go for further studies or I may decide to set up another business aside. Entrepreneurship education is helping me in information gathering. This is easily done by seeking information on clients, suppliers, and competitors and from other sources like printed materials; agencies and sometimes I consult experts for business or technical advice to improve knowledge in the business field. Entrepreneurship education helps me in monitoring activities that are taking place in the business. For example, if I don't monitor my business I may find that some employees do not come to run the business but spend their time in doing their other things and yet at the end of the day or month, I have to pay their wages or salaries. I gained self-confidence that gives me strong belief in myself and my abilities. I always have confidence to complete a difficult task or meet a challenge. Most people without entrepreneurship education give up when it comes to difficult tasks or meet challenges.

Entrepreneurship education has helped me to know the people that are supposed to be involved in the business plan. For example, I can ask my prospective buyers and customers on their ideas and reactions to my plans. Entrepreneurship education has also helped me in time management. In most cases I do my things on calculated time because time wasted can never be gained. By keeping time, it has given me opportunities of getting customers who want me to provide my services to them. This has helped me in getting outside capital to add in my business. For example if a customer calls me for installing water into his or her house and we agree on the period when I am supposed to complete his or her work, I try by all means so that I finish in that stated period. For example the customer can be able to direct his or her friends for similar work to me.

Tulyakira L., 28 years old, male, former student, Kampala, Uganda



Not only that, we have also tackled a certain topic in entrepreneurship called "BUSINESS PLAN". This is the most significant topic in starting a business. It talks of business in a logical and organized manner. Without a business plan, you will be building castles in air. I have now learnt in detail the various aspects of the business plan. This is the foundation of any planned business. However, from the business plan, we learnt about the elements such as general description of a business the type of the business being planned, the strengths and opportunities and the threats and weaknesses it will face. This is done using what we term as "SWOT" analysis. Coupled with that, I will also be in position to state the mission goals and objectives of my proposed business.

Owiny C. O., 17 years old, Senior 3,
Lira, Uganda

It would help me to manage my money if I was a trader, and it also teaches me how to discover business opportunities. Before, I didn't know how to make business plans or do SWOT analyses. The course gave me self-confidence. Now I know all about direct and indirect costs and how to calculate income. And I can draw up a balance sheet to control capital. One day I met a man who asked me to go and fetch water from the stream and said he'd pay me to do it. And with what I'd learned about thinking more about the benefits of work, and not worrying about the type of work you do, I went and fetched the water.

Eusébio R. R., 19 years old, male,
Grade 10, Mariri, Ancuabe district,
Mozambique

It taught me how someone can manage a company and set up a company with only a little bit of money, and made it profitable. Now I have the motivation to run a business and make a profit. I already applied the knowledge at my father's mill. I went to work there one day and saw how this subject can help to change people's attitudes to work.

Celina P. H., 21 years old, female, 3rd
year, Montepuez, Mozambique

I learned how to set up a business and how to do a SWOT analysis. The discipline changed my attitude to work because now I know how to work with my clients and how to manage money. If I don't get a job, I'll know how to set up my own business, because the course taught me a lot of important things about regulations. I've even started to apply what I know in the stall in front of my house. My parents liked the subject and advised me to study harder in class.

Teresa J., Grade 10, Female, Pemba,
Mozambique

It gives us a lot of ideas about opening a business. It teaches us to manage money and use it well. I've already had lots of ideas about setting up a business and I now know how to save the money that I've got. Now I have my safe-deposit box and I know what my labour is worth.

Maria de Lurdes B. V., 17 years old,
female, 3rd year, Montepuez,
Mozambique

CICLO DE TRABALHO DAS EMPRESAS

2ª FEIRA	3ª FEIRA	4ª FEIRA	5ª FEIRA	6ª FEIRA	SÁBADO	DOMINGO
PLANO	PLANO (CONT.) NEGOCIAÇÃO SURPRESAS COMPRAS DE BENS	COMPRA DE MATÉRIA PRIMAS ALUGUEM DE EQUIPAMENTOS	PRODUÇÃO REGISTOS	VENDAS PAGAMENTO DE SALÁRIO RENTA CRÉDITO IMPOSTOS	REGISTOS (CONTINUAÇÃO)	LIVRE



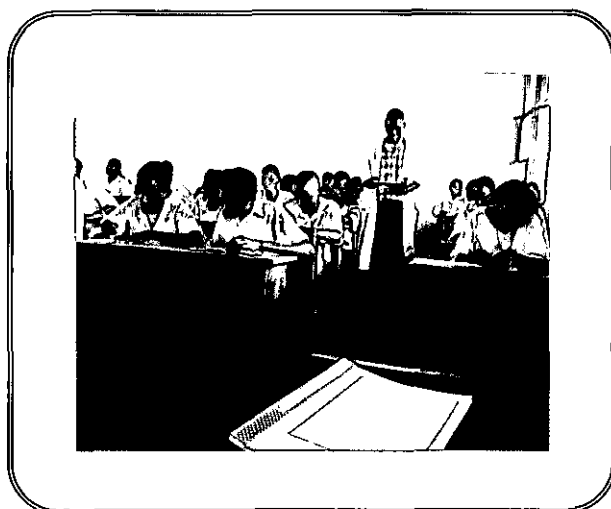
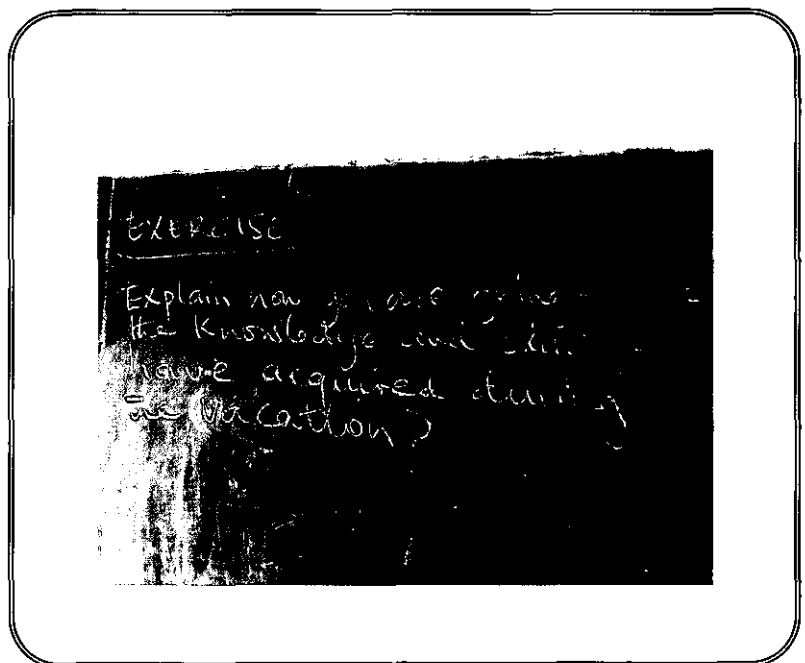
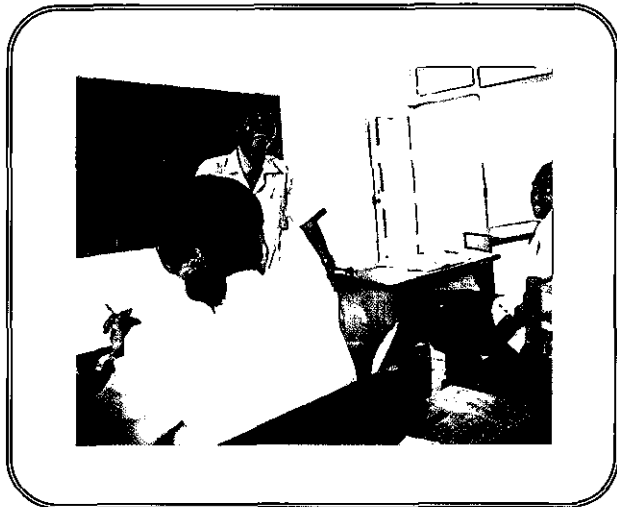
The subject enables a student to know and avoid the common management mistakes that can cause business failure such as uncontrolled credit sales to customers, i.e. if friends or relatives are allowed to get goods at their will, misuse of money belonging to the business and many others. A student who has been learning entrepreneurship can easily prepare a business plan for securing funding for the business. In entrepreneurship education, students are trained on how to deal with people or customers, a practice that enables them to become good leaders.

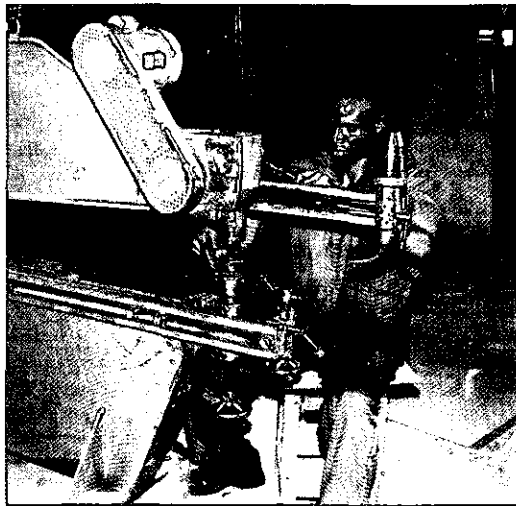
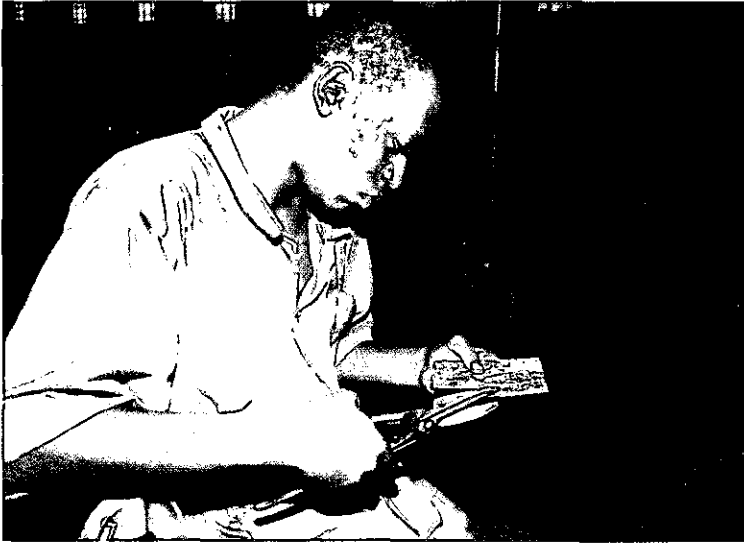
Among G. E., female, 19 years old,
Senior 6, Lira, Uganda

Since I know the possible sources of business finance, I intend to first start with a restaurant as a result of the SWOT analysis I have done. The 5Ps, i.e. Product, Place, Price Promotion and Position, will help me succeed and with my knowledge of resource management, I will be able to recruit competent waitresses and reward them appropriately. With skills of salesmanship, I will be able to attract and maintain my customers with good customer care, persuasive advertisement and competitive services. The idea of goal setting was an interesting part. The leadership skills acquired will help me do networking. With proper savings habits and careful investment, I hope to succeed as planned. Diversification will extend to agri-business since we have vast fertile land. Bee keeping, tomato growing and brick making are others, since mine is still a new district and many new buildings are being constructed. As a trained entrepreneur, I will avoid any harm to the environment since the two need each other. Therefore, with

good leadership skills, effective communication techniques and personal entrepreneurial characteristics, I hope to set specific goals which are measurable, attainable, realistic and time bound. When I do this, my success will be a pride to my community, as I will also be providing them employment opportunities.

Engwedu A., female, 19 years old,
Senior 6, Lira, Uganda





I thought that working in a company would be really difficult but with these lessons, I've started to think it would be very easy. Once I tried selling chickens but I didn't make good profits. Now with what I've learned from this subject I'm going to try again.

Flavio M. J., 17 years old, male,
3rd year, Pemba, Mozambique

It made me understand how to manage my money, how to deposit it in the bank and how to do business. I started up a business with 200,000 meticais selling dried cassava and with the profits I managed to buy 5 big sacks of cassava and earned 400,000 meticais.

Ramos F., 20 years old, male,
Grade 10, Mariri, Anacuabe district,
Mozambique

Before the course I had no idea how to manage money and I just wasted it. The course has taught me how to manage money to help me in my future life. I put what I learned into practice, buying a bundle of sugar cane for 60,000 Meticais to distil and I managed to earn myself 200,000 Meticais.

Acelino A., 22 years old, male,
Grade 10, Mariri, Anacuabe district,
Mozambique

The subject teaches us to look at the benefits of work, not at the nature of the work you're doing. It also teaches us how to manage a business. I already know how to manage the profits of a business and I learned all about bookkeeping. At the beginning of the course I explained my business idea to my father and he liked it. He gave me 100,000 Meticais and I started up my business. Now I'm making a profit and I know how to control my income.

Avelino J., 16 years old, male,
Grade 10, Mariri, Anacuabe district,
Mozambique

I didn't have any money to pay for one of my exams. So I asked someone to lend me 50,000 Meticais and I tried doing a bit of business. I made a profit of 250,000 Meticais, paid my debt and also paid for the exam. It was really great.

Jorge S., 18 years old, male,
Grade 10, Mariri, Anacuabe district,
Mozambique

Now, I know how to calculate direct and indirect costs and draw up a simple balance sheet. I'm learning how to apply the various rules and regulations so now I can be self-employed or work for someone else. I always do well in my Portuguese exams so my colleagues are always asking me to help them with the subject. This time I got them to pay me something for helping them, which I think was a way of applying what I learned in Entrepreneurship Education.

Édilio S., 19 years old, male,
Grade 10, Mariri, Anacuabe district,
Mozambique



It taught me how to do business and how to manage my money so I could save enough to open a small business. I used to think that a lot of jobs were just for women, but now I see that that's just a myth. One day I went on holiday to Pamba district and I got a bit of work installing electricity in a house. I was paid 900,000 meticais, which I used to open a little shop in Namuno district.

Felix A. M. N., 24 years old, male, Grade 10, Mariri, Ancuabe district, Mozambique

It gave me courage to be a businessman and even to start doing other types of practical work. It taught me how to deal with a bank account. I've applied my knowledge of Entrepreneurship Education and thanks to this subject I have a good duck-breeding business and good relations with other traders who sell cigarettes and grow citrus fruits.

Faustino C. L., 18 years old, male, 3rd year, Montepuez, Mozambique

Because of this course, my friends and I are setting up an electrical company.

Sergio S., 27 years old, male, 3rd year, Pamba, Mozambique

I applied what I'd learned in my brother's business, selling drinks, but now I'm self-employed because I started my own business making blocks.

Abibo J. R., 18 years old, male, 3rd year, Pamba, Mozambique

It taught me that you don't need a lot of money to start a business, and I thought the opposite was true. I opened a business to sell yoghurt with only 75,000 Meticais, and with what I learned in the subject, I've made a lot of profit and I've really progressed.

Venia F. B., 18 years old, female, Grade 12, Pamba, Mozambique

It taught us how to work in small and large companies, and it also showed us how to open a business. If for any reason I don't get a job, I can do some business to survive. I learned how to sell CDs and I made a really good profit. I'll keep on practising in this business until I feel I can really make a success in another type of business.

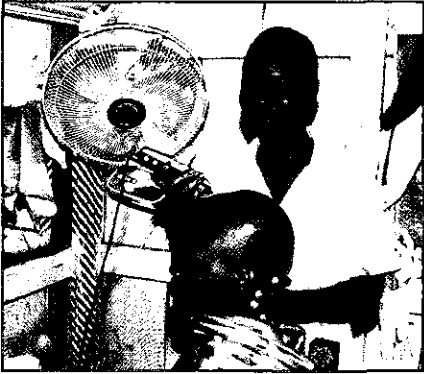
Abdurramane B. D., 18 years old, male, 3rd year, Montepuez, Mozambique

It gives us a different idea of how we can start up a business and how we can assess the environment to identify a business opportunity. I didn't know how to manage my time before. And I don't worry about the nature of the work any more, only about the profits. If I can't get a job after I finish my studies, this subject will help me to identify business opportunities. I applied what I learned by selling green bananas during the month of Ramadan. I found out that people who are fasting eat a lot at night and that's how I got the money for my exams.

Genito V., 18 years old, male, Grade 10, Mariri, Ancuabe district, Mozambique

I found out how business can really change people. Now I know how to deal with money and how to manage a company or business properly. I applied what I learned by setting up my own business selling sandals and stretchy tops from my stall. I used the money to buy the things I need for school, without having to ask my parents.

Yassine W., 18 years old, male, Grade 10, Mariri, Ancuabe district, Mozambique



Entrepreneurship education creates self-awareness among the learners. It has enabled me to know "Who I am" and "What I can do". I have also learnt how to make decisions and take risks in business. I can keep my business records and assess if the business is making profits or losses. I am able to keep records of the fridges I repair and all those people who owe me money. Furthermore, I have acquired managerial and administrative skills. I can supervise my workers. I am able to expand my business, take decisions, pay attention to my customers' demands and satisfy their needs. I also have access to business opportunities for example with my technical skills and some little capital. I have started my small electrical workshop. As long as I know my goals, strengths and weaknesses, my business will prosper. Through entrepreneurship education and specifically time management, I am able to serve my customers faster than before. To be able to do so, I ensure that the duration taken to service or

repair a customer's equipment is greatly reduced. It has become part of my work to ask how soon a customer wants his/her equipment worked upon. I am doing this to ensure that customers do not look for quicker services elsewhere.

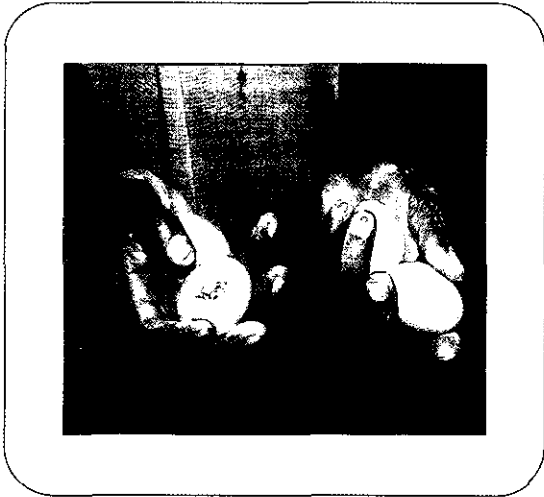
I learnt from entrepreneurship that customers should be offered quality goods and services if one is to compete effectively in the market with other entrepreneurs.

Entrepreneurship education has further helped me to identify customers' needs and position my business based on their specific needs. In identification of customers, I look at their age groups, income levels, occupations, family sizes, marital status, where they live, interests, etc. These classifications have helped me to set prices for my services. In addition to the above, the topic on business start-up process enabled me to identify and select a business of my choice that was suitable to my resources and skills. In starting my electrical workshop, I had to look at the skills I possessed, the legal requirements and the resources available to me.

Kilama S. R., Kampala, Uganda

I want to sell a particular type of merchandise, I know that I need to find out what its value is in the market and see what funds I'm going to need to reach my objective. I've already put what I've learned into practice in my stall, and now I know exactly what comes in, what goes out and what my income is.

Eusebio D. M., 24 years old, male,
Grade 12, Pemba, Mozambique



Before the course I didn't know how to use the goods that I bought, but now I feel I know what I'm doing, and I can use the income I earn to do other kinds of work. I produce charcoal, and because of this subject, I know how to plan my business and register all the different costs. I know how to manage my work, even though it's hard to get hold of money.

Rassul A. I., 24 years old, male, Grade 10, Mavri, Ancuabe district, Mozambique

I expect to get the capital from selling my poultry birds that I have been rearing since our teacher advised us to set up a small business in order to do the subject practically. Now my poultry farm has improved because even I sell birds and eggs in the nearby trading centre. This has helped me to look after myself without burdening my parents because of the income I get from the business. Due to the knowledge acquired from bookkeeping, a topic that teaches how to prepare different documents like a ledger, a cashbook, purchase- and sale-journal. I have done this by always recording the sales and purchases made everyday. In the topic on banking, I have come to know that it is so helpful to the business because it guards people's money and gives loans. I expect to open a savings account when I start a relatively bigger business, because it is the one for low-income earners.

Bugembe M., Mityana, Uganda

At the beginning I only had one business idea, but now I have lots. I built a barber's shop and I ran it with just one shaver. Because of the entrepreneurship education subject, I made a good profit and now I've been able to buy two more shavers to build up my company.

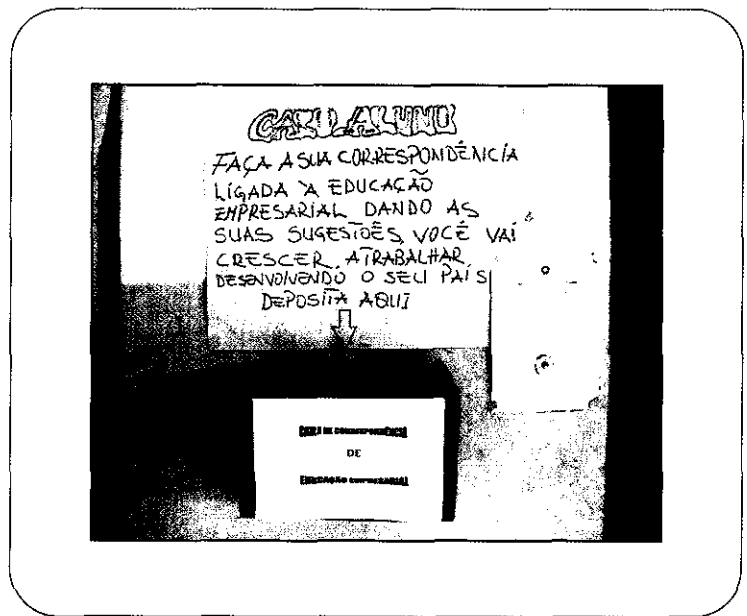
Elias A. M., male, 22 years old, Class 12, Pemba, Mozambique

Cooperating institutions

Ministry of Education and Sports, Uganda; National Curriculum Development Centre, Uganda; Nakawa Vocational Training Institute, Uganda; Ministry of Education and Culture, Mozambique; Provincial Directorate of Education and Culture of Cabo Delgado, Mozambique; and participating secondary schools of Uganda and Mozambique.

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