

# Let's shape rural development and inclusive agricultural transformation



## AGRIBUSINESS 4 CHANGE

International Conference  
May 7–9, 2019  
Addis Ababa, Ethiopia

# Report



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## Rationale and overview

Africa is the young continent, in need of livelihoods, income and employment. 20 million youth enter the African labour market each year. Millions of smallholders in agriculture need to improve their business. On the other hand, the demand for food and raw materials for processing industries will increase considerably over the next decades due to demographic growth and changes in consumer patterns due to globalisation. Altogether this implies:


- ➔ Agriculture is business.
- ➔ Farmers, small processors, either men, women, young or old, all are agribusiness people – short agripreneurs.
- ➔ The need for agribusiness skills and mind-sets.
- ➔ Agribusiness people invest in their agribusiness.
- ➔ Agribusiness people contribute to job creation and value addition by doing better agribusiness.

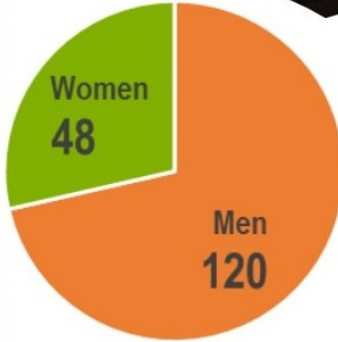
This is a huge opportunity if conducive and cost-effective strategies and investments are deployed on time and in the scale needed. In this context, strengthening entrepreneurship and mobilizing rural youth for agribusiness are the precondition for inclusive growth and economic transformation.

The **Agribusiness 4 Change** conference was organized from 7 to 8 May 2019 in Addis Ababa, followed by 4 concurrent fieldtrips on 9<sup>th</sup> May 2019. 168 participants from 20 African countries, Germany and France included professionals from agribusiness, producer organizations, development and policy maker (Annex 1). They tackled the topics to the right while emphasizing (i) scaling-up of proven agribusiness approaches and (ii) policies and investments promoting youth, entrepreneurship, employment and investments in agribusiness. The conference built on plenary sessions, panels, sketch, vision laboratories, pitches and the innovation market with 20 stands from participating programmes, companies and organizations (Annex 2).

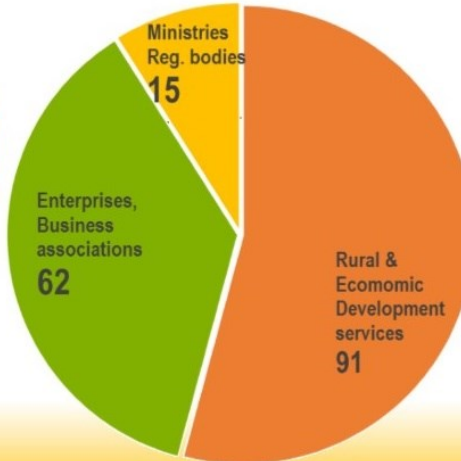


The digital conference application provided guidance on the agenda, attendees, speakers, allowed the participants to ask questions, to vote for issues, to evaluate the conference and to communicate via news feeds and pictures.






Gender	Count
Men	120
Women	48



Category	Count
Rural & Economic Development services	91
Enterprises, Business associations	62
Ministries Reg. bodies	15



**AGRIBUSINESS 4 CHANGE**  
 International Conference  
 May 7-9, 2019  
 Addis Ababa, Ethiopia



Participating Countries: Nigeria, Mali, Bénin, Ethiopia, Cameroon, Ghana, Kenya, Madagascar, Côte-d'Ivoire, Malawi, Mozambique, Rwanda, Germany, Tunisia, Togo, Burkina-Faso, Somalia, Italy, Gambia, France, Nambia, Zimbabwe, South-Africa, Niger.



## The conference in a nutshell

Ka Wallah from Cameroon and Mark Fynn from Ghana facilitated the conference.



Her Excellency, the German Ambassador to Ethiopia and the African Union, Mrs. Brita Wagener welcomed the audience. She underlined the importance of inclusive transformation from agriculture and agribusiness for growth and political stability (full speech in Annex 3).



Mr. Esayas Lemma, Director of Crop Production and Innovations, from Ministry of Agriculture and Natural Resources officially opened the conference with a warm welcome. He confirmed the relevance of the conference for Africa and stressed the importance of agribusiness trainings for the change of farmers' business mind-sets and skills towards becoming better entrepreneurs, decision makers and investors. Finally, he encouraged the exchange at political level across African countries to boost the agricultural development (full speech in Annex 4).

During the keynote panel **Agribusiness 4 Change**, Mr. Y.O. Adeyeye, Director of Young professionals of Agricultural and Rural Development (YPARD) and Dr. Godfrey Bahigwa, Director at the Department of Rural Economy and Agriculture of the African Union, exchanged on Visions, gaps and action needed with regard to youth in agriculture and agribusiness. The active role of youth and how to harness the energy of youth via participation in existing platforms and policies were the most discussed. Enhancing access to land and finance helps youth to enter into agribusiness. Another topic were pan-African youth related policies and how members of AU customize, implement and manage them in the framework of national investment plans or youth specific policies. Investment in social and productive infrastructure encourages private sector to invest in rural areas and to create incentives for the youth to stay in rural areas and get active in agribusiness.



Comparing demographic and economic development shows the big gap of pro-poor growth and employment creation in Africa. Bridging the gap in practice was the topic of the session facilitated by A4SD<sup>1</sup> umbrella program and Green Innovation<sup>2</sup>. Both programmes operate in in large scale in different countries. A Sketch presented their impacts such as higher income achieved for over 3 million African smallholders, employment creation and leverage of private and public investments. However, it become evident, that the challenges related to income and employment seeking youth requires further upscaling.

The following plenary discussions resulted in key recommendations to enhance innovation for scaling of successful approaches and for private sector involvement to support modernization and entrepreneurship in agriculture and agribusiness.



**Potentials and challenges for value addition and employment creation in the agricultural sector** were discussed<sup>3</sup> during the panel session **Value Change**. The most important potentials for employment creation were perceived in the rural (community) context with subsequent reduction of migration. Challenges were seen in

<sup>1</sup> Agricultural Value Chains for Sustainable Development

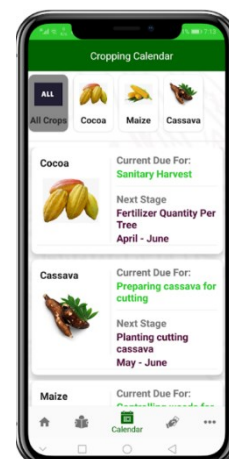
<sup>2</sup> A. Matthess (A4SD-SSAB), M. Schmid (Green Innovation Centres for Agriculture and Food Sector), H. Widmer (A4SD-ComCashew), Kah Walla (Strategies!), Y. Kumi (Africa Foresight)

the implementation of agribusiness trainings on site with taking into account the local contexts. Advocacy has to be undertaken to make sure to get the maximum opportunities for more investment and employment in rural areas. These changes have to be holistic on different levels.



**Farmer Business School (FBS) goes digital:**

Patrick Ofose Agyemang, presented FBSInnova, a new digital application that AgroInnova Company Ltd. developed with support from SSAB. The purpose is to assist farmers in the daily application of FBS tools to their business and thus to help them to do better business. To this effect, FBSInnova comprises the Education Hub, and the FBS tools ‘Cropping Calendar’ and ‘Money-In/Money-Out’. The second pilot phase is currently underway, after which the FBSInnova application will be launched in Ghana. Thereafter it will be possible to adapt the app to other value chains and country contexts.



<sup>3</sup> A. Lagauche, Touton S.A. France ; N. Kesraoui, Zitouna Tamkeen, Tunisia; E. Tefera, ATA Ethiopia; A. Tinubu, Eagleson & Nito Concepts Ltd Nigeria; K. Kpevon, FUPROCAT, Togo



**20 participating programmes, partners and organization showcased their approaches, experience and impact at the Innovation Market.** This included FBS, Cooperative Business School (CBS), Processor Business School (PBS) as well as other agribusiness training approaches, ICT tools, unique communication materials or channels and ideas dedicated to topics such as employment generation, mobilization of youth or financial inclusion of smallholder farmers. Exchange between participants was facilitated through posters, videos, handouts but also unconventional ideas such as photo booths and tasting sessions could be found.



**Pioneers of Farmer Business School i.e. International Master Trainers and Senior Technical Advisors were honoured during the cocktail reception.** The majority among them have dedicate 10 years of their professional life to develop FBS and to roll it out even beyond their countries of origin.



Day 2 of the conference started with **Youth Voices:** What makes agriculture attractive for youth, which are the needs, desires and aspirations were the initial lead questions. The three input-givers Mr. Abrahame Endrias (Green Agro Solution PLC), Ms. Mariam Samake (GIZ Mali) and Ms. Maness Nkhata Ngoma (Agripreneur from Malawi) shared their success stories with us. For Mr. Endrias being successful means being engaged with farmers and cooperatives and the exchange with research institutions.



Ms. Samake pointed out to the importance of being taken seriously as a young farmer, especially as a woman in the sector. Young farmers, women or men, are decision making persons and should be seen like this. Ms. Nkhata Ngoma emphasized on the importance of the government to create framework conditions that allow young people to enter agriculture and succeed.

The second conference day was structured by the 4 different Vision Labs. Each participant had the chance to visit two different Vision Labs.

Vision Lab A **Harvard Business School vs. Farmer Business School/CBS/PBS** tackled potentials and limitations of formal and non-formal development of agribusiness skills. Associate Professor Dr. Stephen O. Adeogun stood for formal education and non-formal agribusiness presented by Priscilla Asare-Danquah, a FBS Master Trainer for Ghana Cocoa

Board. Stephen O. Adeogun emphasized the knowledge gain through formal education creating a solid basis for practical farming business, whereas Priscilla Asare-Danquah highlighted the participatory character and the importance of active exchange, which is rather enhanced by non-formal education. Despite crucial differences between the two approaches, many Lab participants agreed that they are complementary, not separate, and therefore more dialogue should be created on how to bring these two together.



In Vision Lab B **From subsidy to agribusiness**, the two input-givers Ms. Mashumba and Ms. Raharimboahangy discussed with the participants which role subsidies can play to make the agricultural sector attractive for young people, how to break out of poverty and to use subsidies for successful businesses. Main recommendations are (i) that subsidies have to be targeted, limited and need to be harmonized. At the same time, no subsidies without contributions by the target group should be given.

In Vision Lab C **Investment in employment** was first clarified through interactive presentation of concepts. Input provided by Annemarie Matthes (A4SD-SSAB) helped the audience to identify a broad range of employment opportunities along value chains. It was recognized that small entrepreneurs in agriculture and processing contribute to value addition through profits, wages paid to hired labour, purchase of input and use of services. The audience agreed that professional organization, contract farming and off-farm business services are key for value chain modernization and creation of formal employment. Participants concluded that more attention should be paid to these areas and to informal sector in agriculture that employs the vast majority of rural people.



During the discussion on **Engaging youth in policy debate** in Vision Lab D, Gabriel Litunya, Chairperson of Kakamega Youth Agribusiness Association and Benson Nyariaro, Head of Youth in Agriculture Unit, National Ministry of Agriculture, Livestock, Fisheries and Irrigation of Kenya, showcased an example how the youth were involved in the policy process of the Development of the national “Youth in Agribusiness Strategy” in Kenya. In discussion with the participants it was recommended that the promotion of political participation by young people must take place at various levels (macro, micro, public, private). Central to this is a common vision of politics and youth representatives, but also a common commitment shared by all parties involved. Existing structures e.g. policies, institutions, platforms, networks should be used as entry points for youth.



After a recap of the Vision Labs, in **Generation X-change 4 Future**, the three input-givers Mr. Firmin Ayemou, represented the older generation, Mr. Gabriel Litunya, represented the young generation and the institutional level by Ms. Nicole Bolomey from Andreas Hermes Akademie (AHA) shared their experiences with the preparation and support of handing over of farms. Ms. Nicole Bolomey (AHA) presented the



approaches that helps facilitating a succession process in Germany. She emphasized that the topic matter is in no context an easy one. Handing over done properly, succession will be arranged well before the point and can mean a sustainable success for the business, ensuring a legacy for the family. The three experiences showed that a successful farm handing over can only be done by facilitating an intergenerational exchange and involve all generations.

After two eventful and inspiring conference days, Mr. Hanspeter Schwär, Economic Counselor of the Federal Ministry for Economic Cooperation and Development (BMZ) gave the **Closing Remarks** of the conference. He outlined the main points of the conference, as well as emphasized the importance of the discussed topics. The conference gave guidance for future development. Large scale is needed to make an impact in the agricultural sector in Africa. Therefore, agribusiness must encourage youth and create employment. Best practice from agribusiness approaches must be taken and transferred to other projects and countries to reach big impact. Ethiopia is a good example for this and achievements can already be seen.



The **Official Closing** was done by Dr. Chimdo Anchala, Senior Director of Production & Productivity Projects at Agricultural Transformation Agency (ATA) of Ethiopia. He appreciated the diversity and the relevance conference program. The necessary mind-set change of the agricultural sector was one of the main points raised. FBS has triggered mind-set change of investors, business men and women, decision makers and others. Exchange, network and collaboration is also key to further transform the agricultural sector and which once again underlined the importance of this conference. The conference was then officially closed.



“Seeing is believing”: Four **Field Trips** completed the conference. They focused on FBS trainings and processing companies, meetings with rural youth and cooperatives, and the possibility of service provision. Here some impressions





## Inputs and harvest: Info shared and key outcomes

### Agribusiness 4 Change: Visions, gap and action needed

Mr. Adeyeye, Director of YPARD<sup>4</sup> and Dr. Bahiigwa, Director of Rural Economy and Agriculture Department of the African Union (AU) discussed the involvement of youth in policy debates. Upon question of Mr. Adeyeye, 14 participants (8%) claimed to have less than 39 years. 5 of the conference participants were members of YPARD.

#### Energy and skills of African youth are precious for development.

According to Mr. Adeyeye, there is a trend that young people are interested in agriculture. But policies need to (i) build the infrastructure, (ii) put in place enabling frame conditions and meaningful incentives and (iii) involve youth in existing national platforms. Areas and enterprises in agriculture and agribusiness that give highest return in a relatively short period should be priority.

Dr. Bahiigwa underlined the responsibilities in the governments of respective countries to create an environment enabling youth to become active in the agricultural sector, to invest and to run businesses.

To push these policies, youth has to be connected. African Union (AU) can enhance connectivity. Platforms, like this international conferences, can be used to boost the processes on a continental level. The responsibility of the AU in this context is in supporting, assisting and urging the respective governments to implement the policy and monitor it properly. He mentioned also the **AGENDA**

**2063**<sup>5</sup> as Africa's blueprint and master plan for transforming Africa into the global powerhouse of the future. The Agenda provides the vision of an integrated, prosperous and peaceful Africa, driven by its own citizens, representing a dynamic force in the international context.



*Youth entrepreneurship in agriculture and agroindustry is hampered by the lack of entrepreneurship skills and value chain development, difficulties accessing financing and an unfavorable entrepreneurship development ecosystem.*

From Rationale of ENABLE



<sup>4</sup> **Young Professionals for Agricultural Development** is an international movement made by young professionals for young professionals. YPARD operates as a network; it is not a formalized institution. With more than 15,000 members from 168 countries, this multi-stakeholder platform's main mission is to serve as a collective global network that enables young professionals to realize their full potential and contribute proactively towards innovative and sustainable agricultural development. More under >> [www.ypard.net](http://www.ypard.net)

<sup>5</sup> [https://au.int/sites/default/files/documents/36204-doc-agenda2063\\_popular\\_version\\_en.pdf](https://au.int/sites/default/files/documents/36204-doc-agenda2063_popular_version_en.pdf)



## Our Aspirations for the Africa We Want



By 2063, African countries will be amongst the best performers in global quality of life measures. This will be attained through strategies of **inclusive growth, job creation, increasing agricultural production**; investments in science, technology, research and innovation; gender equality, **youth empowerment** and the provision of basic services including health, nutrition, education, shelter, water and sanitation.

[https://au.int/sites/default/files/documents/36204-doc-agenda2063\\_popular\\_version\\_en.pdf](https://au.int/sites/default/files/documents/36204-doc-agenda2063_popular_version_en.pdf)

The implementation of the **African Youth Charter**<sup>6</sup> and associated national policies was also mentioned as another framework for the promotion of young people.

Dr. Bahigwa “*We want to push governments*”: Actually, AU provides blueprint policy frameworks like the **Agenda 2063** for customizing into national policies. For the agricultural sector, the **Malabo Declaration on Accelerated Agricultural Growth and Transformation for Shared prosperity and Improved Livelihoods** and **National Agricultural Investment Plans (NAIP)** are the tool. AU enhances such processes with methodological support and with the organization of peer reviews/pressure. This works, but it could be better, as the report on the implementation of the Malabo Declaration (2017) shows: “Out of the forty seven (47) Member States that reported progress in implementing the Malabo declaration, only twenty (20) reported to be on-track for achieving the commitments by 2025.”

On the question of **how prepared the youth is for agriculture and agribusiness**, Mr. Adeyeye pointed out that youth must play an active role: “There is a need for readiness”. The commitment, knowledge and assessment of needs of this target group also plays a critical role to sharpen the focus of the agricultural and agribusiness youth agenda. The subsequent discussion brought the requirement up that youth would need to contribute to investment.

YPARD is actually **supporting youth for policy dialogue & development** as the case of the Kenya Youth in Agribusiness Strategy<sup>8</sup> shows. Things appear to move in the right direction in other countries too: The representative of FMARD Nigeria informed the plenary that the Nigeria Youth Employment Programme with two branches, one targeting young graduates and the other for non-graduate youth, has been developed with youth representatives.

Another major topic of discussion was **productive and social infrastructure in rural areas**, i.e. roads, transport systems electricity, water supply, phone and internet connectivity, education systems, health care. Good infrastructure attracts private sector investment. In African countries, infrastructure is frequently insufficient and not conducive to investments in agriculture and agri-processing. By infrastructure investments, governments create the required environment for private sector investments.

<sup>6</sup> Full document [https://au.int/sites/default/files/documents/30922-doc-african\\_youth\\_charter\\_english\\_0.pdf](https://au.int/sites/default/files/documents/30922-doc-african_youth_charter_english_0.pdf), however few information on the internet net on implementation of the charter. This may be due to the fact operationalizing processes are missing: e.g. AU has no youth in agriculture).

<sup>7</sup> <https://www.growafrica.com/resources/2017-progress-report-african-union-assembly-implementation-malabo-declaration>

<sup>8</sup> [https://ypard.net/sites/default/files/resources/kenya\\_youth\\_in\\_agribusiness\\_strategy\\_2017-2021\\_a.pdf](https://ypard.net/sites/default/files/resources/kenya_youth_in_agribusiness_strategy_2017-2021_a.pdf)

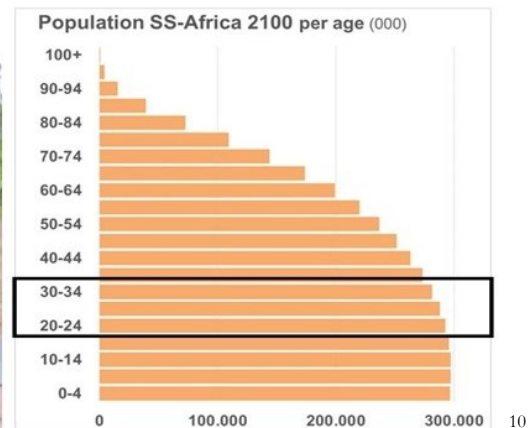
## Key Takeaways



- ➔ Africa's future is in private sector investment.
- ➔ Public and private investment in productive and social infrastructure is needed for rural areas to enhance competitive production, value addition and to make them worth living.
- ➔ Youth is interested in agriculture, but needs support, incentives and enhanced access to resources.
- ➔ Countries are responsible to implement & monitor conducive policies. AU and regional bodies assist. Effective progress is however slow and reported by less than half the African nations.
- ➔ There are good examples for youth involvement in policy design in African countries.
- ➔ There is room to improve the policy focus for the target groups of graduate and non-graduate youth, the majority.

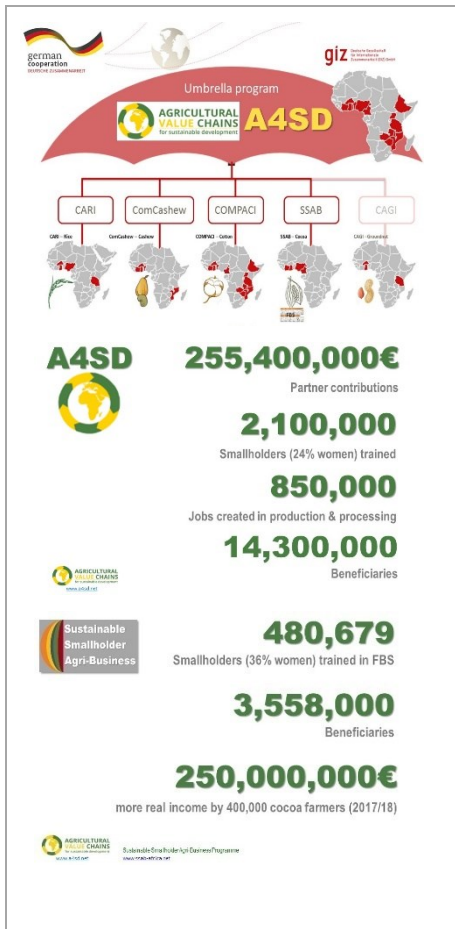
## Bridging the gap in practice

**Africa is the young continent, in need of livelihoods, income and employment.** 20 million young people enter the labour market each year. Cities grow and the number of people (clients!) to feed by one agricultural producer will increase considerably. In this context, strengthening agricultural smallholders' entrepreneurship and mobilizing rural youth for agribusiness is the precondition for inclusive growth and economic transformation. Related approaches successful in large scale, impacts outreach and how to bridge the gap have been tackled in a sketch<sup>9</sup> and in plenary discussion.



<sup>9</sup> Developed and played by A. Matthes (A4SD-SSAB), M. Schmid (Green Innovation Centres for Agriculture and Food Sector), H. Widmer (A4SD-ComCashew), Kah Walla (Strategies!), Y. Kumi (Africa Foresight) and with the participants.

<sup>10</sup> Matthes A. with Data from UN Population Division. 2017. World Population Prospects: Total population (both sexes combined) by five-year age group, region, subregion and country, Zero-migration variant, 2015 – 2100



The umbrella programme Agricultural Value Chains for Sustainable Development (A4SD) and the Global programme Green Innovation Centres for the Agriculture and Food Sector operate both in large scale. The sketch informed on the genesis of approaches such as Farmer Business School (FBS), large scale implementation, income increases, job opportunities created in agricultural production and processing. Data on leverage of public and private resources that complete official development aid was another link with the preceding session. Evidence on cost-effectiveness was also provided. The comparison with the economic and demographic development in African Countries made it evident, that there is still a huge gap in terms of outreach and impacts with an emphasis on youth and future generations.



**Bridging the gap**

- What is the gap about?
- What are the risks of business as usual?
- What is needed for large scale approaches?
- Why is it difficult to take over innovations from others?
- What makes it easy to go for larger scale?

Plenary discussion started on the priority topic up-take of innovations. The audience brought the key success factors together such as focus on problems and opportunities, social, economic and environmental relevance, decentral access to innovations. Innovations need to be validated by stakeholders and confirmed by impacts. The adopters need to understand the full process, success/risk factors and what it implies for adaptation





To take over innovations from others, mind-set change is important otherwise, “people do not leave their comfort zone”. Mind-set change is also relevant when we talk about the risks of business as usual, i.e. insufficient investment in youth employment and livelihoods. Actually there seems to be a gap in many stakeholders’ mind-set: there is need to acknowledge: **Farmers are decision making people, are part of the private sector and thus investors.** With regard to youth we need to keep in mind that they are connected via digital media with the world outside of rural areas and that there is a disconnect from rural realities and opportunities. Special media and ICT solution can open the perspective again on rural livelihoods.

Agribusiness training approaches such as Farmer Business School (FBS) have been developed to address needs and opportunities of agricultural smallholdings in large scale. Emphasis is made on business knowledge, skills and attitudes. The latter to trigger change from inside. FBS builds on public-private partnerships for large-scale implementation. Evaluations show that FBS drives impacts such as more income from diversified production, better nutrition, producer organization and access to finance. Cost-effectiveness in line with quality standards is important to keep agribusiness trainings affordable and to allow contracting e.g. by producer or inter-professional organizations. Employment effects have been shown earlier by the sketch.

The economic basis, i.e. the economic environment and information, is key for success, because achieving more yield after trainings without selling is meaningless for the producers. It is thus obvious that links across value chain segments help to tackle this challenge. Standardized approaches such as FBS allow large scale implementation. However, they must leave enough room for customizing to other contexts if needed.

## Key Takeaways



- ➔ Focus on problems and opportunities, social, economic and environmental relevance and decentral access enhance uptake of innovations. Innovations need to be validated by stakeholders and confirmed by impacts.
- ➔ Adopters need to understand the full innovation process, success/risk factors and what it implies for adaptation
- ➔ Farmers are decision makers and investors. Referring to demographic challenges and slow development of industry, entrepreneurship is option No. 1 for African family agriculture, youth and rural transformation.
- ➔ Standardized approaches such as FBS allow large scale implementation. There must be enough room for customizing to other contexts if needed and they must be embedded in the value chains.
- ➔ Large scale approaches of regional and global programmes are successful and progressively taken over. However, much more scale, speed and African ownership is needed to bridge the gap.
- ➔ Agribusiness knowledge, skills, attitudes and partnerships power development.

## “Value Change” Value addition and Employment potentials

Five panellists, 4 of them from private sector, shared their practical experience with regard to value addition and employment creation. On this basis they assessed potentials and challenges to come up with recommendations.



Audrey Lagauche from Touton S.A. France<sup>11</sup> gave an overview on the company’s **agronomic and socio-economic interventions at the level of cocoa producing communities**. Technical and FBS training are combined with innovative arrangements on technical services involving rural youth- This promotes cocoa production as business, diversification, adds value around cocoa and is of benefit for the company itself: **Without farmers we have no business**.



Nabil Kesraoui, Director of business engineering, presented Zitouna Tamkeen<sup>12</sup>, the first islamic microfinance institution in Tunisia. It combines **economic empowerment, capacity development and financial services for micro-entrepreneurs**. Zitouna Tamkeen involves downstream enterprises in the value chain as strategic and economic partners. Zitouna Tamkeen cooperates with Delice, a dairy company that introduced FBS in Tunisia for milk producers. FBS training is a prerequisite for support of Zitouna Tamkeen.



Eshetayehu Tefera from Agricultural Transformation Agency (ATA) Ethiopia informed ATA supports the **transformation of Ethiopia’s smallholder farmers into entrepreneurs with more income**. ATA supports the Ministry of Agriculture and Livestock Resources (MoALR), affiliate institutions, regional governments, and partners to upgrade high-priority commodity value chains and geographies through the Agricultural Commercialization Clusters (ACC) Initiative. ATA supports the introduction of FBS in this framework.



Adenike Tinubu leads Eagleson & Nito Concepts Ltd., a cassava processing company in Nigeria. She runs an outgrower scheme that evolves towards contract production. **FBS and other trainings are embedded services** for the cassava supplying producer groups. The scheme creates jobs, reduces post-harvest losses and consolidates the company’s supply base in terms of quantity and quality.



Koffigan Kpevon, Executive Director of FUPROCAT<sup>13</sup> Togo, shared the federation’s experience with the technical and business services: nurseries, measurement and spraying of farms, FBS and CBS trainings implemented by the federation’s own trainer pool. **Quality services reduce the bottleneck of rural labour force and create employment for youth**. Yields, quality, sales and reimbursement of loans have improved.

<sup>11</sup> Touton delivers quality, responsibly sourced cocoa, coffee, vanilla and natural ingredients to its customers <https://touton.com/>

<sup>12</sup> [www.zitounatamkeen.com](http://www.zitounatamkeen.com)

<sup>13</sup> *Fédération des Unions de Groupements des Producteurs de Café et Cacao du Togo*

Panellists showed how their organizations tap into the potentials of **inclusive agricultural transformation**: One common denominator is the **development of entrepreneurial, technical and organizational capacities of agricultural smallholders to ensure that they play an active part as investors making informed decision**. Another common point of the approaches is to **optimize factor allocation**, e.g. technical services to reduce bottlenecks in the labour economy or investment capital to allow intensification of production, value addition through quality, processing and business links along the value chain. “Processing, this is where we add value to the products” (Mr. Tefera), if consumer patterns are met.

The panel confirms thus huge potential for employment creation in the community and rural context that can reduce migration. “**Thinking out of the box**” (Ms. Tinubu) helps to develop innovative approaches **for on- and off-farm employment and will be needed in particular to scale successful approaches**. In addition investments in infrastructure have to be made in these rural communities. There are potentials of value addition in processing and services. Evidence-based and standardized approaches, e.g. FBS, help to structure collaboration among different stakeholders, including producers, and to scale up.

**Education and skills development are major challenges**: technical trainings is not enough. Agribusiness trainings has to be done on-site. If young people are to be stay in rural areas, the educational infrastructure must also be available. This means guaranteed access to primary and secondary school in rural areas. In addition, incentives have to be created in order to make the sector attractive to youth. Access to land and finance for youth need to be tackled.

Considering the gap and the scale needed to bridge it, **advocacy has to be undertaken** to get the required infrastructure and maximum investment for more employment in rural areas. These changes have to be holistic at community level but also on higher, particularly policy, levels.

## Key Takeaways



- ➔ Employment creation in the rural context reduces migration.
- ➔ Holistic capacity development and investments translate in better performance of smallholdings, on- and off-farm employment for young rural professionals and benefits also up- and downstream enterprises in the value chain.
- ➔ Standardized approaches help to structure collaboration among partners including producers and to go for larger scale
- ➔ Education, skills development, infrastructure and incentives to make agriculture attractive for youth are major – policy - challenges.
- ➔ Think out of the box to scale up successful approaches and to ensure a fair distribution of the value added along the value chain.



The conference app brought up the following comments:

- What is the actual share of producers in the value chain? Increased revenues and profits? How can we ensure this?
- How can added value be redistributed also to workers so they can have better livelihoods, a condition that would keep them in the off-farm services?
- Speaking of Agricultural Insurance, are there any countries in Africa that have already succeeded?
- How to deal with the lack of skills/competencies in rural area when we talk about "value addition and employment?"
- Access to basic infrastructure services (roads, electricity... etc.) still remain a challenge for the small scale producers/processors. Moreover high cost of starting and sustaining a business in Africa remains a challenge due to high interest rates, taxes, land access, which affects the value chain how can this be tackled?
- How can you collaborate with other stakeholders to achieve our goals for agricultural transformation?
- How to deal with issues like pricing, side-selling, raw material quality in contract farming arrangements with farmers (farmer groups)?
- Banks are just not ready to take risks as far as unstructured small producers are concerned. Who then draws farmers together, builds their capacities and later link them up to financial institutions.
- The need to successfully engage youths in agribusiness is vital. In most African countries, the farmers are aged.
- Agribusiness and markets to develop: rural financial service, ICT, market infrastructure is very important and how do you see this?
- It is often said that in a value chain, the producer link is the least remunerated compared to other actors. What do you think of that?
- Do the potentials to be developed not depend on the market and the ability to access appropriate technologies?



## FBS goes digital: FBSInnova Application

Patrick Ofosu Agyemang, presented **FBSInnova**, a new digital application that AgroInnova Company Ltd. developed with support from SSAB. The purpose is to assist farmers in the daily application of FBS tools to their business and thus to help them to better business. To this effect, FBSInnova comprises the Education Hub, and the FBS tools ‘Cropping Calendar’ and ‘Money-In/Money-Out’.

The Education Hub provides farmers with technical advice on good agricultural practices and updates that are crucial for doing sustainable business. The Cropping Calendar supports farmers in performing activities on time and reminds them well of important operations ahead. The Money-In/Money-Out module helps to budget farm enterprises, to record and monitor expenditure for production and revenues from sales and to determine whether the result is a profit or a loss.

In a future scenario, the tool shall ideally be carried out on an international scale and must therefore be adoptable to various country contexts, including diverse crops and individual conditions for any activity planning. As for now, the application is currently in its pilot phase, but such further country-specific information will be made available soon.



Complementing analogue FBS and GAP trainings, the FBSInnova application will reinforce impacts on incomes (SDG 1), food security (SDG 2).

## Innovation Market

The Innovation market was very rich. Participating programs, organizations and companies had very creative and colourful stands. Throughout the conference, they showcased their approaches, experiences and impacts on productivity, quality, income and employment. Photo booths, tasting sessions and agribusiness eye tests completed the booths and the following topics were addresses:



- 🌱 Agribusiness trainings, i.e. FBS, CBS, PBS etc., at different levels, for different target groups and in different contexts cut across all stands:
- 🌱 New FBS training materials from Ethiopia, Rwanda, Cameroon, and Benin
- 🌱 Processor Business School (PBS) for non-timber forestry products such as balanite and moringa oil from Cameroon
- 🌱 SME Business Loop (Ghana, Malawi); Business plan development and technical services for employment creation (Togo)
- 🌱 Approaches to combine entrepreneurship with microfinance services in Cameroon, Tunisia and Malawi
- 🌱 Strategies implemented from individual entrepreneurship (FBS training) to cooperative business services (CBS) in Nigeria
- 🌱 Professionalizing smallholders for better business within value chains and for adaptation to climate change (Madagascar)
- 🌱 Digital media on GAP and healthy nutrition ([www.ssab-africa.net](http://www.ssab-africa.net)) and on Processing of non-timber forest products and professional organization (ProPFE Cameroon)
- 🌱 Digital applications and services
  - Digital Farmer Services and digital monitoring of trainings from ESOKO
  - FBSInnova from AgroInnova Ghana
  - Smart Apiculture Management Services Ethiopia
  - e-Extension from ANADER, Côte d'Ivoire



Innovation Market visitors learned from the booth presenters, shared their experiences and/or discussed critical questions on different projects. The Innovation Market is hoped to have been the starting point for further exchange on the future of agribusiness, which can also happen via the conference application.









## Pioneers of Farmer Business School

Building a movement like the one around large scale agribusiness trainings is impossible without committed strong professional personalities. For this reason, the conference honoured pioneers of FBS during the cocktail reception: International Master Trainers and Senior Technical Advisors of Sustainable Smallholder Agri-Business Programme received certificates for their commitment and active support from the design of FBS and for their great contribution to the successful dissemination and implementation of FBS that helped to maintain quality standards high.

### International FBS Master Trainers

Rigobert Elarion Mbahe, Cameroon  
Dr. Stephen Oluseun Adeogun, Nigeria  
Firmin Ayemou, Côte d'Ivoire  
Robert Djè Kouakou, Côte d'Ivoire  
Ekundayo Mejabi Nigeria  
Adamu Muhammad Ahmad, Nigeria  
Ms. Patricia Likongwe, Malawi  
Jacob Zulu. Mozambique

### Senior technical advisory of GIZ-SSAB

Hell Makong, Cameroun  
Henri Egny Laubouet, Côte d'Ivoire  
Ayo Akinola, Nigeria  
Benjamin Asare, Ghana



We're shining for you



## Youth voices: Aspirations, Experience, Orienting policy

Youth voices came from Mr. Abrhame Endrias (Green Agro Solution PLC, Ethiopia, left), Ms. Mariam Samake (GIZ Mali, 2<sup>nd</sup> from right.) and Ms. Maness Nkhata Ngoma (Agripreneur from Malawi, right). They shared their perception what made the agricultural sector so attractive and how they had become active as business people in the sector. The panel did not end without their demands on the sector and their plans for the future.



Mr. Endrias, son of teachers, worked as a farmer after graduating from university. However, due to freefall of product prices he was forced to abandon farming as a business for work as employee. In 2014 he invested in provision of services. Today approximately 12,400 farmers buy their inputs and hire mechanization services at Green Agro Solution PLC. Financial services are embedded in contract farming. He sees success factors in training of farmers as part of the marketing strategy, cooperation with farmers, youth and cooperative and finally exchange with research institutions.

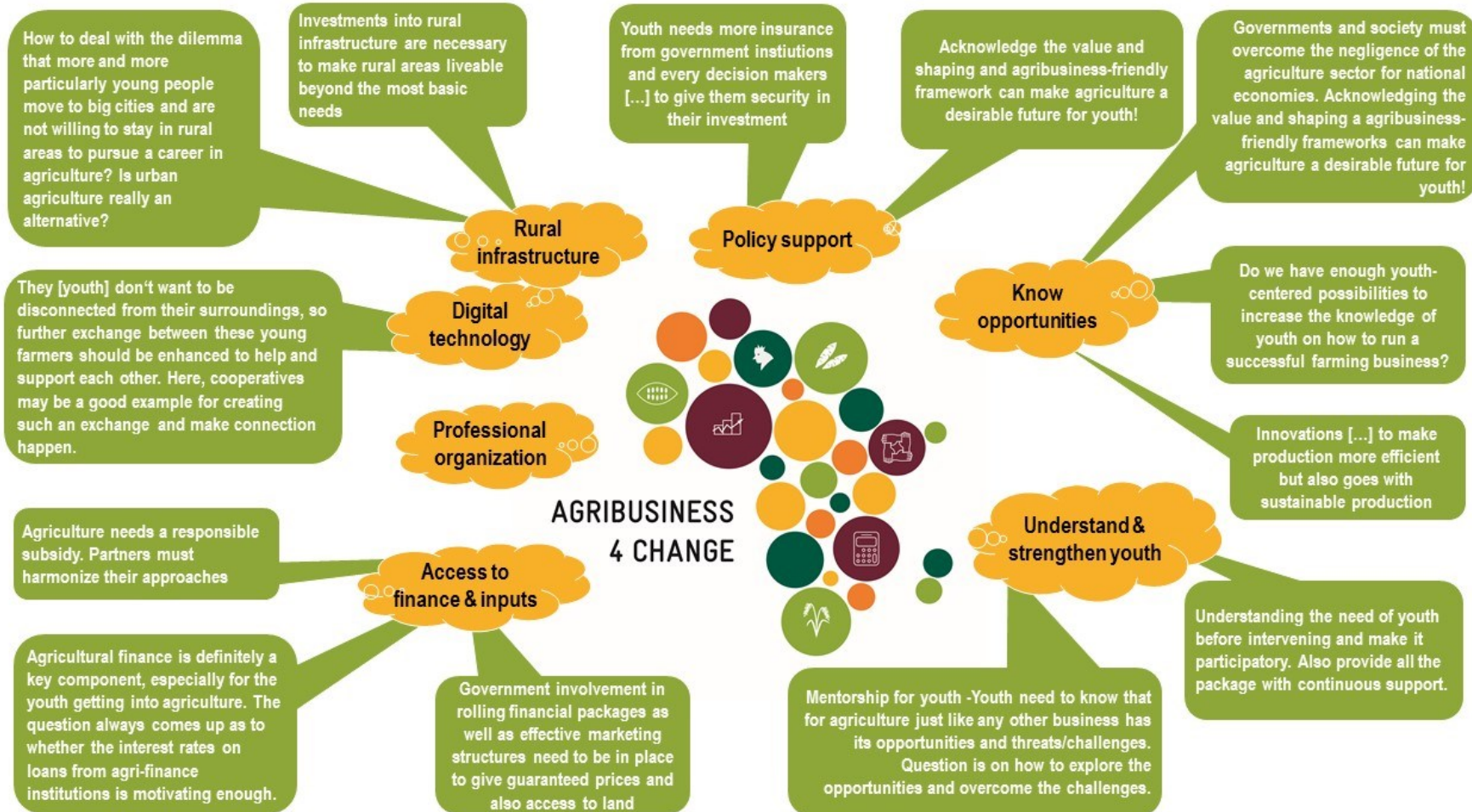
Ms. Nkhata Ngoma, daughter of farmers, shared her story of being a young female agripreneur and establishing the Lakeshore Agro-Processors Enterprise (LAPE). She diversified the family farm of some 20 ha and started processing business. LAPE partners actively with youth and women to grow key commodities and add value through processing. LAPE supports university internships, rural youth to transform their farming into business and helps them to get organized in groups. Ms. Nkhata Ngoma points to the importance of the government to create framework conditions that allow young people to enter agriculture and succeed.

Ms. Samake, daughter of teachers, grew up in the rural context and developed interest for agriculture. She studied agricultural economics. Today she works for GIZ as technical advisor. She promotes different value chains and coordinates farmers and organisations. She pointed out to the importance of being taken seriously as a young farmer, especially as a woman in the sector. Young farmers, women or men, are decision making persons and should be seen like this.



The many comments and questions in the conference app show the importance of youth voices in political debates: ... Please just go to the next page





The following Key Takeaways summarize the panelists' very concise and evidence-based demands on the sector and to youth interested in agriculture:

## Key Takeaways



- ➔ Young agribusiness entrepreneurs engage farmers and youth, lever investments and play a key role in modernizing agriculture, agribusiness and value chains.
- ➔ Business cooperation of young graduate agribusiness entrepreneurs with farmers and youth that had less chance for formal education, builds bridges, creates employment and consequently contributes to rural transformation.
- ➔ A priori, youth does not have a vocation for agriculture. Building on such experience, the focus of policies and support strategies will be sharpened and more conducive.
- ➔ Agriculture is interesting for youth but entry barriers such as access to land and finance should be lowered.
- ➔ Knowledge is the starting point. Formal education for agribusiness must become more practical and entrepreneurial as these are key aspects to enhance entry in the agribusiness.
- ➔ For effective entry in agribusiness, youth must be prepared to contribute to investment with own capital, e.g. the framework of matching grant schemes or corresponding financial service arrangements.
- ➔ Modalities of financial services or matching grant schemes need to be aligned with the needs, seasonality and market opportunities of Small and Medium Enterprises (SME) in agribusiness.
- ➔ The image of agriculture in the African societies is not positive. Support strategies need also deploy mass media and ICT to communicate business opportunities, youth role models and success stories.

## Harvard Business School vs. Farmer Business School/CBS/PBS

*Discussion on development of business skills – formal and non-formal – as engine for inclusive agribusiness. What are the limitation and potentials of formal vs. non-formal trainings? How to strengthen linkages between the two, while facing realities?\_Two Input-Givers set the scene for this discussion:*

**Dr. Stephen Oluseun Adegun** is an Associate Professor at Federal University of Agriculture Abeokuta Ogun State Nigeria. He has more than a decade research experience at the Cocoa Research Institute of Nigeria before moving to University where he has worked for ten years. Stephen has been consulting for GIZ on FBS since the inception of the programme ten years ago. At present, he is one of the International Master Trainers on FBS as well as Master Trainer for Cooperative Business School (CBS).

In his role as Associate Professor, Stephen often experiences students with knowledge they were able to adopt and implement through formal education. One can always see the difference between a farmer who has not gone through formal education and someone who has broad background knowledge and expertise which he/she can make use of for their farming business.

Without formal education people may not be able to understand and use technology fully. He is convinced that one needs scientific knowledge as background information for their farming practices in order to convert that knowledge to money. Formal education allows young people to understand that growth happens slowly and to plan ahead for time to invest in order to achieve what they want – quick cash, quick success is not effective.



**Priscilla Asare-Danquah** is a FBS Master Trainer and works as a Senior Technical Officer for Ghana Cocoa Board. She holds a BSc degree in Agriculture with a major in Extension from Kwame Nkrumah University of Science and Technology. After National Service, she worked as contract extension agent for Cocobod and became a supervisor shortly after. In this role, she also supervised Extension Agents in FBS before she became a FBS and CBS Master Trainer herself.

Priscilla stands for the benefits of non-formal education. Because she believes that this only way of bridging the gap, for many people. For FBS, there are no discouraging requirements – the participant is simply expected to have a general interest in the farming business. One of the most important incentives is the certificate that can be obtained within only 5 days. Being certified in non-formal education such as FBS can highly boost the certificate holder's confidence when meeting with (potential) business partners.

Participatory approaches enhance the effectiveness of FBS. Delivery and communication are in the communities. This is more practical, less expensive as well as more effective. Farmers share knowledge, come up with ideas themselves and improve their business after FBS. Another good example for such participatory group learning is CBS, where farmers learn from each other within an organized body.



The audience discussed the five topics below

1. **How can you apply non-formal education such as FBS to illiterates?** (Martin Maurer) – Priscilla Asare-Danquah: With FBS, you make sure that 30 % of participants can read and write. This ensures that participants in the class can help each other during and after the training.
2. **Academic education and education in practice can no longer opposed to each other.** Informal education is particularly interesting and of practical guidance for cooperatives and farmers. However, we are still very careful today despite the opportunities that e.g. CBS creates in terms of employment. Therefore, we have to call for the need to **standardize non-formal concepts such as CBS.** (Nabil Kesraoui)
3. Formal education is needed to provide knowledge and skills. However, formal education mostly adapts according to the social background. It is not easy to overcome such burdens in the education systems. **A majority of young people we are looking at today are not privileged in terms of education. Here, FBS is filling a gap and we should look at FBS and formal education as going together.** (Janvier Afrika)
4. Formal education is one thing. It becomes even more important to find a job after having gone through formal training. We need **more job opportunities** after the formal education path!
5. When it comes to formal education, it is not only about the knowledge itself. Especially regarding agripreneurs, they need the **business spirit** to bargain as well as **communication skills.**



## Key Takeaways



- ➔ Formal and non-formal education are complementary!
- ➔ Orientation towards markets (products, services and employment) of formal education trainings must be sharpened and curricula need to be adjusted
- ➔ Formal education combined with practical training (dual system) is more effective and gives skills for better employability
- ➔ The social gap is still too big – formal education is sometimes not even an option because of insufficient qualification due to social background
- ➔ Informal and shorter term skills development addresses urgent needs of young people to find their passion, role and to achieve required skills for agricultural value chains. It is the option for less privileged youth in terms of education from organized that can be provided at a lower cost at large scale.
- ➔ A pool of entrepreneurs for potential formal employment should be created.
- ➔ We need to create more employment as an incentive for people for even going through formal education

## From subsidy to agribusiness

*Young agripreneurs leave poverty behind and move from subsidies to successful businesses. What support from public and private sector is needed for being competitive? How much is needed and how much is conducive? What is young agripreneurs' own contribution? Two young African professionals provided inputs and inspired group work:*



**Ruramiso Mashumba** grows diverse crops such as snap peas, maize, whole brown rice, sorghum, millet and gum trees in eastern Zimbabwe. In 2017, she was recognized as an Echoing Green Fellow and elected deputy of the Southern African Confederation of Agricultural Unions. She is the National Youth Chairperson for the Zimbabwe Farmers Union as well as a member of the Global Farmer Network. At the age of 14 years, she had already developed a passion for food. Looking at her mum who works in development, she was always tempted to work in and with rural communities. She obtained a diploma in agriculture, which has been very dominated by mostly old men and was therefore less attractive to young women. Her academic

path was then followed by a career in agriculture, which made her notice all the time that the ability to make money is not sufficiently emphasized when it comes to giving incentives to young people/women to pursue a career in this field. She closes her statement by calling for more support for young people in agriculture.

**“Agriculture is sexy, but has too many barriers!”**

**Q:** *Is it difficult for you to make a contract with potential suppliers? Do you supply to high-end markets? Which standards do you have to meet in your country to succeed in the competitive markets?*

To ensure standards the local high-end markets audit your farm to control the way that you produce. Cost for this are taken by the off taker. With regard to export, a global certification allows market entry. By being part of an outgrower scheme certification and related costs can be taken up by them.



**Hobisoa Prisca Raharimboahangy** is Sustainability Manager at Symrise. She is responsible for coordinating partners involved in education, health, and FBS in the programme Livelihood improvement for vanilla producers in the Sava Region in Madagascar. Symrise follows a sustainable development approach and finances educational programmes and trainings such as FBS. Despite such offers, many young people still abandon their school carriers in order to help their parents. Therefore, Youth Committees have been formed by e.g. Save the Children and Programmes such as ‘Pathway-Life Skills’ have been implemented to provide further support. Young people are being trained in agriculture, but also life skills.

Together a business plan is developed for small agricultural projects. A lot of support systems stop at this stage. Symrise offers small start-up support to move from the ideas stage to the implementation.

**“To effectively support young agripreneurs we need to include the parents in the discussion.”**

**Q:** *How do you integrate young people who have already abandoned agriculture? Will this even be possible without subsidizing them? For instance, in Tunisia, Milk production is highly subsidized and would not survive without.*

For any educational steps, subsidies are crucial. Otherwise it is very difficult to transform agriculture into a business. This means financial support and partnerships on specific knowledge and expertise. Symrise provides financial resources directly to young agripreneurs on the basis of business plan, which later allows to distinguish specific cases. >><https://vanilla.symrise.com>

*Getting energy and group dynamics for the vision lab.*

## Key Takeaways

How do we move from subsidy to agribusiness?

Working group results



- ➔ Start small and grow!
- ➔ Youth needs support for financial investment and for practical skills development.
- ➔ Facilitating access to microfinance, reduced interest rates or trainings free of charge are already subsidies. This means that subsidies are not only capital investments.
- ➔ Subsidies must be targeted on investments, on specified target groups in need to tap into agribusiness opportunities and limited in amounts and time
- ➔ Subsidies must be integrated into the economic profitability calculations and treated as an investment.
- ➔ No subsidy without own contribution
- ➔ No subsidy without monitoring & evaluation
- ➔ Partners must think collateral and be flexible → Harmonize different support (subsidies) approaches
- ➔ Profits generated by subsidized capital investments must be reinvested in the enterprise. In the medium term, this translates in independence from such subsidies



## Investment in employment

*How to create more, better and sustainable jobs particularly for the growing rural youth. Further discussions went on the creation of jobs as an explicit investment objective in youth focused policies and in agricultural and rural development programmes. The Vision Lab received input from Annemarie Matthes and Uli Sabel-Koschella. Ka Wallab facilitated subsequent discussion.*

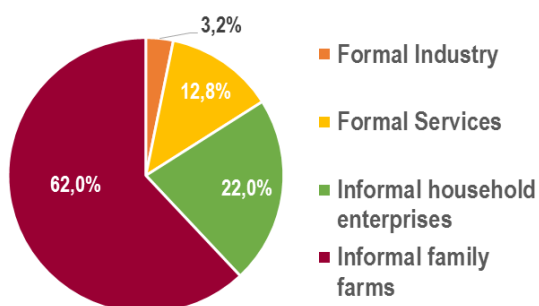
Yes, Agri-business in Sub-Sahara Africa (SSA) employs people and adds value. 500 of 800 million SSA population live in rural areas. 55% of SSA active population works in agriculture<sup>14</sup>. On the other hand, this sector contributes only 17% added value to GDP in SSA<sup>15</sup>. Employment in SSA The graphic to the right shows that almost 2/3 of (self) employment are provided by family farms and only 3.2 % by formal industry. Together with the demographic evolution (more clients and consumers!), this reveals the dimension of the challenges of employment creation and structural transformation in SSA:

comprises (self) employment of family members, i.e. as entrepreneurs and family labourers, and employment of hired seasonal or permanent labourers.

### Reminder: Value-added and employment

TOTAL VALUE generated by the value chain  = Price * Volume of the final product	VALUE-ADDED	Employed
	<ul style="list-style-type: none"> <li>▪ Wages</li> <li>▪ Rent</li> <li>▪ Interests</li> <li>▪ Depreciation</li> <li>▪ Profit</li> </ul>	Formal Non-formal
	INTERMEDIATE GOODS	Formal Non-formal
	<ul style="list-style-type: none"> <li>▪ Raw material, inputs</li> <li>▪ Finished products</li> <li>▪ Operational services</li> </ul>	

Type of Employment in Sub-Sahara Africa (2014)



Source: Filmer and Fox. 2015 quoted by <http://www.nepad.org/resource/new-emerging-rural-world-overview-rural-change-africa-0>

Value added is a very good indicator for growth and distribution of wealth and it comprises (self) employment through profits and wages. Employment in smallholder production

Farmers and small processors as entrepreneurs increase value added if they

- ➔ Improve their profit from higher productivity, quality and professional organization
- ➔ Employ and pay labour force
- ➔ Invest in inputs and equipment
- ➔ Use services and pay for them

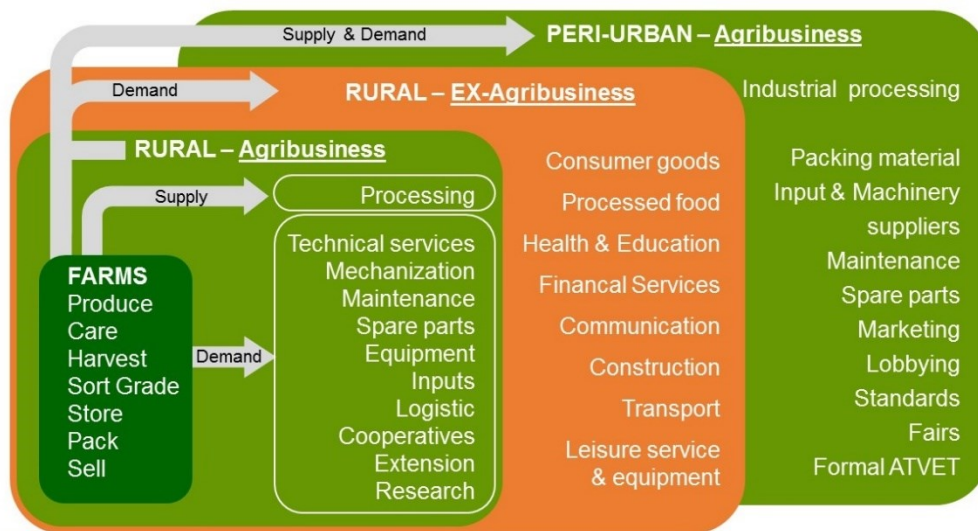
The key condition for success is more demand for a product respectively raw material provided by agriculture.

Composition and distribution of value added along a value chains shows us whether there is growth and if it is socially sustainable.

<sup>14</sup> World Bank 2017 based on ILOSTAT: <https://data.worldbank.org/indicator/SL.AGR.EMPL.ZS?locations=GH&view=map>;

<sup>15</sup> <https://data.worldbank.org/indicator/NV.AGR.TOTL.ZS?view=chart>

Looking at the rural and peri-urban agribusiness context with “employment glasses”, **many opportunities exist in on-farm activities and processing, but also in off-farm services, input supply, logistics, mechanization and producer organizations**, all needed to boost value addition from agriculture and agribusiness. If demand and supply links are working well, agribusiness grows. For better living conditions there will be more **demand for consumer goods, all sort of social, economic and leisure services increases, translating in additional employment.**



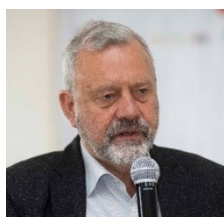
We need to use meaningful approaches to measure or to reliably estimate created employment. To this effect, A4SD uses a standard method and are shown below. It is worth noting that programs promotion value chains of annual products will need to invest in mechanization for higher quality and competitiveness. This may translate in trade-offs with regard to employment. Combining data from monitoring, evaluation and financial management, the cost of employment can be estimated.

AGRICULTURAL VALUE CHAINS for sustainable development		Employment created			
Contributors	Budget	Value chains	A4SD programmes	New non-formal Fulltime Job-equivalents <sup>1</sup>	New formal Fulltime Jobs
Public partners	33.300.000 €	Rice	CARI	44,834	
ODA	69.600.000 €	Cotton	COMPACI <sup>2</sup>	112,644	
Private partners	222.100.000 €	Cocoa & food	SSAB	285,463	
<b>Total</b>	<b>325.000.000 €</b>	Cashew	ComCashew	377,156	38,354
		<b>Total</b>		<b>847,451</b>	

**Unit cost 383 € per FT-Job-Equivalent**

- 1) One Full-Time Job Equivalent (Annual Work Unit (AWU) comprises 225 MD p.a.  
[http://ec.europa.eu/eurostat/statistics-explained/index.php/Glossary:Annual\\_work\\_unit\\_\(AWU\)](http://ec.europa.eu/eurostat/statistics-explained/index.php/Glossary:Annual_work_unit_(AWU))
- 2) Due to data availability results only for Cameroon, Cote d'Ivoire, Burkina Faso, Zambia, and Tanzania

## Key Takeaways ... and results of discussion



- ➔ Small entrepreneurs in agriculture and processing contribute to value addition through profits, wages paid to hire labour force, purchase of input and use of services.
- ➔ Many employment opportunities exist on-farm, in processing, in off-farm services, input supply, logistics, mechanization and producer organizations. There may be trade-offs if mechanization is key for competitiveness.
- ➔ All investments must be market / demand driven. Return to - private and public - investments should be assessed.
- ➔ There are methods to measure / estimate employment effects achieved in value chain promotion. This is the basis for related investment analysis.
- ➔ We must look much more into the non-formal sector. It is important to distinguish between different degrees of “informality” e.g. when it comes to taxation, levies from exports.
- ➔ Labour intensive farm enterprises (perennial crops, livestock), raw materials of unique African origin and perishable products for processing offer more potential for employment creation and diversification.
- ➔ Professional organization, contract farming and off-farm business services are key for value chain modernization and creation of formal employment.
- ➔ In a transition period, formal employment should increase while non-formal employment diminishes.
- ➔ Government must invest in education, and frame conditions conducive to tap into economic & employment opportunities. This includes
  - (i) Entrepreneurial, up-to-date ICT, technical and practical skills (dual systems and large scale skills development), marketing in agriculture & agribusiness
  - (ii) Investment in road, water, electricity, communication infrastructure
  - (iii) and finally: Good governance to enhance doing business!



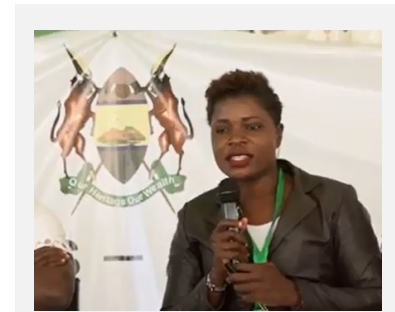


## Engaging youth in policy

*How to include youth (organizations) in the political debate and policy processes to shape youth-friendly agricultural and rural development policies and strategies and how to support youth organizations and networks on a regional or even Pan-African level to get there. Reference cases and inputs from African youth leaders were the input for discussion. Mark Fynn facilitated this vision Lab.*

### Preparing the ground for youth engagement in policy dialogue:

It started with the G20 youth conference in Berlin where Gabriel Litunya participated and the declaration of the Youth Charta of Berlin. Gabriel Litunya brought the idea **The future is agriculture and youth-led** back home to Kenya. He selected and mentored young people to form a youth association for a common voice and to articulate their needs and demands into a youth declaration. This process culminated in the **Youth Conference** organized with support from GIZ FSP project from 2 to 3 August 2018 in the Western Region of Kenya. 3 youth organisations, the county and the national government participated. The film about the youth conference was screened as an introduction on the discussion about Enganging yout in policy (see link on the right).



*“There is nothing that is impossible... Let’s have that urge of being more of job creators than job seekers”*

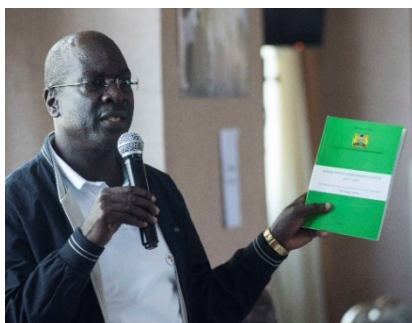
Lydia Wafula,  
Kakamega County, Kenya

>> Watch the conference film under  
<https://www.youtube.com/watch?v=Q4CsCl09-Ow>

**Gabriel Litunya** is the chairperson of Kakamega Youth Agribusiness Association, representing the youth of Kakamega County, Western Kenya. He is the Director of Onetouch Farming System. This company seeks to bring back youth to active farming in rural and urban areas. The company is currently constructing demo farm for high intensive production of strawberry and other horticultural products in Kakamega County.

**Kakamega Youth Agribusiness Association** (Western Kenya) was registered in 2018, but has counts already on 344 young members. They receive help from the association in proposal writing and are involved in exchange on value chain specific technical and business-related experiences via virtual platforms. The objective is to enhance marketing of their products, goods and services. The initial registration cost is 5\$ to demonstrate a commitment and requires an ongoing monthly fee of 1\$, “anything good has a cost”. Only youth already active in farming and agribusiness can become members. The association grows slowly but has already 2 members in every ward (units in the sub-county) to ensure representativeness. It was possible to receive a grant for the Sweet Potato Value chain and to provide services tailored to the needs of youth.





**Benson Nyariaro** is the Coordinator of the “ENABLE Youth Kenya” Programme<sup>16</sup>, based at the Ministry of Agriculture, Livestock, Fisheries and Irrigation (MALFI) in Nairobi. Mr. Nyariaro is also a member of the Kenyan Society for Agricultural Professionals as well as the Head of Youth in Agriculture Unit in the State Department for Crop Development in the Ministry. He holds a Bachelor Degree in Agriculture and an MSc in Agriculture and Rural Development.

The average age of farmers in Kenya is 60 and above. In his role as Head of Youth in Agriculture Unit, National Ministry of Agriculture, Livestock, Fisheries and Irrigation, Benson Nyariaro asked himself the question: what can we do differently in daily business and policy making in order to achieve a change and foster youth participation? The following options have become reality in Kenya:

- ➔ Agriculture has been re-introduced as a subject in primary schools by a curriculum developed to this effect and implemented through the **4K Clubs**<sup>17</sup> (Come together to Act in order to do things for Kenya)
- ➔ The Kenya Youth in Agribusiness Strategy 2017-2021, developed by MALFI in collaboration with YPARD and other development partners, addresses the creation of innovative, attractive and sustainable employment for the youth through active engagement in agribusiness<sup>18</sup>. The strategy is linked to Kenya’s Constitution and different policy contexts at national, regional and international level. The strategy will be domesticated and implemented on county level.

### Kenya Youth in Agribusiness Strategy

#### 11 Strategic objectives 2017-2021

1. Transform youth mind-set & perceptions towards Agribusiness
2. Equip youth with appropriate agribusiness skills, knowledge and information
3. Access to affordable and youth friendly financial services for agri-preneurship
4. Access and sustainable use of land for the youth in agribusiness
5. Engage youth in research, development and utilization of innovative agricultural technologies
6. Access to production factors, utilisation of modern technologies and of Good Agricultural Practices to increase efficiency
7. Increase value addition through utilisation of agricultural products
8. Improve access to suitable output markets for the youth
9. Support implementation, reviews and development of policies for an enabling environment for youth in agri-preneurship
10. Promote youth-inclusive climate smart agricultural technologies and create green jobs for environmental sustainability
11. Address gender disparities, cultural barriers, alcohol and substance abuse, HIV & AIDS, weak governance and value systems amongst others

<sup>16</sup> ENABLE Youth is a programme of African Development Bank (AfDB). ENABLE Youth Kenya aims to create a pool of young entrepreneurs who will receive support to set up their businesses. The program is financed by a USD 30mn (21.277mn UA) loan of African Development Bank. It is expected to train 2,080 Agripreneurs, of which 1,200 will receive enterprise start-up grants to set-up their own enterprises.

<sup>17</sup> 4K = *Kuungana, Kufanya, Kusaidia Kenya* is Swahili for 'Coming together, to Act, in order to Help Kenya.'

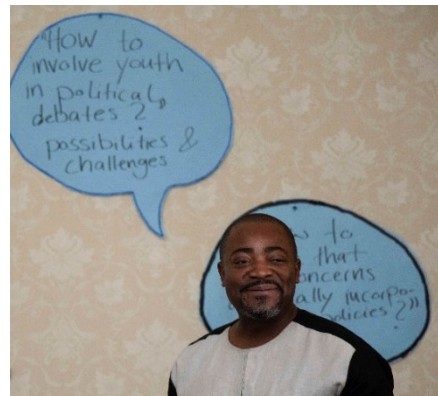
<sup>18</sup> Download full document >> [https://ypard.net/sites/default/files/resources/kenya\\_youth\\_in\\_agribusiness\\_strategy\\_2017-2021\\_a.pdf](https://ypard.net/sites/default/files/resources/kenya_youth_in_agribusiness_strategy_2017-2021_a.pdf)

Before defining key outputs (below) the following questions were tackled:

**What are the expectations from governments?** Tailored implementation of strategy by each county, in the case of Kenya.

**The big questions for youth are “how to create revenue?”**  
**How to start a profitable business?** Money talks! Good success stories and role models get young people interested. Exchange on experiences is an important part. Demonstrating that you have to invest and work hard to become successful (as opposed to gambling for example).

**What are criteria for membership in youth associations?**  
Motivation, passion and determination for agribusiness.



**How to facilitate access to land for youth?** Show good examples and role models (parents and children) for succession of family land (at least partly) and innovative approaches and solutions (no splitting of land between children but transformation into commercial land of the family), formalized land lease contracts.

**What is the strategy to ensure continuous financing of the youth association?** Some services are paid services of the organization, membership fees, proposals and funding so far. A lot of work is also voluntarily done by members.

**How much did the re-integration of agriculture in primary schools contribute to the actual youth participation in agriculture and change of mind-set?** It has just started but the results so far are promising

## Key Takeaways



- ➔ A common vision of politics and youth representatives is central for effective participation of youth in policy processes at different levels. Systematic participatory approaches are needed to this effect as ad hoc or temporary youth involvement in policy debates and processes is actionism frequently with no or no clear outcome.
- ➔ Young graduates and young rural people on the ground are not connected. Linking up with producer organizations, the older and younger members, or becoming member may be approaches to work together.
- ➔ On the micro level, youth groups form through self-organization and gain legitimacy through elected representatives and formalized structures in order to be able to influence political events at local and national level and to ensure implementation of policies. However, youth organisations themselves need support in organisational development to grow and become stronger- power of networks.
- ➔ Make use of the existing i.e. policies, institutions, platforms, networks. Engage youth in services, processing, and marketing, cooperate with relevant Ministries and empower them through trainings. Entry points for youth can be national policies for youth and national agricultural programs.



## Key Takeaways

Ctd.



- ➔ Youth organizations need to strive for representativeness. This will enhance acknowledgement from government and enable them to bring the demands of youth into policy processes.
- ➔ Off taking and processing companies sector can play a crucial role in building/supporting these groups as they are interested in sustainable sourcing from young agripreneurs and farmers.
- ➔ Where youth organizations do not exist or are just starting, often as sports or art clubs, they can develop into professional networks over time.
- ➔ Young people are voters and determine who is in power. Policy makers have thus an interest to offer participatory multi-stakeholder processes and to implement the agreed upon policies.
- ➔ Youth organizations can provide mentorship, capacity development and information to their members to become successful entrepreneurs. They can cooperate with relevant training organizations or programs and be contact points for investors.
- ➔ There is a need for a change of mindsets of (i) youth to engage in agriculture and become serious entrepreneurs and (ii) the older generation represented by parents and government to enable male and female youth to take part in policy and decision making processes as well as to access production factors and services.
- ➔ Agri-preneurs, men and women of different ages and their organizations, should have the opportunity to witness that they invested, worked hard and became successful Good success stories and role models get young people interested. Exchange on experiences is an important part. Mass media should play a role in dissemination.
- ➔ Youth is strong to harness digital approaches for business purposes. They should receive support to this effect.



## Recommendations and to-dos



## Generation X change

This comment from the conference App perfectly introduces the session on succession, models of facilitating farm handovers from one generation to the next, what are the challenges and who has a role to play.

The conference app showed that the topic is hot. In the discussion how many farmers or FBOs are affected with issues concerning farm-handovers questions, 70% up to 100% was indicated.

*“When we talk about changing mind-sets of young people and the role of government to provide facilitation to include young people into agriculture, don’t we forget the parent generation and their role?”*



Ms Nicole Bolomey is the Director of Andreas Hermes Academy (AHA) International branch<sup>19</sup> in Germany. AHA specializes in capacity development (soft and leadership skills) for German agricultural entrepreneurs and their associations. AHA has also a portfolio in international cooperation. She presented the approaches that help facilitating a succession process in Germany. She underlined that the matter is complex and sensitive in all contexts. To ensure continuity of the enterprise and to protect the legacy for heirs and successors, the succession is normally arranged by the parent generation. This triggers also pension payment that becomes effective once handing over is completed. AHA provides support through qualified practitioners in agriculture and agribusiness.



Firmin Ayemou, international FBS Master Trainer from Côte d’Ivoire, confirmed the complexity of the matter in cultural, economic and legal contexts prevailing in many African countries. But he also underlined the crucial importance of handing over assets and most particularly land to the next generation. He is himself involved in farming and stands in front of the question how to ensure a smooth handing over to his children. He also pointed out that the legal context for inheritance - of land- in many African countries is suboptimal and bears disadvantages particularly for female heirs. Communication between generations, if needed with external - trusted – support helps to prepare the next generation to enter agriculture as business. Entrepreneurship training enhances the dialogue between generations and such transitions.



Gabriel Litunya completed the round with his personal history: he, his brothers and his father ensured the economic viability of the farm by talking about succession well before it became unavoidable. With his father still present, he and his brothers were able to find an agreement as to not split up the farm into unsustainably small pieces. They worked out a compensation model for the brothers who will not be taking over the farm. Farm land is transformed into commercial land of the family.



## Key Takeaways

<sup>19</sup> <http://andreas-hermes-akademie.de/>



- ➔ Developing succession process from one generation to the next before they become unavoidable is complex and sensitive in all contexts.
- ➔ To protect the assets and the legacy to the heirs, farm handing over with “warm hands” is well prepared in Germany.
- ➔ Successful farm handing over builds on entrepreneurial awareness and on exchange between the generations.
- ➔ The initiative can be individual or facilitated from outside.
- ➔ Pension schemes in Germany are part of the incentive system.
- ➔ There are limitations of legal frameworks in the acquisition of land by youth and customary laws are still to be considered.

## Wrapping up

### Conclusions and way forward

African family agriculture feeds nations and provides precious raw materials to domestic and international industries. African family agriculture is thus business. Farmers, small processors, either men, women, young or old, all are agribusiness people – entrepreneurs. Agribusiness people invest in their agribusiness. Entrepreneurship is key to tap into income and employment potentials in agriculture, professional organizations, business services and down-stream processing enterprises. Agribusiness skills and mind-sets are the cornerstone for effective policies and investments to translate in inclusive growth.

With a median age of 18 years, Africa is the young continent. Millions of youth entering the African labour market each year are in need of livelihoods, income and employment. Among them technical experts, entrepreneurs and future leaders graduated from institutions for Agricultural Technical and Vocational Education and Training (ATVET) struggle to find employment or to set up their own business in agricultural value chains.

Due to urbanization and changing consumer patterns, the demand for food and raw materials for processing industries will increase considerably over the next decades. This and the digital revolution represent opportunities for public and private sector investments. Considering demographic and socio-economic challenges in Africa, large scale and speed are needed to make significant impacts for inclusive agricultural transformation for and with young Africans in particular.



The conference **Agribusiness 4 Change** brought expertise together to assess in more detail the challenges for a better common understanding and to take stock on successful approaches in the following areas:



### Investments in agribusiness and related policies

- ➔ Farmers, men and women, young and old, are decision makers and private investors, in short agripreneurs. Their agribusiness knowledge, skills, attitudes and partnerships contribute to promoting inclusive economic development. They contribute to value addition through profits, wages for hiring labour force, purchase of inputs and using of services.
- ➔ The future of African agribusiness is in private sector investment and targeted forward looking public investment. Public and private investment in productive and social infrastructure is needed for rural areas to enhance competitive production, value addition and to make them worth living. All investments must be market/demand driven.
- ➔ Growth of agricultural GDP is insufficient to know whether there is inclusive growth. The return to - private and public - investments must be assessed along the value chain to ensure a fair distribution of the value added.
- ➔ Governments must invest in education, and frame conditions that are conducive to tap into economic & employment opportunities. This includes entrepreneurial, up-to-date ICT, technical and practical skills, knowledge and skills for professional organization, marketing in agriculture & agribusiness. Combining education, skills development, infrastructure and incentives to make agriculture attractive for youth are major policy challenges. Only the right mix and of course good governance translate in better performance of smallholdings, on- and off-farm employment for and by young rural professionals and benefits also up- and downstream enterprises in the value chain.

- ➔ Young graduate agribusiness entrepreneurs engage farmers and youth, lever investments and play a key role in modernizing agriculture, agribusiness and value chains. For effective entry in agribusiness, youth must be prepared to contribute to investment with own capital, e.g. the framework of matching grant schemes or corresponding financial service arrangements. Beyond this, youth needs support for financial investment, for access to land and for practical skills development. In many African countries, limitations of legal frameworks for the acquisition of land by youth and customary laws are still to be considered. Modalities of financial services or matching grant schemes must to be aligned with the needs, seasonality and market opportunities of Small and Medium Enterprises (SME) in agribusiness.
- ➔ Subsidies must be targeted on investments of specified target groups in need to tap into agribusiness opportunities and limited in amounts and time. Facilitating access to microfinance, reduced interest rates or trainings free of charge are already subsidies. This means that subsidies are not only capital investments. Subsidies must be integrated into the economic profitability calculations and treated as an investment. There should be no subsidy without own contribution of the agripreneurs, and there should be no subsidy without monitoring & evaluation. Profits generated by subsidized capital investments must be reinvested in the enterprise. In the medium term, this translates in independence from such subsidies. Good governance will effectively enhance doing business and inclusive growth!

### Large scale approaches, impacts and bridging the gap

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- ➔ Referring to demographic challenges and slow development of industry, entrepreneurship appears to be option No. 1 for African family agriculture, youth and rural transformation.
- ➔ Standardized approaches such as Farmer Business School (FBS) allow large scale implementation. There must be enough room for customizing to other contexts if needed and they must be embedded in the value chains.
- ➔ Focus on problems and opportunities, social, economic and environmental relevance, validation by stakeholders, evidence on impacts and decentral access enhance uptake of such innovations. In addition, standardized approaches help to structure collaboration among partners including producers and to go for larger scale.
- ➔ Approaches of regional and global programmes of German Development Cooperation prove to be successful for over 3 million African smallholders since 2008. They build on public and private partner investments and are progressively taken over bilateral and national programmes, companies or other donors as shown during the innovation market. Nonetheless, much more scale, speed and African ownership are needed to bridge the gap for rural people and youth in need of incomes from (self-) employment.
- ➔ Instead of reinventing the wheel, scaling-up successful approaches saves time and resources. Adopters need to understand the full innovation process, success/risk factors and what it implies for adaptation.
- ➔ Success and further scaling depend also on developing networks of highly motivated professionals like those honoured as FBS pioneers during the conference. They have the same understanding of the standard approach across countries and give it as legacy to new African Master Trainers.

## Creating (Self-)Employment

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- ➔ Many opportunities for the creation of formal and non-formal (self-)employment exist on-farm, in processing, in off-farm services, input supply, logistics, mechanization, producer organizations and other - public and private - services. In this area there is a particularly high potential to involve youth e.g. in further processing, service provision with modern technologies, equipment or machinery.
- ➔ Labour intensive farm enterprises (perennial crops, livestock) and production techniques, raw materials of unique African origin and perishable products for processing offer more potential for employment creation and diversification and thus reduced migration. There may be trade-offs if mechanization is key for competitiveness.
- ➔ There are methods to measure/estimate employment effects achieved in value chain promotion. This is the basis for related investment analysis respectively evaluation.
- ➔ We must look much more into the non-formal sector because the majority of the target group operates there. For strategy design, resource mobilization and ownership, it will be useful to distinguish between different degrees of “informality” e.g. when it comes to taxation or levies from exports. In the structural transformation process, formal (self-) employment should increase while non-formal (self-) employment diminishes.
- ➔ Producer organizations, contract production and off-farm business services are key for value chain modernization and creation of formal employment.

## Education and Skills Development as Investments for (Self-) Employment

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- ➔ Formal education and non-formal (large scale) skills development are complementary. Formal education is frequently not an option because of insufficient resources and/or qualification due to social background. Informal and shorter term skills development addresses urgent needs of young people to find their passion, role and to achieve required technical, business and organizational skills for agricultural value chains. Provided at a lower cost at large scale, it is the option for the majority of rural youth that is less privileged in terms of school education.
- ➔ Orientation towards markets (products, services and (self-) employment) of formal education must be sharpened and curricula need to be adjusted as knowledge is the starting point. Formal education for agribusiness must become more practical and entrepreneurial as these are key aspects to enhance entry in the agribusiness. Combining formal education with practical training (dual system) is more effective and gives skills for better employability. However, pools of entrepreneurs for potential practical training would need to be created.



## Forward looking and targeted agribusiness policies and related dialogue with youth

- ➔ Young people are voters and determine who is in power. Policy makers have thus an interest to offer participatory multi-stakeholder processes and to ensure implementation of agreed upon policies.
- ➔ A priori, youth does not have a vocation for agriculture. Youth is interested in agriculture having specific needs for support, incentives and enhanced access to resources. Entry barriers such as access to land and finance must be lowered. As mentioned before the right mix of education, skills development, infrastructure and incentives to make agriculture attractive for youth is a major policy challenge.
- ➔ Making use of the existing: Entry points for youth in policy dialogue can be national youth policies and/or national agricultural programs, platforms, networks. A common vision of politics and youth representatives is central for effective participation of youth in policy processes at different levels. Systematic participatory approaches are needed to this effect as ad hoc or temporary youth involvement in policy debates and processes results frequently in no or no clear outcome.
- ➔ There are few good examples for youth involvement in policy design in African countries. There is room to improve the current policy focus on graduates in favour of the majority of non-graduate youth in rural areas. Countries are responsible to implement, monitor & evaluate conducive youth policies (e.g. African Youth Charter) while AU and regional bodies assist. Effective progress in terms of outreach, cost-effectiveness and impacts appears still to be small and reported any way by less than half of the African nations.
- ➔ Scaling such policies and public support is a major challenge requiring policy makers' commitment, continuity across several terms of office. Policies of industrial countries with much higher proportions of older people may not be the good reference.

## Youth getting organized for a voice and power

- ➔ On the micro level, youth groups form through self-organization and gain legitimacy through elected representatives and formalized structures in order to be able to influence political events at local and national level and to ensure implementation of policies. However, youth organisations themselves need support in their organizational development to grow and become stronger power-networks.
- ➔ Youth organizations need to strive for representativeness. This enhances acknowledgement from government at macro level and enables them to bring the demands of youth into policy processes.
- ➔ Youth organizations can provide mentorship, capacity development and information to their members to become successful entrepreneurs. They can cooperate with producer organizations, relevant training organizations or programs and be contact points for investors.
- ➔ Off taking and processing companies sector can play a crucial role in building / supporting these groups as they are interested in sustainable sourcing from young agripreneurs and farmers.

## Digital approaches for agribusiness

- ➔ Digital approaches are interdisciplinary. Getting out of the typical silos of knowledge is thus key to successfully harness the potential information and communication technologies to disseminate knowledge and to drive African agribusiness for all generations of agripreneurs.
- ➔ Youth is particularly strong to harness digital approaches. They should receive support as users and as start-ups to this effect.
- ➔ Sustainable business models of digital solutions are crucial. For development cooperation this means, better to invest in competitive development of ideas, capacity development of start-ups and/or to cooperate with specialized companies instead of hiring consultants.
- ➔ Digital applications and services are on the rise. Specialized companies, initiatives and start-ups have informed the audience on Digital Farmer Services and digital monitoring of trainings (ESOKO, Ghana), the new FBSInnova application developed by AgroInnova (Ghana) and Smart Apiculture Management Services Ethiopia.
- ➔ The innovation market gave also room for digital media on GAP and healthy nutrition ([www.ssab-africa.net](http://www.ssab-africa.net)) and on Processing of non-timber forest products and professional organization (ProPFE Cameroon) have been presented. The e-Extension via hotlines is implemented by ANADER, Côte d'Ivoire. These approaches complement analogue training and advisory formats and can literally contribute to change the image of agriculture in the eyes of the youth.
- ➔ Nonetheless, also here investments in communication and energy infrastructure in rural areas is neglected in favour of densely populated areas, another gap to be bridged.

### Challenges of culture and society

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- ➔ African societies do not have a positive perception of agriculture. This is induced by rural poverty, low attention from policy and reinforced by urbanization and links to other “worlds” through internet and social media. Globalization - this translates in an increasing disconnect of youth from agriculture and agribusiness. Latest since food crisis, it should be clear that this cannot continue.
- ➔ As mentioned before, the current focus of youth policies in agriculture is more on graduate youth and this seems to be led also by the intention to upgrade this perception. However, the majority of youth living and working in African agriculture is less privileged. They need appropriate support for their capacity development as agripreneurs or technical services providers (see large scale approaches to bridge the gap).
- ➔ Mass media and ICT will be most instrumental to communicate business opportunities, youth role models and success stories. Agri-preneurs, men and women of different ages and their organizations, should have the opportunity to witness that they invested, worked hard and became successful. Good success stories and role models get young people interested and can sensitize the society that food security for them is business for other compatriots.
- ➔ Thinking out of the box to harness media artists, subject matter specialist, journalists, and television appears to be at order. Even if not presented during the conference, it is worth noting the TV series

Shamba Shape-up from Kenya (<https://shambashapeup.com/>): a most inspiring case for the African continent that hosts the world's second film nation, Nigeria, after India and before the USA.

- ➔ When it comes to continuity and modernization of agriculture, dialogue across generations has not been dealt much. To this effect, mind-sets need to change: (i) of youth to engage in agriculture and become serious entrepreneurs and (ii) of the older generation represented by parents and government to enable male and female youth to take part in policy and decision making processes as well as to access production factors and services.
- ➔ Developing succession process from one generation to the next before they become unavoidable is complex and sensitive in all contexts. In addition, a negative mental model of African agriculture as a “non-profit activity” seems to be responsible for the fact that handing over of farms to young generation is not tackled in a proactive way. However, cases and approaches presented during the conference showed that well prepared handing over with “warm hands” protects the family’s assets and the legacy to the heirs. Pension schemes can be part of the incentive systems as in Germany. In many African countries, there are limitations of legal frameworks in the inheritance, customary laws are still to be considered. Successful farm handing over builds on entrepreneurial awareness and on exchange between the generations.
- ➔ Young graduates and young rural people on the ground are not connected. Linking up with producer organizations, the older and younger members, or becoming members may be approaches to work together. Business cooperation of young graduate agribusiness entrepreneurs with farmers and youth that had less chance for formal education, builds bridges, creates employment and consequently contributes to rural transformation. To achieve this and youth participation in policy dialogue and decision-making mind-sets of the young and the older generation need to change



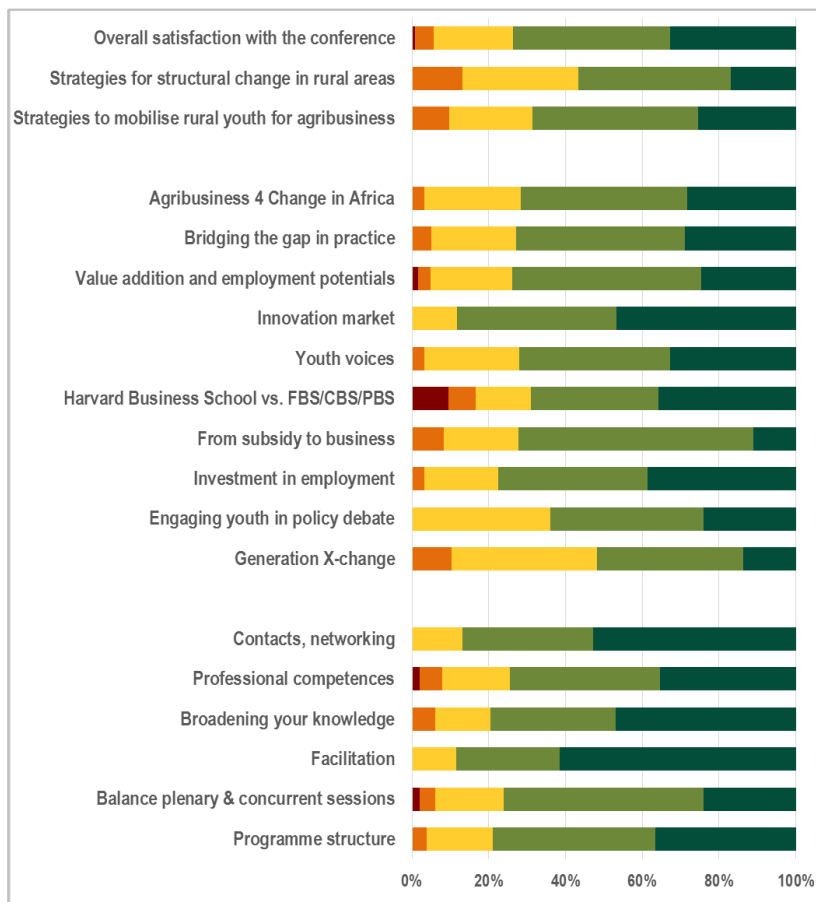
## Evaluation of the conference



The evaluation was organized with the Conference Application. The overall satisfaction is very good (79% polls satisfied or excellent satisfaction).

The innovation market was the programme element with the highest satisfaction (88%) followed by Vision Lab C: Investment in Employment. Except the session on Generation X-Change all other sessions have received full satisfaction scores higher than 60%.

Level of satisfaction



<b>Content</b>	The topics of the conference have been very well selected and structured. Contents are relevant, serious and worrying. The conference brought together the right issues for discussion like FBS, youth employment and experiences in different programmes. However, certain panellists did not fully respond to the objective. More focus should be put on agricultural producer organizations and generation exchange. Bringing on board other models and experiences from outside GIZ will enrich such conferences.
<b>Relevance and achievement of Objectives</b>	Objectives have been considered to be appropriate, concise and to reflect the prevailing situation. This has allowed to learn a lot and many participants confirm that objectives have been met. Some participants recommend to make objectives more output oriented to ensure that more results. The trend of statements is: conference objectives are met.
<b>Follow-up</b>	<p>Participants recommends to build on the conference results and continue discussion on very important topics such as Generation exchange, access to land and finance for youth, but also success stories of FBS, challenges and way of overcoming them. More exchange with Financial development Cooperation and institution is recommended. Some participant take up results of the conference for follow-up:</p> <ul style="list-style-type: none"> <li>➔ Empower youths with full package of knowledge and skills through formal education and not only short term informal trainings</li> <li>➔ Agribusiness interventions facilitating youth employment incl. required investment should be identified per country</li> <li>➔ Important to tackle access to land in national plans of each country</li> <li>➔ Ensure follow-up whether/how recommendations of the conference are implemented</li> </ul> <p>Continued discussion and exchange at the web are suggested and to this effect, it is also requested to share contacts of participants (attendance)</p>
<b>Conference Application</b>	<p>The ConfApp is appreciated as innovative and helpful tool that enhanced participation though the internet wasn't good. Conference facilities need to provide stable Wi-Fi Internet Access bandwidth next time.</p> <p>It is recommended that the Conference Application is used (expanded?) for exchange after conference across countries after the conference.</p>
<b>Conference method/ approach &amp; facilitation</b>	<p><b>Innovative moderation</b>, storytelling, sharing moderating, shining youth and the flexibility of living at the same place as the conference. <b>Market place</b> very interesting but the space was small. Good arrangement of the market place with access tea break. Stands should be at the same place. More illustrations, films or PowerPoint for stocktaking of achievements via <b>Panellists</b> should prepare slide to facilitate participants' understanding. <b>More time</b> should be allocated to questions, exchange/discussion and group work Some time off the program will allow participants to explore the city or town of visit. <b>Communication in English and French</b> was unbalanced; Interpreters sometimes delayed and translation equipment insufficient. <b>Increase participation</b> of young people and stakeholder from outside GIZ.</p>

## Field trips: Pictures and voices

The conference program was rounded off by four different field trips in various regions. The first field trip was to **Arsi Zone** which is located south of Addis Ababa. A **pasta and biscuit processing factory and an ART technology workshop**, which set up a business to employ local youth, were visited. The participants also exchanged with members of a seed producing cooperative.

The second field trip also went to **Arsi Zone** but visited a **FBS training**, exchanged with the trainer about the training and talked with youth groups about their business model they just developed. This model involves the production of biscuits, pasta and bread to create income in Asella Town from locally sourced wheat. The last stop on this field trip was the visit of a Farm Service Center and the participants exchanged with the owner and employees on the offered services of the company.

The third field trip went to **Dano in the West Shoa Zone**. Here a holistic project approach was visited that included the **production and processing of honey, beeswax, cattle fattening, feed, niger seed and niger oil**. Furthermore, the group exchanged with producer groups who deliver the processing centre.

The fourth field trip went to **Soda Woreda in Gurage Zone**. In the morning a **FBS training** was visited, followed with an exchange with the farmers. Here the added value of the FBS trainings became clear. The farmers recognized the difference to GAP trainings, as they now understand the reason of higher input costs and can evaluate these now through FBS. The trainers also confirmed that before FBS trainings the farmers do not see farming as a business, business is only seen outside of agriculture. The on-going discussion on mind-set change during the conference could thus be observed directly on site by the farmers after FBS trainings. Last stop at this field trip was the visit of a **modern irrigation project** on community land that involves actively whole families with their youths.





## Acknowledgements



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**Agricultural Transformation Agency of Ethiopia**

**German Embassy to Ethiopia and African Union**

**Ethiopia Team of Global Programme**

**Green Innovation Centre for the Agriculture and Food Sector**

**All programmes, organizations and companies that sponsored participants and were present at the innovation market**

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HE Brita Wagener, Ambassador of Germany to Ethiopia  
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# Annexes

## 1 Participants

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Bertelmann, Frank	GIZ	Germany
Bertenbreiter, Wolfgang	GIZ	Germany

Name	Organization	Country
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de Guevara, Laura	GIZ	Ethiopia
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Diwani, Thuweba	GIZ	Niger
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Duessa, Rutta Firdissa	Helvetas Swiss Intercooperation	Ethiopia
Ekungwe, Christopher Kang	MINADER SOUTH WEST, BUEA	Cameroon
Endrias, Abrhame	Green Agro Solution PLC (Sagure Farm Service Center)	Ethiopia
Epassy Nibella, Marthe	GIZ	Cameroon
Ermias, Bisrat	AGRA	Ethiopia
Ermyas, Saba	GIZ	Ethiopia
Eshete, Yeshitla	EMDIOI	Ethiopia
Eshetu, Tewodros	GIZ	Ethiopia
Evano, Anaelle	TOUTON S.A.	Ghana
Fiakeye, Linus Kofe	Ghana Cocoa Board/ Cocoa Health & Extension Division	Ghana
Fredrick Ekpenribe, Thomas	Forum of Farmer Business School Multipurpose Cooperative Union	Nigeria
Fynn, Mark	GIZ	Ethiopia
Gashaw, Zerihun	BOA-Sal	Ethiopia
Gassi, Judith Caroline	ONCC	Cameroon
Gnatouang, Bernard	GIZ	Togo
Günther, Nadine	GIZ	Germany



Name	Organization	Country
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Hayi, Esayas Lemma	Ministry of Agriculture	Ethiopia
Heij, Joost	Trading Organic	Ethiopia
Hess, Tino	GIZ	Namibia
Hollich, Lisa	GIZ	Germany
Hora, Kebebew	Oromia Agricultural Research Institute Holeta Bee Research Center	Ethiopia
Hussien, Mustafa	Arsi-zone Agri Office	Ethiopia
Ijirigho, Asangbeoma Precious	GIZ	Nigeria
Issoufou Bare, Mahamane	PromAP GIZ	Niger
Jehmlich, Caroline	GIZ	Ethiopia
Jolivo Laure, Tadah Mekem	Camccul	Cameroon
Kagocha, Gitau Martin	GIZ	Kenya
Kaiser, Karl	NIRAS-IP	Ethiopia
Kateta, Sekani	GIZ - GIAE	Malawi
Kazoni, Ouenapete Gisele	GIZ	Burkina Faso
Keita, Bakary	Centre d'innovations Vertes	Mali
Kelema, Daniel	GIZ	Mali
Kempf, Susanne	GIZ	Germany
Kesraoui, Nabil	Zitouna Tamkeen	Tunisia
Kiboki, Abraham	Fruited Plains Inc.	Kenya
Kling, Veronika	GIZ	Germany
Kouakou, Dje Robert	ANADER	Cote d'Ivoire
Kpevon, Koffigan	FUPROCAT "COOP CA"	Togo
Kumi, Yasmin	Africa Foresight Group	Ghana
Kwanjana, Elles Naomi	National Smallholder Association of Malawi	Malawi
Lagauche, Audrey	Touton	France
Lee, Tsung Hsien	GIZ	Ethiopia
Lenz, Julia Annabelle	Angage GmbH	Germany
Litunya, Gabriel	Kakamega County Youth Agripreneurs Association	Kenya
Mamadou Baba, Dodo	STRATEGIES! Sarl	Cameroon
Manda, Berry Ngambi	GIZ-CLDP/ABCD	Namibia
Mashumba, Ruramiso	Mnandi Africa	Zimbabwe
Matthess, Annemarie	GIZ	Cameroon
Maurer, Martin	GIZ	Ethiopia
Mejabi, Ekundayo	Agricultural Business Concepts Ltd	Nigeria
Mengesha, Solomon	GIZ	Ethiopia
Mensah, Oliver	AGRO INNOVA Company Ltd.	Ghana
Mensah-Bonsu, Elvis	GIZ Green Innovation Centre	Ghana
Michael Nkenfac, Ndoping	ONCC	Cameroon

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Müller, Julia Isabel	GIZ	Germany
Mutavi, Shadrack	GIZ	Kenya
Naeim, Mohamed	FAO	Ethiopia
Nayante, Lambert Dameto	Entreprise Calafi	Togo
Niamien, Kouakou Celestin	National Agency for Rural Development Support: ANADER	Côte d'Ivoire
Nkhata Ngoma, Maness	Lakeshore Agro-processors Enterprise (LAPE)	Malawi
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Nzoyem, Gabriel	ANEMCAM	Cameroon
Offord Edmonds, Belinda	African Cotton Foundation	South Africa
Oghene, Adenike	Eagleson Cassava	Nigeria
Osei, Thomas Kwame	Ghana Cocoa Board/ Cocoa Health & Extension Division	Ghana
Osenberg, Walter	GIZ	Ghana
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Rakotondrazaka, Andriamahefa	Ministry of Agriculture, Livestock and Fisheries	Madagascar
Rakotoniaina, Herisoa Marinà	Ministry of Agriculture, Livestock and Fisheries	Madagascar
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Shella Anu, Selacha	PCP-AFOP	Cameroon
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Sogbegnon, Ahowanou Roméo	GIZ/ProSOL	Bénin
Stackelberg, Michael von	GIZ	Ghana
Tefera, Eshetayehu	ATA	Ethiopia
Tekiu, Zegeye	ATA	Ethiopia
Tesfaye, Efreem	GIZ	Ethiopia
Trauernicht, Johanna	GIZ	Nigeria
Tsadik, Sewinet	ATA	Ethiopia
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Walla, Kah	STRATEGIES! Sarl	Cameroon
Wassic	AUC	Ethiopia
Weber, Joachim	Agribusiness Advisor	Germany
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Widmer, Helene	GIZ	Germany
Wijnants, Sam	GIZ	Mozambique
Woldegiorgis, Tadesse Dessalegn	GIZ-GIC-VCD	Ethiopia
Wondumagegn, Nardos	GIZ	Ethiopia
Yahyaoui, Ala	Délice	Tunisia
Yoseph, Brook	Consultant	Ethiopia
Yusuf, Haruna Atuman	FMARD-FDAE Nigeria	Nigeria
Zulu, Jacob Menyani	Freelance/FBS International Master Trainer	Mozambique



## 2 Agenda

7 May 2019			
When	Programme	Responsible	Room
8:00 – 9:00	<b>Registration</b>	<i>Welcome Desk Personnel</i>	
9:00 – 9:10	<b>Introduction of participants</b>	<i>Moderators</i>	River Nile
9:10 – 9:25	<b>Welcome address</b>	<i>German Ambassador to Ethiopia</i>	
9:25 – 9:45	<b>Opening speech</b>	<i>General Director for Crop Production and Innovations Ministry of Agriculture and Natural Resources Ethiopia</i>	
9:45 – 10:00	<b>Short introduction to the Conference App</b>		
9:45 – 10:45	<b>Agribusiness 4 Change in Africa: Status, visions, ways to go</b>	<i>Panellists and Moderators</i>	
10:45 – 11:00	<b>Group photo</b>		River Nile
11:00 – 11:30	<b>Coffee break</b>		
11:30 – 12:30	<b>Bridge the gap in practice</b> Large scale approaches as driver of impact and added value	<i>GIZ A4SD, FBS Facility and partners</i>	River Nile
12:30 – 14:00	<b>Lunch</b>		
14:00 – 15:30	<b>“Value Change”</b> Value addition and Employment potentials  <b>Question &amp; Answers</b>	<i>African Panellists and Moderators &amp; Conf. App</i>	River Nile
15:30-16:00	<b>Presentation of FBS Innova Digital Application Official Opening of Innovation Market</b>		River Nile
	<b>Coffee break</b>		
Until 18:00	<b>Innovation Market</b> Interactive showcasing of innovations and impacts and innovation radio	<i>Moderators, GIZ programmes and partners</i>	Floor 4 and 5
From 18:30	<b>Mix &amp; Match cocktail reception with Certification Ceremony of International Master Trainer and Senior Technical Advisors</b>		1 <sup>st</sup> floor
8 May 2019			

When	Programme	Responsibility	Location		
8:00 – 9:00	<b>Registration of 2<sup>nd</sup> Conference Day</b>	<i>Welcome Desk</i>	<b>5th floor</b>		
9:00 – 9:30	<b>Highlights from first day of the conference</b>	<i>Moderators/ Reporters</i>	<b>River Nile</b>		
9:30 – 10:15	<b>Youth voices: What makes agriculture sexy for me: desires, needs, aspirations</b>	<i>Youth's voices</i>			
10:15 – 12:30	<b>Vision Lab 1<sup>st</sup> Round</b>	<i>Moderators/ FBS Advisory Facility</i>	<b>4 Rooms</b>		
	<b>Coffee to go</b>				
	Vision Lab A <b>Harvard Business School vs. Farmer Business School/CBS/PBS</b>	Vision Lab B <b>From subsidy to agribusiness</b>		Vision Lab C <b>Investment in employment</b>	Vision Lab D <b>Engaging youth in policy debate</b>
	<b>Chose one Vision Lab</b>				
12:30 – 14:00	<b>Lunch</b>				
14:00 – 15:30	<b>Vision Lab 2<sup>nd</sup> Round</b> <b>Chose another Vision Lab (A to D)</b>	<i>Moderators/ FBS Advisory Facility</i>	<i>4 Rooms</i>		
15:30 – 16:00	<b>Coffee break</b>				
16:00 – 16:10	<b>Highlights of Vision Labs</b>	<i>Moderators</i>			
16:10 – 16:55	<b>Generation X-change 4 Future</b> Future through generational exchange and succession: How to prepare and support it?	<i>ATA, Union Farms of Africa, Int. Master Trainer</i>	<b>River Nile</b>		
16:55 – 17:15	Evaluation of the conference (Conference App)	<i>Moderators</i>			
17:15 – 17:30	<b>Closing remarks</b>	<i>BMZ &amp; ATA</i>			
<i>from 19:00</i>	<b>Cultural Dinner</b>				

### 9 May 2019 (THURSDAY): Field Trip

When	Programme
at 7:30	Departure from Hotel by bus
10:00 – 17:00	Field visit (4 groups) : Group 1 Group 2 Group 3 Group 4
<i>Departure of participants</i>	

### 3 Welcome address

Honorable Minister of State of Agriculture and Natural Resources

Mr. Dominique Davoux, Head of Rural Development, Green Sector and Food Security of the European Union Delegation Head of Agriculture and Rural Development sector

Dr. Babangida, Federal Director of Agricultural Extension of Nigeria and representative of the Federal Minister of Agriculture and Rural Development

Dr. Bomba, Chief Executive Officer of Agricultural Transformation of Ethiopia,

Ladies and Gentlemen, invited guests

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As German ambassador to Ethiopia I am very proud, that this conference Agribusiness 4 Change is organized in Ethiopia by GIZ on behalf of the German Government. Let me give you all a very warm welcome in Addis and to the conference!

GIZ is offering its development services in 120 countries with more than 18,000 employees. Africa is the priority continent and there are important reasons for this.

Agriculture is a key factor for economic growth and long-term food security in Africa and in Ethiopia. Political stability and development of societies in peace and prosperity depend on this!

Ethiopia's Gross domestic product for instance was 80 bn USD in 2017 and grew more than 10 % in that same year. Agriculture, forestry and fishing contribute 34% to GDP. However, the per capita GDP is still below 1,000 USD. On the other hand, large parts of Ethiopia have high potential for substantial and sustainable increase in food production. Nevertheless, this potential is not used due to limited availability of quality farming inputs (certified seeds, mechanization services), quality extension services, plant protection measures). Yields achieved by agricultural smallholdings remain thus far below potentials. Food insecurity and low incomes in rural areas of Ethiopia are the consequence. Every improvement in these areas is business and can generate employment.

Youth employment in the agricultural sector is a challenge to Africa and especially to Ethiopia. Ethiopia's population aged between 0-29 years will reach about 73% of the total population in 2019. Approximately 3 million youth enter the labour market every year in Ethiopia. Tapping into growth and employment potentials of the agricultural sector through agribusiness trainings of young rural people and farmers is thus crucial for political and social stability.

GIZ supports the development of Ethiopia's agricultural sector with three main programmes and 27 projects. The following results have been achieved so far:

- 300,000 farmers trained in modern agricultural practices and machinery
- 20,000 jobs created to date over trainings
- More than 12,000 government experts and development agents trained on land rehabilitation and agricultural practices

The balance is thus impressive for Ethiopia but we all know the huge number of Ethiopians that need food, employment and income.



I would like to thank the regional programme Agricultural Value Chains for Sustainable Development (A4SD) of German Development Cooperation with Africa to bring this conference to Ethiopia. A4SD is implemented on behalf of the Federal Ministry for Economic Cooperation and Development (BMZ) in 14 African countries since 2008. It organizes this conference in partnership with the Ministry of Agriculture and Natural Resources of Ethiopia, the Agricultural Transformation Agency of Ethiopia, and the Ethiopia Country module of the global programme Green Innovation Centre for the Agriculture and Food Sector commissioned by BMZ;

The conference programme looks exciting and is fully in line with key challenges and opportunities of the agricultural Sector and the national economy of Ethiopia. It is my hope and wish that we learn as much as possible from this conference and that new partnerships will emerge across the continent and beyond. Let me wish you all an excellent outing and all success.

Your Excellences and dear guests, let me thank you for your attention.

#### **4 Official opening address**

H.E. Mrs. Brita Wagner, German Ambassador, Mr. Dominique Davoux, Head of Rural Development, Green Sector and Food Security of the European Union Delegation Head of Agriculture and Rural Development sector, Dr. Babangida, Federal Director of Agricultural Extension of Nigeria and representative of the Federal Minister of Agriculture and Rural Development, Dr. Bomba, Chief Executive Officer of Agricultural Transformation of Ethiopia, Ladies and Gentlemen, invited guests,

---

The Ethiopian Government is very fortunate to host this International Conference “Agribusiness 4 Change” and welcomes you all! We are happy to participate in the creation of a pan African platform to exchange experiences how to strengthen agricultural smallholders’ entrepreneurship and mobilize rural youth for agribusiness. From our point of view, this is the precondition for inclusive growth and economic transformation. GIZ on behalf of the German Government and in cooperation with the Agricultural Transformation Agency ATA in Ethiopia has started to introduce the Farmer Business School approach. Three GIZ projects are involved in the roll out of the Farmer Business School approach in Ethiopia, namely: Sustainable Use of Rehabilitated Land and Economic Development (SURED) former Sustainable Land Management (SLM) project operating in the high land of Ethiopia Strategic Alliance for Avocado-Oil and Sesame in SNNPR Region Green Innovation Centres project mainly in Oromia Region The Farmer Business School focuses on improving the farmers’ business skills as an important prerequisite for the adoption of improved techniques and investments in agricultural production. Farmer Business School targets at changing the mind-set of farmers by sensitising them that they are entrepreneurs, decision makers and investors that seize market opportunities and possibilities to improve productivity, family income, and nutrition. The core of the FBS training modules is income-oriented decision making based on cost-benefit analyses of different technologies for a lead crop and two other food crops, combined with strategy development to diversify income. We are convinced that Farmer Business School supports the Ethiopian Government to succeed the implementation of the Growth Transformation Plan GTP II where youth employment and the transformation of subsistence farmers to business men in Ethiopia is among the key development objectives. During the piloting phase until July 2019 4,000 smallholder farmers on six value chains will be trained. The Ethiopian Government plans to roll this approach and to train 100,000 farmers. The combination of contract farming with Farmer Business School approach will be key to deliver agricultural raw materials in required quantities and quality to the four planned Integrated Agro-Industrial



In partnership with



parks in Ethiopia. Increasing productivity of Ethiopia's agricultural sector and consequently incomes and employment requires sustainable and environmental-friendly innovations along the different value chains.

We appreciate that the GIZ projects support the Ethiopian Ministry of Agriculture on behalf of the German Government to implement green innovations like new adopted seed varieties, soil protection, crop rotation, row seeding, mobile seed cleaners, agricultural mechanisation and modern farm service centres. We see this as a most valid contribution to change Ethiopia's subsistence agriculture to agribusiness. Let me thank the A4SD programme to organize this conference in Ethiopia and to do it in partnership with ATA and the Ministry of Agriculture.

We are keen to learn from this conference and to foster partnership with other African countries represented here. We are happy to welcome you and this conference in Ethiopia. Upon this sequel, I declare the international conference Agribusiness 4 Change officially open. Your Excellences, Ladies and Gentlemen, thank you for your kind attention.



[www.a4sd.net](http://www.a4sd.net)

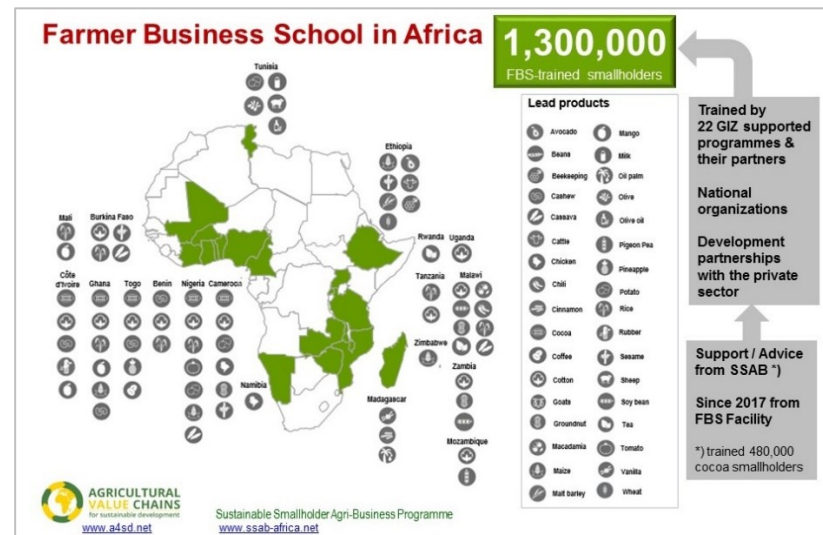
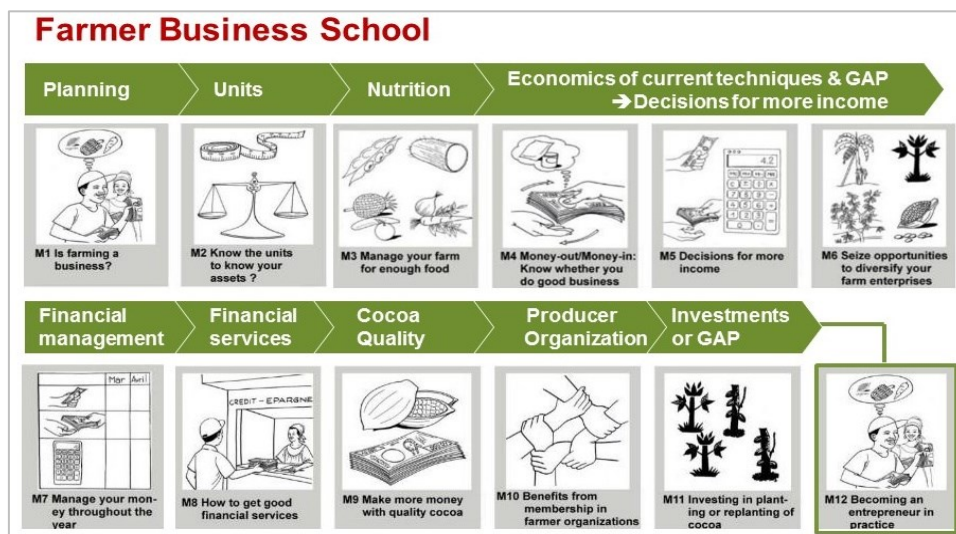


[www.ssab-africa.net](http://www.ssab-africa.net)



## 5 Farmer Business School & Co. in a nutshell

GIZ developed **Farmer Business School (FBS)** as large-scale business training for cocoa producers with African partners in 2010. FBS fosters business skills and attitudes, financial management and investments into Good Agricultural Practice (GAP). It reinforces other trainings and financial services. The programme Agricultural Value Chains for Sustainable Development (A4SD) has trained over 875,000 cocoa, cotton and rice producers in FBS. 276,000 of them are women. Other programmes of German Development Cooperation, organizations and companies have introduced FBS for over 420,000 farmers including 150,000 women. 50 curricula covering 34 different production systems in 19 African countries have been developed based on the cocoa standard. A4SD and since 2017 its FBS Advisory Facility supports these processes.



**Cooperative Business School (CBS)** has been designed in A4SD to strengthen services provided by cooperatives to their members. Services comprise group marketing, bulk input purchase, training services, links to buyers and financial institutions. Impacts are better quality, better prices, more volumes sold or bought, mergers of cooperatives and access to loans for service delivery. Other programmes have already adapted CBS for maize, potato and rice. **CBS makes non-formal agribusiness more formal and more functional.**

**Processor Business School (PBS)** helps small-scale processors to invest in technologies and to improve their profit. PBS has been developed for rice parboiling and quickly been taken up by other programmes for cassava processing and non-timber forest products. Over 25,000 small scale processors graduated from PBS, over 80% of them are women. 85% have increased their income.



**Sustainable Smallholder Agri-Business**

Project duration  
2009 – 2019

Project Budget  
€ 26.28 Million

**Objective**

**More income from diversified production**

- A. Farmer Business School for 475,000 cocoa smallholders
- B. Improve access to inputs, financial and technical services and markets
- C. Cost-effective extension for cocoa and foods products
- D. Innovative approaches disseminated to partners and platforms
- E. Support to adapt Farmer Business School beyond cocoa in Africa

**Yield increase per ha**

59%

106%

**€ 250,800,000**  
Additional real income  
of 400,000 smallholders  
In 2017 & 2018

More than  
**285,000**  
Nonformal  
Fulltime  
Job equivalents  
(2018)

**480,679**  
Cocoa farmers  
trained  
143,000 Women

More than  
**250,000**  
73,000 women  
Have now  
saving  
accounts

commissioned by

**16,600** groups  
**45%**  
Registered as  
Cooperatives  
**6** Federations (NG)

**600** Cooperatives  
trained in CBS

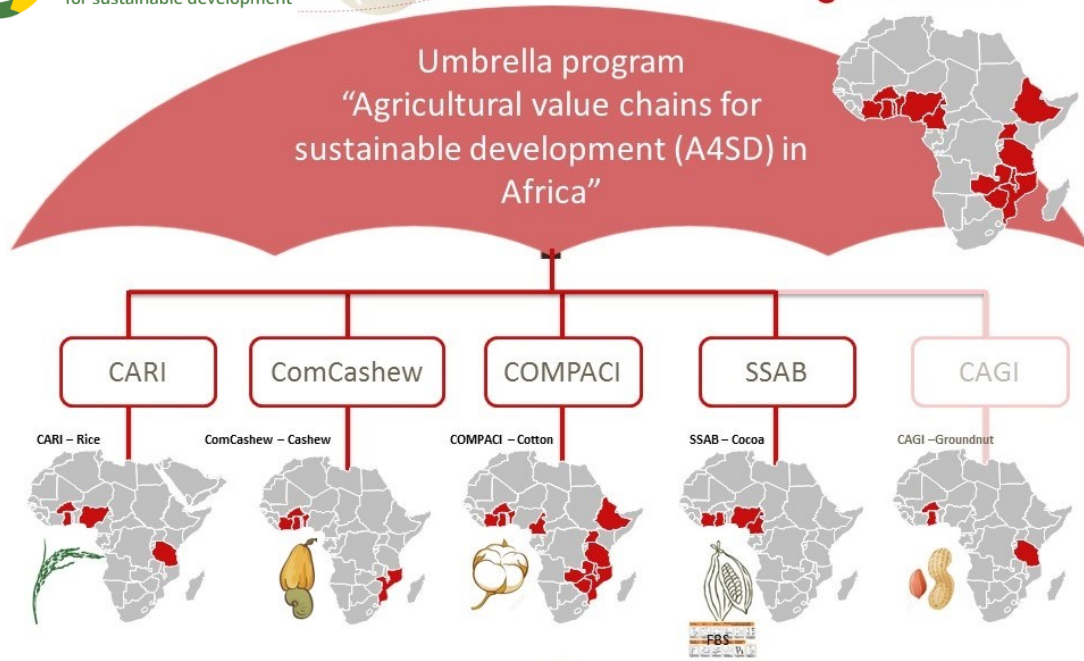
## 6 Promoting African value in large scale since 2008: A4SD



**AGRICULTURAL  
VALUE CHAINS**  
for sustainable development



**giz** Deutsche Gesellschaft  
für Internationale  
Zusammenarbeit (GIZ) GmbH



[www.a4sd.net](http://www.a4sd.net)

<https://www.cari-project.org/>

<http://www.africancashewinitiative.org/>

<http://www.compaci.org>

[www.ssab-africa.net](http://www.ssab-africa.net)





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Ethiopian **ATA**  
Agricultural Transformation Agency

## Editorial

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On behalf of the  
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