OPPORTUNITIES FOR YOUTH IN AFRICA

Accelerating Job Creation in Agriculture and Agribusiness

ANNUAL PROGRESS REPORT
2021
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<tr>
<td>ADYFE</td>
<td>African Diaspora Youth Forum in Europe</td>
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<td>AfCFTA</td>
<td>African Continental Free Trade Area</td>
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<td>AfDB</td>
<td>African Development Bank</td>
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<td>AIT</td>
<td>Agriculture, Innovation and Technology annual conference</td>
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<td>ASENTI</td>
<td>African Summit on Entrepreneurship and Innovation</td>
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<td>AUDA-</td>
<td>African Union Development Agency - NEPAD (New Partnership for Africa's Development)</td>
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<td>AUYP</td>
<td>African Union Youth Programme</td>
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<td>B2B</td>
<td>Business to Business</td>
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<td>BADEA</td>
<td>Arab Bank for Economic Development in Africa</td>
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<td>CAP</td>
<td>Country Action Plan</td>
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<td>CEO</td>
<td>Chief Executive Officer</td>
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<td>CSO</td>
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<td>Country Work Plan</td>
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<td>DIDA</td>
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<td>DRC</td>
<td>Democratic Republic of Congo</td>
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<td>Food and Agriculture Organization of the United Nations</td>
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<td>GCF</td>
<td>Green Climate Fund</td>
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<td>Headquarters</td>
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<td>ICA</td>
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<td>IFAD</td>
<td>International Fund for Agricultural Development</td>
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<td>IPPIP</td>
<td>Incentivizing Public and Private Investment Partnership</td>
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<td>Islamic Bank for Development</td>
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<td>Kosmos Innovation Center</td>
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<td>Least Developed Countries</td>
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<td>Multi-Donor trust Fund</td>
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<td>MSME</td>
<td>Micro, Small and Medium Enterprise</td>
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<td>Non-governmental Organisation</td>
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<td>OYA</td>
<td>Opportunities for Youth in Africa</td>
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<td>Public-private Partnerships</td>
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<td>Qatar Fund for Development</td>
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<td>RM</td>
<td>Resource Mobilization</td>
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<td>SDC</td>
<td>Swiss Agency for Cooperation and Development</td>
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<td>Swiss State Secretariat for Economic Affairs</td>
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<td>SME</td>
<td>Small and medium sized Enterprise</td>
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<td>TCP</td>
<td>Technical Cooperation Programme</td>
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<td>TVET</td>
<td>Technical and vocational educational training</td>
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<td>United Nations</td>
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<td>United National Industrial Development Organization</td>
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<td>VC</td>
<td>Value Chain</td>
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<td>World Food Forum</td>
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EXECUTIVE SUMMARY

The “Opportunities for Youth in Africa” (OYA) programme was developed jointly by the United Nations Industrial Development Organization (UNIDO) and the Food and Agriculture Organization of the United Nations (FAO) in response to a dedicated call for accelerating efforts in the area of job creation for African youth, especially through agribusiness and entrepreneurship development. FAO and UNIDO (in collaboration with the African Union Commission (AUC) launched this joint programme at the Seventh Tokyo International Conference on African Development (TICAD7) in Yokohama, Japan, on August 29th, 2019.

By joining forces, FAO and UNIDO leverage their respective comparative advantages, technical expertise and best practices in the areas of decent employment creation and entrepreneurship, as well as agriculture and agribusiness value chain development.

The programme proposes an integrated approach for the creation of quality on- and off-farm employment and self-employment opportunities for African youth in agriculture and agribusiness. It highlights the central role of agriculture for Africa’s development, while emphasizing the need for continuous empowerment of African youth to be the engine of this growth. The multi-level approach (continental, sub-regional, national) reflects the need for a concerted effort between public institutions and the private sector on capacity development, access to resources, improved coordination and linkages, and knowledge generation and dissemination. Based on specific criteria, the programme carefully selected six (6) pilot countries: Cabo Verde, Democratic Republic of the Congo (DRC), Ghana, Kenya, Tunisia and Zambia.

The development objective of the OYA programme is to increase decent employment and self-employment opportunities in agriculture and agribusiness for young women and men in rural, peri-urban and urban areas through improved individual skills and competencies, strengthened agricultural value chains and food systems and reinforced institutions supporting youth employment creation and entrepreneurship development.

Pilot activities at the micro-level

The first aspect of this three-level approach is to work directly at the micro-level to increase employability of prospect employees and capabilities of self-employed youth through improved transversal competencies and technical, entrepreneurial, business, and digital skills related to on- and off-farm business development and to better access to productive resources (especially finance).

The OYA programme hence strongly supports young entrepreneurs’ capacity building in the form of various incubation programmes and training sessions as well as Training of Trainers modules that allow for a wider impact of the programme. The OYA programme also supports the dissemination of success stories to inspire young agripreneurs in their entrepreneurial journey.

As such, the OYA programme activities at micro level include:

› 2 successful completed incubation programmes in Zambia and Ghana and an additional one being launched in Kenya;
› E-marketing course providing capacity building to both agripreneurs and trainers at the regional level successfully completed
› IDEA App extensively used to support OYA incubation programmes, train the trainers and young entrepreneurs, and facilitate networking
6 determined youth were awarded the IMPACT XChamp, with subsequent adoption into the OYA Champion Network and SensXAfrica fellowship; and

The Entrepreneurial Mindset Podcast series was launched, with 1 episode already available online and 6 more recorded that showcase 6 incredible entrepreneurs who share their entrepreneurial journey on how they went about building and growing a successful business.

To increase decent employment and self-employment opportunities in agriculture, it is also essential to strengthen youth-led agribusinesses’ access to financing opportunities and their integration into local, regional and international markets. In 2021, the OYA programme:

- matched 150 entrepreneurs with more than 67 mentors who will support them in developing viable business plans and strengthening their attractivity to investors;
- organized, in addition to training sessions on developing a sustainable and attractive business model, 4 pitch sessions where young agripreneurs could present their business plan to potential mentors and/or investors;
- launched its Business Club for Young Entrepreneurs by offering membership to 50 agripreneurs (39 are already registered, among whom 18% are women);
- facilitated the engagement of the diaspora with local youth-led agribusinesses by powering 170 B2B sessions and promoting the networking between more than 200 local and 150 diaspora entrepreneurs.

Activities at the meso- and macro- levels

The other aspects of OYA’s three level approach are as follows:

i) Strengthening the competitiveness of target agricultural value chains and agri-food systems meaning the robustness (viability), the efficiency, and the level of innovation (i.e. new technologies introduced, products developed, partnerships established), towards the creation of decent employment and self-employment opportunities and the establishment and upgrading of youth-led agribusinesses and SMEs in agriculture; and
ii) Supporting more conducive policy, institutional and programmatic frameworks at national, sub-regional and continental levels through enhanced capacity and knowledge of institutions to support decent youth employment creation and entrepreneurship development in agriculture and agribusiness

In this regard, detailed Country Action Plans (CAP) have been developed by the country’s task force based on the country assessments that were carried out during the inception phase. These CAPs outline the intervention strategy, the country logical framework and a time planification of activities including identified stakeholder contributions and partnerships.

In order to guarantee national ownership of the OYA Programme, country teams have engaged extensively with national partners and stakeholders, seeking their validation through consultations and outreach.

In 2021,

› 2 national stakeholder workshops were organized in each partner country to refine and validate OYA Country Action Plans;
› 6 Country Action Plans were finalized and validated by UNIDO, the FAO, AUC and the national counterparts.
› Other existing initiatives in the countries were mapped to explore potential synergies with the OYA programme;
› Priority target value chains were identified in all 6 partner countries based on several consultations with national stakeholders using specific criteria such as potential job creation, youth interest etc.

Multi-level awareness-raising activities

The last aspect of OYA activities in 2021 was to increase awareness among youth, governments and the private sector on the importance of strengthening youth-lead agribusinesses in Africa. Indeed, on the youngest continent, with 74% African under 34 years old, the new generations can bring many opportunities for economic growth and innovation, but only if they are fully empowered to realise their best potential.
As such, participation in international events allowed the OYA programme to engage the larger public and discuss the critical role of young men and women in Africa development:

- The ECOSOC Youth Forum, during which OYA participated to a side-event aiming at raising awareness and catalysing greater investments for youth employment creation in the agribusiness sector, was attended by more than 19,000 participants.
- The LDC5, at the occasion of which OYA participated to the side-event on “How to stimulate youth employment while promoting a sustainable economic recovery of the agriculture and agribusiness sector post Covid-19 that is effective, equitable, and inclusive in Africa’s LDCs” was broadcasted on UN TV and the video of the event is still available on Youtube.
- OYA programme was one of the 80 selected projects to be presented at the Paris Peace Forum, an event attended by 45 heads of state or governments and leaders of international organizations, 1400 NGO representatives and more than 16,000 participants.
- The high-level panel on the theme “Toward Strengthening Regional Agro-processing Value Chains in the Sahel” was organized by AUDA-NEPAD at the occasion of the Africa Industrialisation Week, a yearly event attended by major actors from the governments, the international organizations and the civil society.

In addition, the OYA programme supported the organisation of events at the occasion of major regional or global conferences so as to provide participants with strong networking and capacity-building opportunities:

- 3 Masterclasses on Building an Entrepreneurial Bridge between the Continent and Diaspora, Leveraging Innovative Finance for Start-ups and SMEs and Innovation in Agribusiness through 4IR Technologies, were powered during the Food and Retail West Africa Forum that gathered 22'000 attendees.
- During Y20, the OYA powered workshop on “Opportunities for Youth’s Economic Inclusion in the Agriculture and Agribusiness sector in Africa” was attended by 30 international delegates and 400 online participants.
- The OYA programme organized an interactive seminar with the theme: “Agri-Preneurship: Key challenges, opportunities and concrete solutions for the youth”, in the margin of AIT 2021, attended by more than 3,000 participants.
- The OYA powered DIDA 2021, “Diaspora skills and technological transfer towards hubs and SMEs in Africa: dialogue between SMEs and diaspora”, welcomed 1,000 youth (50% of women).
- The side-event “Innovative local transformation and value addition of production through digitalization” was organized during the World Food Forum, which mobilized thousands of young people from all regions, as well as high-level figures (heads of states or governments, leaders of international organization, CEOs of international firms).
- The OYA programme powered a virtual Technical Validation Workshop for the FAO-AUC “Investment Guidelines for Youth in Agri-Food Systems in Africa”. The workshop was attended by 180 participants including representatives from government ministries, Regional Economic Communities, the private sector, the civil society and youth organizations. The Guidelines aim to inform and provide practical guidance on the design of investment programmes and interventions that focus on promotion of youth in agri-food systems.
STRATEGIC ACHIEVEMENTS

INSTITUTIONAL ARRANGEMENTS AND COORDINATION MECHANISMS

The formulation of the OYA Programme is the result of a joint effort between FAO and UNIDO. The collaboration stemmed from the synergies and respective expertise that both agencies bring to promote youth economic empowerment. The following are some of the key coordination mechanisms that have been put in place to enhance project governance.

Project Management Unit/Coordination Team

The project team very quickly developed a strong coordination arrangement that includes close and effective interagency cooperation that is agile and able to quickly respond to emerging opportunities.

› Weekly steering meetings are organized to discuss country updates, resource mobilization and outreach activities. Any emerging issues and challenges are discussed so that they may be resolved, or allocated relevant support efficiently.
› FAO and UNIDO teams in Brussels offer a continuous support to the OYA programme team at regional and country level in regard to the European Union and European Commission as well as other stakeholders and networks that have a strong presence in Brussels. Regular calls are organized to discuss the strategic approach to adopt at country and regional level.
› In addition, the UNIDO and FAO Headquarters provide technical backstopping to country-level activities and additional human resources where needed. For instance, UNIDO has contributed two project associates and technical backstopping from a number of technical experts who assist the efforts at country level.
› Since the programme is implemented in partnership with the African Union Commission, the programme recruited and deployed a programme focal person in the Department of Agriculture, Rural Development, Blue Economy and Sustainable Environment of the African Union Commission.

Country Focal Points and National Consultants

A joint collaboration between FAO and UNIDO was established at country level by assigning country focal points who lead day-to-day implementation of the country level activities, working very closely with Government counterparts and other partners. Regular contact between the coordination team and country teams is maintained to ensure that support for the implementation of the inception phase workplan is provided as needed.

Work in each pilot country included:
› Youth employment studies with a focus on agricultural value chains analysis and agri-food business in each country as well as an assessment of the national programmes and priorities, youth profiles and existing complementary programmes;
› A mapping of the country’s existing agri-food-system and youth employment policies, a gap analysis and the identification of opportunities for youth inclusion;
› A mapping of stakeholders to identify potential operational and financial partnerships: national and local institutions, international development agencies, private sector, CSOs;
› Scoping of targeted interventions under OYA and formulation of Country Action Plans based on the consultations workshops with national stakeholders; Resource mobilization efforts in parallel.
Steering Meetings with all Country Focal Points and the Coordination team

In order to encourage inter-country learning and experience sharing, monthly steering meetings are organized with Country Focal Points, national consultants, the Brussels team and the coordination team to discuss country and regional updates and planned activities for the OYA programme. Each country shares updates on its progress, lessons learnt and where additional support is required. For instance, these steering meetings allowed the coordination team to identify that additional support was needed to boost country-level outreach to EU delegations. Consequently, a workshop was held on November 13th, 2020 where the Brussels team provided additional information on EU priorities and effective strategies for engaging with EU delegations in each country leading to further discussions and experience-sharing from each country.

Knowledge Management

Although the strategic roadmap identified a series of country-level milestones for resource mobilization, the finalization of baseline assessments and creation of Country Action Plans, each country sequenced the milestones differently. This meant that some countries had stakeholder workshops very early in the inception phase while others were more advanced in donor mappings and outreach, etc. The coordination team collected the resources generated by these different milestones in a knowledge management folder accessible to all country teams so that they could benefit from the experience and work done in other countries to streamline their own processes.

OYA Knowledge Management Folder to boost inter-country synergies and learning

The knowledge management drive is available at the link below:
https://drive.google.com/drive/folders/1L8-jYRaGiNZ0lSswk7X_yw1m1QyTlKt3?usp=sharing
RESOURCE MOBILIZATION

Resource Mobilization Roadmap

The Programme aims at mobilizing a total financial contribution of USD 50 million during the period 2020-2024 for its continental, regional and in-country activities. Thus, UNIDO and FAO in collaboration with the African Union Commission have developed a roadmap to assist and harmonize efforts at various levels. The roadmap defines strategic milestones and options to mobilize resources both internally and externally and at the different geographical levels: national, regional, continental and global.

The document provides tools and guidelines on how to target outreach to potential resource partners at global, regional and country levels under the OYA Programme umbrella. Furthermore, it presents funding modality options that can be implemented and their establishment steps once donor funds have been secured.

The roadmap can be accessed via the following link:
https://drive.google.com/file/d/11Z0LxCY_sPQskifq2-IUwuABA2Z9Dwof/view

Resource Mobilization Donor Strategy

In addition to a Resource Mobilization Roadmap, a donor strategic plan was developed and detailed the approach strategy that will be adopted for each mapped donor based on their priorities, thematic and geographic interest and funds availability.

The resource partners have been identified based on their strong partnerships with UNIDO and FAO on similar programmes or their growing interest for youth employment, agriculture and agribusiness as well as the African continent. The identified preliminary resource partners include:

Italy: Discussions have been launched with Italian government representatives. In March 2021, 500,000 EUR were received by UNIDO from the Italian Government to be used by March 31st, 2021. An additional 500,000 EUR have also been committed to FAO.

European Union: Decent Job creation, agriculture and agribusiness trade development are part of the main goals that the EU is aiming to work on in its joint programme. As a traditional donor of both FAO and UNIDO, the two entities will both jointly lead the engagement with the EU at HQ and country level to strengthen the “Deliver as One UN” principle. The support of the Italian government in Brussels and at country level, based on the ongoing financial contribution, will leverage OYA’s positioning as a project to be financed by the EUDs next country planning. We have currently approached EU in Cape Verde, DRC and Zambia. OYA is collaborating with WACOMP programme in Guinée Bissau and MarkUp programme in Kenya which are both financed by the EU.

Germany: Germany has launched different special initiatives including “Job creation and training”. UNIDO is taking the lead as it has benefited from a financial contribution for two ongoing projects, one of which is powered by OYA in Senegal. OYA will continue discussions with BMZ.

Qatar: As a new development donor partner, and due to its growing interest and presence in the African continent, the Qatar Fund for Development (QFFD) is an opportunity to position OYA as a promising programme to help them achieve their goal of decent job creation in Africa. UNIDO is taking the lead on approaching QFFD and will be supported by FAO.

Switzerland: Very active in the majority of OYA’s targeted countries, including Ghana, a priority country for the Swiss State Secretariat for Economic Affairs (SECO) and Tunisia, a priority country for Swiss Development Cooperation (SDC), both SECO and SDC will be approached. FAO will take the lead with SDC
as its traditional partner while UNIDO will take the lead in engaging with SECO. SDC has communicated that engagement is best conducted at national level.

**Japan:** Discussions with the Permanent Representative of Japan to UNIDO were initiated in 2020. During these meetings a keen interest in OYA was expressed. It is planned to further explore collaboration opportunities.

**IFIs DFIs:** Additional partnerships with International Financial Institutions partners such as African Development Bank (AfDB), Arab Bank for Economic Development in Africa (BADEA) and Islamic Bank for Development (IsBfD) are also being explored.

**Private Sector:** Partnerships are being explored in the margin of the LDC5 Private Sector Forum in Doha conference (Microsoft, Office Chérifienne des Phosphates, etc). In parallel, discussions with companies such as Facebook are programmed to take place in the upcoming weeks.
STRATEGIC PARTNERSHIPS

In addition to efforts of mobilizing resources at country and regional levels, the OYA programme has engaged in a number of strategic partnerships in support of key goals and activities not just for the inception phase, but also the transition to full implementation. The following represent some of the partners with which the programme has engaged to further the visibility and impact of OYA.

**African Union Youth Programme (AUYP)**

While the OYA programme is implemented in collaboration with the Department of Agriculture, Rural Development, Blue Economy and Sustainable Environment of the African Union Commission, the programme has further engaged in meetings with the African Union Youth Programme communications team to boost the visibility and impact of the programme. This partnership yielded strong results during Africa Industrialization Week which also coincided with Youth Entrepreneurship Week. The communications teams of the OYA and AUYP collaborated and coordinated their outputs so that each could benefit from the heightened visibility. Discussions are ongoing on how to scale up this communications partnership and continue collaboration into the implementation phase.

**Crans Montana Institute (IUHEI)**

The Crans Montana Institute works closely with high-level national and international representatives from the public and private sector to accelerate the formulation and implementation of both public and private policies and programmes. Within this context, a partnership was signed with UNIDO in November 2020 and the Institute provided strong support for the convening of high-level figures to the session organized on the OYA programme during Africa Industrialization Week. The partnership has increased the visibility of the OYA programme among high-level public and private sector officials and next steps are being determined to continue raising the profile of OYA for accelerated resource mobilization.

**African Diaspora Youth Forum in Europe (ADYFE)**

ADYFE focuses on “equipping every youth with knowledge and skills to get jobs that create more jobs”. The ADYFE is the largest Diaspora Entrepreneurship Forum in Europe toward Africa. It is a convener for youth entrepreneurs within the African Diaspora in Europe and has strong synergies to the OYA programme in its efforts to increase access decent employment opportunities, enhancement of entrepreneurship and normative work to promote inclusive sustainable industrial development for all. ADYFE provided support in the preparation of outreach activities such as the ASENTI Conference and the side event during Africa Industrialization Week.
Following the success of 2021 DIDA, possibilities to increasingly integrate the Diaspora into OYA programme are being explored. Indeed, the diaspora could strongly contribute to bringing in experts, share valuable know-how, contribute to coaching the beneficiaries of the programme to support the development of a modern agribusiness industry across the continent.

Further information on OYA – DIDA collaboration is available in the section "OYA in regional and global fora".

*SensX Africa*

SensXAfrica is a venture capital and private equity start up based in Zambia, however, operational in all 6 pilot countries. This business platform aims to provide an enabling environment for entrepreneurs to succeed by developing their business skills through training programmes, networking, and creating investment opportunities needed to launch, build and scale their businesses.

With the common objective to encourage and promote the spirit of entrepreneurship in Africa by providing an innovative and technologically friendly ecosystem that empowers businesses to thrive, the collaboration between OYA and SensXAfrica could create synergies accelerating the programme outreach in terms of young people employability (on and off-farm) and self-employment and supporting resource mobilization through innovative financing mechanisms. SensXAfrica expressed a strong interest in furthering efforts on the OYA programme particularly in Zambia where it has a strong network.

*Business Club Africa*

One of the goals of the OYA programme is that existing and emerging youth-led agribusinesses and agricultural SMEs have better access to finance and are better integrated into local, regional and international markets. This goal has formed the basis of ongoing discussions with Business Club Africa which animates a private network of executives doing business in Africa across all sectors including food & agriculture. It offers services to support business linkages, access to market and finance, including B2B networking events on food & agriculture in Africa (and more). This partnership will enable OYA beneficiaries to meet potential buyers and investors with the aim of generating concrete business opportunities, as well as integrating the national, sub-regional, continental and international value chain.

In the short-term, this partnership manifests itself through increased visibility of the OYA programme and FAO and UNIDO’s involvement during the 2021 edition of the Food & Retail West Africa forum. In the long term, the partnership can help to facilitate greater integration of beneficiaries into international markets and access to financial and non-financial support through increased business linkages. To this end, the OYA programme will be piloting a Business Club for Young African Entrepreneurs.

More details are available in the Section on Technical Achievements.

*AfriLabs*

AfriLabs was founded in 2011 to build a community around rapidly emerging tech hubs—innovation spaces that serve as meeting points and communities for developers, entrepreneurs, and investors. AfriLabs flagship event, the AfriLabs Annual Gathering provides a unique opportunity for hubs in the AfriLabs network and other stakeholders in the African tech ecosystem to convene, network, share knowledge around a common theme and build partnerships.
OYA Annual Progress Report: 2021

The AfriLabs Annual Gathering was first held in Ghana in 2016, followed by Egypt in 2017, the United Republic of Tanzania in 2018, Ethiopia in 2019, and in 2020 virtually, and they have altogether brought together over 1000 key stakeholders of the African technology, innovation, and entrepreneurial ecosystem from the public and private sectors, to network and share knowledge.

OYA powered 3 booths and several side-events during the Annual Gathering 2021 to be held in Abuja, Nigeria, in October.

Beyond the Annual Gathering, OYA is exploring collaboration on diverse capacity building and training programmes targeting innovation hubs, incubators and entrepreneurs themselves.

ASENTI

African Summit on Entrepreneurship and Innovation (ASENTI) is an annual forum that brings SMEs, MMEs, Start-ups and different stakeholders together for an intensive interaction, networking and training on entrepreneurship and innovation from across Africa.

The summit gathers top industrial leaders from Africa and globally to share knowledge on business, Innovation and connect with; African start-ups, policy makers, Health innovators, Agri-tech, Start-ups, Cyber security experts, Fintech companies, media, CMS, investors, Green energy, climate change experts and scholars. ASENTI has been held for the last 6 years in different countries across Africa.

Based on this year’s successful cooperation, OYA and ASENTI will reinforce their collaboration next year by organizing capacity-building events, supporting acceleration programmes, continue providing youth with trainings and services (such as assistance in website development), so as to reinforce young agripreneurs capacities as well as promote on- and off-farm employment and self-employment opportunities for African youth in agriculture and agribusiness.

More details are available in the Section on Technical Achievements.

UPCOMING COLLABORATIONS

In 2021, the OYA programme also explored potential partnerships with other structures with a view to create synergies and strengthen OYA impact. As a result, strategic partnerships are being developed with two additional structures:

Seedstars

Seedstars’ principal sectors of activity are: entrepreneurship capacity building, impact investment, community & events execution, market insights, program management, innovation advisory and talent development across all tech-enabled industries and emerging market geographies. They work with a hands-on methodology, and are known for their lean and community-driven approach.

Funded in 2012 by three entrepreneurs from Switzerland who connected over their passion for entrepreneurship and building companies from scratch, they launched the biggest pitching competition to discover the most promising early-stage high-growth ventures, in order to build the largest entrepreneurial community in emerging and frontier markets.

In the following years, Seedstars started investing in ventures with high-growth potential and supplying the portfolio with socially dedicated businesses from various industry sectors and geographical locations, which perfectly complemented the purpose of the Seedstars World Competition. They also created Seedspaces, dedicated entrepreneurship spaces where ventures can have a physical space for coworking, networking and learning.
Seedstars has now grown into a global community that believes in the innovative potential of emerging markets. They aim to contribute by running the Seedstars World Competition, Seedspace hubs, various acceleration and growth programs and, at the same time, investing in high-growth companies from Latin America, Africa, Middle East, Eastern Europe, and Central and South Asia.

Melanin Kapital

Melanin Kapital is a financial advisory firm located in Frankfurt (Germany), Paris (France) and Nairobi (Kenya) that aims at connecting investors and social impact entrepreneurs who share the ambition of making the World a better place.

The company aims at becoming the leading collaborative financial platform providing African social impact projects with access to liquidity, partnerships and mentoring from international investors. They use collaborative and inclusive financial instruments, using new technologies and blended finance approaches to support early-stage entrepreneurs and scale local economic activities.

Melanin Kapital is rooted by individuals that share a deep passion for Africa and are inspired to be change-makers by empowering local entrepreneurs with the resources and knowledge needed for them to raise their ambitions to the next level.

They leverage their networks globally interconnecting resources to Africa in order to encourage mutually beneficial partnerships and synergies that improve social impact directly on the continent. By building bridges that link Africans from the Global Diaspora with Africans on the continent, they aim at reuniting cultures and embracing change that will build a brighter future.
CREATING SYNERGIES WITH EXISTING UNIDO & FAO INITIATIVES

Synergies with UNIDO initiatives

“Competitiveness and trade for selected value chains (MarkUp)” in Kenya

In order to leverage the achievements of the existing initiatives focusing on youth employment and entrepreneurship in agribusiness and agriculture, UNIDO has commenced exploring collaboration with its EU funded programme “Competitiveness and trade for selected value chains (MarkUp)” in Kenya. The MarkUp programme aims to contribute to the economic development of the Kenya by increasing the value of both extra and intra-regional agricultural exports in selected horticulture sub sectors.

Following, extensive discussions to identify possible correlative activities that could be implemented within both OYA and MarkUp programmes, the following activities were selected and proposed for further discussion with Activities 2 and 5 prioritized for 2021:

› Activity 1: Value Chain mapping and market analysis + selection of VCs with high job creation potential (youth sensitive)
› Activity 2: Entrepreneurial Skills development and incubation of youth in selected VCs
› Activity 3: Organize 2 Agro-bootcamps by youth for youth
› Activity 4: Organize a Hackathon on agricultural value chains
› Activity 5: Organize a series of podcast on agri-food-business development with selected experts

“Investment for New Employment Opportunities” in Senegal

The objective of the INOE Project “Investment for new employment opportunities” is to create jobs for youth and women by promoting sustainable investment and private sector development in agro-industry and related areas in Ziguinchor, Sédhiou and Kolda.

Its specific objectives are:

› Women, youth and small-scale farmers adopt sound and environmentally friendly business practices creating employment and income opportunities.
› Meso-scale institutions strengthen their support service to stakeholders and
› The Government improves policies and instruments for employment creation and investment promotion in national policies.

The expected results of the Project are to foster better access to opportunities, create decent jobs, increase incomes, promote private investments and strengthen the local private sector.

The beneficiaries of the Project are young women and men learning and graduating from vocational and technical training institutions or carrying out entrepreneurial activities, local formal or informal private sector enterprises in the value chains targeted by the Project, local authorities and administration, sectorial ministries, universities, financial and non-financial support structures, the local private sector, etc.

“Revival of the Pineapple Industry” in Guinea

Funded by the European Union in the amount of EUR 4,990,000, the Revival of the Pineapple Industry project (Relance de la filière ananas en Guinée - REFLA) is the Republic of Guinea’s national component of the West Africa Competitiveness Programme (WACOMP). The project is implemented by UNIDO in coordination with the Guinean Ministry of Trade and Industry and SMEs. UNIDO, with its subcontracted technical partners ITC and COLEAP, promotes small and medium-sized producers and enterprises of the pineapple sector to strengthen their capacities and technical knowhow and aims to improve the performance of the pineapple industry in the country by promoting its growth and the overall
competitiveness of this value chain by contribution to industry, regional trade, exports and job creation.

The project’s target is to support Guinea in the application and the enforcement of international quality standards across all the links between production, processing and marketing of value chains. The integration of these standards will increase the quality of production and reinforce the national Quality Infrastructure System which will in turn contribute to the development of the sector with commercial potential and socio economic inclusion. The process will help to improve the business climate in Guinea, foster a dynamic of inclusive economic growth and better participation in regional and global trade.

“Improving the Competitiveness of the Mango Sector” in Guinea-Bissau

The project on “Improving the competitiveness of the mango sector in Guinea-Bissau: production, local processing and export support” is the national component of the West Africa Competitiveness Programme (WACOMP). It aims at strengthening industrial competitiveness through value chain development and an enhanced level of production, transformation, and export capacities of the private sector.

Synergies with FAO initiatives

The OYA programme teams in the target countries are also leveraging and harmonizing interventions with achievements and plans under FAO existing initiatives such as:

› The ICA (Integrated Country Approach) programme² in Kenya which is geared towards sustainable policy change and places emphasis on strengthening the capacities of national institutions responsible for agriculture and labour to promote decent rural employment, including through private-public partnerships and multi-stakeholder mechanisms. Gender equality, decent work and environmental sustainability are mainstreamed as cross-cutting issues. At country level, the approach aims in particular at enhancing the employment content of national strategies, policies and programmes for agricultural and rural development in order to optimize the contribution of the sector to improve the quantity as well as the quality of rural jobs.

› A Project on urban and peri-urban forestry in Cabo Verde which aims to improve the quality of life of the communities through the creation and self-management of green spaces, and the strengthened institutional capacities for planning and managing these areas. FAO is supporting the Cabo Verde Government in strengthening the adaptation and resilience capacity of the forestry sector through a project co-financed by the European Union.

› A project encouraging urban and peri-urban agriculture in Cabo Verde that has been implemented to improve food and nutrition security, reduce poverty, create jobs, especially for young people, and contribute to economic growth. Indeed, FAO’s technical assistance to Cabo Verde aims to ensure the sustainability of agriculture and forestry as a means to reduce the country’s dependence on imported resources.

› A programme preparing agripreneurs to participate competitively in the AfCFTA (in Ghana). Indeed, the AfCFTA holds the potential to contribute significantly to eliminating poverty, creating jobs and improving food security by establishing the largest free-trade area in the world which aims to enhance intra-African trade, facilitate investment, improve continental economic integration, and boost African countries’ competitiveness in the global market.

› The development of the FAO-African Union Commission Investment Guidelines for Youth in Agri-Food Systems in Africa. The Guidelines underwent technical validation in July 2021. Following the incorporation of the workshop’s recommendations, the Guidelines were subsequently presented to the AU Specialized Technical Committee (STC) on Agriculture, Rural Development, Blue Economy and Sustainable Environment in December 2021. The STC endorsed the Guidelines and encouraged AU members states to accelerate investments for and by youth in agri-food systems, taking into consideration the diversity of their constraints, needs, and aspirations.
247 young agripreneurs from the target value chains of aquaculture, fisheries, cocoa, groundnuts, etc. in Ghana and Kenya were included in the expanded pilot of FAO’s Massive Open Online Course (MOOC) on agripreneurship for Africa. The MOOC combines entrepreneurship best practices with Personal Initiative (PI) and the agri value-chain approach championed by FAO. Splitting the participations into a training group and a waiting control group, the pilot aims to test the MOOC’s impact on agripreneurial self-efficacy, agripreneurial planning, agripreneurial action, and business practices. There is an emphasis on peer-to-peer learning and exchange between the trainees from different countries. To this end, the training was conducted through the ayaplatform.org (an initiative of FAO and EAFF) which allows the trainees a platform to exchange experiences and solutions beyond the life of the pilot. The training also adopts an active learning approach where the trainers act as facilitators to the exchange between the trainees.

Synergies with other UN and international organisations

In addition, efforts are ongoing to create synergies:

› in Tunisia, between OYA and the UNIDO-FAO-UN Women joint programme Promoting Women Empowerment for Inclusive and Sustainable Industrial Development in the MENA (Middle-East and North Africa) Region Phase II (PWE II). Such synergies include offering opportunities under PWE II activities for young women entrepreneurs and preparatory work on value chain development.

› in DRC, between OYA and the IFAD Strategic programme for 2019-2014, the UNDP accelerator Labs and the UNWomen initiative.

DEVELOPMENT OF OYA COUNTRY-LEVEL INTERVENTIONS

In order to translate the OYA project document to the specific context of each pilot country, Country Action Plans have been developed with an adapted logical framework and country-specific baselines informed by the assessments conducted during the inception phase. Countries conducted in-depth baseline analysis to determine quantitative data that will later be integrated into the joint result-based framework through the Country Action Plans.

To facilitate the process, FAO’s Technical Cooperation Programme-TCP (July 2020 – June 2022), supported the recruitment of national consultants to develop national Country Action Plans and national resource mobilization strategies. This activity is explicitly mentioned in the OYA programme’s logical framework as follows:

**OUTPUT 4.1 – In-depth baseline studies on the potential for decent youth employment creation and entrepreneurship development in agri-food systems conducted to prepare Country Action Plans.**

As such, detailed Country Action Plans (CAP) are being developed by the country’s task force based on the country assessment that was carried out. It includes a background context presentation, an intervention strategy, a country logical framework and a time planification of activities including identified stakeholder contributions and partnerships. The country budget will be defined based on the selected activities and existing resources (human, material, financial). The country budget planification will be detailed for each activity of the work plan and year of implementation. Due to the delays caused by the COVID-19 pandemic, the Country Focal Points submitted extension requests to FAO RAF in order to complete the activities by December 2021.

In order to guarantee national ownership of the OYA Programme, country teams have engaged extensively with national partners and stakeholders, seeking their validation through consultations and outreach. The following sections detail progress to date in each pilot country:

**CABO VERDE**

Status of CAP: Finalized

- The Ministries of Agriculture and Environment and of Industry, Commerce and Energy have been approached by the country focal points and have in turn designated a focal point for the programme.
- A national consultant was hired to conduct the Baseline analysis. The consultant presented a methodology plan and a list of potential value chains which was validated by the National stakeholders (Banana, Sugar cane, Vegetables produced in greenhouse, and Goat cheese).
- The Cabo Verde team decided to manage the RM component with an internal Resource and partnership backstopping with the Resident Coordinator’s office.
- The team’s first RM activity was the organization of a meeting with the EU Delegation in Cabo Verde to present the OYA programme on December 4th, 2020. Other potential donors have been identified in Cabo Verde and Senegal.
- An international consultant has developed a Country Action Plan which was validated by national stakeholders following a national consultation workshop on August 18th, 2021. This Country Action Plan is available in Portuguese and English.
- A joint meeting between the Minister of Agriculture and Environment, the Minsiter of Industry, Commerce and Energy, the FAO and UNIDO will be organized to endorse the CAP.
- Partnerships with public institutions (afore-mentioned national counterparts, the Institute of Employment and Vocational Training, pro-Empresa) and the private sector (Chambers of Commerce and Business Associations) were developed to ensure a highly participatory approach.
Going forward, Cabo Verde has identified the need to prioritize technical, financial education and financial management trainings for youth-led enterprises in one of the selected agricultural value chains. To be implemented in early 2022, the beneficiaries will include current and prospect youth-led enterprises, including women.

The Cabo Verde team is also exploring potential synergies with existing FAO and UNIDO programmes, such as FAO project on urban and peri-urban agriculture, FAO project on urban and peri-urban forestry, or UNIDO current projects in the country.

**DEMOCRATIC REPUBLIC OF THE CONGO**
Status of CAP: Finalized and validated

Following the hiring of a national consultant, a number of stakeholder engagements and meetings were organised in order to identify synergies with existing interventions in the DRC including by other UN Entities, AfDB and the EU Delegation in DRC. Based on these consultations, the OYA DRC Action Plan has been elaborated.

The baseline assessment was completed and identified priority geographic regions and value chains to be included in the OYA DRC Project Document. Seven value chains were selected: corn, rice, cassava, oil palm, poultry, bovine and porcine.

A national stakeholder validation workshop was held on July 2nd, 2021 during which stakeholders, including the Ministries of Agriculture, of Industry, of SMEs and of Employment, agreed that the OYA programme’s contribution would be to introduce greater coherence to existing interventions on the ground and intervene in geographic areas that are currently underserved by these existing interventions.

A resource mobilization strategy was developed based on the developed mapping of potential donors. An initial contact with the EU Delegation in DRC was initiated by UNIDO HQ.

As pilot activities to initiate the implementation of the Country Action Plan, DRC will be undertaking mapping of young agripreneurs and the available (and potential) incubation and accelerator services, as well as detailed studies of priority value chains with potential for employment for youth. In addition, DRC will be exploring the possibility of adapting the FAO-piloted MIJA approach (Modèle d’Insertion des Jeunes Agripreneurs dans les chaines de valeur agro-pastorales) in Senegal as an incubation model for rural youth in DRC.

The DRC team is exploring potential synergies with existing UN programmes, such as IFAD Strategic Programme for 2019-2024, UNDP accelerator labs or UNWOMEN.

The Country Action Plan can be found at: https://drive.google.com/file/d/11EBgE_hUOHpiskibcMMAD6-eemFd68IB/view?usp=sharing

**GHANA**
Status of CAP: Final draft in development

Following the hiring of a national consultant, the baseline report taking into account the inputs of UNIDO and FAO during its internal presentation was submitted.

The OYA Country Action Plan was developed in line with Government’s prioritized developmental agenda for the youth, in collaboration with the national counterpart, the National Youth Authority.

A national Stakeholder validation workshop was held on January 14th, 2021. In conclusion, stakeholders agreed that the youth have been seen as resources and assets hence there is the need
for a multi-sectorial approach in developing and enhancing their special areas of interest. It was also recommended that the country see agribusiness as the new gateway to economic freedom and self-reliance. Conscious efforts therefore would have to be made to invest in the agricultural sector to create lucrative and profitable jobs for the youth instead of depending on government for direct employment.

The second national validation workshop was held on November 23rd, 2021 with government counterparts, young agripreneurs and CSOs. The participants validated the content of the country action plan and made some recommendations. The final report is being finalized and should be validated by the end of the year.

The national consultant was able to submit a donor mapping report following a working session with FAO and UNIDO colleagues.

As a priority activity for the first quarter of 2022, Ghana will be conducting training on feed formulation for youth engaged in aquaculture. The training aims at increasing aquaculture system performance and profitability, enhancing the animals’ disease resistance, increasing attractiveness, palatability, and digestibility of practical diets, and maintaining environmental quality through sound feeding management and good aquaculture practices.

The country team is also exploring potential synergies with the National Youth Authority’s project for establishing model farms and FAO projects in preparing agripreneurs to participate competitively in the African Continental Free Trade Area (AfCFTA).

KENYA
Status of CAP: Finalized and validated

A baseline study has been finalized with a focus on 2 selected counties (Kisumu and Siaya) and value chains based on synergies with existing FAO and UNIDO programmes.

Following a first stakeholder workshop on June 9th, 2021, the Country Action plan was developed in August 2021. A pilot county (Siaya) and two value chains (Fish and Groundnut) were selected, based on OYA collaborative approach with existing FAO and UNIDO agribusiness initiatives in the country.

Following, the second national stakeholder validation workshop organized on November 19th, 2021, a final draft for Kenya Country Action Plan was validated and adopted.

Local engagement demonstrates the government ownership of OYA Country Action plan, through partnerships with The Ministries of Agriculture Livestock and fisheries, and of ICT, Innovation and Youth Affairs as well as government parastatals (including research institutions, women enterprise funds and the Fresh Produce Consortium).

As part of the team’s RM activities, FAO team is involved in a joint initiative with UNWOMEN, UNICEF and UNDP for the COVID-19 MPTF. They have submitted the OYA activities as part of their contribution.

A resource mobilization strategy is being developed and potential partnerships with the Finnish embassy and the Mastercard Foundation are being explored.

UNIDO has integrated OYA into its comprehensive Programme for Country Partnerships (PCP) developed in close collaboration with the Government in April 2021. This will strengthen the government ownership and enhance partnership building and resource mobilization.

OYA joined the UN joint programming Technical Working Group on Youth in Kenya with a view to create synergies on partnership and resource mobilization efforts.

In order to kick-start the implementation of the OYA country action plan, the following priority activities will be undertaken in the first quarter of 2022:
✓ Capacity building training of youth agripreneurs financial literacy. The training will be conducted in partnership with Equity Bank, and will consist of needs assessment, training package and linkage to financial products post-training.

✓ Strengthening of youth in agribusiness platforms: The county-level platforms offer an avenue to engage with the youth from different value chains as well as at different nodes of the value chain. Potential synergies with existing FAO programmes are also being explored (ICA Programme, MARKUP Programme). Further information are available in the section Creating synergies with existing UNIDO & FAO initiatives.

The Country Action Plan can be found at: https://drive.google.com/file/d/1aMveBbK1f4lEds0KIIGE2gDCjcE0C3z5/view?usp=sharing

TUNISIA
Status of CAP: Finalized and validated

› The Country Work Plan (CWP) under the regional FAO TCP was developed and submitted to FAO RAF.

› The focal points decided to split the consultancies between two distinct missions: The first mission was conducted for resource mobilization specifically and the second mission focused on the baseline assessment and drafting of the Tunisia Action Plan.

› The resource mobilization expert has produced extensive donor mappings and organized introductory meetings with potential donors including Germany and the EU.

› Stakeholder dialogues including with counterparts on the OYA Tunisia project document ongoing.

› Synergies with ongoing initiatives in Tunisia are created through partnerships with the Agence de Promotion des Investissements (Investment Promotion Agency) and the Institut national de Recherche agronomique (national agronomic research institute).

The Country Action Plan can be found at: https://docs.google.com/document/d/1e0apjdJcg1pWUtYxH4upD1Tlry-e9IM/edit

ZAMBIA
Status of CAP: Final draft in development

› After the submission of the CWP, a national stakeholder workshop was organized on October 8th, 2020 to present the OYA programme.

› A national consultant was recruited to conduct a baseline study based on the developed Terms of Reference. The report was shared and a meeting between the country team, UNIDO and FAO was organized to discuss the report and next steps.

› A national validation stakeholder workshop took place successfully on February 2nd, 2021.

› Following a value chain selection workshop organized on May 27th, 2021, and using IPPIP (Incentitivizing Public and Private Investment Partnership) and 3ADI+ selection criteria, 2 priority value chains were selected under the OYA programme, namely: soya beans and aquaculture.

› IPPIP team has finalised the report including OYA decision on VC in June and it has been circulated to the government focal point of OYA after FAO Representative’s clearance.

› IPPIP hired a National Consultant for an in-depth VC analysis for Soyabeans in July 2021.

› The second national stakeholder validation workshop was organized on December 16th, 2021 with
the governmental authorities (Ministries of Agriculture, Water Resources and Regional Development, of Energy and Industry; and Economy and Finance), international organizations (World bank, FAO, UNIDO), parastatals (including Chambers of Commerce), the private sector, the civil society and research institutions.

- As per RM activities, a list of prioritized potential resource partners was shared. Some of them, such as the EU Delegation, were invited during the first Workshop.

- To kickstart the implementation of the country action plan, Zambia will be conducting Aquaculture Business Opportunities (ABOS) Seminars in North Western and Luapula provinces of Zambia as a priority activity. The main purpose of the seminars is to encourage business interactions between existing and aspiring aquaculture sector stakeholders including youths and women to share information and create awareness about the business opportunities in aquaculture.
TECHNICAL ACHIEVEMENTS

The following chapter details the milestones in the implementation of the OYA project based on funding received from the Government of Italy in March 2021 and that are explicitly mentioned in the project document, more particularly under:

OUTCOME 1 – Employability (on-and off-farm) and self-employment capabilities of youth in agriculture and agribusiness are enhanced.

OUTCOME 2 – Existing and emerging youth-led agribusinesses and SMEs in agriculture have increased access to finance and are better integrated into local, regional and international markets.

The ongoing COVID-19 pandemic led to some delays in the delivery of activities, the details of which are included in the various sections of this chapter. Major activities included, such as:

› Executive E-commerce Course
› Support for Youth Entrepreneurs through local incubator programmes
› Entrepreneurial Mindset Podcast
› Incubation Pilot using the IDEA App
› OYA Business Club for Youth Entrepreneurs

EXECUTIVE E-MARKETING COURSE FOR YOUNG ENTREPRENEURS

E-commerce has become a critical part of business sales operations. Doing business online provides opportunities to get connected to promising new value chains, adapt to new market realities and business models, and generate a sustainable income.

The digital e-commerce training program aimed to equip 25 businesses owned by young African entrepreneurs with tools and analytical techniques that will help them strengthen and better expand their business.
The course pushes entrepreneurs to audit their current sales and promotion techniques, refine their online positioning and have a better knowledge of their digital environment (customers and competitors) to allow them to reach new customers. If you are serious about making online sales a larger part of your business, the trainers and coaches of this programme will work with you to transform your businesses and increase sales.

The programme was delivered using a selection of techniques, from webinars, online courses through a dedicated online platform, practical activities, group work and coaching sessions between June 15th and September 7th, 2021.

Participants have shown very high engagement during the training sessions, and much more in the discussion activities on the training platform. Digital is for them a cost-effective alternative to traditional environmental sustainability promotion methods and also to a possible infrastructure which was essential before and which today has been replaced by social networks and websites.

As a result of the training, beneficiaries improved the representativeness of their business on social networks and deepened their knowledge of the digital environment (customers and competitors), hence facilitating the reach of customers who were once out of reach and dramatically increase sales.

The training also included the training of trainers from different target countries, so it can be duplicated to make it available in languages other than those available until today and reach more beneficiaries with the content of the course that will be provided.

**Outcomes for the beneficiaries**

An impact assessment of the Executive E-Marketing Course evaluated whether lessons learnt are integrated into the online activities of the trained businesses and confirmed the relevance of the programme, with the following outcomes for the beneficiaries:

› Rise in followers on Facebook and Instagram: Highest increases were 344% and 199% on Facebook and Instagram respectively while the average increase is 30% for Facebook and 8% for Instagram.
› Increase in volume of posts: One participant increasing posting to 23 posts in a month
› Transfer of Personal Profiles to Business Pages to facilitate online sales
› Wider use of a variety of content types: ‘Why Us?’, testimonials, spotlights on team members, videos and reels etc.
› Integration of social media pages with Whatsapp to facilitate online sales
› Set up of Facebook Shop and Whatsapp Catalogues
› Customers are enquiring about buying products in the comments section of business pages.

**Key achievements**

› 28 participants from 4 countries (Ghana, Nigeria, Kenya and Zambia) registered for the course. Among those participants, 75 % were women and 53,5 % were under 34 years old.
› Among the 16 participants that graduated, 81,25 % were women.
› 8 trainers from 4 countries (Ghana, Kenya, Morocco and Zambia) were coached so as to get familiar with all modules of the course, the interaction methodology and the management of on- and off-line activities. This training of trainers will facilitate the duplication of the e-marketing course in other settings and languages.
The e-marketing course covered 10 modules and 2 social media coaching. Participants had to complete assignments at the end of each module.

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<tr>
<th>Module 1</th>
<th>Course launch</th>
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<tbody>
<tr>
<td>Module 2</td>
<td>Why e-commerce</td>
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<td>Module 3</td>
<td>E-commerce business models</td>
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<td>Module 4</td>
<td>Digital Statistics 2021</td>
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<td>Module 5</td>
<td>Introduction to e-marketing</td>
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<td>Module 6</td>
<td>Researching Customers and Competitors</td>
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<td>Module 7</td>
<td>Creating online content</td>
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<td>Module 8</td>
<td>Social media business page set up</td>
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<td>Module 9</td>
<td>Social media store set up</td>
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<td>Module 10</td>
<td>Social media business profile optimization</td>
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<td>Facebook business coaching</td>
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<td>Instagram business coaching</td>
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<td>Graduation ceremony</td>
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“I am extremely impressed with the e-marketing course and how practical it is. As a trainer, I feel that this course provides me with the knowledge and confidence to support small businesses to make improvements within their businesses and grow their online customer base. I look forward to passing on the tons of information and resources to start-ups within our acceleration program – particularly women-led small businesses.”

Beneficiary, OYA Executive E-marketing course

Linda Austin
Executive Development Specialized Business Innovation Center (KIG)
ACTIVITIES WITH LOCAL INCUBATORS IN SUPPORT OF YOUNG ENTREPRENEURS

One of OYA’s outcomes focuses on youth entrepreneurship development in the agribusiness sector through technical skills training, incubation services, tackling access barriers to financial support and market as well as the promotion of innovative solutions.

As part of its training, incubation, and acceleration services, the OYA programme plans to collaborate with national organisms including incubators to build a strong network of actors that can provide quality support and training to youth-Led Startups and MSMEs in the Agribusiness sector.

Incubators help entrepreneurs solve some of the problems commonly associated with running a startup by providing workspace, seed funding, mentoring, and training in different sectors. Although each program varies, most startup incubator program offer:

› Comprehensive business training program;
› Information/Educational sessions;
› Industry Mentors; Keynotes
› Networking events.

In 2021, an initial pilot phase was implemented and scaled up based an evaluation of its results and included as part of the activities formulated by the Country Action Plan. Through these pilot activities, the OYA programme hoped to contribute to the capacity building and growth of existing entrepreneurial support mechanisms by providing specific training of trainers and to beneficiaries, incubation services to a large number of young entrepreneurs, access to mentorship etc. As a result, OYA hopes to guarantee the sustainability and scaling up of its impact by strengthening the local entrepreneurial ecosystem.

To select local incubators that could achieve maximum impact through support from the OYA programme, the following selection criteria were used:

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<tr>
<th>Criteria</th>
<th>Description</th>
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<tbody>
<tr>
<td>Establishment of at least 3 years</td>
<td>The incubator must exist for at least 3 years with referenced activities and entrepreneurs incubated</td>
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<tr>
<td>Training offers</td>
<td>The incubator has a consistent offer of trainings that are mainly delivered by the incubator internal or external staff</td>
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<tr>
<td>Network access events</td>
<td>The incubator organizes at least 2 networking events for beneficiaries with relevant potential partners for the incubees</td>
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<td>An existing incubation programme</td>
<td>The incubator supports selected incubees until the development of a business plan</td>
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<tr>
<td>Mobilized financial resources</td>
<td>The incubator has continuous financial resources or has developed a resource mobilization strategy that ensures financial sustainability beyond programme completion</td>
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<tr>
<td>Financial Sustainability</td>
<td>The incubator encourages innovative and sustainable solution as well as the use of digital tools</td>
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<tr>
<td>Promotion of Innovation, digitalization and sustainability</td>
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<tr>
<td>Gender inclusiveness</td>
<td>The incubator ensures that young women entrepreneurs are also beneficiaries of the incubator’s activities</td>
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<tr>
<td>Agribusiness Value Chains experience</td>
<td>The incubator has experience in supporting incubees in the agribusiness sector or linked to the development of specific value chains</td>
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Adaptable training modalities
The incubator provides physical training spaces and virtual training platforms are used and mastered.

A strong network
The incubator has an established network of young entrepreneurs, national institutions, private sector, international organisms etc.

A defined growth strategy
The incubator must have a defined 3 year perspective of growth and core business development.

JACARANDA HUB (ZAMBIA)

Jacaranda Hub’s mandate is to work with pre- and post-startups across Zambia and contribute to a nationwide socio-economic impact and commercial growth through a number of initiatives that support young people with different skills, trainings and linkages to global ecosystem programs.

The “Next Generation National Youth Incubation Challenge” is a programme targeted at youths to prepare them for the next generation work and give them the skills to ideate and develop their own ventures. The programme focuses on capacity building, skills development, investor readiness, innovation and seed funding to deserving ideas.

The Next Generation National Incubation Challenge runs all year round with the objective of bringing together business ideas that will be developed to go to market and accelerate. It is virtual and allow beneficiaries’ access in different regions of Zambia through internet and IT equipment of 25 local training spaces across the country.

The NextGen National Incubation Challenge embodies 3 core-values:

› Inclusiveness – Improve community access to technology and knowledge to provide a convening point for like-minded young people to make connections, share ideas and create positive identity. Create a community where individuals have a sense of belonging to inspire and motivate each other as innovators and entrepreneurs. Provide an opportunity for a wholesome youth lifestyle and hope for a better future.

› Innovation – The main goal of the National incubation is to be an enabler of innovators and entrepreneurs in navigating the development of new solutions and build a startup culture in Zambia.

› End User Benefit -Actualization of the value of new product development and adoption in the local environment with a global perspective that will benefit users.

By partnering with Jacaranda Hub, OYA contributes to the capacity building and growth of existing entrepreneurial support mechanisms in Zambia in providing specific training of trainers and beneficiaries, incubation services to young entrepreneurs, access to mentorship etc. As a result, OYA guarantees the sustainability and scaling up of its impact by strengthening the local entrepreneurial ecosystem.

Key achievements:

› 500 youth entrepreneurs (among whom more than 26 % of women) were selected to be enrolled in the programme, out of more than 1000 applicants.

› The 134 selected beneficiaries are in agribusiness sectors (out of whom almost 28 % are women).

› Over 30 selected incubees are operational in 2 of the OYA Zambia priority value chains (soya beans and aquaculture).
100 entrepreneurs are mentored by 10 expert entrepreneurs.

In September – November 2021, an 8 week incubation programme was organized as follows:

<table>
<thead>
<tr>
<th>Week 1: Introduction and self-introspection</th>
<th>Incubees identified their strengths and weaknesses.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week 2: Business options and opportunity seeking</td>
<td>Incubees identified their end users to understand their needs and challenges</td>
</tr>
<tr>
<td>Week 3: Visioning and business model canvas</td>
<td>Incubees pinpointed their users’ requirements</td>
</tr>
<tr>
<td>Week 4: Business planning, the logic of your business</td>
<td>Incubees were assisted in sketching a detailed visual representation of their business ideas</td>
</tr>
<tr>
<td>Week 5: Market research, new products, service development and marketing</td>
<td>Incubees defined testing method to validate their business idea on the targeted customer base</td>
</tr>
<tr>
<td>Week 6: Pitching and mentoring speed dating</td>
<td>Incubees presented their business solutions to gain feedbacks and advice</td>
</tr>
<tr>
<td>Week 7: Human resources and operations</td>
<td>Incubees set up the organization chart of their business</td>
</tr>
<tr>
<td>Week 8: Accounting, valuation and governance</td>
<td>Incubees created an accounting model using Lean Canvas</td>
</tr>
</tbody>
</table>

**Upcoming: Ideas Convention**

Acceleration and funding opportunities were provided to incubees through the possibility to pitch their completed business plans. The pitch session was broadcast on national television to enable participants to receive financial support and scale their business.

2 national launch workshops provided networking opportunities with relevant public and private stakeholders.

"As a founder of a start-up, I can tell you that entrepreneurship in its early days is a lonely journey [...] Then Boom!!! NextGen [...] showed up to give me the much-needed support, support beyond what I imagined. [...] Jacaranda Hub has been like a mother holding her child by the hand as the child is learning how to walk and I am the child, Jacaranda Hub. Thank you and, hey, it’s not a lonely journey anymore"
KOSMOS INNOVATION CENTER (GHANA)

The Kosmos Innovation Center (KIC) AgriTech Challenge Pro is an acceleration program aimed at equipping existing early-stage teams or AgriTech startups with the right tools, funding and support to bring their business ideas or products to market and prepare them to scale.

The program was developed to create opportunity for teams that are already formed and looking to take their business to the next stage. KIC AgriTech Challenge Pro takes an inclusive approach, offering its services to all agricultural business teams in accordance with KIC’s goal of developing talent and advancing innovation in Ghana. The KIC hub is located in Accra and the physical trainings also happen in Accra.

The KIC AgriTech Challenge Pro is a 5-7 month program. It starts with orientation and business diagnostics, market research, pitches and then an investment announcement and onboarding into the KIC Incubator. There are a series of capacity building sessions, business activities, feedback sessions, industry talks and team-by-team meetings throughout the program.

The program targets young entrepreneurs aged within 20-35 years, majority of whom are first-degree holders. It focuses on existing teams or businesses with 2-4 co-founders. There is a focus on ensuring a sizeable percentage of women-led teams and female entrepreneurs. Teams from across Ghana are encouraged to apply and participate.

Further work with incubators in all pilot countries to replicate and ensure the long-term sustainability of the OYA programme past its implementation phase.

Key achievements:

► From the 122 teams that initially applied to be enrolled in the acceleration programme, 70 were shortlisted and interviewed, all in agribusiness and agriculture sectors.
► 43 teams (137 beneficiaries) were selected to enroll in the programme. 24 % of the selected businesses are led by a woman CEO and 30 % of the total number of entrepreneurs are women. The average age of the entrepreneurs is 28 years old.
► Orientation sessions were held online on August 16th, 2021 and on site on November 29th, 2021.
► 21 capacity building sessions have been organized. Throughout the acceleration programme, 28 training sessions will cover the different aspects of entrepreneurship.
► 15 regions and 233 organizations have been visited at the occasion of market research tours, where participants can research, on the field, the different aspects of the value chain they are interested in.
► 3 practice pitch sessions have been organized for participants to practice their business pitch and be provided with feedbacks and advices.
► The first pitching event was organized, during which participants’ business plans were evaluated by 8 judges. At the end of this events, 86 participants (among whom 28% of women) remained in course for the upcoming second and third pitching events (however, even when eliminated, participants can still benefit from the capacity building activities of the acceleration programme).
► At the end of the acceleration programme (first quarter of 2022), the winners of the pitching challenges will be announced and 4 to 6 businesses are expected to be funded,
LAKEHUB (Kenya)

LakeHub is a Youth-Led technology and Social Innovation Hub developing 21st-century skill-building frameworks, training tools, investing in Youth-led Innovations, Grassroots Innovations, and Agribusiness Value Chains. Their model embeds Youth-Work Readiness Approach in collaboration with key potential partners and Investor readiness in a bid to secure financing for the Incubated and accelerated social ventures. Over the years Lakehub has created a community of innovators and entrepreneurs in the region; trained and placed over 100 young software developers and incubated 300 youth-led start-ups out of which 75 are Youth-Led Agribusinesses.

The OYA programme and Lakehub initiated a collaboration with the objective of bridging the investment gap in agribusiness of young entrepreneurs who require an amount of capital that can exceed the investment thresholds of smaller investor. As such, Lakehub designed a crowdfunding programme so that smaller investors from Kenya and across the world be provided with the opportunity to participate in promising agriculture ventures of different sizes in Kenya. Collectively the youth-led agribusinesses will be able to raise capital; offering new agriculture solutions, creating production efficiencies and significantly building firm value.

Key achievements:

› Lakehub enrolled the entrepreneurs selected to participate in the virtual incubation programme in Kenya (see the section on IDEA app for further information). They will also select participants outside of the incubation programme to extend the programme impact.

› The initial phase of the programme started. Beneficiaries were presented with the online platform that will be used throughout the programme, so as to ensure effective use of this tool from the very beginning.

› One on One sessions were organized to present beneficiaries and mentors as well as ensure efficient matching.

› The content and design of the crowdfunding programme is being finalized, with an expected starting date as soon as January 2022.
ASENTI (Kenya)

African Summit on Entrepreneurship and Innovation (ASENTI) has been focused on trainings and mentors for entrepreneurs and has worked with many organizations like the PAUSTI, USIU-Africa Ihub, Netfund Kenya, UNFPA and many others.

ASENTI is a partner of the OYA programme in Kenya and has been promoting its activities and building partnerships within the Kenyan entrepreneurial ecosystem in the agribusiness sector.

As such, the key achievements of OYA and ASENTI collaboration in 2021 were as follows:

› ASENTI supported the OYA programme e-commerce training in Kenya by identifying potential participants. 30 agripreneurs (out of whom 50 % of women) were initially mobilized and the 5 best (out of whom 60 % of women) were selected for the e-commerce training.

› ASENTI, engaged in Train the Trainers activities, committed to train more than 300 youth on e-commerce agribusiness.

› ASENTI recommended fours innovation hubs; which, through OYA collaboration, will train over 1000 young entrepreneurs in the agriculture sector.

› ASENTI supported the IDEA App Programme by identifying over 100 agripreneurs, among which 40 were selected for the programme (out of whom 60 % of women).

› In November 2021, ASENTI organized a meeting with around 20 key players in the agriculture sector with a view to strengthen stakeholders’ engagement to the OYA programme and identify potential priority activities for 2020.

› The African Summit on Entrepreneurship and Innovation, during which the OYA programme was presented, was attended by 300 youth from across Africa (among which 65 % of women).
OYA BUSINESS CLUB FOR YOUNG ENTREPRENEURS

As part of OYA’s planned outcome 2 - existing and emerging youth-led agribusinesses and agricultural SMEs are better integrated into local, regional and international markets - the OYA programme is looking to enable the creation of a business club for youth entrepreneurs from across Africa, including but not limited to the six priority countries (Cabo Verde, Democratic Republic of the Congo, Ghana, Kenya, Tunisia and Zambia). The objective of the club will be to offer opportunities to young entrepreneurs to deepen their networks and access new markets and business opportunities, while benefitting from a range of capacity-building events organised within the context of their membership of the Business Club. This will enable these entrepreneurs to meet potential buyers and investors (and more) to generate concrete business opportunities, as well as integrate the national, sub-regional, continental and international value chain. Entrepreneurs will also gain visibility on a large scale and in a targeted manner at the same time.

Following an open call and given its extensive existing business network on the African continent, Business Club Africa was selected as a partner for the implementation of the OYA Business Club. Objectives of the club are summarised in the table below:

<table>
<thead>
<tr>
<th>Specific objectives</th>
<th>Concrete results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Young African entrepreneurs are able to benefit from business linkage opportunities through meetings, mentoring opportunities</td>
<td>Membership of one year is provided for up to 50 young entrepreneurs following an application and selection process.</td>
</tr>
<tr>
<td>The capacity of young entrepreneurs on key issues necessary for the rapid development of their businesses is strengthened in the following areas: marketing, communication, external financial mobilization, networking, access to markets, use of NICTs to sell products and services, etc.</td>
<td>Membership of the business club includes access to capacity-building resources including events, masterclasses and regular dissemination of targeted content provided by UNIDO and the vendor.</td>
</tr>
</tbody>
</table>
Key achievements:
› A dedicated bilingual affiliated club for young agripreneurs across Africa was created (in French and English).
› 39 eligible candidates (out of whom 18 % are women) were selected out of the 415 applicants.
› 24 agripreneurs have registered on the first week, early 2022, OYA Business Club had 44 members.
› To enroll more agripreneurs, OYA Business Club members will be encourage to recommend applications from their peers.
› In addition, a social media campaign was hold to promote OYA Business Club as well as a communication campaign showcasing OYA Business Club to members of Business Club Africa.
THE ENTREPRENEURIAL MINDSET PODCAST

Youth entrepreneurship development through the improvement of entrepreneurial skills such as confidence and resilience provide a springboard to success. To ensure that young African women and men have the necessary skillset that enables them to identify and make the most of opportunities, overcome and learn from setbacks, and succeed in a variety of settings, The Entrepreneurial Mindset Podcast showcases successful African entrepreneurial stories to:

› Raise youth interest in entrepreneurship and agribusiness opportunities in Africa
› Provide insights based on real examples and experiences on specific entrepreneurial topics
› Inspire young men and women by sharing the stories of young successful entrepreneurs
› Foster the entrepreneurial mindset and motivation of youth through a series of specific topics

Since 2005, more than 700,000 podcasts have been created, with over 30 million episodes of content, most of them for free. About a third of those episodes have been created since June of 2018. With the proliferation of smartphones, access to a podcast player has become widespread. 50% or a Reuters Digital News Report survey stated that podcasts are found to provide a deeper understanding of issues than other forms of media. In South Africa and Kenya, Reuters found around 40 percent of the more educated, urban samples to be monthly podcast users.

Podcast consumption is growing in Africa especially amongst the under 35 years old community for the following reasons:

› Convenience: They are a simple way to access media. One doesn’t have to actively search or read while engaging with the content.
› Control: Digital natives want to be in control and self-schedule. Young people don’t want a broadcast scheduler telling them what to listen to and when.
› Diversity of content: Podcasting provides a different tone, more diversity, a range of opinions and voices that better reflect the interests of this generation than the narrow set of perspectives one gets on conventional radio.

Using podcasts as an entrepreneurial mindset training tool will help OYA reach a broader range of potential and existing entrepreneurs by bringing valuable content and eliminating access barriers through diversified diffusion channels. Although a large number of existing podcasts provide entrepreneurial content to listeners, very few are adapted to the African context and the availability of specific content that tackle the agribusiness sector is very limited.

Hence, the “OYA Entrepreneurial Mindset Podcast Series” is providing entrepreneurial content to the targeted beneficiary group of the OYA programme as well as global entrepreneurs interested in the agribusiness sector in Africa.
The recording of podcast episodes has started and the first podcast was launched in December 2021. Following a launching campaign on the social media (Twitter and LinkedIn) and through OYA partners, the first two episodes of the series are airing on various audio and video platforms including:

Apple Podcasts: https://podcasts.apple.com/fr/podcast/the-entrepreneurial-mindset-podcast/id1593178041

Spotify:
Chapter 1, Episode 1: https://open.spotify.com/episode/1mJr9LfIWDADF9STE8CV7cy
Chapter 1, Episode 2: https://open.spotify.com/episode/699T4Cqx10c24DcAYEbgE

YouTube:
Chapter 1, Episode 1: https://www.youtube.com/watch?v=lxChrQnZ32E&t=2678s
Chapter 1, Episode 2: https://www.youtube.com/watch?v=8Bo82WI_n54

A selection of the inspirational entrepreneurs being interviewed for the podcast are included below as well as hosts.

**Mara Zhanet Michelo**

Mara is a social entrepreneur, business development and project management professional with 15 years professional experience. She is the Founder & CEO at Jacaranda Hub, an organization that aims at developing young people through the provision of collective services, infrastructure and specialized tools and equipment for common use among the young and aspiring MSMEs with growth potential. She is also the administrator at Payment Association of Zambia, the association serves as a joint industry platform from which members who are mainly Digital Finance Service providers are able to collaborate in dealing with various issues of mutual interest including payment systems policy formulation, innovations and the conduct of public/private dialog.

**Chidi Nwaogu**

Chidi Nwaogu is a tech entrepreneur and software developer. Nwaogu is a co-founder at Publiseer, a digital publisher that has helped over 7,000 underserved African creatives living in low-income and disadvantaged communities to earn above the minimum wage and live above the poverty line from the sales of their creative works. He is also a co-founder at Savvy, a global fellowship program that has equipped over 4,200 passionate individuals from 137 countries, with the necessary knowledge, skills, tools, resources, and community they need to build successful and sustainable impact-driven businesses and succeed as social entrepreneurs. Nwaogu is the winner of the Migration Entrepreneurship Prize, the Africa 35.35 Award for Entrepreneurship, the Young Leaders Award for Media and Entertainment, and the Bizz Business Excellence Award.
**John Armah**


**Dorcas Owinoh**

Dorcas Owinoh is the Co-founder and Director of LakeHub, the biggest Kenyan Incubator outside of Nairobi. Dorcas Owino was born in Kibera, one of the informal settlements in Kenya. Yet, she was able to become a successful entrepreneur by improving technology access to girls from similar backgrounds. She co-founded LakeHub with her team at university. It is a technology and social innovation hub in Kisumu that supports a community of creatives, programmers, hackers, designers and entrepreneurs; a majority of whom are girls aged between 13 and 19 years old. Dorcas Owinoh is one of Forbes 30 under 30 in 2019 and the European Commission’s Campaign face in Kenya.

**Dieudonné Diego Twahirwa**

Diego Twahirwa is an agronomist, founder and managing director of Gashora Farm Plc; In just a few years, Diego went from managing a small farm in eastern Rwanda producing for the local markets to holding a multi-million USD empire in the chili business. Gashora Plc now works with more than 1000 farmers in the country and export fresh and transformed chili to the USA, Europe, India and China. Through transformation and worldwide export, especially to China, Diego made Chili is the first exported agri-product from Rwanda, far ahead from teas and coffee.
Joseph-Olivier Biley

Joseph-Oliver likes to describe himself as a problem solver. Where people see issues, he sees opportunities. He is thrilled to see an idea come to life and improve the life of his community. For him, African people don’t need disruptive innovations, but what disruptive technologies can offer them. He is the ambassador of innovations in Cote d’Ivoire, a multiple awards winner who got a double bachelor in marketing and international finance and a master in management, majoring in disruptive innovations. He co-founded JooL International, pioneer in the use of drones in Côte d’Ivoire. He wants to use drones and technologies to reinvent farm management in Africa, creating impact and put the country on map of innovations. Best West African startup at the ECOWAS summit, Best Agtech startups in Cote d’Ivoire,..., his company has been the very first one in West Africa to acquire a French startup to speed up his growth.

Melanie Keita

Named by Forbes in the 2021’s 30 under 30 list, Melanie is the CEO and co-founder of Melanin Kapital, a Panafircan impact investment banking platform based in Kenya, France and Germany, focusing on supporting early-stage companies to become investable. With her team, she provides social impact entrepreneurs with access to financial education, investor-readiness advisory, connections to international investors and business partners and provides blended financing. As a French-Congolese impact investment professional, Mélanie has always endeavoured to leverage on her inter-cultural perspective and her financial expertise to contribute to the efforts of economic development on the African continent.

Hosts of the podcast

Ms. Fifi Peters, an award-winning journalist
Ms. Maggie Mutesi, Business journalist in BBC Africa
PROVISION OF DIGITAL INCUBATION SERVICES WITH THE IDEA APP

Developed and published in 2016, in collaboration with the University of Massachusetts, the Innovation, Development and Entrepreneurship for All (IDEA) Approach to Youth Employment and Enterprise Development is UNIDO’s methodological framework to address youth employment challenges through small enterprise development. First piloted in Mali with great success, this holistic methodology has been put into practice in multiple projects designed to foster an entrepreneurial culture and facilitate integration into the formal economy through a modular and flexible approach. The five steps of IDEA are: (1) identifying value chains and market opportunities, (2) forging partnerships, (3) incubation services, (4) clusters and networks, (5) sustainable enterprise growth.

The third step pertains to incubation and harbors the core activities of the IDEA approach. However, a full-fledged business incubator - with a comprehensive set of support services - may not be feasible to set up or could take a significant amount of time to establish physically. Therefore, an online incubation platform became evident as an innovative solution of soft incubation, allowing the transfer of business support, coaching, and financial assistance activities to existing institutions.

How does the model work?

The IDEA App therefore provides an online programme to connect young entrepreneurs from two OYA pilot countries with mentors from all over the world to accelerate the growth of new entrepreneurship communities and foster an entrepreneurial culture. As a web-based service, it provides a highly structured and qualitative digital mentoring & incubation experience through all-in-one access to 1-on-1 mentoring, a step-by-step incubation methodology with key definitions, business cases, and data visualizations.
In order to ensure the long-term viability of the approach, in each country of operation, the IDEA Hub is managed through a local incubation center. This means that local incubators are involved both in the running and administration of the programme, but also in connecting young entrepreneurs to mentors and providing the tailored support that reflects the national context within which the entrepreneur intends to set up their business. The first cohort of entrepreneurs from two pilot countries (Kenya and Zambia) is expected to be onboarded in Q4, 2021. At the same time, local incubation centers will be trained in their role as Incubation Hub Managers for the IDEA App.

The Programme is designed in 4 structural phases:

› Programme planning and Training of Incubation Managers (Training of Trainers)
› Call for participants and selection
› Incubation programme and community initiatives
› Impact Assessment

Key achievements:

› 4 Entrepreneurship Support Organizations were selected (ASENTI and Lakehub in Kenya, Jacaranda Hub and SensXAfrica in Zambia) to participate in the Training of Trainers, during which they i) got familiar with the IDEA App methodology, ii) learnt how to engage the cohort and make their incubation programmes a success; and iii) were supported in the selection process for the entrepreneurs and mentors to include in their incubation programmes.
› In collaboration with the selected local incubators and other partners, participants and mentors for the upcoming training programmes were selected.
› Welcome sessions for entrepreneurs and for mentors (2 each) were organized.
› 44 entrepreneurs were successfully matched with 36 mentors.
› Networking between the entrepreneurs on one side and the mentors on the other side was facilitated by the creation of 2 exchanges groups on Whatsapp (one for entrepreneurs, one for mentors).
› An incubation programme was developed with a specific calendar, guided by the 8 online programme tools. This programme will be completed between December 14th, 2021 and March 31st, 2022 and ends with a day facilitating the connection between entrepreneurs and potential investors.
› Continuous support is provided to the selected incubators through bi-monthly meetings and on request technical support.
OYA IN REGIONAL AND GLOBAL FORA

One of OYA programme’s objectives is to make youth voices heard in global fora to shed light on their challenges and needs in order to seize employment opportunities. In this regard, A number of high-level international conferences hosted OYA side-events that promoted the richness of diverse and inclusive panels. The following list of side-events were organized and highly attended by young Africans:

Food and Retail West Africa Forum

Food and Retail West Africa was held from February 10th-12th, 2021 and was a virtual exhibition and B2B Networking Event organized by Business Club Africa and attended by national and international companies, service providers, retail chains and investors. The OYA programme supported 5 young agripreneurs from Ghana and Cabo Verde with opportunities to extend their networks and access new markets through B2B networking sessions. In addition, three Masterclasses were organized and animated by the OYA programme for attendees of the forum on the following topics:

› Building an Entrepreneurial Bridge between the Continent and Diaspora: The African Diaspora is a significant force in the continent’s development, contributing to its economic growth through business and job creation and by stimulating innovation. The masterclass was therefore for those seeking to strengthen exchanges between the African continent and the diaspora as part of their business operations for greater innovation. This masterclass will discuss some of the enablers and deterrents to African diaspora business linkages. Speakers included investors and experts from the Diaspora and how they have strengthened their linkages and invested in African agribusinesses.

› Leveraging Innovative Finance for Start-ups and SMEs: With access to funding one of the greatest challenges that micro and small businesses face during the start-up and growth phases, this masterclass was animated by a UNIDO expert on access to innovative finance who discussed some of the challenges and opportunities available through different financial solutions and how they can be leveraged to fund a business.

› Innovation in Agribusiness through 4IR Technologies: The Fourth Industrial Revolution has brought fundamental shifts in how food and agricultural products are produced and distributed, creating opportunities to increase yields, lower costs and lower environmental impacts. How do producers screen and prioritise these new technologies? Do these new technologies require new business models? How can they be made accessible to smallholder farmers and the last mile of production.

ECOSOC Youth Forum Side-Event

This session, organized by UNIDO and FAO aimed to raise awareness and catalyse greater investments for youth employment creation in the agribusiness sector by bringing attention to pan-African initiatives such as OYA.

The rationale of the session was to enhance the understanding of the challenges impeding job creation for young women and men in agriculture and agribusiness in the post COVID-19 crisis era as well as the importance of digitalization as an accelerator to addressing these challenges sustainably. Other objectives include:

› Recognition of the need for significant investments to be made to capitalize on the potential of youth in agribusiness.

› Better comprehension and ability to address the needs and expectations of the young people in business, as well as trends and stakes related to entrepreneurship and self-employment.

› Best practices on how to address the presented challenges, specifically related to post COVID-19 crisis setting.
LDC5

In the framework of the first meeting of the Preparatory Committee for the Fifth United Nations Conference on the Least Developed Countries (PrepCom1) UNIDO and FAO, in partnership with the African Union Commission, organized the side-event on “How to stimulate youth employment while promoting a sustainable economic recovery of the agriculture and agribusiness sector post Covid-19 that is effective, equitable, and inclusive in Africa’s LDCs” on May 25th, 2021.

The outcomes of these inclusive and broad-based reviews at national, regional and global levels will feed into the work of the Intergovernmental Preparatory Committee (PrepCom), whose mandate is to agree on elements of the new Programme of Action for the LDCs that will then be finalised and adopted by the The Doha LDC5 Conference in January 2022.

The outcomes of the session were as follows:

› Raise awareness on the challenges that African LDCs face to reduce poverty for young women and men through decent employment: Access barriers (training, Market, Financial resources), limited infrastructure, institutional reforms;
› Discuss the untapped potential of LDCs: a growing young population, availability natural resources, opportunity to do “business better- environmentally sustainable”, agricultural value chain development, PPPs;
› Discuss the role of the Government in LDCs and of their development partners and other stakeholders in achieving the SDGs through youth employment and self-employment in the agriculture and agribusiness sector;
› Share best practices on how digital solutions can respond to challenges induced by global crisis such as the global COVID-19 pandemic;
› Showcase best practices and inspiring stories of engaged youth (young entrepreneurs).

Y20

In partnership with Youth20 (Y20⁴), G20’s official youth engagement group, UNIDO organized an online workshop on “Opportunities for Youth’s Economic Inclusion in the Agriculture and Agribusiness sector in Africa”⁵ on July 5th, 2021.

Open exclusively to 30 international delegates of Y20 and livestreamed for 400 members of the Young Ambassadors Society, the workshop called for policy solutions to place youth inclusion at the heart of Africa’s economic resilience and explored ways to channel technological upgrades and financial investments for repositioning agriculture as a secure, rewarding, and innovative sector.

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³https://www.y20italy.it/
⁴https://www.youtube.com/watch?v=zK5yfSGykr8
The panel focused on entry points for youth employment and extenuating synergies between agribusiness and digital technologies. Continuing the momentum for inclusive policy dialogue, the workshop is informing the development of the Y20 communiqué and ensuring visibility of the challenges and opportunities for youth within agriculture - the merits of which will be elemental in representing beneficiaries’ perspectives on development priorities leading up to the G20.

**The Agriculture, Innovation and Technology annual conference (AIT2021)**

“The OYA programme seeks to promote an ecosystem approach to foster the development of a vibrant African entrepreneurial community so that any young person with a good agribusiness idea can pursue his or her journey as a successful entrepreneur”, a statement made by the Director-General of UNIDO, Li Yong during the official opening ceremony AIT 2021 virtual Conference. Other keynote speakers included: The Zambian Ministry of Agriculture, Permanent Secretary, Mr Songowayo Zymbo, Ms Larisa Miller, CEO of Phoenix Global, Dr Ladislus Agbesi - chairperson of Pan-African Business forum and Dr Justina Mutale, founder of Justina Mutale Foundation.

The Agriculture, Innovation and Technology annual conference (AIT2021) was successfully hosted on July 21st-22nd, 2021 with the theme: "Strengthening value chains by utilizing innovative technologies for inclusive economic growth and job creation in agriculture and agribusiness". The Opportunities for Youth in Africa programme powered the event organized by SensXAfrica Ltd in Africa.

The key objectives of the AIT 2021 conference with the OYA programme were to:

› Contribute to strengthening the visibility and outreach of the OYA programme at the national, regional, and global levels.

› Contribute to the enhancement of on and off-farm employability and self-employment capabilities of youths in agriculture and agribusiness.

› Contribute to ensuring increased access to finance and integration into local, regional, and international markets for existing and emerging youth-led agribusinesses and SMEs in agriculture.

› Enhance the contributions of the global diaspora to advance agriculture and agribusiness development in Africa.

The AIT 2021 conference gathered over 3000 participants, 50+ speakers, exhibitors, and key economic actors, such as Government delegations, policymakers, African leaders, investors, and the private sector from approximately 60 countries. Experts facilitated the interactive panel discussions and capacity-building workshops, including other vital sectors promoting, contributing, and impacting agriculture and agribusiness in Africa.

As part of the AIT 2021 conference, a special empowerment award - IMPACT XChamp was launched. Six young women were carefully selected and announced on the events last day. The IMPACT XChamp award recipients received a 12-month mentorship program facilitated by SensXAfrica Limited.

The launch of the annual AIT conference is dedicated to the economic inclusion of youth in agriculture and agribusiness in collaboration with OYA. The AIT Conference will continue contributing and creating a platform that will allow young African entrepreneurs to share their perspectives, build their capacities, and network with prominent African entrepreneurs and the diaspora. Thus, the conference’s motto is: AIT 2021 is not just a conference; it is a movement!
The AIT 2021 conference exceeded its target with attendance. Hopin was the central platform used, with 813 attendees representing 56 countries registered on the AIT 2021 on this specific platform. See the list below:

In addition to the Hopin numbers, 1001 LinkedIn users registered to attend, AIT was broadcasted live on YouTube and Facebook, with 258 attendees via YouTube live, while Facebook live had 4298 for both days. AIT2021 Facebook Event reach was 204,501.

Below is a graphical representation:

Impact XChamp Award

The IMPACT XChamp was launched as a particular empowerment segment during the AIT 2021 to empower six youths (young women and men) aged 15 - 35 from OYA’s six pilot countries; Cabo Verde, DR Congo, Ghana, Kenya, Tunisia and Zambia. In addition, the Impact XChamp was to address the challenges that young entrepreneurs in agriculture and agribusiness may face; economic effects of the COVID-19 pandemic, lack of access to knowledge and education, finance, technology and other resources. The goal was to reach six resilient and determined youths who desire to further their education, knowledge, and skills in agriculture to make a sustainable impact in their communities. The objective of the IMPACT XChamp award was to empower the six selected nominees for subsequent adoption into the OYA Champion Network and SensXAfrica fellowship.

The six awardees were chosen using the following criteria; between the ages of 15-35 years, must have been in any of the six countries (Cabo Verde, DR Congo, Ghana, Kenya, Tunisia and Zambia), must have access to the internet, must have basic writing and reading skills English or French, students were encouraged to apply, who were active in any agriculture or agribusiness sub-sector, with a track
record of participating in community engagements, self-nomination or applications were acceptable with sufficient documentation.

SensXAfrica and its partners awarded the IMPACT XChamp awardees a one-year mentorship program, essential know-how coaching, and tech devices for access to attend the training sessions and the opportunity to join the Sensxfellowship and OYA champion network. The IMPACT XChamp award ceremony was conducted before the official closing of the AIT 2021 conference.

**OYA and SensXAfrica Interactive Seminar in Zambia**

On October 20th, 2021, an interactive seminar with the theme: “Agri-Preneurship: Key challenges, opportunities and concrete solutions for the youth” was organized by SensXAfrica and powered by OYA. During this hybrid seminar, 79 participants from 8 countries (Zambia, Kenya, Nigeria, Ghana, Austria, Morocco, Germany and the United Kingdom), among which 65% of women, gathered to facilitate an effective promotion of entrepreneurial capacity building and knowledge sharing, encouraging and supporting young women and men from rural and urban areas across the African continent in agriculture and agribusiness, emphasizing the importance of their voices and contribution to the seminar’s objective. This event contributed to creating a platform that allowed young entrepreneurs in Zambia to share their perspectives, build their capacities, and create a network with each other and key stakeholders.

**Key achievements:**

› Capacities of young attendees of the seminar were strengthened in different topics in relation to agriculture and agribusiness in Africa.

› The interest in exploring innovative solutions in young men and women in the agriculture and agribusiness sector increased.

› Partnerships and relationships were created between attendees. The Organizations under the partnership column expressed their interest in partnering in future activities under the OYA programme in Zambia.

**Diaspora Innovation Days in Africa (DIDA)**

OYA powered the 2021 edition of the Diaspora Innovation Days in Africa (DIDA) “Diaspora skills and technological transfer towards hubs and SMEs in Africa: dialogue between SMEs and diaspora”. This yearly event, hosted by ADYFE, provides a platform between the diaspora, development partners, international institutions and organization African stakeholders - especially the private sector and young entrepreneurs - to discuss a set of opportunities for both continents also allowing them to showcase their respective creative solutions, technologies, and existing start-ups which answer today’s development challenges and contribute to the Sustainable Development Goals.

In 2021, this event was organized by ADYFE at the occasion of the 10th AfriLabs annual gathering under the theme “A Decade of Empowering and Inspiring Innovation across Africa”, on October 27th to 29th.

Over 1000 entrepreneurs were provided with the opportunity to participate in this three day hybrid event dedicated to “Diaspora skills and technological transfer towards hubs and SMEs in Africa: dialogue between SMEs and diaspora”. Indeed, 2021 was built upon recognizing the importance of innovation and digitalization for economic growth. In this regard, DIDA initiated and strengthened innovative cooperation schemes and partnerships between the Diaspora and the continent by participating in the technological transformation and digitalization through the creation of strategic partnerships and businesses that will contribute to the development of cross continental business communities who will in turn bolster job creation while boosting local development and economic opportunities, as well as
generating innovative products and services that respond to the realities of the African market.

Key achievements:

 › 3 crowd coaching sessions “hotspots” aimed at supporting entrepreneurs and MSMEs to acquire knowledge and skills which will support their entrepreneurial project and increase their awareness on/acquire digital solutions as well as engage them in their digital transition. One of the focuses of these coaching sessions has been on agriculturally based projects, market outreach and infrastructure development and access to finance in alignment with the UNIDO Opportunities for Youth in Africa - OYA programme.

 › 3 webtalks presented methodologies, solutions and mechanisms to overcome the main challenges met by the diaspora when creating a business on the African continent. These panel discussions also focused on fostering the development of enabling policies and frameworks to enhance diaspora and youth entrepreneur’s cooperation and integrated business into existing local markets.

 › Roundtables and panel discussions were organized on the three main themes of the event, respectively: Rural development and Agri-tech in agribusiness, infrastructure development and market access, and finally financing beyond remittances, access to finance and fintech. They highlighted the current landscape, depicted the main challenges, and discussed the role of the diaspora.

 › The diaspora Tech-Innovation marketplace was the first of its kind. It was setup as a showcasing room where entrepreneurs and ecosystem players presented their offers and innovative solutions to beneficiaries and potential partners. It was designed to focus on the contribution of the diaspora to the technological development of the African continent. In this regard, the Tech-Innovation facilitated the transfer of technological competences and know-how from the diaspora towards the continent but also within its members. It also created a conducive space/where both innovation and technology were available in a marketplace format (offer and demand directly meeting) to enhance multi-stakeholder’s partnerships.

The DIDA 2021 managed to reach its goal to:

 › Increase the visibility and awareness of already existing innovative, technological, and digital solutions that are Diaspora or Africa based to support entrepreneurs and SMEs across the continent.

 › Promote 10-15 Diaspora/Africa based entrepreneurs with their innovative solutions especially in the agri-business sector (OYA) during the Tech-Innovation marketplace and support their growth through access to new markets and partnerships development.

 › Build the capacities of 100 youths, want-preneur and entrepreneurs through office-time and crowd coaching and workshops that will provide access to information and mechanisms in agri-business, as well as improve their knowledge and use of ICTs and digital means for business management and entrepreneurship development (50% of participants to be women).

 › Facilitate knowledge and technology sharing and transfer in the agri-business sector among at least 150 diaspora entrepreneurs and SMEs to generate employment and income while contributing to local economic growth.

 › Promote exchange between more than 200 participants, coaches, entrepreneurs with a focus on Tunisia, Cabo Verde, Ghana, Democratic Republic of the Congo, Kenya and Zambia in alignment with the OYA programme.

 › Organize over 120 B2B meetings online and 50 in presentia.

*Paris Peace Forum*

For the fourth consecutive year, the Paris Peace Forum gathered the most important players in global governance. Heads of state and government and CEOs of major multinationals, as well as several civil

More than 16 000 participants, among which 45 heads of state and government and leaders of international organization and 1400 NGO representatives participated in the Paris Peace Forum in 2021.

The OYA programme was selected, among 80 projects, to be presented at this major event. As such, a webpage was dedicated to presenting the programme, both in English and French (available at https://parispeaceforum.org/project/opportunities-for-youth-in-africa/).

OYA also participated in the session “Right by youth’s side: Mitigating the impact of the crisis on youth employment and education”. The video of the session is available at: https://www.youtube.com/watch?v=ca0_Zj4Lce0.

This was the occasion for OYA to:

› Raise awareness on the impact of the Covid-19 crisis on youth employment in the specific context of the African continent, with agrarian countries, a large informal sector and generational inequalities
› Discuss the necessity to tackle access barriers (to training, education, jobs, markets) that exacerbated the consequence of the pandemics
› Stress the importance of a three-level approach (micro-, meso- and macro-) to accelerate the creation of jobs for young men and women in Africa
› Share the best practices on the use of digital solutions to respond to today’s challenges
› Discuss the potential of youth as a major value-addition in the economy, especially in the current context of digitalization

World Food Forum

WFF was launched to mobilize action and identify solution to address the threats (pests, plagues, conflict and climate change) slowing the achievement of the Sustainable Development Goals (SDGs), in particular SDG 2: “zero hunger”. The flagship, annual event of the World Food Forum, which took place on October 1st-5th, 2021, gathered youth to drive awareness, foster engagement, and mobilized youth-led action in support of agri-food systems transformation.

The OYA Programme organized a side-event “Innovative local transformation and value addition of production through digitalization”.

The main outcomes of the side-events were as follows:

› The workshop resulted in a call to increase the resilience of the economy and enhance innovation and digitalizing through on- and off-farm job creation and retention for young women and men in Africa.
› The panelists pointed to the need to engage both the public and private sectors to provide young women and men with opportunities for capacity development and access to resources so that they may lead the transformation of the agricultural sector in the advent of the Fourth Industrial Revolution.
› The workshop also highlighted the need for any intervention to simultaneously deliver at micro, meso and macro level, including youth participation to guarantee the ownership and sustainability of the impact.
Africa Industrialization Week

Africa Industrialization Week, observed by the United Nations system each year in November, focuses on raising awareness of the importance of Africa’s industrialization and the challenges faced by the continent.

Every year, the African Industrialization Week brings together thousands of members of the international community: government representatives, international organization, among which the UN System, international NGOs and the private sector.

During this year’s edition, organized from November 20th to November 24th, 2021, under the theme “Industrializing Africa: renewed commitment towards an Inclusive and Sustainable Industrialization and Economic Diversification”, a series of webinars on themes such as the Fourth Industrial Revolution, climate-related challenges in industrialization, and opportunities for Japanese and other international investors on the African continent was organized.

On November 23rd, 2021, OYA participated in a side-event organized by AUDA-NEPAD. This high-level panel discussion on the theme “Toward Strengthening Regional Agro-processing Value Chains in the Sahel” followed a 3-day capacity development and consultative workshop which aimed to work with small-scale actors along specific agro-processing value chains, to identify key activities for a programme on regional value chain development in the Sahel.

The panel discussion began with an opening statement from CEO of AUDA-NEPAD following which 8 panelists discussed i) the priority areas to support capacity development for MSMEs in agro-industrial regional value chains in the Sahel; ii) the key challenges and opportunities for regional agro-industry in the region; iii) the opportunities and challenges anticipated by the implementation of the AfCFTA for the agro-industrial sector in Africa; iv) the role and experience of UNIDO in supporting agro-industry development in Africa; v) the existing collaborative programmes with AUDA-NEPAD that could be leveraged to support regional agro-industrial value chains; vi) the key business incubation and capacity development needs for MSMEs; vii) and the mechanisms for PPP to support regional value chain development.

At the end of this most fruitful panel which gathered representatives from governments, finance institutions, development organization and Chambers of Commerce and Agro-industry, AUDA-NEPAD expressed a strong interest in engaging in discussion with the OYA programme.
COMMUNICATION ACTIVITIES

A key objective of the communications strategy was to increase the visibility of the project but also the level of engagement with the content itself. During the inception phase, communications efforts supported resource mobilization efforts through the development of products that complemented outreach efforts. The following sections represent some of the products produced to support OYA's outreach efforts.

OYA BRANDING IDENTITY

The project’s communication strategy included the development of a consistent visual identity for the project through an OYA logo that was connected to a family of logos that represent the various activities that the OYA programme is undertaking. The branding work was implemented in Q2, 2021 and includes the overall OYA programme logo (see below).

In addition, a “powered by OYA” logo (see below) was developed to ensure cohesiveness between OYA activities and partnerships with other organisations and partners that were supported by the OYA programme. In this way, the OYA programme was visible on a much larger scale including its emphasis on local and regional partnerships which is coherent with the long-term sustainability strategy of the programme.

Powered by OYA logos
OYA WEBSITE

To maximize the visibility of the OYA programme during Africa Industrialization Week, the UNIDO team dedicated time to developing a website that would be shared during the session itself to take advantage of the audience in attendance during the session. The goal of the website was to use storytelling to establish the context and need for the OYA programme. Through a highly visual presentation, the site focuses on the challenges and opportunities that exist in harnessing the potential of a youth workforce and how the UNIDO-FAO partnership has developed a holistic approach to maximize impact.

The website - www.oyaprogramme.org - was developed and launched in November 2020. During its first week, as a result of the communications campaign, the website received over 600 unique visitors.

Impressions from the OYA Programme Website

OYA BROCHURE

In order to further support resource mobilization efforts at country and regional levels, a brochure was developed on the OYA programme that extracts key information from the project document. The brochure frames the OYA programme to align it with the priorities of donors including migration, human security and sustainable transitions.

Excerpts from the OYA Brochure
It also gives greater visibility to the programmes theory of change and targets of implementation. Thus far, the brochure has been circulated to the EU Delegation in Cabo Verde, the Italian Government, the Netherlands and the German Government.

The brochure can be accessed on the following link: https://drive.google.com/file/d/1y_Syp0uroGAixHJ8PMFdEx_6izoKBP/view

OYA ON SOCIAL MEDIA

In addition to its website, OYA decided to create Twitter (@OYA Programme) and LinkedIn accounts (@Opportunities for Youth in Africa Programme) with a view to facilitate the sharing of updates on OYA activities, promote OYA collaborations and ensure a greater visibility of the programme.
A comprehensive social media strategy was developed so as to maximise OYA visibility and impact. Through the planification of social media posts, the creation of a strong visual identity on social media and performance tracking, the OYA programme will reinforce partnerships, extend its outreach and make its core values and objectives simply and broadly understood.

The OYA programme hence started to be more active on the social media and post regularly (once a day on Twitter, 2 or 3 times a week on LinkedIn) so as to share information on its activities, testimonials from beneficiaries and fact sheet on the pilot countries with a view to keep the community engaged.

As a consequence of this strategy, in January:

<table>
<thead>
<tr>
<th>Visibility on Twitter</th>
<th>Tweets earned 2.1 K impressions over a 28 day period</th>
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<tbody>
<tr>
<td></td>
<td>On average, tweets received 1 like a day</td>
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<tr>
<td></td>
<td>Engagement rate increased, with a peak at 15 % on January 21</td>
</tr>
<tr>
<td>Visibility on LinkedIn</td>
<td>138 % more views on OYA page</td>
</tr>
<tr>
<td></td>
<td>123% more unique visitors</td>
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<tr>
<td></td>
<td>266% more reactions to the publications</td>
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<tr>
<td></td>
<td>104% more followers</td>
</tr>
<tr>
<td></td>
<td>1/3 of the visitors work in (commercial) development</td>
</tr>
<tr>
<td>Visibility on YouTube Channel</td>
<td>An average of 2 views a day over a 28 day period</td>
</tr>
<tr>
<td></td>
<td>28 % more subscribers</td>
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<tr>
<td></td>
<td>40.9 % views through Twitter</td>
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<tr>
<td></td>
<td>36.4 % views through LinkedIn</td>
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<tr>
<td></td>
<td>308 impressions over a 28 day period</td>
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</table>
OYA BEYOND THE SIX PILOT COUNTRIES

Although the OYA programme inception phase has focused on six pilot countries, the success of various outreach efforts has meant that additional countries have expressed interest in joining the programme as self-starters, meaning that they would undertake funds mobilization and the translation of the project into a country action plan with the support of UNIDO and FAO as needed.

As a result of various activities held by UNIDO and FAO during the inception phase, a number of countries have expressed an interest to join the OYA programme. Some of these are included below:

› UNIDO’s Agribusiness Department is working to mainstream youth into its technical cooperation activities and held a Webinar on its Youth Module that was presented to all UNIDO field offices in Africa in October 2020. During the webinar, the OYA programme was introduced as best practice, sparking great interest among UNIDO Representatives, specifically concerning integration of already existing and planned youth initiatives in several countries, such as Botswana, Rwanda and Zimbabwe.

› During the briefing on IDDA III to the Assembly General in Vienna, held in November 6th, 2020, the Permanent Mission of Angola in UNIDO asked about the status of implementation of the project above and how Angolan youth could apply or benefit to the project. An email was sent to UNIDO on December 22nd, 2020 requesting further information on OYA.

› Burkina Faso: Discussions are ongoing, and the Netherlands has enquired about the OYA programme’s reach in the Sahel region including in Burkina Faso. A proposal to the Green Climate Fund (GCF) was also developed and submitted in close consultation with the OYA programme and national counterparts in the Shea value chain.

› Rwanda has shown strong interest towards being included as an OYA self-starter beneficiary in addition to the pre-selected pilot countries. Initial follow up discussions were held between the UNIDO Representative in Rwanda and the OYA team to define the way forward after which the UR has shared information on youth related policies and strategies in the country to serve as basis for country’s integration under the OYA programme.

› Additionally, given that UNIDO has started developing an initiative to address the problem of youth migration from Zimbabwe to South Africa and Botswana, the UNIDO Country Representative proposed a collaboration with the OYA Programme in proposing solutions to tackle youth migration by enhancing job creation in the country.
CONCLUSION AND NEXT STEPS

During the fourth quarter of 2020, the activities of the inception phase were conducted as planned thanks to the strong mobilization of FAO UNIDO, and AUC teams as well as the availability of the regional TCP support to the 6 targeted countries. Indeed, all 6 countries were able to initiate a national dialogue with the relevant governmental counterparts and national stakeholders as well as the development of country actions which will contribute to the fine tuning of OYA’s overall outcomes and outputs.

Moreover, the team was able to build a strategic vision on how to move forward with partnership development in order to ensure a continuous growth of OYA’s achievements at national and regional level.

The side events and international workshops that were organized have enhanced the visibility of the programme and increased the initiative’s ability to develop potential partnerships with diverse stakeholders including bilateral development agencies, the private sector, global accelerators and incubators etc.

To ensure that the pace set in 2020/21 continues, certain actions need to follow to complete all inception phase goals as well as support the launch of the first operational phase of OYA:

NATIONAL LEVEL

› Strengthen the positioning of OYA as a benchmark response programme for countries to tackle youth employment and the development of the Agriculture and Agri-business sectors.
› Identify relevant operational partners (other programmes, NGOs, TVETs etc.) and low hanging fruits for OYA not to “reinvent the wheel” but rather build on key levers that are identified.
› Strengthen the capacities and offers of national incubators in the agribusiness and transversal training offers
› Implement the identified priority activities to serve as a basis for building partnerships with potential donors and development partners that can contribute to the implementation of the programme. The coordination with the regional team is crucial to ensure effectiveness and efficiency.

AT THE REGIONAL AND GLOBAL LEVEL

› Continue to engage with identified (and prioritized) resource partners (EU, Germany, Switzerland, Japan, Qatar) while monitoring and responding to new opportunities as they arise.
› Implement a pilot virtual incubation using the IDEA App developed by UNIDO in partnership with Bridge for Billions. Work with local incubators to develop their capacities to act as incubation hub managers for the IDEA App.
› Further strengthen the partnership with the AU and their constant involvement in OYA activities to strengthen ownership.
› Grow the OYA community by sharing valuable content through social media platforms and participation in high visibility events.
› Finalize institutional arrangements with regards to the modalities for funds sharing in the implementation phase of OYA through potential arrangements such as an Multi Donor Trust Fund (MPTF) or UN-to-UN agreements.
THE OYA PROGRAMME THANKS ITS MAIN PARTNERS IN 2021

INTERNATIONAL ORGANISATIONS

African Union  Food and Agriculture Organization of the United Nations  UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

REGIONAL AND LOCAL PARTNERS

adyfe  AfriLabs  awief  BUSINESS CLUB  BridgeforBillions  KOSMOS INNOVATION CENTER  LakeHub  SensAfrica
APPENDIX

APPENDIX 1: BRIEF ON CABO VERDE

Context

At the image of the rest of the continent, the demographic profile in Cabo Verde is quite young, with an average age of 29 years. Opportunities for youth are limited in the countries, where 60 % of the poor are under 25 years (and 53% of the poor are women).

Cabo Verde suffers from a high unemployment rate, especially among young people. In 2019, the unemployment rate among young people (15-24 years old) was 32.5 % but affected more young women (29 % of young men were unemployed while this rate peaked at 39 % for young women).

23.68 % of employed workers only work part-time job. The gender repartition among part-time workers is unfavorable to women (28.23% of women have part-time job against only 20.05 % of men). Moreover, even when employed, youth and women are mostly work in the informal economy as contributing family workers, subsistence farmers and home-based micro-entrepreneurs.

Nevertheless, there are many untapped opportunities for youth employment and self-employment in the agricultural value chains, including through agro-processing and innovative marketing models.

Although the share of agriculture in GDP has decreased to around 5% since 2018, this sector provides more than 10 % of the total employment in the country. Women are underrepresented in the agriculture sector as 14.7 % of Cabo Verde male working population is employed in the sector against only 5.47 % women. The rural areas account for 34.3 % of the total population.

The COVID-19 pandemic greatly affected the country: economic activity in Cabo Verde is estimated to have contracted by 14.8% in 2020 – against a relatively steady growth between 3.7 and 5.6 % between 2016 and 2019, the largest contraction on record and the second largest in Sub-Saharan Africa, according to Cabo Verde’s latest Economic Update published by the World Bank today.

Real GDP is expected to start recovering gradually in 2021, supported by a pick-up in tourism flows in the last quarter of the year, and reach an average growth rate of 5.1% between 2021 and 2023. However, the outlook is highly uncertain, with substantial downside risks. Uncertainties regarding the duration of the pandemic—including the rise of new variants of the virus—and the speed of global recovery, particularly in Europe, cloud medium-term prospects.

The COVID 19 pandemic has particularly exposed vulnerabilities among young people and women, especially in rural areas where the pandemic undermined the already precarious agricultural productivity, food security and gender equality.

Cabo Verdean business structure is also expected to be largely affected, taking into account that 97% are micro, small and medium enterprises.

Finally, overall unemployment rate is expected to reach 20%, an increase of almost 9% (11.3% in 2019).
Cabo Verde initiated the OYA Programme by setting up a national project task force that included two designated focal points from the line Ministries of Agriculture and Environment and Energy, Trade and Industry respectively. The task force integrated also FAO’s and UNIDO’s staff. The following activity was the elaboration of an initial brochure of OYA Cabo Verde with possible catalytic activities to implement in the short-term. From December 2020 to June 2021 a Baseline study, that integrated criteria framework for the selection of target value chain was elaborated and validated at the National Stakeholder Workshop in July 2021. Four value chains were selected namely: Banana, Sugar Cane, Vegetables produced in the greenhouse (cucumber, lettuce, tomato and bell pepper) and Goat cheese.

From July to August Cabo Verde Action Plan was developed. Subsequently 2 day workshop was conducted with 4 sessions with specific working groups organized by themes was undertaken to enrich specific information and guaranty the proper results, outputs and key activities aligned with the stakeholder’s ownership and experience integrated in the process. The Consultation Process ended with the restitution and validation of Cabo Verde OYA Programme in a National Workshop that took place in August 18th. The final version of the Country Action Plan is being revised and will be approved soon by the UNIDO, FAO and the Government.
APPENDIX 2: BRIEF ON THE DEMOCRATIC REPUBLIC OF CONGO (DRC)

Context

DRC has a vast agriculture potential, with 80 million hectares of arable land, forests and water resources allowing for considerable fishing potential. However, its outstanding assets for the development of agriculture and livestock are underused.

In rural areas, more than 70% of the workforce works in the agriculture sector. Exploited in a sustainable way, Congolese agriculture can create more than 60% of jobs at the national level. Indeed, multiple bottlenecks hamper the agricultural sector, namely (i) access to land property, (ii) access to credit and financing, (iii) low productivity, (iv) deficient infrastructure and insufficiently integrated markets, (v) almost non-existent agricultural feeder roads, (vi) low access to energy blocking the processing of products.

Gender inequalities exist in the agriculture sector where 82% of farm managers are men against only 18% are women. Farm managers’ education level also differ according to the gender. As shown in the graph below, while almost half of male farm managers have attended secondary school, the majority of female farm managers have no education at all, and only 12.8% of them attended high school.

The access of credit is another issue in RDC: 99.5% of farm workers hardly use any credit, either because there is no credit offer, or too expensive, or with unacceptable conditions. Farm associations and cooperatives could represent a good alternative, but the general lack of good governance in the sector prevent farm managers to join.

At the image of the rest of the continent, the Democratic republic of Cong (DRC) is a very young country, with 45.7% under 15 years old, 70.3% under 30 years old. The gender repartition among each age group is relatively equal, except for the 20-29 years old which comprises much more women.

The youths are more exposed to unemployment: while the overall unemployment rate is 17.7%, it reaches 37.8% among 15-24 years old. It should be noted that these estimates vastly under evaluates unemployment as one only need to be working one hour a week to be considered employed.

Nevertheless, there are many untapped opportunities for youth employment and self-employment in the agricultural value chains in the country. 4 segments have been identified as carrying potential -based on the general priorities, specific “sector/territory” strategies, target markets and level of industrial

Key National Statistics

- 89,561,404 million estimated total national population
- 3.1% population growth annually
- 70.3% of population under 30 years
- More than 70% of rural workforce employed in agricultural sector
- 82% of Farm managers are men
- 17.7% overall unemployment rate, 37.8% among 15-24 years old
- 4.4% GDP growth in 2019
- Agriculture contributes to 20% GDP

<table>
<thead>
<tr>
<th>Farm manager (men) education level</th>
<th>Farm managers (women) education level</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td>None</td>
</tr>
<tr>
<td>20.6% primary school</td>
<td>28.3% primary school</td>
</tr>
<tr>
<td>45.1% secondary school</td>
<td>12.8% secondary school</td>
</tr>
<tr>
<td>2.1% higher</td>
<td>0.1% higher</td>
</tr>
</tbody>
</table>

The access of credit is another issue in RDC: 99.5% of farm workers hardly use any credit, either because there is no credit offer, or too expensive, or with unacceptable conditions. Farm associations and cooperatives could represent a good alternative, but the general lack of good governance in the sector prevent farm managers to join.
added value of each sector):
- Industrialized sectors targeting the world market and having a strong impact in terms of job creation and contribution of foreign currency for the national economy. These are the coffee, cocoa, tea, palm oil, rubber, cotton sectors;
- Industrialized sectors targeting the local or even regional market: beef, pork and poultry;
- Sectors with high industrial potential, boosted by dynamic national demand: cassava, corn, rice, fishing and fish farming;
- Subsectors of food products, source of food, employment and income for rural populations.

**OYA in DRC**

The objective of the program in DRC is to boost the agricultural and agro-industrial sector, which is not developed to its maximum potential in the country, for a sustainable, equitable and inclusive growth. Therefore, it is essential to review the agricultural and agro-industrial models so that agricultural and extra-agricultural investment regains its momentum, its dynamism likely to increase employability and entrepreneurship opportunities for young people (men and women) in peri-urban areas and rural. For this, the program wishes to work at two levels: the supply (young people) and the demand (labour market).

In addition to these activities, the COVID-19 crisis has highlighted the importance of technological innovation in agriculture. This includes e-agriculture such stated in the analysis report, through the implementation of platforms digital, such as e-commerce, information systems meteorological and market-related, etc.

The table below summarizes the key activities and target outcomes of the programme. The full country action plan can be found at: https://drive.google.com/file/d/11EBgE_hUOHpiskibcMMAD6-eemFd68IB/view?usp=sharing

<table>
<thead>
<tr>
<th>Outcome / Output</th>
<th>Key outcomes</th>
</tr>
</thead>
</table>
| Outcome 1: Employability (on- and off-farm) and self-employment capabilities of youths in agriculture and agribusiness are enhanced | • 7 training modules on the selected value chains available  
• 10 partnerships established with research institutes, incubators and other training institutions  
• 15 structures are supported technically and professionally  
• Ca. 5 training programmes for each category of selected beneficiaries organized (50 % of participants are women) |
| Output 1.1. Structures offering transversal, or specific, teaching and training programmes on the agriculture sector or agrifood systems identified, strengthened and upgraded for better performance and adequacy with labor market demand | • Trainers on the different themes and modules recruited (35% of trainers are women)  
• At least 5 dynamic modules developed, in complement to the main training modules  
• At least 2 acceleration programmes organized each year on e-agriculture (50 % of participants are women) |
| Output 1.2. Work skills and transversal competencies developed to support personal growth, improve access to resources, and facilitate labour market transition for youth | • At least 10 structures supported (min. 1 per province capital)  
• At least 1 knowledge management document developed a year with lessons learnt |
| Output 1.3. Specialized competencies and professional skills developed to enhance employability (on- and off-farm) of youths in agriculture and agribusiness | • 10 training centers supported  
• At least 7 champions entrepreneurs (1 per value chains) identified and promoted (3 are women) |
| Output 1.4. Entrepreneurial mindset and business skills developed to promote the growth of youth-led agribusinesses and SMEs in agriculture |   |
### Outcome 2: Existing and emerging youth-led agribusinesses and SMEs in agriculture have increased access to finance and are better integrated into local, regional and international markets

**Output 2.1. Business development services improved to foster competitiveness (innovation) and to ensure viability and efficiency of youth-led agribusinesses and SMEs**

- 1 interdisciplinary platform implemented
- Ca. 500 youth-led MSMEs supported (35% women-led)
- International and national specialists recruited for coaching / mentorship programmes

**Output 2.2 Capacity of youth-led agribusinesses and SMEs strengthened to identify and access market opportunities (physical and virtual) and to integrate into national, regional and international markets**

- At least 1500 youth-led MSMEs identified (35% women-led)
- Contracts between MSMEs and potential buyers are signed
- At least 500 MSMEs enter the formal sector (35% women-led)
- At least 500 youths supported in developing new products and accessing new markets through innovative digital tools
- At least 3 e-agriculture tools developed (including e-commerce)
- At least 15 contracts between youth-led MSMEs networks and large buyers

**Output 2.3. Business opportunities promoted to facilitate youth-oriented development partnerships and technology transfer across regional and global value chains**

- At least 10 B2B partnership established
- At least 2 agri-innovation forums organized every year

**Output 2.4 Access to financial products and services enhanced for youth-led agribusinesses and SMEs in agriculture**

- 2 training programmes (on financial knowledge and management) organized every year
- 8 networks of young agripreneurs established (one per selected value chains, one for the other value chains)
- At least 250 structures supported (35% women-led)
- At least 3 sensitization sessions organized each year

### Outcome 3: Agricultural value chains and agri-food systems that create decent employment and self-employment opportunities for youths are strengthened

**Output 3.1 – Linkages between value chain actors strengthened to increase demand-oriented support services (inputs, logistics, marketing, etc.) and access to knowledge and productive resources**

- At least 500 young supported (50% are women)
- Each value chain mapped (+1 for the other value chains)

**Output 3.2. Improved robustness, efficiency and competitiveness of targeted agricultural value chains and agri-food systems**

- 7 norms and standards documents developed (1 per value chain)
- At least 20 marginalized structures supported

**Output 3.3 National multi-stakeholder platforms on youth in agriculture and agribusiness established / strengthened to enhance public-private collaboration and synergies between businesses, value chains, agri-food systems and sectors**

- At least 11 networks and platforms supported and implemented
- At least 25 partnership agreements signed (continuous and renewable) between producer, agroindustry and buyer
- Min. 4 workshops and lobbying activities organized to support the private sector, local NGO, Farm cooperatives...
- At least 5 workshops on sustainable agriculture investment organised

**Output 3.4 – Capacity of national institutions strengthened to identify and address structural causes of systemic underperformance, to produce evidence-based youth responsive policies, and to achieve active coordination with businesses and non-state actors**

- 1 interministerial platform implemented at the national level, another one in beneficiary provinces
- At least one activity popularizing regulation texts organized a year
- Fluid communication system created between stakeholders
- E-agriculture and NICT tools are available to all stakeholders
<table>
<thead>
<tr>
<th>Outcome 4: Policy, institutional and programmatic frameworks are strengthened at national, sub-regional and continental levels to support decent youth employment creation and entrepreneurship development in agriculture and agribusiness</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Output 4.1</strong> In-depth baseline studies on the potential for decent youth employment creation and entrepreneurship development in agri-food systems conducted to prepare Country Action Plans</td>
</tr>
</tbody>
</table>
| • 7 studies realized (1 per selected value chains)  
• Min. 2 studies realized at the provincial level on the other value chains with high potential  
• Operational national strategy in terms of investment evaluated  
• Corrective measures for unachieved components of the existing strategy implemented  
• Dialogue between commercial banks and other financing structures initiated  
• 2 participative dialogues workshop organized every year  
• Interministerial mechanism implemented at the provincial and national level, with regular meetings |
| **Output 4.2** – Capacity of national institutions strengthened on systematic collection and analysis of data to measure the performances and assess opportunities and constraints for youths in agri-food systems |
| • Min. 8 structures strengthened  
• A digital platform implemented  
• Information exchange system implemented |
| **Output 4.3** – National, regional and continental youth networks (and young entrepreneurs’ associations) strengthened to streamline youth priorities into policy and programmatic frameworks around agri-food systems |
| • Political and programmatic obstacles lifted (particularly regarding access to land and financing)  
• Methodological guide developed  
• At least 2 conferences/forums a year organized with representatives of youth networks/associations  
• Think tank set up  
• Monitoring-evaluation-action mechanisms implemented |
| **Output 4.4** – Capacity of selected sub-regional and continental institutions strengthened to design and analyse youth-centred policies, strategies and investment programs and to promote cooperation and policy alignment around agri-food systems |
| • At least a forum organized a year to strengthen institutional capacity at the sub-regional and continental level |
| **Output 4.5** – Opportunities generated for dialogue, knowledge-building and sharing of good practices between stakeholders and across agri-food systems at sub-regional and continental levels |
| • At least 1 competition organized every year (for innovative agripreneurs)  
• At least 2 innovation forums for agripreneurs organized every year |
APPENDIX 3: BRIEF ON GHANA

**Context**

Unemployment and underemployment are global development challenges. The situation in Ghana is no different. The Ghana Living Standards Survey 7 data put the unemployment rate at 28.1%. According to the 2015 Labour Force Survey, the youth (15-35 years) constitute 35.9% of the population, of which, 16.9% are estimated to be unemployed (GSS Labour Force report 2016). In Ghana, labor force participation is high: according to World Bank (2018) close to 77% of the working population were recorded to be active in the labor market in 2017. The participation rate is also stable over time, hovering around 74–77%. As expected, the labor participation rate by the youth is much lower than for the entire population, estimated at 53.7% in 2017.

In 2016, it was projected that, given the country’s growing youth population, 300,000 new jobs would need to be created each year to absorb the increasing numbers of unemployed young people. Yet the employment structure of the Ghanaian economy has not changed much from several decades ago. Most jobs are low skill, requiring limited cognitive or technology know-how, reflected in low earnings and work of lower quality. An additional challenge for Ghana is the need to create access to an adequate number of high-quality, productive jobs.

Failing to provide adequate productive opportunities for young women and men has far reaching consequences, especially considering that today’s young women and men will be the driving force of the future economy and most of the working age population. Young men and women represent a significant portion of Ghana’s population, with about 60% of the population under the age of 25 and 35% between ages 15 and 35 (National Population Census, GSS).

In Ghana, agriculture is a key contributor to employment with many untapped opportunities for the youth. It employed 40.65% of the Ghanaian able-bodied population as at 2017 with a per capita cultivated land (ha) of 0.67 and value of total agriculture production (constant gross value 2004-2006 billion US$) of 10,717 as at 2012 (FAO, 2013).

Although the agriculture sector has been overtaken by the service sector in recent years, it still contributes significantly (19.1% to GDP, Source: GSS 2020) to the Ghanaian economy. The sector employs more than 50% of the population and still holds enormous opportunities for employment creation for youth. Evidence suggests that the sector remains a main gateway to work, and that, for many, it will become the sector of lifetime employment. Thus, if productivity and earnings in agriculture do not improve, the wider economy will remain depressed in rural areas, where the majority of the population lives, and options for youth will shrink (Filmer and Fox 2014).

Ghana’s agriculture is Private Sector led and a modernised agricultural sector with thriving private sector agribusinesses will be a panacea for the youth employment challenge by providing decent and rewarding career along the agricultural value chain.

Rural-educated youth are not attracted to low-productivity or subsistence agriculture. The absence of jobs in rural areas is a cause of the migration of youth to urban areas, where they seek non-agricultural jobs. The migration of young adults to cities can result in a shift in the age structure of the rural population toward older ages, with clear implications for labor markets, agricultural production, and food security. Meanwhile, youth in rural areas have few opportunities to add value to crops or to start agribusiness or agricultural entrepreneurial activities. They are limited by poor infrastructure, a lack of processing and storage facilities, weak cooperative groups, and poor access to markets and networking opportunities. As the sector that drives the rural economy in Ghana, agriculture needs to undergo massive transformation to create employment opportunities for youth.

**Key National Statistics**

- 30,417,858 million estimated total national population
- 2.1% population growth annually
- 35.9% of the population is 15-35 years old
- 28.1% unemployment rate
- Agriculture employs 40.65% of able-bodied Ghanaian
- Agriculture contributes to 19.1% of GDP
- 6.5% GDP growth in 2019
Ghana is a major regional travel hub, serving as a connector for most of the West African countries, and is largely an import-driven economy. As such, the COVID-19 pandemic has had substantial negative impact on the country’s international trade and reserves. The country’s revenue has been affected adversely by the pandemic with travel restrictions, border closure, falling oil prices and a growing unemployment rate. Ghana like other countries in the region has tightened financial conditions with the exchange rate under pressure. According to a report on the impact of COVID-19 pandemic on Ghana’s economy by the Alliance for a Green Revolution in Africa, 2020, the Ghana anticipates a shortfall in petroleum receipts, import duties, and tax revenues, with the economy slipping from a surplus of GH₵2,811 billion (0.7% of GDP) to a deficit position of GH₵5.6 billion (1.4% of GDP) in 2020.

The COVID-19 pandemic is expected to have impacts on food systems and food security in the short, medium- and long-term. The pandemic is already affecting food systems in Ghana through disruptions in food supply, demand and decreases in purchasing power of the poor and vulnerable. Volumes and values of exported agricultural commodities such as cocoa, cashew, fruits and vegetables have also reduced due to closure of ports and low demand from importing countries.

Focused, strategic, short- to medium-term and long-term responses are required to address current unemployment and underemployment challenges. Effective coordination and synergies among youth employment programs are needed to avoid duplication of effort while the country’s economic structure transforms. Effective private sector participation in skills development and employment programs is recommended.

Finally, with the fast-changing nature of work due to technology and artificial intelligence, Ghana needs to develop an education and training system (TVET) that is versatile and helps young people to adapt and thrive in the twenty-first century world of work. A strong stakeholder engagement and coordination with key sector partners is a sure way to succeed and to promote the Opportunities for Youth employment in Agribusiness (OYA) in Ghana.

**OYA in Ghana**

Following OYA baseline study, priority value chains that have high potential for employment and self-employment creation and that are potentially more attractive for youth were recommended. Indeed, the selection of value chains should take into account the youth characteristics (they are innovative, dynamic, and optimistic, ready to take a risk, unlike the aged who are risk-averse), as well as the geographical locations of youth, demography, potential for innovations, Export potential, potential to attract address gender and cross cutting issues.

Proposed value chains for the OYA project were based on the above-mentioned factors as well as the alignment of the selected value chains with current government sector development priorities. In this regard, Cocoa (i.e. value addition products), Fruits (i.e. freshly cut, dried, processed and frozen products), Maize (i.e. promotion of high yielding varieties, post-harvest technology, marketing activities) value chains have been selected.

The Country Action Plan was drafted, in line with Government’s prioritized developmental agenda for the youth, and in collaboration with the national counterpart, the National Youth Authority. Two national stakeholders with government counterparts, young agripreneurs and CSOs were organized. The final draft of the CAP is being validated.

Local engagement demonstrates the government ownership of OYA Country Action plan, through partnerships with The Ministries of Agriculture Livestock and fisheries, and of ICT, Innovation and Youth Affairs as well as government parastatals (including research institutions, women enterprise funds and the Fresh Produce Consortium).

Following an exhaustive mapping of relevant initiatives already existing in the country, OYA country team is also exploring potential synergies with the National Youth Authority’s project for establishing model farms and FAO projects in preparing agripreneurs to participate competitively in the African Continental Free Trade Area (AfCFTA).
APPENDIX 4: BRIEF ON KENYA

Context

Agriculture dominates the Kenyan economy, accounting for 40% of the overall workforce (70% of the rural workforce) and about 52% of the annual GDP (25% directly, 27% indirectly through linkages with other sectors). The sector accounts for 65% of the export earnings, provides the livelihood (employment, income and food security needs) to a majority of the Kenyan population and contributes to improving nutrition through production of safe, diverse and nutrient dense foods. The sector is also the main driver of the non-agricultural economy including manufacturing, providing inputs and markets for non-agricultural operations such as building/construction, transportation, tourism, education and other social services.

Despite the agricultural sector being the backbone of the economy, and the high investments made in policies and programs, the sector is yet to fully maximize on its potential. Looking at the gap in employment of youth, this sector offers an opportunity to engage youth through improving their employability and employment skills in agribusiness.

Employment growth in recent years has mainly benefitted the older segments of the labour force, due to their better contacts and education. At the same time, it is estimated that only 500,000 new jobs are created per year, most of them in the informal sector. While the overall unemployment rate is 11%, the rate of youth unemployment is 35%. To a large extent, unemployment in Kenya is a youth problem. In fact, the Kenyan youth unemployment rate is the highest of all countries in East Africa. According to the Kenya National Bureau of Statistics (KNBS), national unemployment in the country stands at 9.3 percent, but this rises up to 18.3 percent in the case of youth aged 15–24. The gender gap is also a critical issue in this sense: according to KNBS data, women make up 67 percent of the unemployed youth population (KNBS, 2018a; ILO, 2020).

The issue of youth unemployment is particularly critical considering how young Kenya’s population is overall: 75 percent of Kenyans are below 34 years of age (out of a population of 35 million people) while the median age is 20. The young adult population (i.e. those aged between 18 and 34) represents 29 percent of the total, or 13.7 million people (KNBS, 2019).

In the field of agriculture, issues that have contributed to youth not finding employment include inadequate access to land as in most cases land is still owned and controlled by parents, inadequate access to credit and appropriate technologies, poor non-inclusive markets, inadequate skills to participate in lucrative nodes of the agricultural value chains, and non-inclusive policies that deter interest.

Awareness on the existence of Agriculture Technical Vocational Education & Training (ATVETs) is next to unknown and hence is not being taken up by youths. The number of Curriculum Development Assessment and Certificate Council (CDAC) approved institutions offering Competency Based Education & Training (CBET) courses are also too low. The already registered ones are still in the inception stages and often face challenges in terms of streamlining courses, human resource and infrastructure required to offer practical based courses. There are efforts to domesticate policies albeit in the initial stages of policy initiation and review.

Key National Statistics

- 52,573,967 million estimated total national population
- 2.3% annual population growth
- 40% of overall workforce in the agriculture sector
- Agriculture accounts for 65% of the export earnings
- 11% overall unemployment, 35% youth unemployment
- 29% of the population is 18-34 years old
- 5% GDP growth in 2019
- 21.2% of GDP from the agriculture sector in 2019
Lastly, the COVID-19 pandemic had had wide-ranging socio-economic impacts on youth in agribusiness in Kenya. Youth experienced stress and frustration, loss of income/jobs, loss of market outlets which affected especially those engaged in agribusiness due to the closing of markets and restaurants that are key customers for fresh produce. High business costs of financial hurdles e.g., higher cost of transportation was another key effect. In some cases, as identified in the assessment, the youth identified coping mechanisms which in some cases led to innovative business ideas. These included alternative marketing strategies e.g., digital selling platforms, remote working and online training.

Despite these numerous challenges in the sector that hinder maximum potential of youth engagement, the Agribusiness Strategy outlines the opportunities for youth in agribusiness in Kenya. They include:

- **ICT Infrastructure, Innovations and technologies platforms**: The rates of uptake of the youth for these technologies are higher in the youthful age bracket compared to other demographic segments. The ICT sector provides solutions and products that would make the agriculture sector more efficient.
- **Existence of strong research institutions in Agriculture**: The country has a network of research institutions spread in all regions. Some of the value chains are more appropriate to the youth compared to other demographic sectors due inherent characteristics of the youth which include flexibility, are risk takers and faster adopters.
- **Youthful Population - Educated young people Literacy Levels** (Demographic dividends): entrepreneurial youth: The youth come with certain characteristics which are unique and exclusive, such as plenty of energy, open mindedness and risk takers. Some of the commodities and agriculture value chains demand these specific characteristics only to be found in the youth. For instance, the blue growth economy is a niche for the youth and supply chain management among others.
- **Education**: The literacy levels among the youth are higher compared to other demographic segments in all counties. The literacy levels provide avenues for easy and faster sharing of knowledge including commodity prices, demand and supply gaps that exist in diverse geographical contexts.
- **Increasing demand for food and market opportunities**: domestic, regional and international: The population growth rates in Kenya are among the highest in the world and this growth needs to be matched with the availability of food. The youth are presented with an opportunity to meet this demand using innovative approaches and technologies which the other demographic segments may be averse to.
- **Policy environment and government commitment on youth development**: A number of policies in the agricultural sector were developed during the centralized system of Governance but since devolution, there is a need to review the policies to align to the new dispensation to ensure inclusion of youth issues.
- **High potential for agro-processing and value addition**: Agricultural sector is largely subsistence with minimal agro-processing activities in most of the counties. Agro-processing activities would add value to the agricultural commodities in terms of price and shelf life and aesthetic appearance. Youth, due to their risk-taking characteristics would be more willing to take risks in value addition compared to other demographic segments.
- **Diverse agro-ecological zones & Natural resources**: The country is blessed with diverse natural resources and agro-ecological zones ranging from coastal, highland, Arid and Semi-Arid ecologies. Different agricultural products are suitable for this diverse ecological zone and this potential has not been fully exploited.
- **Improvement of the physical infrastructures and logistics**: Transformation of the agricultural sector requires robust infrastructure such as transport systems, ICT connectivity, cold storage & processing facilities, electricity and water. The participation of the youth in designing such infrastructural networks with sensitivity to innovative agribusiness would be appropriate.
- **Review of the education system**: The Government is currently reviewing the National Education curriculum in all levels of education including Primary, Secondary, T-VET Educational training and University. Re – introduction of agribusiness studies in the curriculum at all levels will inculcate the required skills and the appetite for youth in the sector.
OYA in Kenya

OYA baseline study revealed that despite having the desire to engage in agricultural enterprises, most youth have not fully engaged in agriculture. Of concern is the bias towards the production node of the value chain. With the continuous increase in population and the buildup on land pressure that comes with it, this might prove unsustainable in the future. The study therefore recommended the promotion of awareness of other nodes of the value chain for more adoption.

The study also recommended the creation of awareness on alternative forms of opportunities in agriculture such as marketing, value addition and service provision with the use of technology; this would entice youths to join and avoid over-reliance on land-based production. More capacity building and empowerment of youth organizations will also go a long way in assisting the youth to participate in economic and political issues that affect youth employment. More awareness campaigns on the existence of CBET courses in ATVET institutions should be promoted to absorb a lot of youths regardless of their academic qualifications more institutions should also be registered to offer CBET courses. The institutions should also be fully furnished with courses, trained human resource and facilities that will assist in provision of practical based courses. Apart from focusing on building the soft skills of youths to be employable, physical investments in all nodes of the value chain would be an incentive in attracting youths to engage in agriculture e.g., setting up agro processing units will create a pull effect both on the value addition side and also encourage youths to produce raw materials for the units.

As such, one pilot country (Siaya) and two value chains (fish and groundnuts) were identified, based on their potential. A Country Action Plan was developed and validated by the UNIDO, the FAO and the government.

The table below summarizes the key activities and target outcomes of the programme. The full country action plan can be found at: https://drive.google.com/file/d/1aMveBbK1f4lEdsOKIIGE2gDCjcE0C3z5/view?usp=sharing

<table>
<thead>
<tr>
<th>Output / Activity</th>
<th>Key target outcome</th>
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<tbody>
<tr>
<td><strong>Output 1:</strong> Access to financial products and services enhanced for youth-led agribusinesses and SMEs in agriculture.</td>
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<tr>
<td>Activity 1.1. Identify gaps and needs in youth and financial service providers linkages</td>
<td>• 100 youth trained on financial service management</td>
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<tr>
<td>Activity 1.2. Develop training materials that respond to the needs identified through the need's assessment.</td>
<td>• 5 financial institutions trained in youth friendly financial products</td>
</tr>
<tr>
<td>Activity 1.3. Conduct training on financial literacy and financial management for youth-led businesses and for service providers alike.</td>
<td>• 50 bankable business plans developed</td>
</tr>
<tr>
<td>Activity 1.4. Support agribusinesses and SME's in agric on preparing bankable business plans. Activity 1.5 Sensitize financial service providers and other key institutions on youth responsive financial products and services (enhance linkages between MSME's and financial institutions).</td>
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<tr>
<td><strong>Output 2:</strong> Specialized competencies and professional skills developed to enhance employability (on- and off-farm) of youths in agriculture and agribusiness.</td>
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<tr>
<td>Activity 2.1. Conduct a capacity needs assessment to identify the gaps and demand for technical and professional skills within the agro-sector (with industry, youth and Training institutions e.g., TVETS).</td>
<td>• 5 partnerships established</td>
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<tr>
<td>Activity 2.2. Develop demand-oriented short- and long-term trainings on technical skills and specialized competencies for identified on- and off-farm job opportunities including e-extension.</td>
<td>• 2000 youth trained</td>
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<td>Activity 2.3. Build teachers’ / trainers’ capacity and methods to deliver practical knowledge on relevant specialized competencies and professional skills.</td>
<td>• 500 trainer’s capacity enhanced</td>
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<td>Activity 2.4. Enhance capacities of youth MSME’s on technical and professional skills to meet the agro sector technical demands and gaps. Activity 2.5. Facilitate partnerships between training providers and employers to offer on- and off-farm work-based learning (traineeships / internships).</td>
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<td>Output 3: Strengthen youth in agribusiness platforms through enhancing linkages between value chain actors (inputs, logistics, marketing, etc.) and access to knowledge and productive resources.</td>
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<tr>
<td>Activity 3.1. Map out youth in agribusiness platforms and conduct a needs assessment for BDS. Activity 3.2. Based on the assessments and VC upgrading strategies, promoting access to markets, supporting services and facilitating market integration for youth agro-entrepreneurs through digital tools and platforms. Activity 3.3. Enhance selected youth MSME’s through accelerator and incubation program. Activity 3.4. Facilitate partnerships between youth platforms with government institutions, private sector, research and academia on youth.</td>
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</tr>
</tbody>
</table>
| • 1 digital tool developed  
• 20 youth incubated  
• 5 partnerships established  
• 6 policy dialogues initiated  
• 6 policy briefs developed |
APPENDIX 5: BRIEF ON TUNISIA

Context

Youth is a major driving force of sustainable and inclusive economic growth in all African countries. However, the reality is quite different since young people have very few stable economic opportunities ahead of them, hence excluding the majority of them from the labor market. For the most part, young people accessing work find non-decent jobs in the informal circuits that are developing more and more in African countries.

In Tunisia, young people (15-34 years old) represented 32.9% of the total population in 2018. However, the unemployment rate for these young people is very high, around 26%, and the unemployment rate among higher education graduates is even higher, at around 28%. This is even more obvious if we consider interior regions and rural areas, where 35% of higher educated young are unemployed, which pushes a large number to exodus and emigration, often at the risk of their lives. The COVID-19 pandemic has had a negative effect on employment, especially on youth, with an overall unemployment rate of 36.1%, between 28-31.2% for higher education graduates.

The level of education among Tunisian population, especially among young people, has improved over time thanks to the development of the education system in the country. Indeed, the overall literacy rates is 80.7% (87.1% for men against 74.3% for women), and 94% among young people (95.5% for men, 92.3% for women). However, these increases in education are not reflected in increases in employment.

The agriculture sector contributes to around 10% of Tunisia GDP but only 8.6% of national investments are directed to agriculture (among which 53.7% comes from the private sector). The Covid-19 pandemic has impacted those investments: national private investment has decreased and foreign direct investments were zero after the crisis (against 2.8% in 2018).

The interior regions, predominantly agricultural and rural, develop at a slower rate. In these regions, where agriculture is the main pillar of youth employment and entrepreneurship opportunities, this sector experiences a deep crisis. Indeed, despite its relative short-term resilience presented during the covid-19 health crisis, the agricultural sector has been directly impacted both in terms of production activity and marketing, particularly on international markets due to certain traffic restrictions and above all changes in consumer supply habits in the main markets for Tunisian products.

Additionally, the agricultural sector suffers from a lack of generational renewal with aging farm managers, going as far as abandoning the farm in certain cases.

The rejuvenation of farm managers is important so that the agricultural sector can overcome its present challenges through innovation, whether technical (in terms of production-model, intelligent agriculture, support tools decision-making, etc), organizational (with new multi-stakeholder platform, e-commerce, short channels, good governance), economic or financial (crowdfunding, SSE, guarantee fund, mixed finance, etc.) to facilitate the installation and investment of young people in agriculture and agri-food systems.

It should also be underlined that the “Arab Springs” (wave of protests and regime changes in the southern and easter Mediterranean) highlighted the critical issue of unemployment (the main Slogan of young Tunisians in 2010/2011 was “Employment, Freedom and National Dignity”) and the need for international cooperation to solve this issue and its social and security impacts (illegal emigration, banditry, terrorism, etc.).
**OYA in Tunisia**

The OYA programme in Tunisia will therefore provide guidelines for the promotion of employment (employment and self-employment) through the creation of micro, small and medium-sized enterprises by identifying promising and inclusive sectors likely to be invested in or attracted by young investors.

The OYA programme will also focus on mitigating the socioeconomic consequences of COVID-19 on young women and men, who were the most impacted by the pandemic.

The table below summarizes the outcomes and outputs as well as target outcomes of the programme. The full country action plan can be found at: https://docs.google.com/document/d/1e0apjdJcg1pWUtYxH4upD1TlrY-e9iM/edit

<table>
<thead>
<tr>
<th>Outcome / output</th>
<th>Key target outcome</th>
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| **Outcome 1.** Employability (on and off-farm) and self-employment capabilities of youths in agriculture are enhanced | • At least 10 TVET institutes supported  
• At least 5000 students enrolled  
• At least 5000 students benefited from entrepreneurial skills development and digitalization skills enhancement trainings |
| Output 1.1 Evaluation of the supply and performance of education and training programs (public and private), whether cross-cutting or specific and oriented towards the agricultural sector and agri-food systems, and their adequacy with labor market demand. | |
| Output 1.2. Work skills and transversal competencies (soft skills) developed to support personal growth, improve access to resources and facilitate labour market transition for youth | |
| Output 1.3 Specialized competencies and professional skills developed to improve the employability (on- and off-farm) of youth in agriculture and agribusiness | |
| Output 1.4 Entrepreneurial mindset and business skills developed to promote the growth of youth-led agribusinesses and SMEs in agriculture | |
| **Outcome 2.** Existing and emerging youth-led agribusinesses and SMEs in agriculture have increased access to finance and are better integrated into local, regional and international markets | • At least 100 youth-led SMEs established  
• At least 1 interdisciplinary platform supported  
• At least 20 B2B and PPDP partnerships created  
• At least 2 value chains with high potential value financed |
| Output 2.1. Business development services improved to foster competitiveness (innovation) and to ensure viability and efficiency of youth-led agribusinesses and SMEs, adapting APIA-FAO model | |
| Output 2.2 - Capacity of youth-led agribusinesses and SMEs strengthened to identify and access market opportunities (physical and virtual) and to integrate into national, regional and international markets | |
| Output 2.3 - Business opportunities promoted to facilitate youth-oriented development partnerships and technology transfer across regional and global value chains | |
| Output 2.4 - Access to financial products and services enhanced for youth-led agribusinesses and SMEs in agriculture | |
| **Outcome 3: Agricultural value chains and agri-food systems that create decent employment and self-employment opportunities for youths are strengthened** | • At least 10 institutions supported  
• At least 1 multi-stakeholder platform supported  
• At least 2 value chains with high potential supported  
• 100 MSMEs supported in improving their managerial practices and implementing innovative organizational structures |
| Output 3.1 - Promising and inclusive agri-food systems and value chains identified and diagnosed in order to improve their attractiveness to young people and therefore to strengthen the employability rate | |
| Output 3.2 Competitiveness and functioning of systems and value chains strengthened through improved rational relationship between actors | |
Output 3.3. Organizational and institutional environment for agricultural investment improved in order to establish an ecosystem conducive to creativity and innovation within SMEs and agricultural and agri-food holdings. A privilege will be granted to the sectors studied.

Outcome 4: Policy, institutional and programmatic frameworks are strengthened at national, sub-regional and continental levels to support decent youth employment creation and entrepreneurship development in agriculture and agribusiness.

Output 4.1. Enabling environment for youth investment in the agriculture and agri-food sector assessed to improve institutional framework.
Output 4.2. Coordination and harmonization of interventions (from all partners) improved to promote investment in the agricultural sector and agri-food systems and the employability of young people.
Output 4.3. All links and actors’ competencies enhanced for strong policy, institutional and programmatic frameworks that guarantee the competitiveness and sustainability of value chains and agri-food systems.

- At least 300 stakeholders, economic actor or young agripreneurs sensibilized towards sustainable agricultural investments
- 2-3 partnership with research institutes established for the development of R&D programmes in the selected value chains / agri-food systems.
Context

Zambia is one of the world’s youngest countries by median age. It is experiencing an unprecedented rise in youth unemployment due to economic pressures, population growth and inability of industries to create enough job opportunities. However, the country is confronted with a high poverty rate, stagnating gross domestic product (GDP), and increasing unemployment especially among women and youth. Overall, the agricultural sector is the main employer although it decreased its contribution to Zambia’s GDP in the past decade from 11.6% in 2009 to 2.7% in 2019. In addition, most of workers in the agriculture sector engage in the informal sector where their job is not prominently sustainable.

While Zambia’s unemployment levels remain relatively high compared to other neighbouring countries (with 13.2% unemployment rate at the national level), youths are affected more significantly (17.5% youth unemployment rate). A gender issue is recognised by high figures (youth unemployment rate for females at 18.5% compared to 17.4% of males).

Unemployment is on the increase in Zambia due to low education levels (only 58% completing secondary education and 2% completing higher education) and professional training levels that do not match those expected from the private sector. Moreover, due to economic constraints, industries are not creating enough jobs compared to the population growth. Youth unemployment is even stronger in rural areas (only 34% rural youth are employed against 64% of their urban counterparts), due to lower employment opportunities and education level.

Youth involvement in agriculture has decreased from 56% in 2012 to 22% in 2019 since they perceive agriculture generates low income but requires intensive labour. Youths face several challenges: informal jobs, limited access to capital and finance, limited opportunities for and the quality of training, COVID-19 disruption against the labour market and limited policy supports.

Although Zambia’s agriculture sector employs most of labour force, the sector remains largely underdeveloped. Its contribution to GDP averaged 9.8 percent in the period 2006-2015, way below the national aspiration of 20 percent. According to the research from FAO (2019), the agricultural sector in Zambia currently faces numerous internal and external challenges including low productivity, underutilization of factory processing capacity by firms, low investments into the sector, poor market access, lack of technologies and ICT, climate change, competition from cheap imports, restrictive regulatory environment, high energy costs as well as diseases and pests such as locusts. Among these challenges, the ones which directly affect youth unemployment are low productivity as a result of lack of mechanizations and under-utilization of processing capacity among major processing firms (averaging at about 40 percent) resulting in fewer jobs.

On one hand, the sector is occupied with smallholder farmers (approximately 400,000) engaged in production. On the other hand, it is vertically integrated by large scale commercial companies. The outgrower programmes are the largest source of loans to the farmers covering 9.7% of total loans floated to the smallholder producers.

Zambia is one of the highest early-stage entrepreneurship rates globally (GEM, 2012). However, business development service providers are not reachable for those who live in rural areas. Additionally, the service providers internally contain technical issues in their programmes.

Key National Statistics (2019)

- 17.9 million estimated total national population.
- 2.8% annual population growth rate.
- 1.4% GDP growth (projected contraction for 2020)
- 54.4% of Zambians live in extreme poverty.
- Agriculture contributes to GDP at 2.7%.
- 71.0% employed in agriculture.
- 80.8% informally employed in agriculture.
- 17.9% national youth unemployment rate (female 18.5% and male 17.9%)
- 22% involvement of youths in agriculture.
- 13% of potential workers can get decent vocational training.
Having several challenges, agriculture sector shows high potential in employment for youth. Strong urban demand for agri-foods, expensive imported food, excess processing capacity and digitalisation are the upward trends of increasing value in the sector.

The COVID-19 pandemic has also negatively affected the demand side of agri-foods due to closure of restaurants, hotels and a ban on gatherings, workshops and tourism travel. The hotel industry which depends on the agri-foods sector virtually came to a standstill leading to the further loss of jobs in downstream support services such as the agri-food supply chains. In addition, COVID-19 required many youths to be familiar with digital technologies and access internet for e-Education, e-Training as most schools and TEVETA institutions closed over a long period of time.

**OYA in Zambia**

OYA baseline analysis has shown that training youths for them to be absorbed by industry or public is not enough to create the much-needed jobs for the youths in Zambia due to its stagnant economy where employers are not expected to drastically increase the job opportunities for youths in the mid-term. There is need, therefore, for this project to shift focus towards job creation for the youth. In fact, youths are not interested in labour intensive and low paying jobs in agriculture, especially those that are at production level but prefer jobs high up the value chains such as those in agro-processing or business development service sector. Generally, there is a lack of value addition in most value chains in Zambia. This area is underdeveloped and if properly supported can offer good employment opportunities, especially among the rural youths so that they can supply the unmet high demand of agri-foods in the urban areas. Besides, farming enterprises are underdeveloped as well because of limited application of mechanization and market linkage. The business development service through ICT has been promising although the private agricultural companies haven't explored the potential yet.

There are some key points which need to be considered when looking at options for creating jobs for the youths namely; Small initial investment cost, quick and high ROI, growth potential and demand, sector support service, high degree of innovation and resilience. Taking these key points into consideration, 2 value chains were selected: Soybeans and Aquaculture.

A Country Action Plan to implement the OYA programme at the national level was drafted and discussed with UNIDO, FAO, the government and other major stakeholders at the national level. The final draft of the CAP was developed and is being validated.

The table below summarizes the suggested outcomes and outputs as well as target outcomes of the programme. The complete final draft of the Country Action Plan can be found at: https://docs.google.com/document/d/1LVx81goL6mfyMJX6Zxr3iaKTRj4io0V4/edit?usp=sharing&ouid=111425321924052688890&rtvlan=true&sd=true

<table>
<thead>
<tr>
<th>Outcome / output</th>
<th>Key target outcome</th>
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<tbody>
<tr>
<td>Output 1: Employability (on- and off-farm) and self-employment capabilities of youths in agriculture and agribusiness are enhanced.</td>
<td>• 1 agriculture/ agribusiness skills stakeholder coordination platforms formed for skills anticipation</td>
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<tr>
<td>Output 1.1: Improved skills coordination, collaboration, and skills anticipation within the agriculture (including aquaculture) and agribusiness sectors</td>
<td>• 5 TEVETA agriculture and agribusiness courses reviewed and/or developed</td>
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<td>Output 1.2: Improved TEVETA certified training in agriculture and agribusiness; entrepreneurship; soft skills; ICT and digital skills</td>
<td>• 10 TEVETA institutions supported as centres of excellence</td>
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<tr>
<td>Output 1.3: Centre’s of excellence for agriculture and agribusiness training in priority provinces (staff training of trainers) established</td>
<td>• 100 TEVETA trainers received advanced training</td>
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<tr>
<td>Output 1.4: TEVETA supported to establish other life-long learning pathways in agriculture &amp; agri-business</td>
<td>• 5000 youths enrolled in TEVETA accredited training institutions and participated in training</td>
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| Output 1.5 Support to expansion and scale-up of soft skills; ICT and digital skills training | • •
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<tr>
<th>Outcome 2: Existing and emerging youth-led agribusinesses and SMEs in agriculture have increased access to finance and are better integrated into local, regional and international markets.</th>
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<tbody>
<tr>
<td>Output 2.1 Youth-led agribusinesses, youth-led IT companies and SMEs in agriculture are effectively mobilized through existing associations of SME’s</td>
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<tr>
<td>Output 2.2 Private BDS providers focused on SME’s capacity built</td>
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<tr>
<td>Output 2.3 Current modalities, toolkits and approaches to youth SME access to BDS, Finance and Markets within public institutions reviewed and enhanced</td>
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<tr>
<td>Outcome 2.4 Establishment of pilot youth-led small enterprise BDS centre’s to offer advice, entrepreneurial skills, linkages, information, mentorship, counselling and other BDS supports to youth-led SME’s</td>
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<td>Outcome 2.5 Improved youth awareness of entrepreneurial and BDS opportunities, and Finance and Market access offers through strengthened media programming</td>
</tr>
<tr>
<td>Outcome 2.6 Youth organizations supported to mobilize youth and promote youth agripreneurs access to BDS, Finance and Markets</td>
</tr>
<tr>
<td>• 10 SME focused BDS providers received capacity support</td>
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<tr>
<td>• 100 youth –led SME’s received the business support services in targeted VC</td>
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<tr>
<td>• 20 business partnership between youth-led agribusiness and financial and non-financial service providers</td>
</tr>
<tr>
<td>• 5 youth-led small enterprise BDS centre’s established</td>
</tr>
<tr>
<td>• 5000 youth-led SME’s mobilized &amp; linked to BDS</td>
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<tr>
<td>Outcome 3: Agricultural value chains and agri-food systems that create decent employment and self-employment opportunities for youths are strengthened.</td>
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<tr>
<td>Output 1: Action research with regards to low cost smallholder production models in aquaculture and promote appropriate technologies facilitated</td>
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<tr>
<td>Output 2: Sector stakeholder platforms (e.g. ADAZ, SOPAG) to encourage coordination, collaboration, technology promotion, public information dissemination and sector growth supported</td>
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<tr>
<td>Output 3: Input suppliers supported to develop robust input supply chains with the information and embedded support services</td>
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<tr>
<td>Output 4: Mechanization, equipment/service providers supported to make mechanization service available and accessible in the rural areas</td>
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<tr>
<td>Output 5: Agro-processors, aggregators and traders supported to invest in developing youth inclusive supply chains.</td>
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<tr>
<td>Output 6: The warehouse receipt system reviewed and strengthened to avert negative impacts of price variations to favour farmers.</td>
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<td>• 2 high potential value chains supported</td>
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<td>• 5 meso-level organisation supported (business associations, labour unions etc.)</td>
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<tr>
<td>• 5 of business partnerships established by agribusinesses and SMEs</td>
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<td>• 1 multi-stakeholder platform strengthened (1)</td>
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<td>Outcome 4: Policy, institutional and programmatic frameworks are strengthened at the national level to support decent youth employment creation and entrepreneurship development in agriculture and agribusiness.</td>
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<tr>
<td>Output 1: Agriculture policy and programmes streamlined to create enabling environment for soybeans sector growth</td>
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<tr>
<td>Output 2: Support improvement of working conditions in the agriculture sector through strengthening representation and youth participation</td>
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<tr>
<td>Output 3: Youth policy and programmes streamlined to create enabling environment for youth employment and entrepreneurship</td>
</tr>
<tr>
<td>Output 4: SME Policy and programmes streamlined to create enabling environment for youth-led SME’s and youth employment</td>
</tr>
<tr>
<td>Output 6: Capacity built for policy reviews, development, implementation, monitoring and evaluation for youth employment in agriculture and agribusiness</td>
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<tr>
<td>• 1 in-depth baseline research on policies</td>
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<td>• 4 national institutions trained for institutional strengthening</td>
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<tr>
<td>• 4 youth networks and associations strengthened</td>
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