



African Agribusiness Youth Strategy



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List of abbreviations and acronyms

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3ADI African Agribusiness and Agro-Industry Development Initiative	GHG Greenhouse Gases
AAYS African Agribusiness Youth Strategy	GHGE Greenhouse Gas Emissions
AFRACA African Rural and Agricultural Credit Association	ICRISAT International Crops Research Institute for the Semi-Arid Tropics
AFCFTA African Continental Free Trade Area	ICT information and communication technology
AGRF African Green Revolution Forum	IFAD International Fund for Agricultural Development
ANAFE African Network for Agriculture, Agroforestry and Natural Resources Education	IPCC Intergovernmental Panel on Climate Change
ATVET Agriculture Technical Vocational Education and Training	KPI Key Performance Indicator
AU African Union	LDC Least Developed Countries
AUC-DARBE African Union Commission's Department of Agriculture, Rural Development, Blue Economy and Sustainable Development	M&E Monitoring & Evaluation
AUDA-NEPAD African Union Development Agency – New Partnership for Africa's Development	MAM Modern African Market
AU-STC African Union's Specialized Technical Committee	MSMEs Micro-, Small and Medium-sized Enterprises
CAADP Comprehensive Africa Agriculture Development Programme	NAC National Agribusiness Chamber
CAP-F Country Agribusiness Partnerships Framework	NAIPs National Agriculture Investment Plans
CAS Continental Agribusiness Strategy	NGO Non-Governmental Organizations
CMA/WCA Conference of Ministers of Agriculture of West and Central Africa	NTB Non-Tariff Barrier
COMESA Common Market for Eastern and Southern Africa	PAFO Pan-African Farmers' Organization
COP Conference of the Parties	PanAAC Pan-African Agribusiness and Agro-Industries Consortium
COVID-19 Coronavirus Disease 2019	PPP Public-Private Partnerships
CSOs Civil Society Organizations	SMEs / SMBs Small and Medium-Sized Enterprises / Small and Medium-Sized Businesses
EAC East African Community	UNIDO United Nations Industrial Development Organization
FAO Food and Agriculture Organization of the United Nations	SADC Southern African Development Community
FARA Forum for Agricultural Research in Africa	SPS Sanitary and Phyto-sanitary
FIMA Framework for Improvement of Rural Infrastructure and Trade-related Capacities for Market Access	STI Science Technology and Innovation
GDP Gross Domestic Product	R&D Research and Development
GIZ Deutsche Gesellschaft für Internationale Zusammenarbeit	RAC Regional Agribusiness Chambers
	RAIP Regional Agricultural Investment Programme
	REC Regional Economic Community
	RFO Regional Field Office
	UNECA United Nations Economic Commission for Africa
	VC Value Chains
	WTO World Trade Organization

Acknowledgement

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This document was developed by the African Union Commission with technical assistance from GIZ and the consulting firm STRATEGIES. It is the product of several consultations with a wide range of stakeholders at national, regional and continental levels including youth agripreneurs, development organizations such as GIZ, ILO, IGAD Youth & Land SC and FAO, as well as private sector and civil society organizations.

Special thanks to all the contributors to the African Agribusiness Youth Strategy.



1 / Foreword

06

Africa is the youngest and fastest-growing continent in the world. It is estimated that the number of young people in the African labour force will increase to 375 million by 2030. The youth decent employment challenge in the continent is unique, in particular when combined with the future of agriculture and food systems. The creation and expansion of decent jobs for youth in rural and urban areas is key for Africa to achieve shared prosperity and poverty eradication, and to contribute to building sustainable and resilient food systems. Youth employment is a priority policy agenda in Africa. The African Union, under its Agenda 2063 “the Africa we want”, has identified youth (employment) as a priority. The AU’s First Five Year Priority Programme (5YPP) on Employment, Poverty Eradication and Inclusive Development also places key emphasis on youth.



African Union

الإتحاد الأفريقي

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Agribusiness has the potential to create and scale up decent employment opportunities for young women and men. The agricultural sector is at least twice as effective in reducing poverty as growth in other sectors. It provides untapped potential to boost the creativity, energy, innovation and entrepreneurship of youth, multiplying decent employment opportunities and wealth in agri-food sectors, providing options and alternatives for example in the context of migration.

Facing the growing challenge of youth employment, African governments have to re-engage in sound rural development policies, powered by the engine of agricultural growth. These policies are not exclusive, but they fit with the structural characteristics of the continent. Changing the vision of youth towards agriculture and their perception of the limits of a rural way of life are, however, clear prerequisites, knowing that their commitment to the development of rural areas will be decisive. The need to improve rural livelihoods in Africa and to facilitate the inclusion of youth in the rural economy are immense, and the specific requirements for agriculture are not the least as youth unemployment is primarily a problem of labour demand. The sector is therefore critical in creating employment and uplifting the living standards of the African people. It is against this background that agriculture has been identified as one of the key sectors to drive the economic growth rate envisaged in Agenda 2063. This growth will be achieved through transforming Rural Economy especially small-scale agriculture from subsistence to innovative, commercially oriented and modern agriculture.



The momentum is strong and consistent. The 2014 Malabo Declaration have specific targets on youth engagement in agriculture, namely to: create job opportunities for at least 30% of youth in the agricultural value chains; and support and facilitate preferential entry and participation for women and youth in gainful and attractive agribusiness opportunities.

The African Union has developed the African Agribusiness Youth Strategy to address challenges that hinder youth from participating effectively in the sector. The Strategy is aimed at providing new opportunities for youth in agriculture and its value chain. It seeks to promote the establishment and harmonization of youth in Agribusiness initiatives and schemes at Member State, Regional Economic Community and Continental levels. In line with the AU's vision of an integrated, prosperous and peaceful continent, agribusiness opportunities at national levels need to feed into sub-regional programs, which in turn feed into continental initiatives.

I express my profound appreciation to the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) and other esteemed partners most especially the Food and Agriculture Organisation of the United Nations (FAO), Pan African Farmers Organizations, CAADP Focal Persons, Regional Economic Communities and the Youth Focal Points of the various Department in the African Union Commission. who contributed immensely to the development of this strategy. This work would not have been possible without their support.

The African Union reaffirms its commitment to creating policies, frameworks and strategies that will encourage youth engagement in Agricultural development initiatives. I therefore urge each and every one of us especially AU Member States and Regional Economic Communities to play their respective responsibilities in ensuring that this strategy is successfully implemented so that we can strengthen the participation of African Youths in Agribusiness to take advantage of emerging opportunities including the African Continental Free Trade Agreement.

H.E.Amb. Josefa Sacko

Commissioner
Agriculture, Rural Development,
Blue Economy and Sustainable
Environment African Union
Commission
Addis Ababa, Ethiopia



2 / Executive Summary

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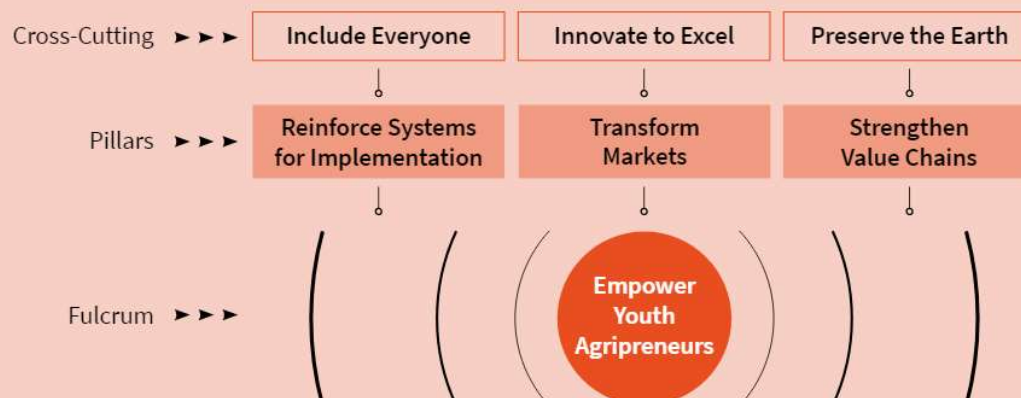
At over 450 million, young Africans aged 15-34 years represent over one third of the continent's population. This population segment is growing rapidly and will reach 850 million by 2050. Only 3 million jobs are created each year in the formal economy while more than 20 million youth enter the labor market every year. With unemployment rates of up to 25% in some countries and underemployment rates that reach 70% in others, African Youth have become a central focus of decision-makers.

Given that up to 70% of jobs in Africa are still in agriculture and that the demand for more and better food is rising, it became evident for African Heads of State and Government meeting in Malabo, Equatorial Guinea in 2014, that **Youth Agribusiness provides one of the most crucial opportunities to create jobs, grow economies and improve food security**. It was determined not only to develop a Continental Agribusiness Strategy, but to go further and develop a specific African Agribusiness Youth Strategy (AAYS).

The present AAYS reflects this focus by situating **Empowerment of Young Agripreneurs** as the fulcrum of the strategy. This pivotal point means ensuring youth have the knowledge and the skills to participate in policy development and decision-making in the agribusiness sector as well as to build and grow their individual agribusinesses and networks.



African Agribusiness Youth Strategy



The figure summarizes the overall goals, the logic of intervention and the key pillars of the continental strategy resting on the fulcrum of empowering Youth Agripreneurs.



Upon this fulcrum, rest the three key pillars of the strategy:

- **Building Systems for Implementation** – Developing the institutional leadership, policy development, coherence and synergy, data collection and knowledge management to drive the strategy implementation at national and subnational levels, with support from regional and continental bodies.
- **Transforming Markets** – Changing the way markets are viewed and developed to give young agripreneurs better access to large formalized markets, digital markets, cross-border, and regional markets. It also entails revolutionizing the traditional African marketplace to make it a viable commercial space that young agripreneurs can benefit from.
- **Strengthening Value Chains** – Integrating youth into the national and subnational value chain strategies by making key value chains more youth-inclusive as well as developing youth-centered value chains. Enabling young agripreneurs to access land, equipment, skills and finance that will empower them to build and engage in strong agribusinesses at all levels of the value chain.

During implementation, each of these three pillars needs to be implemented in a context-specific manner building on local potential, while continuously integrating three cross-cutting elements:

- **Include Everyone** – The AAYS should be implemented equitably for young women and men from all youth categories such as rural and urban, all educational backgrounds, youth living with disabilities, ethnic, religious, and linguistic minorities, etc. In implementing the AAYS, countries should include youth in contexts of fragility and conflict as much as possible. AAYS implementation should build on youth who are already operating informal agribusinesses and provide paths towards formality and growth as well as creating opportunities for new producers and start-ups.
- **Innovate to Excel** – Innovation is the key that can enable young African agripreneurs take quantum leaps and provide the economic growth the continent desperately needs. Innovation should be stimulated at all levels of the value chain. It should be technical, technological, organizational, social and in marketing. All stakeholders should be involved to ensure effective innovation.
- **Manage Resources and Preserve the Earth** – The AAYS should be implemented with thorough integration of environmental sustainability practices at all levels of the value chain. This includes investment in value chains that specifically contribute to build sustainable food systems and a green economy.



Finally, the continental AAYS rests on several underlying elements which are important for broad, efficient outreach and effective implementation.

Element	Description
Build on the Existing	<ul style="list-style-type: none"> ▪ The AAYS is developed considering existing strategies, processes, and institutional frameworks such as the Continental Agribusiness Strategy, the CAADP process, NAIP processes, national planning and budgeting frameworks, also linked to national pathways for food systems transformation under the UN Food Systems Summit. ▪ The AAYS is meant not to be a strategy apart, but rather to link up and be integrated into existing strategies and frameworks as much as possible.
Implementation at all levels	<p>The AAYS needs shall be implemented at various levels of the of policy making process to achieve the desired impact on continental agribusiness:</p> <ul style="list-style-type: none"> ▪ Local, subnational and national levels for on-the-ground implementation, notably job creation and building of businesses. ▪ Regional levels for synergies such as knowledge management, cross border trade, resource mobilization and building regional excellence. ▪ Continental level to impact the African vision, M&E frameworks, synergies, knowledge management, resource mobilization and building African excellence.
Bringing together all stakeholders	<ul style="list-style-type: none"> ▪ Successful agribusiness depends on government, agripreneurs, private sector, research institutions, academia and NGOs all working together. In the implementation of the AAYS these stakeholders must come together and must include and reinforce youth leadership within their institutions and at all decision-making levels.



3 / Introduction

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Out of Africa's estimated population of 1.3 billion people, over 60% are under 25 years old. Youth as defined by the African Union, between 15-35 years old, represent 440,700,000 people or 33.9% of the population. Both unemployment and underemployment within this group are among the most important challenges facing a continent where about 60% of jobs are still found in the agricultural sector. Given this situation, engaging youth in agribusiness is evidently an essential pathway to create employment and increase wealth for citizens in Africa.

3 / 1 Background

In sub-Saharan Africa, 52% of women are employed in the agricultural sector (World Bank, 2019) making it impossible to talk about agribusiness without including women. The youth agribusiness strategy must thus explicitly engage young women and young men equally. It must also address findings of contemporary studies that are debunking long held perceptions that young people are not interested in agriculture and rural life preferring urban life which they consider as offering better opportunities.

At the meeting in Malabo, Equatorial Guinea in June 2014, the Heads of State and Government at the 23rd African Union Summit renewed their commitment to accelerate the process of transforming Agriculture in Africa. This commitment is fully in line with the objectives of Agenda 2063 and falls within the Sustainable Development Goals. As part of the process to increase youth jobs and achieve the Malabo targets, the African Union's Specialized Technical Committee (STC) on Agriculture, Rural Development, Water and Environment, comprised of ministers of agriculture of African Union member states, called for the development of a continental youth agribusiness strategic framework in 2017.

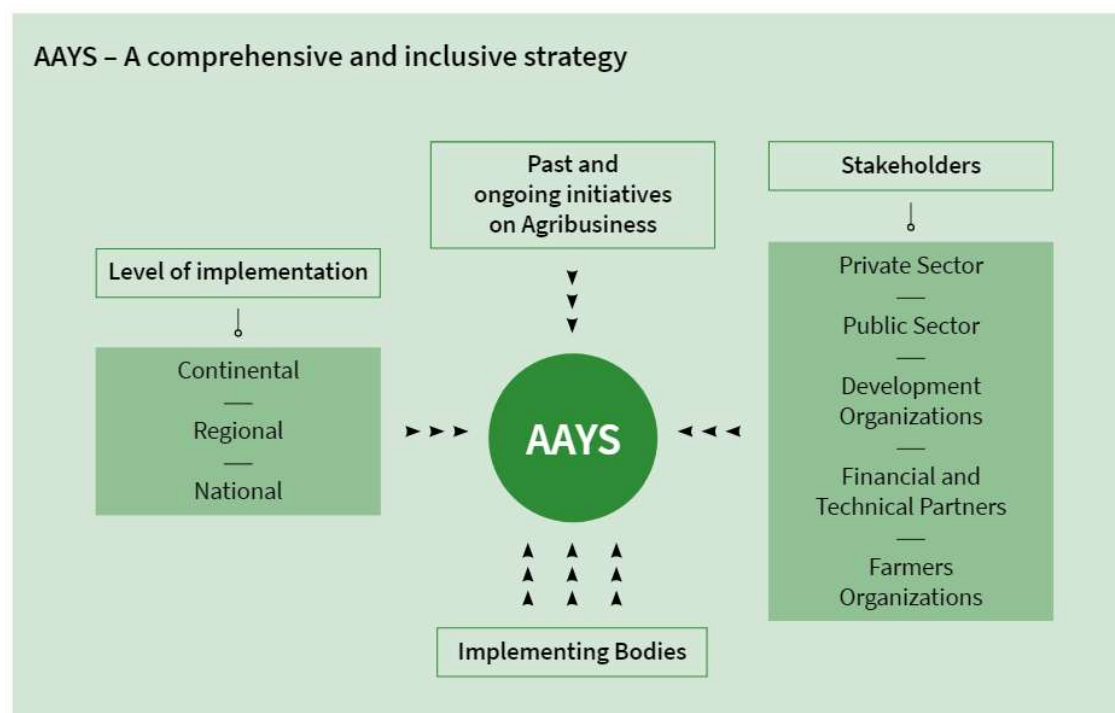
The objective of this strategy, which focuses on young women and young men of all categories, is to **create an enabling environment for youth entrepreneurship and youth employment in**

agribusiness within the African Union for 2025 and beyond. The AAYS provides a continental framework that should be used at regional, national, and subnational levels to develop context specific *Agribusiness Youth Strategies* that take into account the key elements. It should serve African Union Member States as a reference framework which they can use to **integrate youth agribusiness into National Agriculture Investment Programs (NAIPs), Youth Employment Strategies, Entrepreneurship Development Plans, National Qualification Frameworks** and more. The AAYS is not designed to be copied and pasted as a blueprint, but rather to serve as a framework that enables Member States to develop and implement agribusiness and employment strategies *for and with youth* coherently across the continent. The African Agribusiness Youth Strategy is aligned to relevant, existing continental frameworks and strategies, particularly the AU's Continental Agribusiness Strategy (CAS) and the Malabo Declaration.

Agribusiness in AAYS builds on the concept defined by FAO as all of the actors in the broad spectrum that provide inputs to farmers and connect them to consumers through the financing, production, handling, processing, storage, transportation, marketing, and distribution of agricultural and livestock products. Young entrepreneurs involved in agricultural activities at any level of the value chain are referred to in this strategy as "Agripreneur".



3 / 2 Approach and Methodology

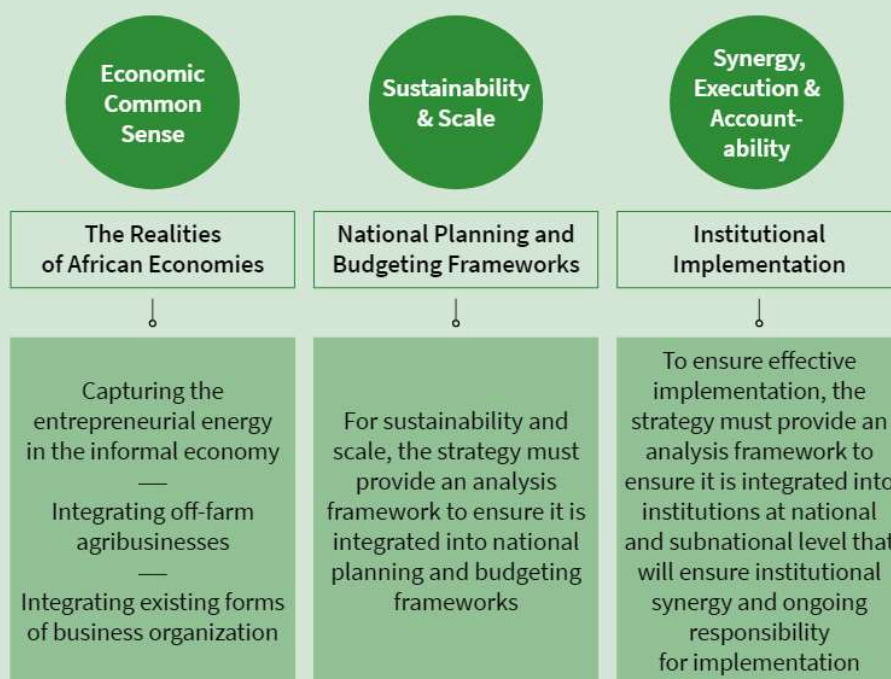


The AAYS was developed with inputs from a broad range of stakeholders using an inclusive and comprehensive approach as appears in the figure.

The process involved key stakeholders of the agribusiness sector on the continent and past and ongoing initiatives related to agribusiness on the continent were closely examined to ensure coherence and continuity in actions. Close attention was also paid to upcoming initiatives such as the Investment Guidelines that will be developed by FAO and AUC this year (2021) and that will provide a **complementary tool to assist governments and their partners in designing youth-responsive agriculture and agribusiness investment programs**. The roles of implementing bodies were also considered to ensure that the strategy developed is practical and ready-to-use at the different levels.

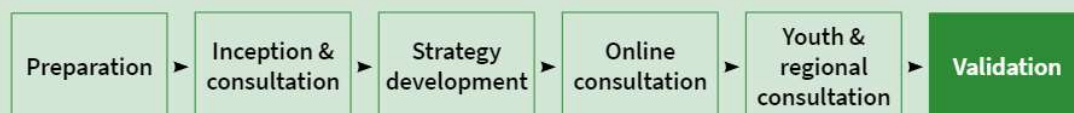


Anchoring the AAYS Strategy



The AAYS was developed considering and **building on the economic, political, and social realities** on the continent in order to **anchor the strategy firmly within the African context** as displayed in the figure.

Process of the AAYS Strategy



The AAYS was developed between 2020 and 2021.

The approach used to develop this strategy was a 6-step process.²

In total, more than 12 consultation workshops were held. These workshops allowed the structure and the main measures of the strategy to be developed in 2020. In 2021, the draft strategy was reviewed, analyzed and enriched once again by young agripreneurs, experts, representatives of national governments and regional organizations.

It is also important to emphasize the fact that the **AAYS integrates ongoing initiatives** such as the 2014 Malabo Declaration on Accelerated Agricultural Growth and Transformation for Shared Prosperity and Improved Livelihoods, the Continental Agribusiness Strategy, the G20-Initiative on Rural Youth Employment (RYE), the G20/G7 Africa Partnership, the G7 Framework on Decent Job Creation for Rural Youth in the Sahel, and the Africa-EU Partnership, and more.

² For more details, see annex 6 on the key steps for developing the AAYS



3/3 How to Use this Document

The present strategy is a framework for the continental, regional, national and sub-national levels. Decision-makers should use it to define an implementation plan adapted to their specific situation at each level. The bulk of implementation is to be done at national and subnational levels as this is where the majority of agribusinesses will be built and jobs created.

To develop an implementation plan at each level, it will be important for decision-makers responsible for agriculture to carry out a 4-step process.

- **Situation Analysis** to determine the existing strategies and initiatives already being implemented that the AAYS must be integrated into. In this step also all the key stakeholders to be involved in AAYS implementation at the specific level must be identified.
- **Coordination** to ensure there is a mechanism whereby all the different stakeholders come together for analysis, strategic decision-making, distribution of roles and responsibilities, pooling of resources and the monitoring and evaluation of implementation.

- **Implementation** with all the different stakeholders concerned working in synergy to ensure all of the key aspects of the strategy relevant for the level are taken into account and put into motion.
- **Monitoring and Evaluation** of the AAYS is to be done by integrating AAYS indicators into the CAADP Biennial Review at subnational, national, regional and continental levels. Decision-makers should ensure these indicators are developed and integrated into the CAADP biennial Review, before implementation begins.

Given the importance of implementation at national and subnational level, this document contains a short description of the role of different levels of government in chapter 5.2.





4 / Situational Analysis

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Africa is the world's most youthful Continent. With 15- to 34-year-olds estimated at over 450 million, representing over 1/3 of the current African population³, it is right that several development and funding organizations consider this youth as the «*Africa's Most Valuable Resource for Economic Transformation*⁴» or as «*a catalyst in Africa's economic development*⁵». This most productive age group in any population is unquestionably Africa's prime human capital. Today, however, this age group in Africa is unemployed with rates reaching 25% in some countries and underemployed at a rate of 70% in most of the continent⁶ as well as youth "Not in Employment, Education or Training" (NEET) representing about 20%.⁷

4 / 1 The importance of Youth in Africa's Development Strategy

The loss for African economic growth is tremendous. Even worse, unemployed youth become easy recruits for all types of extremist groups which destabilize communities and create conflict. The need to address youth employment and to **capitalize on a "demographic dividend"** is thus urgent and agribusiness and the agri-food systems provide multiple opportunities to do so.

4 / 2 The Importance of Youth Agribusiness in the Continent's Development Strategy

During the last two decades, the importance of agribusiness in the development strategy of the African continent has been growing steadily. Indeed, through CAADP, the agribusiness vision was made clear: have a «*dynamic agribusiness sector that generates jobs and added value and contributes to growth and reduction of food dependency in Africa*».⁸

A framework for the promotion and the **development of a robust and inclusive agribusiness sector**, propelling agricultural value chains across the continent, creating jobs, creating wealth, and retaining it along the chains was provided by the Continental Agribusiness Strategy (CAS) developed in 2017.

With as many as 20 million young Africans expected to join the labor market every year for the next decade and the potential of the agriculture sector still largely underexploited in Africa, the STC deemed it necessary to develop a specific strategy that takes a two-pronged approach:

- Ensures that a high share of young women and men are (better) integrated into **agribusiness strategies at all levels** on the continent.
- Develops **specific programs and services for young women and men** to address their particular needs and ensure they seize opportunities for both wage jobs and entrepreneurship in agribusiness.

Exploiting the full agribusiness potential of the continent by creating jobs and businesses for the youth will contribute to sustainable food systems and to accelerate inclusive growth and development in Africa.

³ Based on United Nations, Department of Economic and Social Affairs, Population Division (2019). World Population Prospects 2019, custom data acquired via website.

⁴ ADB ; The Youth – Africa's Most Valuable Resource for Economic Transformation, 14-Aug-2018.

⁵ Ibid.

⁶ ILO - <https://www.un.org/africarenewal/magazine/special-edition-youth-2017/africas-jobless-youth-cast-shadow-over-economic-growth>

⁷ [wcms_737670.pdf](https://www.wcms_737670.pdf) (ilo.org)

⁸ CAADP - NEPAD Agribusiness Strategy and Flagship Programme



4 / 3 COVID-19 and its Impact on African Youth Agribusiness

The development of the AAYS took place in the unprecedented context of a global health crisis with the spread of the COVID-19 pandemic. The strategy was thus developed considering that it will be implemented within this crisis context which is having repercussions for African agribusiness at multiple levels: Youth Agripreneur livelihoods, policy, agriculture production, markets, finance, knowledge, innovation and technology.⁹

COVID-19 poses severe threats to youth agribusiness in Africa and many negative impacts have become reality already. However, the crisis also provides an opportunity. To avoid a food crisis, to limit the disruption of food supply chains and turn this crisis into an agribusiness opportunity for the continent to build back better, AU member states will have to:

- **In the short term** – Make policy decisions and put resources at the disposal of the agriculture sector to mitigate the shocks and ensure the continuity of food supply chains.
- **In the medium term** – Work very closely with all the key stakeholders in the agribusiness sector to assess and develop the necessary skills, equipment, infrastructure, and other resources required to seize the opportunities provided in this context. Strategies and policies will then have to be developed and implemented quickly to ensure results.
- **In the long term** – Adjust in the agribusiness sector to incorporate the new reality of COVID-19 and its impact on agripreneurs as well as consumers.

The different elements and pillars of the AAYS are highly relevant and should be taken into account for any COVID-19 response measures as well.



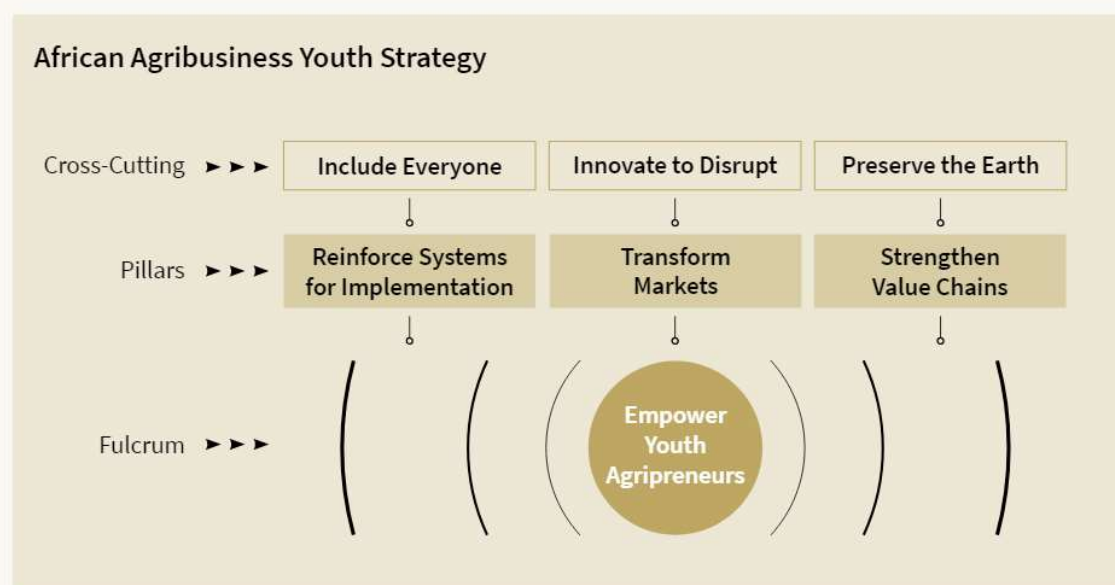
⁹ These inputs were provided by different stakeholders taking part to the online consultation and virtual workshops organized to develop the AAYS. The annex 2 provides the details of these inputs.



5 / The African Agribusiness Youth Strategy

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The African Agribusiness Youth Strategy rests on a fulcrum of empowering Youth Agripreneurs. This is the pivotal element on which the three key pillars and three cross-cutting issues are developed. The following table specifies the key elements of the strategy and presents their interlinkages as well as the rationale of the strategy.



5 / 1 The Strategic Framework

The elements of the AAYS will be elaborated in the following sections of this chapter, including strategic recommendations for each element.

In the process of elaborating the AAYS, the youths consulted specified their expectations of the strategy. The details of their expectations are listed in annex 1.



The Fulcrum

Empower Youth Agripreneurs

The entire strategy rests on youth who have the **knowledge, skills, and resources to act** at all levels of agribusiness. AU Member States at subnational, national, regional, and continental level must make the **changes in mindset, policy and resource allocation** to ensure that youth agripreneurs are empowered to carry forth this strategy and are positioned as key actors for innovation and food systems development.

Key Pillars

Pillar 1

Build Systems for Implementation

This pillar ensures that the institutional leadership required is in place at subnational, national, regional, and continental levels to implement the strategy and achieve results. It focuses on **leadership, institutional synergy and resource mobilization** to ensure success. This pillar's focus on **mechanisms for implementation** is meant to ensure that the AAYS does not remain a strategy on paper, but truly impacts the growth of youth agripreneurship in Africa.

Pillar 2

Transform Markets

This pillar ensures that all stakeholders integrate the marketplace as the final destination for products and services. It envisages **partnerships and transformations of markets** that will ensure profitability for young agripreneurs. The focus is on local, national, and cross-border markets as well as on the use of **technology to expand markets**. International markets where young agripreneurs are competitive should also be analyzed and developed.

Pillar 3

Strengthen the Value Chain

This pillar focuses on each step of the value chain and the various strategies to strengthen it. It includes ensuring **youth agribusiness interests** are integrated into the **development of national value chain strategies** and stresses the importance of both production and off-farm businesses in the value chain.

Cross-Cutting Issues

Include Everyone

The AAYS aims to be inclusive of young women and men in all segments of the youth population. Services and resources should **be responsive to youth of all categories** and take into account the specific needs and contexts in which youths find themselves.

Innovate to Excel

Innovation is key to achieving agribusiness growth on scale. It is integrated in the AAYS in the widest sense possible including **research, development, working systems, institutional and social innovations** using technology and equipment in each of these domains.

Manage Resources and Preserve the Earth

Promoting sustainable agricultural and agroecological practices, integrating climate smart solutions and building a green economy are key to building successful enterprises and creating more and better jobs in agribusinesses. They are integral to the AAYS and **sustainable food systems transformations**.



5 / 2 The Fulcrum – Empowering Youth Agripreneurs

The AAYS situates Empowerment of Young Agripreneurs as the fulcrum of the strategy. This pivotal point means ensuring youth have the knowledge and the skills to participate in policy development and decision-making in the agribusiness sector as well as to build and grow their individual agribusinesses.

The pivot of the AAYS, the element which is non-negotiable and without which the entire strategy falls apart is the broad empowerment of youth and Youth Agripreneurs. At subnational, national, regional, and continental levels, political decision-makers must be deliberate, purposeful, and determined to empower youth entrepreneurs. They must **seek innovative and creative solutions to overcome the structural, socio-economic, and cultural barriers** that make this challenging.

This empowerment means giving youth voice, power and the ability to take action.

Fulcrum – Empowering Youth Agripreneurs

Empowerment

Capacity & Skills

Financing

Other Resources



Youth Agripreneur

Voice

Power

Action

1

In Decision Making Processes

Give youth voice at the table, power to decide with others, means to act on decisions.

2

In Value Chains

Give youth voice to influence business, power = knowledge & finances to decide, opportunity to act and build agribusiness

5 / 2.1 Empowering youth in decision-making at all levels

It is important that youth are not only present in decision-making but have the power to actively contribute to setting the agenda as well as lead the design and implementation of certain initiatives.

To empower youth in agribusiness many key areas must be developed. While key elements such as access to land and equipment are covered in the chapter on “Strengthening the Value Chain”, in this chapter, the focus is on Skills Development and Financing.



Empowering Youth in Decision-Making

Fulcrum – Empowering
Youth Agripreneurs

Empowerment

Capacity & Skills

Financing

Other Resources

Aspect	Description	Key Actions
Voice	Youth should be present in different platforms where decisions are being taken about youth agribusiness.	<ul style="list-style-type: none"> Farmers' organizations should have specific youth units at local and national level Train and strengthen Youth Agribusiness Associations as well as youth champions
Power	Youth should be given space and influence in decision-making forums about agribusiness.	<ul style="list-style-type: none"> Define quotas in terms of participation and decision-makers in different instances such as farmers' organization, parliamentary groups, municipal councils, etc. Strengthen self-organization of youth groups Enable youth to participate in agenda setting and provide them the space to determine their own priorities as well as specific youth-led initiatives.
Action	Youth should participate in implementation, monitoring and evaluation of decisions taken.	<ul style="list-style-type: none"> Provide youth of all segments with the resources to enable them to participate in implementation, monitoring and evaluation of decisions that are taken. Provide youth with resources and training to access traditional media as well as social media so that they can report on implementation and obtain feedback from their peers.

Empowering Youth in Value Chains

Aspect	Description	Key Actions
Voice	Within value chains, youth should be significantly represented in the ecosystem that determines the value chain strategy and operation.	<ul style="list-style-type: none"> Strengthen youth entrepreneurship and agribusiness associations, which may be formal or informal, and integrate them into value chain strategy discussions.
Power	Youth of all segments must have access to all the key resources required to enable them to seize agribusiness opportunities.	<ul style="list-style-type: none"> Put into place systems for skills development as well as peer mentoring. Ensure financing of different types and levels as well as youth-friendly agricultural advisory and business support services.
Action	Youth of all segments must be able to access the opportunities to use the resources acquired to start and grow agribusinesses.	<ul style="list-style-type: none"> Put into place systems for youth to: Acquire knowledge, meet certain standards and requirements for formalization, certification, and decent jobs. Enable access to finance, equipment and markets. Leverage on digital transformation to innovate and improve efficiency throughout the value chain.



5 / 2.2 Strengthen the Capacity of Youth / Skills development

Fulcrum – Empowering Youth Agripreneurs

Empowerment

Capacity & Skills

Financing

Other Resources

To ensure youth agripreneurship, it will be necessary to put in place skills development at various levels and of different types.

Formal Education

Agribusiness should be integrated into school curricula at the primary, secondary, and tertiary levels. Agribusiness should be a career option equivalent to any other and youth must begin to acquire the skills required for it at very early stages. To build on the existing systems it will be important to modernize and equip agriculture schools and colleges by integrating many of the elements of the AAYS including technology, green economy, financial literacy, new notions of markets, etc.

Continued Professional Education

Courses on Agribusiness need to be made available to young people in various forms: short professional programs, specific online or in-person courses, seminars, and webinars on specific topics. Continued professional education needs to be adapted to suit the different categories of youth, including young women and men:

- with limited or no literacy
- in rural and urban settings
- in conflict or fragile zones
- who are already engaged in agribusiness vs. youth initiating start-ups
- living with disabilities
- from ethnic and linguistic minorities
- Etc.

Continued professional education should be accessible using various channels and these should be determined according to the needs of the youth segments at local and national level.

It will be important to:

Build on existing programs and models

- Strengthen the agripreneurship component in programs such as TVET and others existing at national level.
- Scale programs such as Farmer Business School of GIZ and Junior Farmer Field and Life Schools of the FAO as well as others that are focused on agripreneurship.

Digitalize and adapt training and capacity building to reach more youth

- Use channels that are most accessible to youth such as WhatsApp and Facebook.
- Use lower technology channels such as radio for youth who may not have internet access.
- Adapt trainings for non-literate youth.
- Invest in and promote youth startups building agribusiness applications.

Involve young graduates and digital champions to deliver training and mentorship to less tech-savvy or last-mile youth populations.





Strengthen the capacity of youth to participate in policy and decision-making

Strengthen capacities

- To formulate performance indicators, monitor & evaluate progress and adjust policies.
- In data collection and analysis.
- In participatory techniques to engage and consult the wider base of youth they are meant to represent.
- To effectively advocate in the public arena.
- For soft skills such as communication and negotiation skills.
- For the organizational development of youth organizations and associations.

Strengthen and build institutions that are focused on capacity development

- Build value chain-specific centers of excellence at national, regional & continental levels.
- Build specific capacities along strategic value chains.
- Strengthen institutional capacities for mainstreaming youth, integrating the strategy in national planning, and developing concrete youth-centered programs and investments.

Strengthen incubation, mentorship, and acceleration programs

- Promote effective agribusiness incubation and acceleration and promote partnerships between African incubation and acceleration institutions at national, regional, and continental levels.
- Encourage collaboration between incubation & acceleration spaces, governments, universities, and private sector/big agribusinesses to foster innovation following the triple helix-model of innovation.

5 / 2.3 Access to Finance

Access to financial services adapted to their needs is the barrier most often cited by youth in agribusiness. It will be important to lift the financing barrier by making a wide variety of financial options accessible to young agripreneurs.

All actors in the financial sector and notably governments should use a two-pronged approach:

- Make all financing instruments youth-sensitive and youth-inclusive.
- Develop youth-specific financial instruments which support schemes and programs specifically targeting young agripreneurs.

5 / 2.4 Other resources

To fully empower youth agribusinesses, access to other important resources such as land and equipment are required. Please see the chapter 5/5 on Pillar 3 – Strengthening the Value Chain.

Fulcrum – Empowering Youth Agripreneurs

Empowerment

Capacity & Skills

Financing

Other Resources





Some of these instruments include:

Type of Financing	Description
Financing from national governments	<ul style="list-style-type: none"> There should be specific budget lines for Youth Agribusiness <ul style="list-style-type: none"> In the NAIP In COVID19 recovery funds In the funds of relevant ministries such as youth, small and medium-sized businesses, employment, etc. All of the above budget lines should include youth-sensitive line items that ensure youth are integrated into all major programs as well as youth-specific instruments in the form of investment funds, grants, credit guarantee schemes, etc. that reserve specific financing for young agripreneurs. Governments at local and national levels should create the conditions that facilitate financial systems adapted to youth needs. Examples include Fintech, Village Banking, etc. Governments should also provide resources to upscale best practice and to learn from other countries.
Financing from the private sector	<ul style="list-style-type: none"> Guarantees to access credit, required by financial institutions should be adapted to youth realities ensuring that there is flexibility that gives youth access to credit. Financial institutions should create youth-specific financial services that respond to the needs of young agripreneurs. Financial institutions should digitalize services using technology that is accessible to youth. Tools for accessing finance must be improved to make them simpler, accessible online and quicker in terms of response time. It is important that financial institutions, perhaps in collaboration with governments, combine financial and non-financial assistance such as business incubators & mentorship programs for youth agribusiness, to ensure that youth who are accessing finance also access the knowledge and skills to actually grow their businesses.
Explore new financing models that could be linked to support agripreneurs	<ul style="list-style-type: none"> Dedicated private/public fund – this could have various sources of financing and may or may not be value chain specific. Government guarantees to a private fund would also be an option. Philanthropic/social impact investing – African philanthropy is growing strongly. Philanthropists should be approached to channel funds and/or build programs that specifically target agripreneurship. Remittances – Diaspora funding remains the highest financial contributor from outside the continent. Both public and private sector actors can build programs that can channel a portion of remittances for agripreneurship Fiscal incentives to large companies – This would enable large companies to finance smaller agripreneurs through guaranteed contracts, for entering new markets or for introducing new products. Crowdfunding – Training youth on how to crowdfund for their business and facilitating their ability to access or build crowdfunding platforms would increase financing options.



5 / 3 Pillar 1 – Reinforce Systems for Implementation

Most important for any strategy is the implementation phase and as already established in the foundational elements, the most important levels for implementation are subnational and national.

This pillar ensures that the institutional leadership required is in place at subnational, national, regional, and continental levels to implement the strategy and achieve results. It focuses on leadership, institutional synergy and resource mobilization to ensure success.

Pillar 1 – Reinforce Systems for Implementation

Leadership

Data Collection

Policy Development

Knowledge Management

5 / 3.1 Institutional Leadership and Synergy

In each country, the African Agribusiness Youth Strategy implementation and development of the **National Agribusiness Youth Strategy (NAYS)** will have to be led by a synergetic group of government and private sector institutions in which youth are adequately represented. These institutions may include the following or their equivalents:



Level	Government	Private sector
National	Ministries of <ul style="list-style-type: none"> ▪ Agriculture, Livestock, Fisheries ▪ Environment, Natural Resources ▪ Rural Development ▪ Youth ▪ Trade and Commerce ▪ Labor ▪ Gender ▪ Information and Technology ▪ Education and Vocational Training ▪ Corresponding National Institutes and Boards 	<ul style="list-style-type: none"> ▪ National Farmers' Organization, notably the Youth Chapter ▪ Chamber of Agriculture ▪ Chamber of Commerce ▪ National Youth Association ▪ Enterprise and Industry Associations ▪ Financial Institutions
Sub-National	<ul style="list-style-type: none"> ▪ Regional Government ▪ Municipal Government ▪ Regional delegations of all relevant national ministries 	<ul style="list-style-type: none"> ▪ Regional and Municipal branches of all relevant associations and chambers



Pillar 1 – Reinforce Systems for Implementation

Leadership

Data Collection

Policy Development

Knowledge Management

At the level of national government, it will be important to **ensure that there is a leadership mechanism that is inclusive** of all relevant ministries and institutes, the private sector and agripreneurs such as a Joint Task Force or Joint Working Group. In countries where this mechanism already exists for agriculture it may be efficient to build on this and create a subgroup for Youth Agribusiness. This mechanism will be in charge of:

- Driving the strategy and ensuring implementation.
- Bringing together all key stakeholders from public, private, academic and NGO sectors.
- Mobilizing resources for the implementation of the strategy.
- Ensuring regular monitoring and evaluation.

At the level of the private sector, it will be important that all key private sector entities **integrate the national strategy and dedicate specific resources** to it. NAYS objectives and indicators should become a part of each entity's work plan as NAYS enables all these institutions to fulfill their own objectives.

In each country, **key leadership institution at subnational level should be determined**. This may be a regional or municipal government. This local government will then have the responsibility of bringing together decentralized government branches and local private sector entities in a Joint Task Force that mirrors the one at national level.

At both the national and subnational levels, these **leadership mechanisms should have significant representation of youth and of women**, the lowest bar being at 30% per AU stipulations. These persons should be able to qualitatively express the viewpoints and defend the interests of the youth of all categories. Ideally, they should be representatives from relevant youth organizations. If they are not present in the standard stakeholder groups, qualified representatives should be added on as ad hoc members to ensure youth and women agripreneurs are represented.

5 / 3.2 Data Collection

To develop evidence-based policy, drive implementation, then monitor and evaluate achievements, gathering relevant data is essential. The NAYS Task Forces should **make best use of existing data** collection through ministries and national statistics institutes, agriculture programs and private sector entities. They may also need to set up a system to **generate data from young agripreneurs themselves** using available technology and partnering with existing youth organizations to scale up data collection on the ground and build local capacity. Key elements of a comprehensive data collection and M&E system are:

- A baseline for youth in agripreneurship, including all key value chains
- Institutional mapping at national and subnational level on all key institutions involved in agripreneurship: government, universities, research institutions, private sector organizations, youth agripreneurship associations, farmers' organizations, development partners, etc.
- Technology should be used to make data accessible, easy to update and easy to use
- All data collected should be disaggregated by gender and the various segments of the youth population decided upon.





5 /3.3 Policy Development

Pillar 1 – Reinforce Systems for Implementation

Leadership

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Implementing the AAYS means building on the existing National Strategies or policies taking place at the national level. It is desirable to **build on existing agriculture and/or youth policies** and to **integrate specific elements on youth agribusiness** rather than to create separate new instruments, if possible.

Type of Financing	Description
Key Indicators (gender-sensitive)	<p>Every country will decide on its specific set of indicators to develop its NAYS. Key indicators should include the following:</p> <ul style="list-style-type: none"> ▪ Number of decent jobs created in youth agribusiness ▪ Number of youth agribusiness enterprises created ▪ Growth of youth agribusiness enterprises using specific elements such as: sales, number of employees, market share, access to specific markets, etc. ▪ Income of youth employees in agribusinesses ▪ Improvement in livelihoods of young agripreneurs: access to healthcare, education, housing, etc. ▪ Sales of youth agribusinesses and income of agripreneurs ▪ Contribution of youth agripreneurship to GDP <p>All indicators should be gender specific and specific to key segments of the youth population.</p> <p>Input indicators should also be developed to measure commitment and effort by government:</p> <ul style="list-style-type: none"> ▪ Increase in budget specific for youth agripreneurship promotion ▪ Increase in services and resources for youth agripreneurs ▪ Milestones in infrastructure and technology investments that impact youth agripreneurship <p>National indicators should be developed and adapted specifically to sub-national levels in a manner that still provides coherent national level statistics. Private sector entities may also decide to develop key indicators that enable them to monitor their contribution and commitment to youth agripreneurship.</p>

It is essential that the NAYS includes key indicators, policy development process and monitoring and evaluation systems as it is described in the table.



Type of Financing	Description
Policy Development Process	<p>It is essential to include youth agripreneurs in all their segments at all levels of development and decision-making of the NAYS:</p> <ul style="list-style-type: none"> ▪ Youth must have specific units within National Farmers' Organization and be directly involved in: <ul style="list-style-type: none"> - Formulating, implementing, and monitoring key strategies and policies such as the NAIP - Defining and monitoring specific budget lines for youth agribusiness, including discussions during parliamentary sessions - Policy discussions at national, regional and continental levels ▪ Youth agribusiness associations should be supported with information, training and financial resources that enables them to fully participate in NAYS policy development processes at subnational and national levels, while enhancing their representativeness and inclusiveness.
Monitoring and Evaluation Systems	<p>A robust M&E system is required to ensure continuous progress on youth agripreneurship. This should be done at two levels:</p> <ul style="list-style-type: none"> ▪ A national M&E system that begins at the subnational level and feeds into the national system. It should be inclusive and ensure the participation of all key actors and each segment of the youth population. This national M&E system will feed into the CAADP Biennial Review. ▪ Specific indicators on youth agribusiness should be included in the CAADP Biennial Review that will hold countries accountable for implementation of the AAYS and enable M&E at regional and continental levels.

Pillar 1 – Reinforce Systems for Implementation

Leadership

Data Collection

Policy Development

Knowledge Management





5 / 3.4 Knowledge Management

It is necessary to identify, share, replicate and up-scale best practices at national, regional, and continental levels. The **knowledge management system must flow seamlessly from the subnational level to the continental level.**

- One or more **platforms for knowledge management** should be developed at national level which will then feed into regional then continental platforms.
- The **continental platform** should be a hub that directs users to the relevant platforms at regional and national levels as well as to other platforms run by various institutions.
- There is need for a **mechanism of quality control** for the knowledge that is transmitted to make sure knowledge shared does not do harm. One institution capacitated to do this could adopt a Wikipedia-style functioning with “verifiers” from several institutions.
- Another option would be to build a **network of verified contributors** across the continent (youth organizations, research centers, universities, NGOs, etc.) and generate basic guidelines or opportunities to regularly update the capacity of focal points in relevant institutions from each country/region.
- Existing continental institutions could be mandated to manage this. The institution concerned should have **secure, continuous funding to maintain the platform**. Possible institutions include: Youth desk at AUC-DARBE, Pan African Agribiz Apex body, etc.

Possibilities to generate Best Practices in the implementation of the AAYS

- Organize **exhibitions, business conferences and agribiz hangouts** for mutual learning, business networking and mentoring.

- Develop a single, high-profile **continental competition** that uses media and entertainment tools to promote and showcase youth agripreneurs from sub-national to continental level. This is a sort of “The Voice” for agripreneurs or a series of TED-style conferences at each level, with the best cases being taken to the next level.
- Engage African teaching and learning institutions to develop **knowledge management materials** (i.e. business models, best practices, lessons etc.) to be disseminated to African youth using multimedia channels.
- Support the development of **apps and tools** that allow youth in agribusiness to link each other to new markets, suppliers, and information across different value chains.
- Categorize youth to ensure the communication channel and content is adapted to the segment of youth.
- Produce and disseminate knowledge products on African Free Trade Agreement provisions.

Platforms that provide agripreneurs with tools and resources

- Directory of Government Initiatives Donor Agencies, CSOs, Farmers Organizations, Private Sector and other organizations that have resources and tools for agripreneurs.
- Links to universities, research institutions and other organizations working directly with agripreneurs.
- Links to business angels, incubators, mentoring programs, financing opportunities, etc.

Each of the AAYS cross-cutting issues should be taken into account under this pillar as countries build systems for implementation. This can be done by asking a series of strategic questions with regard to each cross-cutting issue as systems are built. Annex 3 of provides a series of questions for pillar 1 that countries can use and adapt to their specific needs.

Pillar 1 – Reinforce Systems for Implementation

Leadership

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5 / 4 Pillar 2 – Transform Markets

Markets are essential for the development of agribusiness and within the AAYS it is necessary to completely transform the way Africa views, develops, and manages markets in order to develop these places of commercial exchange which will ensure the success of youth agribusinesses.

Pillar 2 – Transform Markets

Competitiveness

Inclusion

Modern Markets

Transformation of African Markets



To transform markets for youth agribusiness Africa it is important to act at three levels.

5 / 4/1 Develop the Competitiveness of Young Agripreneurs

Entrepreneurship

To be competitive, young people invested in agribusiness must see themselves as entrepreneurs. They need to **develop the knowledge, skills and attitudes** required to be successful as entrepreneurs. **Training in entrepreneurship is foundational** to understanding demand and supply, varying revenue sources, keeping basic accounts and adapting to market needs.

Experiences and models such as the Junior Farmer Field and Life School (JFFLS) developed by FAO or the Farmers Business School developed by GIZ are already functional in many countries and should be used to scale this training at national and subnational levels.

Formalization

Many young agripreneurs are operating in the informal economy and will continue to do so if there are no incentives for them to formalize. Informality makes them non-competitive for many markets. It will be important for national and local governments to put into place programs that can **enable young agripreneurs to progressively formalize their businesses**. This means **reducing the administrative and financial barriers** to formalization and providing incentives such as making formality a criteria for access to government contracts and large private sector contracts.



Standards and Certification

Setting clear, transparent standards for agricultural products and building the capacity of young people to meet quantity and quality standards in markets is key to making them more competitive. Local and national governments need to:

- Understand the requirements of standards at each level of the value chain in the various markets: local, national, regional, continental, international
- Work with all the key stakeholders in the ecosystem to develop standards that ensure health, safety, decent work, environmental requirements, etc. and develop a progressive scheme for compliance to these standards. Such a scheme should:
 - Include training and coaching to integrate standards
 - Include financial support if necessary
 - Be progressive and steadily increase the competitiveness of young agripreneurs for local, national, regional, and international markets.
- Promote certification programs that are appropriate and support young agripreneurs to achieve certification that opens up new markets.

At the national level, develop market information systems in each sector for young agripreneurs with:

- Dedicated websites
- Mobile applications adapted to both urban and rural youth
- Physical sites where information can be obtained
- Radio and TV programs

5 / 4.2 Promote Young Agripreneur Inclusion in Markets

A key element in promoting markets for young agripreneurs is supporting and encouraging them to work through cooperatives, farmers' organizations, associations, etc. Working in groups will **enable young agripreneurs to increase their negotiating power** in the market for both bulk-buying by farmers to access inputs, and selling together to meet quantity and quality requirements. It will also enable them to reduce costs of transportation and logistics.

Technology should be used to **increase transparency** and build the trust that enables young agripreneurs to work together in this manner. Three types of markets are key to enable young agripreneurs grow and scale their businesses:

1. Formalized Large Stable Contracts

Formalized large stable contracts can be concluded at local or national level and may be in the public or private sector. They include:

- **Government contracts at local and national levels** – A certain percentage of contracts for food and beverages to schools, government cafeterias, hospitals, administrations, etc. can be reserved for young agripreneurs. Programs for formalization and certification can have as a result eligibility for these contracts. They may also require young agripreneurs to work in groups and meet various standards. Such contracts are large and stable, enabling young agribusinesses to grow and invest while supplying to a sure market.
- **Large private sector contracts** – Large private companies can also be encouraged with reduced taxes or other incentives to source from young agripreneurs. A “local content” policy at local or national level which ensures that large companies, especially multi-nationals buy from small local businesses create these types of markets.

Pillar 2 – Transform Markets

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They may include:

- Supplying food and beverage products
- Supplying raw materials or semi-processed material to firms in the cosmetics, food and beverage, energy or other industries.
- Contract farming with large agricultural companies.
- Commercial partnerships between Agro poles (agribusiness clusters) and large urban markets. They may include:
 - Supplying food and beverage products
 - Supplying raw materials or semi-processed material to firms in the cosmetics, food and beverage, energy or other industries.
 - Contract farming with large agricultural companies.
 - Commercial partnerships between Agro poles (agribusiness clusters) and large urban markets.

2. Digital Markets

Technology today enables agripreneurs to supply their products to people across the world. To **enable agripreneurs take advantage of digital markets** which may be at national, regional, continental, or international levels, a series of **supporting measures have to be put in place**:

- **Infrastructure and capacities to access and use internet** - and/or mobile-based services – this includes internet/mobile service providers that are affordable, digital skills development, web or mobile services including sales platforms with payment modalities that are accessible and reliable electricity or alternative power sources.
- **Logistics for packaging, transportation, customs**, etc. that are available and accessible for the young agripreneur.
- **Branding** not only for the product and value chain, but also for the country to make the product attractive to online buyers.

3. Cross-border and Regional Markets

Robust trade is already occurring at African borders and sometimes in markets bringing together more than one country.

However, few countries have focused on these cross-border markets to facilitate and encourage trade. On the contrary, customs and border formalities are often onerous and time-consuming, pushing entrepreneurs to informality and often even to bribery and corruption.

Cross-border and regional markets provide a true opportunity to foster market integration and give young agripreneurs access to larger, more varied markets. With the implementation of the **African Continental Free Trade Area (AfCFTA)** this should become a reality. It will be important for countries to:

- See **cross-border markets as opportunities to grow** their economies and invest in:
 - **Infrastructure** to make these markets truly viable
 - Streamlining **administrative and customs procedures** so they do not block trade and push agripreneurs to operate outside regulations
 - Train administrative staff at these markets to see their role as facilitators who **implement rules and regulations rather than obstacles** to trade
- Strengthen the capacity of young agripreneurs and youth agribusiness organizations in their knowledge of **bilateral and multinational trade agreements** including laws, rules and standards that govern markets at regional and continental levels.
- Put in place mechanisms for **analysis and information sharing on agri-food market opportunities** at cross-border and regional markets, including:
 - Demand status for key products in each zone
 - State of production capacity for key products in each zone
 - Information on the evolution of prices
- **Identify short-, medium- and long-term needs** in key sectors, etc. Specifically include young entrepreneurs in the larger markets and trade agenda, integrating young agripreneurs in trade missions and negotiations.

Pillar 2 – Transform Markets

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5 / 4.4 Development of Modern African Markets

Physical markets at local, national, and regional level are key for the development of agripreneurship. Throughout Africa markets are places of commerce, social interaction, information gathering and much more. Markets are also key sources of tax revenue for local governments. Despite this, few African countries have invested in the infrastructure, technology, and management of modern markets.

Given their importance for trade and commerce from the neighborhood to the continent, it is important for countries and municipalities to **invest in the development of market management.** Markets should be adapted to the specific needs of the locality. This includes:

- Developing the concept of a Modern African Market (MAM)
 - Basic infrastructure for buying and selling, including stands, electricity, water, etc.
 - Equipment for certain types of transformation of agricultural products done on site
 - Infrastructure for storage that is accessible for users
 - Spaces for on-site financial transactions
 - Spaces for information and training of market traders
 - Spaces for social interactions such as child-care, cultural events, provision of basic health care, etc.
 - Commercial events such as fairs and exhibitions dedicated to specific value chains
 - And more

- **Developing market management as part of the value chain** Given the importance of markets in the value chain at all levels, **market management constitutes an essential part of the value chain and is a significant career opportunity for young people.** Best practices can be adopted from South Africa and Mali that have developed modern markets with a wide variety of services as well as participatory management and even ownership by market traders themselves. For municipalities market management would open up a series of job opportunities for young people and improved revenue generation for the municipality.

To integrate the crosscutting issues into the Transform Markets pillar, it will be important for countries to pose key questions as they develop services for agripreneurs and implement the AAYS.

Annex 4 provides a series of questions for pillar 2 that countries can use and adapt to their specific needs.

Pillar 2 – Transform Markets

Competitiveness

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5 / 5 Pillar 3 – Strengthen Value Chains

Despite the importance of the agriculture sector for employment in Africa and its significant contribution to the economy; African agriculture is characterized by low productivity, postharvest losses and limited transformation.

Central to the AAYS is strengthening the value chain to ensure that at each level productivity and profitability are increased, even as young agripreneurs integrate sustainable natural resource management into their businesses.

5 / 5.1 Strengthen the Capacity of Youth

To ensure youth agripreneurship, it will be necessary to **put in place skills development at various levels** and of different types. As mentioned at the beginning of the AAYS, youth capacity is the fulcrum of the strategy. Please refer to chapter 5.3 for key elements on strengthening the capacity of youth.



Strengthening of Value Chains

- 1 Strengthen the capacity of the youth
- 2 Develop a youth-inclusive value chain strategy
- 3 Ensure financing
- 4 Enhance agricultural productivity
- 5 Ensure access to inputs and services
- 6 Promote value chains segments beyond production
- 7 Partnering to Strengthen the Ecosystem

Pillar 3 – Strengthen Value Chains

Capacity

VC Strategy

Financing

Productivity

Inputs & Services

Beyond Production

Ecosystem

Strengthening the value chain entails several important steps.





5 / 5.2 Develop a Youth-Inclusive Value Chain

Strategy

At national and subnational levels, it is important to develop a value chain strategy for the agribusiness sector as a whole. This entails:

- **Analyse value chains (and farming systems)** that respond to various criteria. An example is the Triple Bottom Line Approach developed by the FAO and UNIDO.

Bottom Line	Criteria
Economic Benefits	Value chains that increase incomes and create or enhance employment . These are value chains where the country or region has a competitive advantage , can produce in quantity and quality, and has access or proximity to market.
Monitoring and Evaluation Systems	These value chains improve food security and nutrition . They may provide the opportunity to increase gender equity , improve workers' rights and increase safety . They may also be value chains where specific vulnerable youth segments have a competitive advantage. The transition towards formalization may be easier to achieve in these value chains.
Environmental Benefits	These value chains ensure sustainable natural resource management as well as climate adaptation and mitigation. Value chains that are specifically in the green economy, using climate smart technology and producing positive environmental impacts.

At national and in some instances subnational level, it is important to **determine a combination of key value chains** that provide the above benefits. It is important for the combined set of strategic value chains in which a government decides to invest at national or subnational level to provide this triple bottom line.

- Once Strategic Value Chains have been determined, it will be necessary to **carry out further analysis to determine the role that youth currently play** and could play in these. This analysis will determine the investments in skills, financing, and equipment to be made for young agripreneurs to contribute to the success of each Strategic Value Chain.

- Some value chains will need interventions that will **make them youth inclusive**. Other value chains should be included because they are youth centered. It is the combination of the triple bottom line + youth-inclusive and youth-centered value chains that should comprise a Strategic Value Chain strategy at subnational, national, or regional level.

5 / 5.3 Ensure Financing

The importance of financing has been addressed as part of the fulcrum of youth empowerment. To **ensure access to financing adapted to the specific needs of youth**, please see chapter 5/2.3 on the Fulcrum of the AAYS.

Pillar 3 – Strengthen Value Chains

Capacity

VC Strategy

Financing

Productivity

Inputs & Services

Beyond Production

Ecosystem



5 / 5.4 Enhance Agricultural Productivity

It is vital for young agripreneurs to overcome the productivity challenge in Africa. To do so the AAYS identifies three main aspects that need to be addressed.

Access to Land

Young people identify **limited access to land as one of the greatest challenges** they have with regard to agricultural production. Ensuring access to land for young agripreneurs requires integrating measures to overcome this obstacle into general land reforms for agriculture.

This requires countries to explore the following:

- **Review tenure systems** and establish functioning land market including transparency of land (and lease) transactions, processing title deeds, clear requirements, fees, etc.
- Support local and regional governments to **create land banks** for agricultural production – to ensure there is land for production in a competitive landscape.
- **Implement a gender-responsive land reform** process that favors youth access to land. Examples of best practices on gender-responsive land reform can be found in countries such as Rwanda and Ethiopia. Within these reforms it would be possible to consider:
 - Allocating land specifically to youth e.g., a percentage of communal land by local authorities and traditional leaders.
 - Incentives to ease access for youth with reduced fees for titling, ownership, incentive systems for joint ownership, etc.
 - Encouraging and incentivizing generational transition handing over or co-manage the farming business & land.

Access to Equipment

Mechanizing African agriculture is key to improving productivity. **Young people throughout the value chain need access to equipment.** It is possible to facilitate access to equipment through strategies such as:

- **Machinery Rings** – where groups of agripreneurs through their associations invest together to buy and maintain equipment which is used rotationally. Machinery rings are already functional in Southern African in SACAU and could be adapted for young agripreneurs elsewhere. Machinery rings can also be run by local governments or service providers who make equipment available to agripreneurs in their municipality including through digital platforms.
- **Leasing Mechanisms** – Leasing is already being used in agriculture on the continent at small and large scales and can be adapted for young agripreneurs. Ex: Selfina in Tanzania is making equipment available to women farmers through leasing.
- **Supporting Locally Developed Equipment** – Youth agripreneurs will be interested in developing and manufacturing equipment locally. It will be important to support equipment development with technical know-how, financing, testing and scaling. Specific programs should be put in place with agricultural schools, technical schools, polytechnics, etc. to develop agricultural equipment adapted to the specific needs on the continent. Young people wanting to develop businesses to manufacture and maintain agricultural equipment should be considered as part of the value chain and receive support in terms of skills development, financing, market access, etc.

Pillar 3 – Strengthen Value Chains

Capacity

VC Strategy

Financing

Productivity

Inputs & Services

Beyond Production

Ecosystem



5 / 5.5 Ensure Access to Inputs and Services

It is very important to **support young agripreneurs as they seek to access inputs** and services. Key actions that government and private sector at national and local levels can take include:

- **Support to cooperatives and associations** within specific value chains as they organize for aggregate buying of inputs and services.
- Strengthen and **promote segments of the value chain which are focused on local production** of improved inputs including:
 - **Seeds** – Need to look at the development of seed banks in strategic value chains
 - **Fertilizer** – With travel and trade restrictions, it is important to promote local fertilizer manufacturers and explore the possibilities of products that are climate-friendly
 - **Feed** – It will be important to support and promote young agripreneurs in the local production of feed.



Pillar 3 – Strengthen Value Chains

Capacity

VC Strategy

Financing

Productivity

Inputs & Services

Beyond Production

Ecosystem



5 / 5.6 Promote Value Chain Segments Beyond Production

It will be important to **make a quantum leap in value addition** for agricultural products by promoting the following key segments of the value chain: **research, input production, preservation and processing, marketing, etc.** These segments are likely to be highly attractive to young agripreneurs and will have economic, social and environmental benefits such as increased value for products resulting to increased income, forming groups or cooperatives to access capitals and financing as well as use of environmentally friendly technologies.

Pillar 3 – Strengthen Value Chains

Capacity

VC Strategy

Financing

Productivity

Inputs & Services

Beyond Production

Ecosystem

Analyze

- **Collect disaggregated data** on youth (gender + key youth segments) involved in these segments of agribusiness.

Example: Input production, processing, certification, etc.

- **Determine the opportunities** for the productive engagement of youth in these segments of the value chain
- **Determine the strengths and weaknesses** of young agripreneurs in these segments and develop specific services to promote and support them
- Recognize the processing already being done informally by women with many products (e.g.: Cassava). Then **determine how to support women** to use technology and innovation to scale these businesses

Promote

- Facilitate **skills development, business development financing** as well as **access to equipment, information, and markets** to enable young agripreneurs to engage in these segments of the value chains and be competitive.
- Focus on **specific segments** of the strategic value chains to make them more competitive.
- Provide specific support for **climate smart technologies** and practices within these segments.

Facilitate Linkages

- Facilitate linkages between young entrepreneurs and other actors in the value chain to strengthen **relationships**, ensure quality **standards** are met and **guarantee markets** for young agripreneurs.
- Facilitate practices such as:
 - Joint research and development (R&D) between different segments of the value chain.
 - Piggybacking between small and large companies to enter new markets and develop new products.
 - Joint information platforms on markets and a value chain.

To promote youth agripreneurship in these segments, these key steps are important.



5 / 5.7 Partnering to Strengthen the Ecosystem

Given the state of key infrastructure such as roads, electricity, internet access, etc. it will be **important to develop innovative partnerships that can ensure the ecosystem required** to facilitate agribusiness in specific value chains. This can include partnerships such as:

Value Chain Associations

- To promote the value chain and its products on the national and international markets.
- To negotiate with other private sector actors for financing, marketing, trade, etc. and/or with public sector actors to ease administrative procedures, lower tariffs, improve infrastructure, etc.

Public Private Partnerships

- To make joint investments in critical infrastructure such as roads, bridges, internet services, etc.
- To develop critical social services such as schools, health centers, cultural centers, etc.
- To facilitate formalization and increase access to local and national contracts such as food for schools and other government entities.

Youth Agripreneur Associations

- To help promote agripreneurship to other youth including in schools and other settings.
- To use youth agripreneurship to promote a particular value chain or a particular region in the country.
- To provide platforms for learning, skills development, knowledge management, data collection, etc.

To integrate these three crosscutting issues into the Strengthening of the Value Chain pillar, it will be important for countries to pose key questions, as they develop services for agripreneurs and implement the AAYS.

Annex 5 provides a series of questions for pillar 3 that countries can use and adapt to their specific needs.

Pillar 3 – Strengthen Value Chains

Capacity

VC Strategy

Financing

Productivity

Inputs & Services

Beyond Production

Ecosystem





5 / 6 Cross-cutting Issues

Cross-cutting Issues

5 / 6.1 Cross-cutting Issue 1: Include Everyone

To ensure that all youth are included in AAYS as far as possible, it will be important for governments at national and local levels to **analyze and determine**

the relevant youth population to be included for the context of each country. To determine its key youth categories a government may take into account the following factors which are not exhaustive.

Include Everyone

Innovate to Excel

Preserve the Earth

Segmentation Factor Description

Age Brackets	<p>The AU defines youth as from 15 to 34 years old. Within this group, it will be important to segment youth by age as is relevant for the country in the agribusiness sector.</p> <p>Possible youth segments could be:</p> <ul style="list-style-type: none"> – 15 – 17 years old – minors who have specific needs – 18 – 24 years old – 25 – 34 years old <p>It is important to define, when necessary, the specific measures for each of the segments below.</p>
Rural Youth	In rural areas youth often have less access to basic infrastructure such as roads, schools, internet access, markets, etc. It will be important to adapt training, financing and other services to the infrastructure which is available to these youth.
Urban Youth	Youth living in the urban areas have limited or no access to land. They have to deal with pollution, land contamination, low productivity, etc. It is then necessary to put an accent on innovative agriculture adapted to cities and that urban youth be provided with the adequate skills for their context.
Educational Background	It is important to segment youth into categories considering literacy and levels of education in order to provide adequate services to them, especially in skills development.
Youth living with Disabilities	In Africa, 15-20% of the population is living with a disability. Extrapolated to the youth population of over 450 million, this means tens of millions of youths live with disabilities. It is important that vulnerable youth are explicitly addressed . Services will have to be adapted to their specific needs.
Ethnic, Religious or Linguistic Minorities	The AAYS is an opportunity to integrate youth from ethnic, religious, or linguistic minorities who have traditionally been marginalized - if this exists in the country. Once again services will need to be adapted to the specific needs of these groups.
Gender	In all the above segments, it will be necessary to adapt to meet the specific needs of young women and young men , considering the role they are currently playing in value chains and the opportunities that must be made available to them. A wide variety of tools and approaches exist to ensure gender equity and where necessary, gender transformation, in the development of strategic value chains. It will be necessary to carry out analysis using these tools and develop services which are adapted to the young women and young men in each youth segment.



In addition to segments, it will be important to analyze the contexts in which youth are carrying out their agribusiness and develop services and products taking into account those contexts. Contexts may include, but are not limited to:

Cross-cutting Issues

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Context	Description
Informality	<p>Agribusiness is largely informal in most of Africa. Young people tend to have small, fragile businesses that stay in the informal economy to avoid taxes, business fees and other costs.</p> <p>It will be important to recognize the entrepreneurial energy and achievements in the informal economy as strengths and incentivize agripreneurs to work toward formality.</p> <p>This may mean that local and national governments:</p> <ul style="list-style-type: none"> ▪ Provide technical support to: <ul style="list-style-type: none"> – Register SMEs – Regularize their tax situation – Develop work contracts, unions, etc. ▪ Introduce incentives for formalizing businesses, such as: <ul style="list-style-type: none"> – Training for youth on managing a business including decent work aspects such as contracts, insurance, workers' unions and representations etc. ▪ Decrease administrative barriers including length of time and cost of formalization. <p>It will also be important to enable youth to see formalization as a path to increased market access and business growth</p> <ul style="list-style-type: none"> ▪ Support the strengthening of the capacity of the youth in the informal sector to understand the importance of quality standards as well as safety in handling and distributing their products. ▪ Link formalization to access to specific government and private sector contracts at local and national levels.



Context	Description	Cross-cutting Issues
Conflict and fragility	<p>It should be an essential part of rural development strategies to prevent and eliminate the drivers of conflict.</p> <p>In many African countries, youth recruitment into radical groups is triggered more from socio-economic issues than ideology (That often comes after when a youth has already been recruited and develops certain negative coping systems), so engagement of young people into agribusiness can be a tool for the prevention and even the management of conflict.</p> <p>It will be important for governments at national and local levels to:</p> <ul style="list-style-type: none"> ▪ Design programs for youth in high-risk parts of the country focusing on strategic value chains for their region ▪ Promote and support business diversification by the youth to attenuate the risks that lead to conflicts ▪ Develop special insurance products/subsidies that will caution/mitigate impacts of conflict on youth-led agribusiness which are themselves often young, fragile and in formative stages. ▪ Put into place resilience funds as part of general crisis management ▪ Encourage the development of insurance schemes and resilience funds, with the relevant private sector bodies (banks, insurance companies, etc.), that can be leveraged to support young farmers and youth agribusinesses in face of severe crises (Covid19, climate change, etc.). If such funds exist, ensure that young agribusinesses are also covered by these safety nets. <p>Facilitate access to other services needed in crisis and conflict situations such as:</p> <ul style="list-style-type: none"> – Psycho-social support – Justice – Training on alternative conflict resolution mechanisms – Youth centers and services such as cultural and sport activities, peer-mentoring, counseling, IEC, etc.) <p>Use the work on improving opportunities and integration of nomadic breeders which has already been done at continental level and translate into action on the ground.</p> <ul style="list-style-type: none"> ▪ Farmer-breeder conflicts: breeding corridors, inclusive discussions between their representatives, education and health considering the specific way 	<p>Include Everyone</p> <p>Innovate to Excel</p> <p>Preserve the Earth</p>



5 / 6.2 Cross-cutting Issue 2: Innovate to Excel

Cross-cutting Issues

Include Everyone

Innovate to Excel

Preserve the Earth

In order to make agribusiness a powerful driver of employment and wealth creation in Africa, it is necessary to introduce innovations and technologies massively to increase capacities at all levels of the value chain. Africa needs innovation that disrupts and enables it to leapfrog and take its agribusiness to a level that responds to the continent's needs.

To achieve this, it is important to:

Strengthen the research institutions that support agribusiness actors

In order to strengthen the research institutions and innovation centers to support agribusiness actors it will be necessary to:

- Adopt a rural and urban development approach and target strategic areas for technology infrastructure investment. There is a need to facilitate and lower the cost of access to innovation technology
- Set up national, regional, and continental frameworks for promoting direct linkages (through training, internships, etc.) between research institutes and young agripreneurs:
 - Establish links between farmers and research institutions within specific value chains and on specific projects, but also in programs that promote exploration and creativity.
 - Support innovation and research using innovative technologies such as blockchain and mobile applications to the advantage of young agripreneurs.
 - Develop innovation programs which specifically target young agripreneurs.
- Establish research programs that are demand-driven by young farmers
 - Research should be carried out with, or led by, youth agribusinesses: on farms, in transformation units, in markets, etc.
 - Support channels that increase cross-border and cross-region collaboration between African research institutes and young farmers.

- Establish Agribusiness Technology and Innovation Hubs in urban and rural areas in partnership with large agribusiness companies and other private sector organizations. Integrate existing programs into these hubs including TVET centers, Farmer Business School hubs, etc. Local innovation hubs are key for inclusion of youth in rural areas. By exposing them to design thinking and ideation techniques through adapted training programs, they can actively contribute to identifying locally relevant problems and determining innovative solutions.

Innovate throughout the value chain

- Regularly assess the difficulties faced by young agri-businesses at all levels of the value chain as a basis for building research programs and fostering innovation in other centers:
 - Regular assessments should be carried out as a priority in all strategic fields in which young people are heavily involved. At least once a year would be a good frequency, with all the actors involved.
 - Assessments should cover all aspects: production, seed supply, access to land, access to finance, access to information, packaging, marketing, distribution, infrastructures, etc.
 - These assessments would be the basis to make decisions on the innovation and technology that is most likely to disrupt and that should receive investment.
 - Make available to young agripreneurs selected innovations and/or technologies through training and support even when these are still at a testing stage.

Promote social and institutional innovations that benefit youth agripreneurs

- Identify institutional and social innovations that impact youth engagement in the value chain or that are youth-led and support them (ex. Participatory guarantee systems, community supported agriculture, new forms of organization or market exchange).



Generalize incentives for the development of innovations in agribusiness

- Introduce incentives for youth-led and youth-focused technology and innovation models for enterprises, organizations, and networks. such incentives include credit facilities, technology, etc.
- Ensure coherence and affordability of incentives at different levels. It is important that incentives for innovation exist at the subnational as well as the national levels.

Cross-cutting Issues

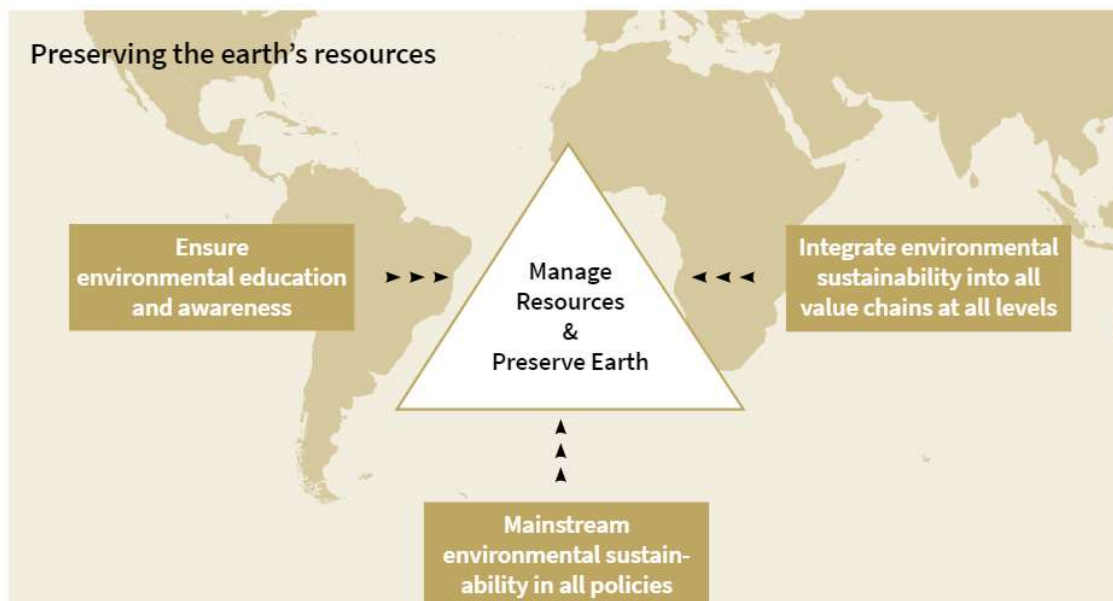
Include Everyone

Innovate to Excel

Preserve the Earth

5 / 6.3 Cross-cutting Issue 3: Manage resource and preserve the earth

To ensure that the AAYS is fully adapted to the agro-ecological realities and changing climate conditions on the African continent today, it is important that managing and preserving the earth's resources be integrated as a cross-cutting issue throughout the strategy.



At subnational, national, regional and continental levels, governments will need to **take policy decisions and ensure implementation that enables youth agribusiness to grow in an eco-friendly manner**. Some of the key decisions to be taken include:



Ensure environmental education and awareness

Youth offer the opportunity to build new generations of agripreneurs who automatically integrate environmental sustainability into their work. To ensure this, it will be necessary for governments to:

- **Introduce knowledge on the environment and sustainable natural resource management** in school curricula at primary secondary and tertiary levels
- **Develop and support learning and discussion platforms on climate change** in Farmers' Organizations, Youth Agripreneur Associations, and groups both online and in-person
- **Establish regional "centers of excellence"** where the young agripreneurs can share experiences from the national level and be trained on best practice technologies and approaches for climate resilient agri-businesses.

Mainstream environmental sustainability in policies

As governments develop a National Agribusiness Youth Strategy (NAYS) or adapt the strategy to the local level, it will be necessary to **integrate environmental sustainability strategies into existing programs** on environmental sustainability and to use existing tools to do so.

A good example is the tool developed by the UNDP Environment and Energy Group. It has been adapted below to serve as a template that can be adapted by countries and regions to suit their specific contexts.

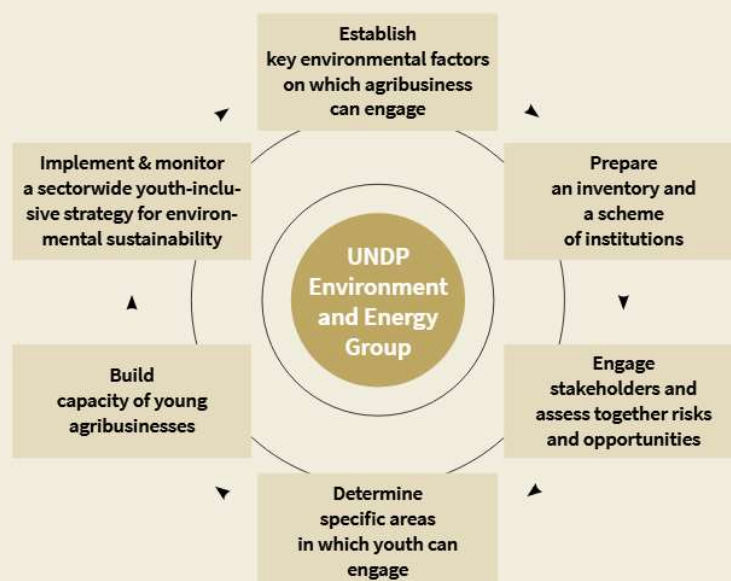
Cross-cutting Issues

Include Everyone

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Preserve the Earth

Mainstreaming of Environmental Sustainability





Integrate environmental sustainability into all value chains at all levels

Beyond policy, it is essential to integrate environmental sustainability into value chains at all levels.

This requires specific focus at subnational and national levels where agribusinesses are built, and jobs are created.

Cross-cutting Issues

Include Everyone

Innovate to Excel

Preserve the Earth

Some key elements levels to enable integration of climate change into value chains to be considered at the various levels include.

National and sub-national level

- Develop strategies for land use regulation at sub-national level that integrate vulnerability to environmental risks and the need for production land banks.
- Move towards innovative packaging designs to improve environmental sustainability, prevents waste and emissions.
- Improve transport, communication, and other infrastructure in areas vulnerable to disasters.
- Establish national early warning systems for natural disasters, meteorological and hydrological phenomena.

Local level

- Promote agroforestry to prevent erosion, stabilize soils and increase infiltration rates.
- Improve irrigation, rainwater harvesting, techniques for water storage and conservation: Integrated Water Resources Management (IWRM) contributes to strengthening resistance to future periods of climatic stress. Ensure a territorial approach to accessing aquifers, watersheds, lakes and ponds.
- Protect and restore fragile ecosystems and degraded lands to enable carbon capture and lead to stronger and more productive systems.
- Use technology to save energy.
- Improve crop varieties, including the use of drought-disease- and pest-resistant seeds.
- Promote businesses and technology to harvest, store and process agricultural products to reduce post-harvest losses and preserve the quantity, quality and nutritional value of the products.
- Promote low-cost, low-input technologies especially in the production stages (such as no-till farming, agroecological practices, no use of highly harmful chemical pesticides and replacing them with Integrated Pest and Production Management (IPPM), biopesticides, biocontrol, etc.
- Subsidize the substitution of the use of fossil fuel throughout the value chain processes to alternative and sustainable sources of energy such as biofuel from manure, solar thermal generation, solar photovoltaic panels, etc.
- Encourage the use of local seeds and heirloom varieties to strengthen the genetic biodiversity which increases resilience to pests, heat stress, water stress, etc. in the mid to long term.

Regional and continental level

- Disseminate climate information and best practice.
- Develop synergies to scale climate-smart agriculture.
- Establish regional early warning systems into which national systems feed.
- Integrate climate-smart agriculture as a key element in the planning, implementation, monitoring and evaluation of youth agribusiness.



6 / Implementation Modalities



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As a continental strategy, the implementing the AAYS requires coherent action at all levels of government, to be effective and to achieve the objective of creating youth jobs and youth agribusinesses at the scale of tens of millions.

6 / 1 The Role of Different Levels of Government

The AAYS will only be truly effective if all levels of government are playing their roles in a coherent manner and are mobilizing all the other stakeholders at each level, linking to existing initiatives and governance mechanisms as much as possible. The roles to be played by each level of government can be summarized as follows.

Level	Role
Continental	<ul style="list-style-type: none"> ▪ Develop the AAYS and roll out the strategy at regional and national levels to obtain buy-in of all stakeholders. ▪ Provide leadership and technical support to regional and national levels as they adapt and operationalize the strategy. ▪ Support the mobilization of resources for the implementation of the AAYS at all levels. ▪ Ensure the mechanisms for monitoring and evaluation at continental level. Incentivize and oblige Member States to implement, monitor and evaluate the results of the AAYS at national and subnational levels, per their continental commitments. ▪ Ensure mechanisms for knowledge management and showcasing excellence are in place at continental level.
Regional	<ul style="list-style-type: none"> ▪ Customize and operationalize the AAYS at regional level developing specific indicators and objectives for the region. ▪ Build the AAYS around the economic contexts and strategic value chain strategies of the region. ▪ Coordinate between the continental and national levels and provide technical support for national implementation. ▪ Mobilize resources for implementation at regional and national levels. ▪ Ensure the mechanisms for monitoring and evaluation at regional level that incentivize and oblige Member States to implement, monitor and evaluate the AAYS at national and subnational levels. ▪ Ensure mechanisms for knowledge management and showcasing excellence are in place at regional level.



Level	Role
National	<ul style="list-style-type: none"> ▪ Mobilize all relevant stakeholders around the AAYS and ensure a fair participation of youth in planning, decision-making and implementation. ▪ Customize and operationalize the AAYS to develop a National Agribusiness Youth Strategy (NAYS). ▪ Build the NAYS around the country's strategic value chains and integrate it into the NAIPs and other national planning and budgeting frameworks, including national pathways. ▪ Mobilize technical and financial resources for implementation at national and subnational levels. ▪ Ensure the mechanisms and capacity for monitoring and evaluation at national level that incentivize and oblige subnational levels to implement, monitor and evaluate the NYAS at subnational levels. ▪ Ensure mechanisms for knowledge management and showcasing excellence at subnational and national levels are in place. ▪ Provide data and knowledge management information to the regional and continental levels.
Subnational	<ul style="list-style-type: none"> ▪ Mobilize all key stakeholders around the NAYS, strengthen youth organizations and networks and ensure a fair participation in planning and implementation. ▪ Customize and operationalize the NAYS to develop a Local Agribusiness Youth Strategy (LAYS). ▪ Build the LAYS around the local strategic value chains and integrate it into the local agriculture investment plan and other local planning and budgeting frameworks. ▪ Mobilize technical and financial resources for implementation at local level. ▪ Ensure the mechanisms for monitoring and evaluation are in place at local level. ▪ Ensure mechanisms and capacity for knowledge management and showcasing excellence re in place at local level. ▪ Provide data and knowledge management information to the national level.



6 / 2 How to Use the AAYS at National Level

As stated previously, the AAYS is not meant to duplicate work already ongoing in Member States. On the contrary, **the AAYS is meant to enhance and enrich existing initiatives with regard to Youth Agripreneurship**. It can also be used to streamline initiatives that may be dispersed in various government ministries and development projects into a single national strategy that can be monitored and evaluated to ensure the desired impact on youth employment in the agriculture sector.

Some suggestions to facilitate the above are as follows:

- **Situation Analysis** – It will be important to **take stock of all ongoing programs and projects** promoting youth agribusiness within various ministries and development programs. It will also be necessary to **carry out a baseline analysis** at sub-national level (using existing data, if possible) to determine the current situation of youths in agriculture. This baseline information will enable a country to **define the categories of youth** that are most pertinent to its situation and to ensure that all these categories of youth are integrated throughout strategy development and implementation. This baseline will also enable a country to **set realistic objectives and indicators** for its Youth Agribusiness Strategy at both national and sub-national levels.
- **Coordination** – It will be important to **determine the coordinating mechanism** for the Youth Agribusiness Strategy which should be directly linked to its NAIP or other national strategy for agriculture. It will be important not to create new structures, but to **enhance and strengthen existing structures by integrating youth into decision-making** bodies and ensuring there are specific objectives and indicators for youth agribusiness.

- **Implementation** – It is necessary to then integrate the strategy into ongoing agriculture and agribusiness programs and projects. It will also be important to **operationalize the strategy at subnational level** to ensure appropriate focus on specific value chains and segments according to the region or municipality where these are most appropriate. This also means including local governments and decentralized government structures in strategy definition and implementation.

Monitoring and Evaluation – It is suggested that **indicators for youth agribusiness should be measured in the CAADP Biennial Review**. This means teams at national level in charge of this review should be part of integrating the AAYS into national strategies and determining key indicators. As mentioned above, it will also be key to **ensure youth are integrated as a part of the monitoring and evaluation teams**.





6 / 3 Implementation Framework for the Continent

Regarding the rolling out of this strategy, responsibility lies with AUC-DARBE and AUDA-NEPAD following the planning below.

	Level	Role	Timeframe
1	Validation of the draft AAYS	AUC/STC/ Ministers of Agriculture of AU member states	December 2021
2	Making the AAYS known at country level and getting buy-in of key stakeholders	AUC/ RECs/ Ministers of Agriculture of AU member states	By end 2022
3	Making the AAYS known at regional and continental level through various partnership platforms	AUC-DARBE/ RECs	September 2022
4	Launching the AAYS	AUC/ Ministers of Agriculture of AU Member States	September 2022
5	Mainstreaming AAYS in National Agriculture Development Plans (NAIPs) and Regional Agriculture Development Plans (RAIPs)	National/ RECs	March 2022
6	Use AAYS for the development of country level investment plans	Subnational/ National /AUC/RECs	September 2022
7	Support implementation of plans and projects addressing the strategic pillars in the AAYS	AUC/ RECs	Beginning of 2023
8	Reviewing the implementation of the AAYS at national level	AUC/ RECs and National governments (ministries)	Beginning of 2024
9	Evaluating the AAYS impact at national and regional level	AUC	End 2025



6 / 4 Monitoring, Evaluation, and Knowledge Management

Monitoring and Evaluation

The AAYS should integrate an existing monitoring and evaluation system to avoid duplication of efforts and waste of resources. As mentioned above, it would be optimal to integrate the AAYS indicators into the CAADP Biennial Review that Member States are already carried out. This will **ensure that youth agribusiness becomes an integral part of the National Agriculture Investment Programs and in national budgets and policy dialogues**. It will also ensure synergy and complementarity with national strategies on agriculture and employment promotion as a whole.

Knowledge Management

As mentioned under Pillar I of the AAYS, **the Knowledge Management System should flow seamlessly from the subnational level to the continental level**. It will be important for AAYS monitoring body to:

- **Encourage Member States to set up systems for knowledge management** at subnational and national levels.
- **Assist Member States** in mobilizing the technical resources needed to set up such systems.
- **Ensure functional systems are in place at regional and continental level** into which Member States can feed their information and receive analyses and reports that facilitate decision-making.

Key focus areas include:

- **Creating incentives at regional and continental levels** in the form of showcase events, contests, award events, exchange platforms, conferences, etc. that will foster knowledge management and showcase best practice, providing actors at subnational and national levels with motivation to ensure knowledge management.
- **Implement a mechanism of quality control** for the knowledge that is transmitted throughout the knowledge management system at all levels.
- **Develop platforms for exchange** at regional levels which bring together all of the stakeholders: youth agribusiness, other private sector actors, farmers' organizations, universities, research centers and government to share best practice and lessons learnt as well as to showcase knowledge management.





6 / 5 Risk Management

The implementation of the AAYS will take place in an environment influenced by old risks (political conflicts, governance challenges, climate, pests, etc.) to which new crises have been added, of which COVID 19 is one of the most disruptive.

If not properly identified and addressed, risks would seriously reduce efforts towards the accelerated implementation of this strategy. Thus, **the various actors must take care to implement measures to mitigate old and new risks** and working jointly together towards the objectives of the AAYS.

The key risks are as follows:

The Covid-19 crisis

- The COVID19 pandemic diverts attention, resources and focus away from AAYS.
- The prolonged attention and resources required by the Covid-19 pandemic which decreases the resources available to African States and prevents them from fully deploying the AAYS.
- Priorities of the African Union's technical and financial partners who do not integrate the AAYS into their priorities as they respond to Covid-19.

Inadequate buy-in by key policymakers and other key players at national, regional, and continental level

- Non-appropriation of the AAYS at the level of African regions and countries due to what is perceived as more urgent priorities.
- Inadequate legal and policy environment due, in part, to weak political will and poor governance

Insufficient and inadequacy of resources available

- Inadequate funding
- Inadequate human capacity in terms of numbers at critical levels (national, regional, and continental)
- High staff turnover of key players at various levels
- The lack of financial and technical means to implement the AAYS despite the will of the States.

Insufficient participation of Youth

- Insufficient participation of youth in the overall implementation of the AAYS, especially within the Covid-19 context which obliges intensive virtual work.
- Fragile contexts
- The persistence of political or social conflicts makes the implementation of the AAYS difficult.
- Major climatic changes, such as persistent drought in the region over prolonged periods
- The detailed assessment of the identified risks and the proposed mitigation measures are provided in annex 7.



Annex

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Annex 1 / Key expectations from youths

In the process of elaborating a specific agribusiness strategy for African youths, the youths consulted specified their expectations of the strategy. For these youths the AAYS should:

Aspects	Expectations
Guarantee access to land	Contribute to effective access to land for young people in order to enable them implement large-scale agricultural projects.
Enhance access to market	Promote fair and inclusive access to links to local and international market opportunities for young people.
Provide a clear road map to access to finance	Contribute to the effective implementation of 10% of national budgets being dedicated to agriculture. Ensure more grants and loans adapted to the needs of different categories of young people.
Promote technology and innovation	Provide new innovative mindset and methodology which will help reduce post-harvest loss, increase production, equip agripreneurs with the latest tools that can help to improve their small business and promote transformation of farm products.
Ensure skills development & technical support	Facilitate the acquisition of knowledge and necessary skills to be economically stable by being self-employed, to produce without harming the environment and the use digital tools in their business.
Upscale knowledge management	Contribute to the establishment of systems for sharing knowledge, good practices and know-how in order to improve the production process, reduce post-production losses and improve sales on the markets.
Incentivize better policies	Provide proposals that will lead to better agribusiness policy making, reduce taxes and harmonize legislation.
Give tools to empower youth	Create a tool within the strategy that gives youth the confidence and ability to pursue their agricultural destiny.
Proposes a realistic implementation strategy that can be applied	Clearly define role and responsibilities of actors and the approach to implement the strategy and involve youth in monitoring and evaluation of the strategy.

Annex 2 / Impact of COVID-19 on Youth Agribusiness

Aspect	Threats	Threats
Youth Agripreneur livelihoods	<ul style="list-style-type: none"> ▪ Loss of income ▪ Vulnerable segments of the youth population – rural, women, disabled, living in conflict areas, 	<ul style="list-style-type: none"> ▪ Youth are drivers of innovation / digitalization ▪ Scale up and strengthen social protection measures
Policy	<ul style="list-style-type: none"> ▪ Africa not reacting in time with new policies and strategies to adapt ▪ overexploitation of forests due to lack of control, etc. ▪ Covid-19 recovery funds are channeled to rebuilding economy without prioritizing agriculture! 	<ul style="list-style-type: none"> ▪ Rethink and strengthen local agri-value chains where youth have a competitive advantage ▪ Rewrite integrated implementable policy framework with emphasis on youth apprenticeship, entrepreneurship, skills development & partnerships. ▪ Improve agricultural policy by including marginalized youth: rural, women, with disabilities, in conflict areas, etc.
Agriculture Production	<ul style="list-style-type: none"> ▪ Disruption of production / agri-food systems with impact on the next crop cycle ▪ Disproportionate food demand which is putting stress on food production and quality ▪ Seasonal workers not able to travel to farms due to lockdowns 	<ul style="list-style-type: none"> ▪ Invest in key value chains – especially substitutes for imports ▪ Invest in value addition and preserving fresh produce so as to increase shelf life ▪ Focus on food security & autonomy due to closed borders ▪ Governments looking to give farmers incentives to upscale production
Markets	<ul style="list-style-type: none"> ▪ Interruptions in logistics, processing, and market access 	<ul style="list-style-type: none"> ▪ Increased demand for local food produce - Focus on local and national markets ▪ Substitution of locally transformed products for imports ▪ States for major markets such as school food programs will have to rely on local producers

Aspect	Threats	Threats
Finance	<ul style="list-style-type: none"> ▪ Reduced access to finance as more funds are channeled to rebuilding economy without agriculture as a priority! ▪ Resources meant for youth programs or implementation of youth related policies can be diverted to support the fight against the Corona virus ▪ Increased difficulty in availability accessing financing at national & international levels 	<ul style="list-style-type: none"> ▪ Government support micro-, small- and medium-sized enterprises (MSMEs) and farmers organizations/cooperatives through dedicated financial facilities and other forms of support, such as fiscal incentives. ▪ Investment in food production and transformation will increase as it is one of the sectors that cannot be compressed ▪ Both private and public sector investors will become more aware of the importance of agriculture
Knowledge, Innovation & Technology	<ul style="list-style-type: none"> ▪ Limitations to reach youth with training offers, for networking, market access etc. due to lock downs. ▪ Digital divide between rural and urban areas will increase ▪ Lack of basic infrastructure to access technology and virtual knowledge: ▪ There's huge knowledge gap about the opportunities, support system, market trends etc. for many youths in agribusiness. Worse in time of crisis. 	<ul style="list-style-type: none"> ▪ Crisis is forcing everyone to adapt with technology very quickly. Youth in agribusiness will also do so and should be supported ▪ Funds to fight Covid-19 will include economic infrastructure from which rural areas could benefit ▪ Youth innovation as responses to the crisis ▪ Upscaling of technologies such as digital technology and new e- markets ▪ Enhance access to digital technologies that reaches rural youth: 3G, radio, etc. and services and encourage their use ▪ Local IT expertise to develop services for local agribusiness ▪ Strengthen regional cooperation, enhance partnerships and cross-border coordination

Annex 3 / Strategic questions to consider cross – cutting issues in Pillar 1 - Reinforcing systems of implementation**Annex 3 / 1****Ensuring Inclusion as You Reinforce Systems for Implementation**

Ensuring Inclusion as You Reinforce Systems for Implementation	
Key Element	Strategic Questions
Data collection	<p>Is disaggregated data being collected taking into account all of the key segments and contexts as defined by the country?</p> <ul style="list-style-type: none"> ▪ Are these different segments involved in collecting, analyzing, and treating data? ▪ Are these key segments part of the decision-making process with regard to data collection? How?
Policy development	<ul style="list-style-type: none"> ▪ Is each of the different youth segments involved in the process of policy/project/initiative/program design, implementation, and evaluation? ▪ Are programs and policies addressing the specific needs of these segments? ▪ How are these key segments? <ul style="list-style-type: none"> – Integrated into farmers' organizations? – Represented by other youth-in-agribusiness associations or networks? – Participating in the development of NAIPs? – Interacting with other decision-makers such as parliamentarians and government officials? – Being trained on policy and decision-making so they can effectively defend their interests ▪ Do the policies developed include specific measures for? <ul style="list-style-type: none"> – The different key segments identified? – The different situations of conflict, fragility, and crisis? – Measures to enable youth entrepreneurs move progressively and safely toward formality?
Institutional Leadership and Synergy	<ul style="list-style-type: none"> ▪ Are the key segments represented in the institutional leadership mechanism? ▪ Has the mechanism created safe spaces and key moments to hear directly from these key segments and enable them to influence decision-making or lead specific processes? ▪ Are youth represented in specific value chain governance mechanisms?
Knowledge management	<ul style="list-style-type: none"> ▪ Do best practices format, tools, methods and channels of dissemination take into account all these groups? ▪ Are best practices from all segments included/reported?

Annex 3 /**Annex 3 / 2****Innovating to Excel as You Reinforce Systems
for Implementation****Innovating to Excel as You Reinforce Systems for Implementation**

Key Element	Strategic Questions
Data collection	<ul style="list-style-type: none"> ▪ What are the technological innovations that we can use to better collect data? ▪ Is it possible and useful to crowdsource certain types of data?
Policy development	<ul style="list-style-type: none"> ▪ How are we using technology to hold large consultations and establish transparent feedback mechanisms before during and after developing policy? ▪ By how much has the budget for technology and innovation increased? ▪ Are there areas where innovations should be low-tech to correspond to infrastructure available and the access of key segments?
Institutional Leadership and Synergy	<ul style="list-style-type: none"> ▪ What are the technological innovations that we can use to strengthen synergy between different institutions? ▪ What are the approaches and tool to ensure continuous, participatory work with some persons at a distance? ▪ How are traditional institutions collaborating with youth and youth agribusinesses to drive change in the value chain? Are any new models emerging?
Knowledge management	<ul style="list-style-type: none"> ▪ What are the technological and social information needs and communication preferences/capacities of youth in agribusiness across the continent? ▪ What are the technological innovations that we can use to better share knowledge? ▪ How can we collect from different ecosystem actors and share critical information to all the agribusiness stakeholders or facilitate peer-to-peer knowledge exchanges?

Annex 3 /**Annex 3 / 3****Managing Resources and Preserving the Earth
as You Reinforce Systems for Implementation**

Managing Resources and Preserving the Earth as You Reinforce Systems for Implementation	
Key Element	Strategic Questions
Data collection	<ul style="list-style-type: none"> ▪ What is the dataset on environmental sustainability that forms the basis for assessing impacts and adaptation in a variety of areas including biodiversity, crop and livestock production, ecosystem services and hydrology? ▪ Is data being reliably collected at subnational level to feed into a national system? ▪ Who are key responsible for this data collection at each level of implementation?
Policy development	<ul style="list-style-type: none"> ▪ What are the information needs of policy-makers? ▪ Is the data available to establish the country's environmental sustainability profile? ▪ Are policymakers educated on environmental sustainability and able to use specific tools to mainstream it into policy? ▪ Have environmental sustainability objectives and indicators been established?
Institutional Leadership and Synergy	<ul style="list-style-type: none"> ▪ Is the Ministry of the Environment/Natural Resources integrated into the institutional leadership mechanism for the AAYS at national and subnational level? ▪ Are the various institutes (meteorological, water management, energy, etc) integrated into the development of AAYS at national level and playing their appropriate role in implementation?
Knowledge management	<ul style="list-style-type: none"> ▪ Is knowledge on climate change adaptation and mitigation, climate smart technology being developed and implemented by young agripreneurs being captured and shared? ▪ Are ministries and institutes specialized in environmental management involved in developing curricula and training courses for agripreneurs? ▪ How well is climate change integrated into the skills development program? ▪ What are the platforms and knowledge spaces in which climate information is being disseminated? Are these accessible to all agripreneurs? ▪ Is the national knowledge management system feeding knowledge on climate change to the regional and continental levels?

Annex 4 / Strategic questions to consider cross – cutting issues in Pillar 2 -Transform Markets

The following are a few strategic questions that can help to initiate thinking on the cross-cutting issues identified in this strategy.

Annex 4 / 1

Ensuring Inclusion as You Transform Markets

Ensuring Inclusion as You Transform Markets	
Key Element	Strategic Questions
Develop Competitiveness	<ul style="list-style-type: none"> ▪ Are all youth segments represented in programs for formalization and certification? ▪ Are there specific services that need to be provided to make vulnerable youth segments more competitive? ▪ Are market information systems accessible to all the segments of the youth population?
Promote Markets	<ul style="list-style-type: none"> ▪ Have specific objectives and indicators been developed to ensure youth access a specific portion of the various types of markets? ▪ Are all the youth segments accessing these markets? ▪ Have youth already involved in digital markets been identified and supported? ▪ Is the infrastructure in place to enable all youth segments able to access digital markets? ▪ Are all segments of youth involved in the various training programs for markets? ▪ Are young agripreneurs integrated into trade and other missions?
Develop Modern African Markets	<ul style="list-style-type: none"> ▪ Does the Modern African Market (MAM) concept include services for youth living with disabilities? ▪ Are all segments of youth able to access and buy/sell in the market? ▪ Are youth part of the design teams for MAMs? ▪ Are there specific services that should be envisaged for certain youth segments in the design of MAMs? ▪ Are all segments of youth integrated in the training programs for market management?

Annex 4 /**Annex 4 / 2****Innovating to Excel as You Transform Markets**

Transforming markets is dependent on innovation, which must be mainstreamed into this pillar.

Innovating to Excel as You Transform Markets	
Key Element	Strategic Questions
Develop Competitiveness	<ul style="list-style-type: none"> ▪ How can we innovate on administrative and taxation processes to make young agripreneurs more competitive? ▪ How can we use technology to leapfrog regarding standardization and certification? ▪ How can we use technology to ensure that young agripreneurs in all the segments get access to market information? ▪ How can we equip young agripreneurs with digital skills to ensure they make the most of technologies to expand their business, access new markets or develop innovative services?
Promote Markets	<ul style="list-style-type: none"> ▪ How can we innovate to enable young agripreneurs access and compete in the various types of markets? ▪ How can we innovate to enable young agripreneurs take small innovative businesses to scale? ▪ How can we innovate to engage youth in leading the transitions to sustainable food systems?
Develop Modern African Markets	<ul style="list-style-type: none"> ▪ How can we innovate at all levels – design, equipment, management, marketing, etc. to develop effective MAMs? ▪ How can we innovate to build market management programs that take MAMs to a competitive global level?

Annex 4 /**Annex 4 / 3****Managing Resources and Preserving the Earth as
You Transform Markets**

Integrating environmental management and the green economy into markets is key. These questions can help start the thinking in this domain.

Managing Resources and Preserving the Earth as You Transform Markets

Key Element	Strategic Questions
Develop Competitiveness	<ul style="list-style-type: none"> ▪ What administrative and fiscal incentives are in place to encourage agripreneurs to compete in the green economy? ▪ What administrative and fiscal incentives are in place to enable all youth agribusinesses integrate climate adaptation and mitigation in their businesses while remaining competitive? ▪ What are the training programs and support measures in place to inform and train young agribusinesses on the standards and certifications required to conform to environmental norms?
Promote Markets	<ul style="list-style-type: none"> ▪ Is there training and support available to make young agribusinesses more climate smart and thus more competitive in markets? ▪ Is there information and training available on markets for those who want to invest specifically in the green economy?
Develop Modern African Markets	<ul style="list-style-type: none"> ▪ What needs to be done to make MAMs climate smart in terms of waste management, energy, etc.? ▪ Are there specific services required in MAMs to make them climate smart? ▪ What are the elements on climate change that should be integrated into the training on market management?

Annex 5 / Strategic questions to consider cross – cutting issues in Pillar 3 - Strengthen the Value Chain

The following strategic questions can help to initiate thinking on these issues.

Annex 5 / 1**Ensuring Inclusion as You Strengthen the Value Chain**

Ensuring Inclusion as You Strengthen the Value Chain	
Key Element	Strategic Questions
Developing the Value Chain Strategy	<ul style="list-style-type: none"> ▪ Are youth agripreneurs from the different segments involved in the analysis and development of the value chain strategy? How/through which mechanisms? ▪ Has the role of the key youth segments defined been analyzed in the strategic value chains? ▪ Have specific opportunities for youth productive engagement in the value chain been assessed? ▪ Is there a specific analysis on economic, social and environmental benefits for youth in the choice of strategic value chains? ▪ Have specific objectives and indicators been developed with regard to youth agripreneurship within these strategic value chains? ▪ Are there specific zones in the country in conflict or with vulnerable youth which require investment in specific value chains?
Enhancing Agricultural Productivity	<ul style="list-style-type: none"> ▪ Does land reform ensure increased access to the youth segments defined, including in particular young women? ▪ What mechanisms have been put in place to ensure youth agripreneurs are leading the way regarding mechanization and equipment? ▪ What is the support being provided to youth who are investing in input production and distribution?
Promoting Value Chain segments beyond production	<ul style="list-style-type: none"> ▪ Has the work in transformation, preservation, etc. being done by youth segments been analyzed and considered as work and business? ▪ What is the support system in place to enable youths invest and grow businesses in these off-farm segments? ▪ What are the mechanisms put in place to enable youth agripreneurs transition from informality to formality?
Partnering to Strengthen the Ecosystem	<ul style="list-style-type: none"> ▪ Are the youth associations and organizations prepared for partnership negotiations in terms of skills and strategies? ▪ Are the various youth segments involved in defining the determining elements of their ecosystem and the types of partnerships needed to strengthen it? ▪ Are specific mechanisms put into place to ensure representation of marginalized and vulnerable groups as partnerships are negotiated?

Annex 5 /**Annex 5 / 2****Innovating to Disrupt as You Strengthen the Value Chain**

Innovation is key to Strengthening the Value Chain.

Key questions should be asked to initiate the thinking on innovation that can disrupt and take strategic value chains to a whole new level.

Innovating to Disrupt as You Strengthen the Value Chain

Key Element	Strategic Questions
Developing the Value Chain Strategy	<ul style="list-style-type: none"> ▪ What are the value chains in which we are going to invest massively in technologies and other innovations that can boost economic, social and environmental benefits? ▪ What technologies and innovations can revolutionize the positioning of this value chain in the market and increase competitiveness? ▪ What are the specific research and development needs in each of the strategic value chains?
Enhancing Agricultural Productivity	<ul style="list-style-type: none"> ▪ How do we use technology, new information and communication technologies in particular as a way to increase agricultural production? ▪ How are existing technologies and/or innovations integrated to strengthen the resilience of agri-business?
Promoting Value Chain segments beyond production	<ul style="list-style-type: none"> ▪ How can we use existing technologies and innovations to develop activities beyond production more quickly? ▪ How do we use technology and innovation to showcase the initiatives of young agri-businesses that work? ▪ How can we use technology and innovation to raise awareness of the opportunities that exist for young people interested in agribusiness?
Partnering to Strengthen the Ecosystem	<ul style="list-style-type: none"> ▪ Are the youth associations and organizations prepared for partnership negotiations in terms of skills and strategies? ▪ Are the various youth segments involved in defining the determining elements of their ecosystem and the types of partnerships needed to strengthen it? ▪ Are specific mechanisms put into place to ensure representation of marginalized and vulnerable groups as partnerships are negotiated?

Annex 5 /**Annex 5 / 3****Managing and Preserving the Earth as You Strengthen the Value Chain**

The AAYS fully integrates climate change and the green economy. The following are a few key questions to kick start thinking on this cross-cutting issue.

Managing and Preserving the Earth as You Strengthen the Value Chain	
Key Element	Strategic Questions
Developing the Value Chain Strategy	<ul style="list-style-type: none"> ▪ What are the value chains in which adaptation to climate change has the greatest impact that require investments to boost productivity while managing natural resources sustainably? ▪ What are the value chains that enable the greatest environmental impacts and that are economically viable? ▪ What are the value chains that contribute to the green economy? ▪ What role are the different youth segments playing in these value chains?
Enhancing Agricultural Productivity	<ul style="list-style-type: none"> ▪ How do we use climate smart options to increase agricultural production? ▪ Are youth informed and trained on techniques of water management, land management and production that ensure sustainability of natural resources? ▪ What equipment and training are required to enable youth agripreneurs invest in the green economy?
Promoting Value Chain segments beyond production	<ul style="list-style-type: none"> ▪ What are the key off-farm segments of strategic value chains that contribute to the green economy? ▪ In which of these key segments do youth agripreneurs have a competitive advantage and what needs to be done to support them? ▪ What are the key segments in the broader green economy – waste management, energy, etc. – that are key to the success of value chains and should be supported?
Partnering to Strengthen the Ecosystem	<ul style="list-style-type: none"> ▪ Are key actors in the environmental space, both public and private, part of the partnership agreements? ▪ Are research and educational institutions that work on climate change involved in partnership agreements? ▪ Are youth segments that are focused on the green economy integrated into discussions on the ecosystem?

Annex 6 / The six key steps for developing the AAYS

In 2020, the following steps were realized:

Ensuring Inclusion as You Strengthen the Value Chain	
Key Element	Strategic Questions
Step 1 Preparation	<p>The preparation phase included two main aspects:</p> <ul style="list-style-type: none"> ▪ Concertation with the project partners of AUC-DARBE, AUDA-NEPAD and GIZ to obtain a clear understanding of the context of the strategy and obtain key documentation and contacts for strategy development. ▪ Development of tools for inception and consultation notably: <ul style="list-style-type: none"> – Methodology and tools for conducting virtual inception workshops. <p>The outbreak of COVID-19 during the AAYS strategy development required significant adjustments to develop the strategy using exclusively virtual methods.</p> – Survey and interview guidelines for online stakeholder consultations.
Step 1 Inception	<p>Inception included two main steps:</p> <ul style="list-style-type: none"> ▪ Virtual workshops with stakeholders involved in agribusiness at different levels on the continent with the aim of identifying key challenges faced by youth in agribusiness and key measures to be integrated into the AAYS at subnational, national, regional and continental level to address these challenges. ▪ Online interviews with key stakeholders to discuss in depth specific aspects of the AAYS based on the stakeholder's area of specialization.
Step 1 Strategy development	<p>The AAYS was developed using the documentary review, the results of the survey, the outcomes of the inception workshops and the results of the stakeholders' consultations.</p> <p>With the goal to be as inclusive as possible, the development of the AAYS took in account some key actors and aspects:</p> <ul style="list-style-type: none"> ▪ Key youth's segments: The AAYS addresses all categories of youth including urban and rural youth, various age segments between 15 and 35 years, all educational backgrounds, all minorities (Ethnic, Religious or Linguistic), youth living with disabilities, etc. In each category young women and young men should be considered specifically. ▪ Key situations: The AAYS considers youth living and working in informality, conflict, fragility, and post-crises situations such as Covid-19, etc. ▪ All levels of implementation: Subnational, national, regional, and continental. ▪ Key actors: Public sector, private sector, research institutions, financial and technical partners, etc. ▪ Ongoing initiatives: AAYS integrate ongoing initiatives such as the 2014 Malabo Declaration on Accelerated Agricultural Growth and Transformation for Shared Prosperity and Improved Livelihoods, the Continental Agribusiness Strategy, the G20-Initiative on Rural Youth Employment (RYE), the G20/G7 Africa Partnership, the G7 Framework on Decent Job Creation for Rural Youth in the Sahel, and the Africa-EU Partnership, and more.

Annex 6 /

At the end of 2020, a draft AAYS was available. Further consultations with youth representatives on the continent as well as AU member country to finalize the strategy before the submission and endorsement to official AU processes were deemed necessary. In 2021, the following activities were conducted in order to finalize the AAYS:

Key Element	Strategic Questions
Step 4 Online consultation	<p>This were the key activities implemented to get the view of some key stakeholders involved in agribusiness:</p> <ul style="list-style-type: none"> ▪ The draft AAYS was put on the AUC platform and access was granted to the AUC-DARBE network of experts to review the strategy and provide input in terms of specific issues the strategy should address and that have not been sufficiently emphasized, as well as topics under or overrepresented in regards of their importance and conditions for creating an enabling environment for youth to engage in agribusiness. ▪ The draft AAYS was also sent directly by mail to some key experts to collect their remarks and suggestions. ▪ All the inputs provided by the different experts were summarized and used in the conduct of a series of virtual workshops across the continent.
Step 5 Youth and Regional workshops	<p>Following the online consultation, six workshops were held:</p> <ul style="list-style-type: none"> ▪ One Youth workshop: This workshop brought youth in the continent together to obtain their feedback on the draft strategy and identify the gaps between their needs and what the strategy addresses. The workshop brought together youth engaged in agribusiness in all levels of the value chains. ▪ Five regional workshops: One regional workshop was organized with stakeholders from each region to collect their inputs and ensure the strategy is aligned with AU Member States priorities.
Step 6 Validation	<p>The results of the online consultation and the virtual workshop were discussed in a pre-validation workshop between the consultants and the AUC – DARBE. This pre-validation workshop aimed to analyze key contributions and validate the inputs to add in the final version of the AAYS.</p> <p>The revised draft of the AAYS was shared with the officials of AUC - DARBE to collect feedback, final comments and suggestions that were used to adjust and finalize the strategy.</p>

Annex 7 / AAYS Risk Management

The table below summarizes key risks, their rating and their status after proposed mitigation actions.

AAYS risk management				
1. The COVID 19 crisis				
Risk	Rating	Risk mitigation measures	Risk after mitigation	
The COVID19 pandemic diverts attention, resources and focus away from AAYS.	H	– Integrate the AAYS into economic recovery plans at continental, regional and national level.	L	H – High; S – Substantial M – Moderate L – Low
The prolonged attention and resources required by the COVID19 pandemic which decreases the resources available to African States and prevents them from fully deploying the AAYS.	H	– Consider that the AAYS is at the heart of job creation, the fight against poverty and the issue of food sovereignty on the continent. – Set a percentage of national budgets allocated to the AAYS to ensure that the development of African agricultural production is effective.	L	
Priorities of the African Union's technical and financial partners who do not integrate the AAYS into their priorities as they respond to COVID19	H	– At the level of the African Union and its technical and financial partners, assess the impact of COVID19 on the African economy in general and agribusiness, to define the support measures to be deployed. – To develop response plans to COVID19 on a continental scale by making available resources that make it possible to reach the most vulnerable populations.	L	

Annex 7 /

AAYS risk management			
2. Inadequate buy-in by key policymakers and other key players at national, regional, and continental level			
Risk	Rating	Risk mitigation measures	Risk after mitigation
Non-appropriation of the AAYS at the level of African regions and countries due to what is perceived as more urgent priorities.	S	<ul style="list-style-type: none"> – The AAYS is designed to involve key stakeholders at the continental, regional, national and subnational levels to facilitate implementation. – The AAYS is designed as to contribute to the achievement of several development objectives: youth employment, reduction of informality, inclusion of disadvantaged groups, food security or sovereignty and rural development. 	L
Inadequately supported legal and policy environment due, in part, to weak political will and poor governance	S	<ul style="list-style-type: none"> – Establish joint committees at all levels (Continental, Regional, National and Local) composed of several public and private actors, including youth, to design and ensure the implementation of the AAYS plans. – The AAYS proposes the establishment at all levels (Continental, Regional, National and Local) of accountability mechanisms that allow a synergy of all public and private actors for the elaboration of plans, monitoring and evaluation and the improvement of agribusiness policies. – The mutual accountability and peer review approach of this strategy is a safeguard against an unsupportive environment and weak political will. 	L

H – High;
S – Substantial
M – Moderate
L – Low

Annex 7 /

AAYS risk management			
3. Insufficient and inadequacy of resources available			
Risk	Rating	Risk mitigation measures	Risk after mitigation
Inadequate human capacity in terms of numbers at critical levels (national, regional and continental)	S	<ul style="list-style-type: none"> – First the AAYS largely targets existing institutions, as well as staff with a focus on their capacity building, which takes various forms. This reduces the cost of hiring staff and consequently enhances sustainability. – Secondly, because the use of human resources to perform additional functions can overstretch their capacity and result in underperformance, there is a need to provide where necessary, additional human resources. 	L
High staff turnover of key players at various levels	S	<ul style="list-style-type: none"> – The AAYS emphasizes continuous capacity building of various stakeholders at various levels, from national to continental. This helps to expand the skills base. – The AAYS also suggests having on board the representatives of youth agripreneurs, private sector and other non – state actors who can mitigate the turn-over of public representatives. 	L
The lack of financial and technical means to implement the AAYS despite the will of the States.	H	<ul style="list-style-type: none"> – The AAYS suggest many measures to develop innovative financing for young agripreneurs. 	L
Inadequate funding	H	<ul style="list-style-type: none"> – who reach the right targets. – The participation of all key stakeholders in the elaboration and implementation of the AAYS at all levels can help to develop the appropriate funding. 	L

H – High;
S – Substantial
M – Moderate
L – Low

Annex 7 /

AAYS risk management			
4. Insufficient participation of Youth			
Risk	Rating	Risk mitigation measures	Risk after mitigation
Insufficient participation of youth in the overall implementation of the AAYS, especially within the COVID19 context which obliges intensive virtual work.	S	<ul style="list-style-type: none"> – The AAYS provide a framework to train, consult, integrate the youth at all levels and at all stages of the development and implementation of policies and programs. – The AAYS also contains a cross-cutting issue “Include Everyone” that recommends taking into account Youth living with Disabilities, gender, Minorities, etc. – Properly apply, all the measures related to youth empowerment and inclusion will ensure the best participation of young agripreneurs. 	L
5. Fragile contexts			
Risk	Rating	Risk mitigation measures	Risk after mitigation
The persistence of political or social conflicts makes the application of the AAYS difficult.	H	<ul style="list-style-type: none"> – The AAYS provides measures to address fragile contexts. – The AAYS recommends to design programs for youth in high-risk areas of countries focusing on strategic value chains. 	L
Major climatic changes, such as persistent drought in the region over prolonged periods	H	<ul style="list-style-type: none"> – The AAYS provides measures to address climate change. – Some of these measures are to: <ul style="list-style-type: none"> – Ensure environmental education and awareness – Mainstream Climate Change in all policies – Integrate climate change into all value chains at all levels 	L

H – High;
S – Substantial
M – Moderate
L – Low