

**Study on the potential for a  
“Global Alliance for Agripreneurship”**

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## Executive Summary

Following on from the scoping exercise on Agripreneurship (Carr & Roulin, 2016<sup>i</sup>) conducted in 2016, this report outlines the findings of a second study to evaluate the potential to establish a 'Global Alliance for Agripreneurship'.

The continent of Africa is at an exciting and challenging point in its economic development but continues to face such challenges as poverty, malnutrition, conflict, climate change and a growing youth population. However, there are significant local and global strategic initiatives that aim to address such issues, including the Sustainable Development Goals, Africa 2030 and the African Development Banks' Feed Africa strategy. It is worth recognising that:

- In 2015, 226 million youth aged 15-24 lived in Africa, accounting for 19 per cent of the global youth population (UN, 2015<sup>1</sup>)
- 10 million youth enter Africa's labour market annually.
- Youth is defined as people between the ages of 15 (exclusive) and 35 (inclusive).
- By 2020, three out of four Africans will be an average of 20 years old.
- Youth unemployment rate in sub-Saharan Africa is about 12%.
- Only 16% of youth have a 'wage job', while 62% work on family farms and 22% in household enterprises.
- At the US\$2/day level, the working poverty rate was about 64 % in 2013 (YAP, 2016<sup>2</sup>)
- The average age of farmers in Africa is about 55 years (WTO, 2015<sup>3</sup>)

The International Institute for Tropical Agriculture has established the Youth Agripreneur Programme and from this the African Development Bank has initiated the ENABLE Youth programme. These programmes aim to encourage and support young graduates across the continent to become entrepreneurs in agriculture and agribusiness, an activity that is increasingly being referred to as 'Agripreneurship'. They focus on providing support, skills, knowledge and

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<sup>1</sup> Population Facts, United Nations Department of Economic and Social Affairs, Population Division, No. 2015/1, May 2015

<sup>2</sup> <http://youthagripreneurs.org/> accessed 07/12/2016

<sup>3</sup> World Trade Organisation 10<sup>th</sup> Ministerial Conference KENYA The Youth Issue Based Position 2015

access to funds that enable the creation of viable businesses within the food system that can drive economic growth, create employment and nourish the people of Africa and beyond.

It has been identified that, while such programmes are effective in providing support and training in technical skills, there are few resources available that can be used to support and enhance the learning of essential business skills within the context of agribusiness. There is therefore an opportunity for the development of a global partnership that can resolve this by developing a suite of online tools, resources and an online course focused on supporting early-stage business start-up within the context of agribusiness. This can be embedded into programmes at agricultural research and training centres and Universities as well as being accessible to independent young agripreneurs.

This paper therefore proposes the establishment of a partnership (or alliance) bringing together a range of stakeholders drawn from business, academia and civil society sectors to address these issues.

### Proposal for the establishment of a “Global Alliance for Agripreneurship”

#### Mission

To promote and stimulate youth-driven entrepreneurship in agriculture and agribusiness within developing economies.

#### Aims

- To encourage young adults to become the farmers of tomorrow through choice rather than necessity
- To support the development of the wider rural community eco-system with a focus on food systems
- To encourage new and novel approaches in locally based food systems that consider local opportunities and the challenges of climate change, conflict and malnutrition
- To contribute to local and global food and nutrition security.

This proposal is based upon evidence drawn from thirty-six meetings and three online surveys with potential stakeholders and end users. The research has demonstrated that so far there are 40 organisations from around the world and representing different sectors who would, or might

be, willing to join such an initiative and fourteen of these would consider acting as ‘founding partners’. Surveys with members of the Young Agripreneur Programme, facilitated by the International Institute for Tropical Agriculture demonstrated that a website would help the development of their business idea. 76% of respondents stated that an online course would complement their current studies and a further 18% thought that such a course might support their studies. Within this, Young Agripreneur Programme members would welcome a focus on applicable downloadable tools and resources. The Aspen Network of Development Entrepreneurs shared a survey across its network targeting independent agripreneurs and this also found that a website and online course developed within the context of agribusiness would be of support in the development of new enterprises within the sector. This group expressed a need for peer to peer and expert advice services.

This paper therefore recommends the establishment of a Global Alliance for Agripreneurship, as an independent organisation. This will bring together the skills and expertise of global partners to initially focus on the development of a website and allied online course that can be embedded through a blended learning approach into the Young Agripreneur Programme, ENABLE Youth and other programmes such as those at Universities and be accessible to independent young agripreneurs. Such an online presence will provide encouragement, ideas and resources that will support the African agricultural renaissance and work to promote and stimulate youth-driven entrepreneurship in agriculture and agribusiness within developing economies.

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1 February 2017



## Introduction

In 2016 Nestlé commissioned a study on the topic of entrepreneurship in agriculture and agribusiness, leading to the presentation of a report entitled “[An exploration of Agripreneurship with a specific focus on Africa](#)” (Carr & Roulin, 2016<sup>ii</sup>).

The purpose of that report was to scope global Agripreneurship within the context of encouraging new entrants into the rural eco-system, identify possible partners within Academia and the Non-Government Organisation sector and to inform Nestlé what actions it might take to support unemployed or under-employed graduates in Africa, or other developing economies, to enter entrepreneurship in agriculture or agribusiness. The report also identified links with a wider global strategic framework that includes the Sustainable Development Goals, Agenda 2063, Lesser Developed Countries and the Paris Agreement on climate change.

Having identified the strategic context, it was recommended that this stream of agripreneurship should focus on supporting unemployed or under-employed graduates living in developing economies and who have completed University courses of ISCED Level 6 or above and who are between the ages of 15 and 35 years, to access quality training opportunities in Agripreneurship, such as those provided through the Youth Agripreneur Programme and ENABLE Youth and that these activities should adopt a gendered approach to ensure equality of access and opportunity. These training opportunities should contain within their programmes an emphasis on Life-Skills, Business Skills and Technical Skills and provide on-going support, including access to finance and mentoring, to enable the creation of independent and sustainable businesses.

The first report identified the potential opportunity to develop a strategic approach to allow Agripreneurs to access inspirational case studies, tools and resources in support of the development of their business ideas through a website or online portal.

It has since been identified that while there is training in business skills within existing programmes across Africa, agricultural growth is hampered by a lack of critical skills in the sector. The current curricula and training materials in use are outdated and not relevant to the skills required by the private sector; nor are they especially effective in encouraging youth entrepreneurship and empowerment (AGRA, 2015<sup>iii</sup>). It is also recognised that training in

agribusiness is not being met through regular management programmes because specific managerial skills and knowledge are required given the unique characteristics of agribusiness” (Harling, 1998<sup>iv</sup>).

A vital offer on a website/portal would therefore be the opportunity for the agripreneur to participate in a context specific online agripreneurship training programme that provides the skills and knowledge to develop and plan a business idea. No such course focusing specifically on agricultural entrepreneurship was identified. Such a course has the potential to be embedded into existing programmes such as the YAP and ENABLE Youth, being taught within a blended approach, whilst at the same time offering support to independent agripreneurs.

In September 2016, Steven Carr was requested to undertake further work in the exploration of this area of interest with two specific tasks. Firstly, to identify the potential for an Independent Alliance that could be formed to support the development of youth driven agripreneurship with an initial focus on university graduates in Africa. Secondly, to test the veracity of the need for, and content of, an online resource focused on youth driven agripreneurship.

This report therefore places this work into additional context then outlines the pragmatic, time-bound, value-led methodology that was adopted to meet the two assigned and agreed tasks.

Having identified that there are relevant actions, the report then outlines the next action steps that could be taken by interested partners to develop an independent Alliance that will create an Online Resource that will support young agripreneurs in developing economies, with an initial focus on university graduates in Africa, to develop and plan their business ideas while complementing the work of the Youth Agripreneur Programme (Appendix 4) and ENABLE Youth.

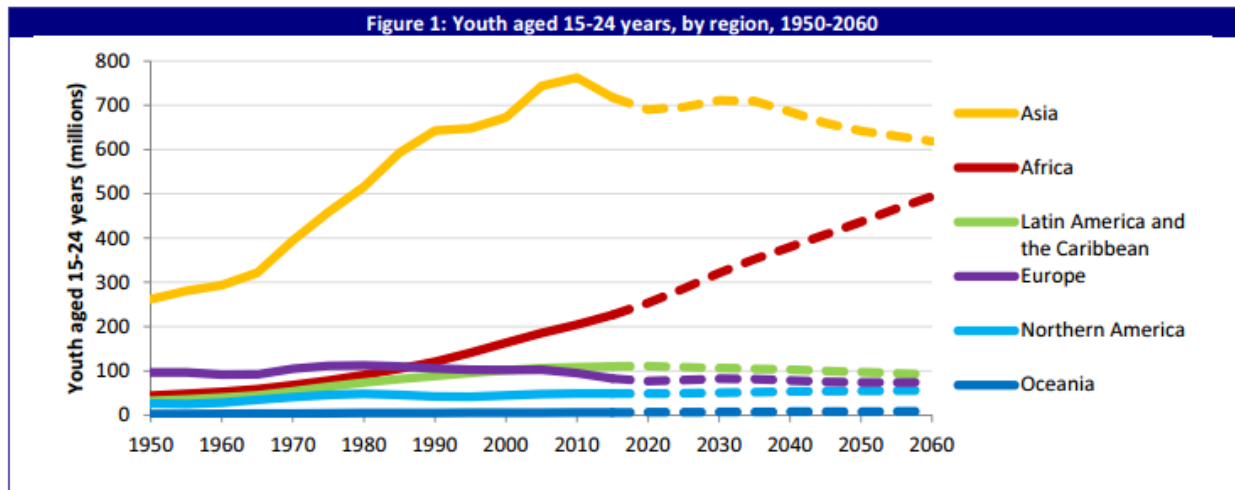
## Context

This initiative has an initial focus on the continent of Africa. At the outset, it should be recognised that Africa includes 54 separate countries each of which contain their own geographical, ethnic, cultural, political and economic distinctiveness. Peoples across the continent face various challenges and opportunities, some of which are common across the continent whilst others are more localised. This section will attempt to draw together some of these key themes:

- In 2015, 226 million youth aged 15-24 lived in Africa, accounting for 19 per cent of the global youth population (UN, 2015<sup>v</sup>)
- 10 million youth enter Africa's labour market annually.
- Youth is defined as people between the ages of 15 (exclusive) and 35 (inclusive).
- By 2020, 3 out of 4 Africans will be, on average, 20 years old.
- Youth unemployment rate in sub-Saharan Africa is about 12%
- Only 16% of youth have a 'wage job', while 62% work on family farms and 22% in household enterprises.
- At the US\$2/day level, the working poverty rate was about 64 % in 2013 (YAP, 2016<sup>vi</sup>)
- The average age of farmers in Africa is about 55 years (WTO, 2015<sup>vii</sup>)

#### Young People in Africa

The youth population in Africa is increasing rapidly in relation to the other regions of the world, as can be seen in Figure 1 it is projected that by 2030 there will be approximately 300 million people between the ages of 15 – 24 living in Africa. This provides challenges in relation to poverty and the provision of health, education and other services by Governments and other actors. However, this youth population may also be a driver of economic growth across Africa with the very real potential of sustaining and growing the agriculture sector.



Data source: United Nations (2013) *World Population Prospects: The 2012 Revision*.

Figure 1 Global Youth Population

### Poverty

Enough food in the world is produced to feed everyone. Yet about 840 million people are food insecure and considered to be undernourished. The global poverty rate – the share of the population living on less than US\$1.25 per day – has been cut in half between 1990 and 2010, achieving the MDG target set by the international community ahead of the 2015 deadline. However, about 1.2 billion people continue to live in extreme poverty and more than 75 per cent of them reside in rural areas and are primarily dependent on agricultural production. The three challenges to raising these groups out of poverty are: shifting demographics; inefficient food systems; and environmental threats caused by and related to food and agriculture (FAO, 2014<sup>viii</sup>). Half of the extreme poor live in Sub-Saharan Africa. The number of poor in the region fell only by 4 million over the course of the Millennium Development Goals, with 389 million people living on less than US\$1.90 a day in 2013 (The World Bank, accessed 2016<sup>ix</sup>). In addition to this it should be recognised that ‘Poverty in all its forms is the greatest single threat to peace, security, democracy, human rights and the environment’ (Torres & Henshall, 2004<sup>x</sup>).

### Potential of Agriculture

It has long been recognised that a dynamic agricultural sector can make five broad contributions to broader development in poorer countries where the agricultural sector accounts for a large proportion of GDP and an even larger proportion of employment. Increasing agricultural productivity is essential for the following reasons:

1. for capital investment in agriculture itself
2. the steady release of surplus capital and labour to other sectors of the economy
3. it is the major source of export earnings and of food
4. it plays a major role in keeping food prices down
5. and it is the major source of domestic income and hence stimulus for demand for local goods and services (Kydd et al, 2002<sup>xi</sup>).

Therefore, investment and growth within the agricultural sector has benefits for the local and national economy and agricultural productivity gains are essential for aggregate economic growth (de Janvry & Sadoulet, 2010<sup>xii</sup>).

The combination of an increasing youth population providing labour, enterprise and a market for goods and services, along with national and international efforts to eliminate poverty leads to a recognition that the agricultural sector in Africa has potential for a youth-led renaissance that will contribute to local and global food systems.

#### ENABLE Youth

The response to some of the challenges outlined above that has been made by the African Union Commission (AUC) and the African Development Bank (AfDB) is the development of a programme entitled “Youth in Agri-business (Enable Youth) and Agricultural Commodity Corridor Programme”, which this report will refer to as ENABLE Youth. Information on this programme is available in Appendix 5, however key details include:

- The goal of the programme is to contribute to poverty reduction, economic growth and export diversification through increased youth participation in agribusiness, and development of functional agricultural commodity corridors
- To provide US\$12.5 billion to support enterprise and job creation for youth and women
- To create 1.25 million agribusiness jobs in next 5 years
- To create 250,000 agribusiness enterprises across Africa
- 10,000 unemployed graduates (50% women) to be trained and financially empowered in each of the twenty-five countries engaged in the programme

- These activities will reduce youth unemployment, increase food security, increase value added manufacture in agriculture and increase export earnings.

Several countries are already progressing implementation plans for ENABLE Youth programmes, including Nigeria, Sudan, Ghana, Malawi and Cameroon with the latest to seek tenders for a [feasibility study](#), funded by AfDB being Zambia (Zambia, 2016<sup>xiii</sup>) with the development goal of the proposed “Youth in Agri-business (Enable Youth) and Agricultural Commodity Corridor Programme” is to contribute to poverty reduction, economic growth and export diversification through increased youth participation in agribusiness, and development of functional agricultural commodity corridors.

#### [Agriculture and Agribusiness](#)

It has been suggested that agriculture is a multifunctional activity that impacts on different levels and this is reflected in the variety of job opportunities that are outlined in Figure 2 below. Huylenbroeck et al (2007<sup>xiv</sup>) identified three different functions in which agriculture operates:

**The economic function:** agriculture remains a principal force in sustaining operation and growth of the whole economy, even in highly industrialised countries. Valuation of the various economic functions requires assessment of short, medium and long-term benefits. Important determinants of the economic function include the complexity and maturity of market development and the level of institutional development.

**The social function:** the maintenance and dynamism of rural communities is basic to sustaining agro-ecology and improving the quality of life (and assuring the very survival) of rural residents, particularly of the young. On another level, the capitalisation of local knowledge and the forging of relationships between local and external sources of expertise, information and advice are fundamental to the future of existing rural communities. Social viability includes maintenance of the cultural heritage. Societies still identify intensely with their historical origins in agrarian communities and rural lifestyles.

**The environmental function:** agriculture and related land use can have beneficial, or harmful, effects on the environment. The multifunctional approach can help to identify opportunities to optimise the linkages between agriculture and the biological and physical properties of the

natural environment. It is relevant to several critical global environmental problems including biodiversity, climate change, desertification, water quality and availability, and pollution.

Thus, as this report has adopted definitions encompassing agriculture and agribusiness, Figure 2 (The Montpellier Panel, 2014<sup>xv</sup>) provides a useful visual guide to the range of activities that these



Figure 2 The Montpellier Panel 2014

two areas of endeavour encompass across the range of functions and activities outlined. It should be recognised that not all agriculture is agribusiness. For example, a subsistence farmer growing crops or raising animals only for the consumption of the family is within a closed system. Agribusiness meets agriculture when the farmer grows product for market. Agricultural growth (Table 1) brings several benefits at local and national levels and the introduction of agribusiness approaches and agripreneurship promotes a step change in food systems. This will have radical impact upon the quantity and quality of food that is produced. However, it must be recognised at the same time that this can bring changes to the size of farms and scale of ownership, thus bringing societal change which introduces both opportunities and challenges.

<b>The Benefits of agricultural growth<sup>xvi</sup></b>	
<b>Farm Economy</b>	Higher incomes for farmers including smallholders More employment on-farm as labour demand rises per hectare, the area cultivated expands or frequency of cropping increases. Rise in farm wages
<b>Rural Economy</b>	More jobs in agriculture & food chain upstream and downstream of farm More jobs or higher incomes in non-farm economy as farmers and farm labourers spend additional incomes Increased jobs and incomes in rural economy allow better nutrition, better health & increased investment in education amongst rural population. Lead directly to improved welfare, & indirectly to higher productivity More local tax revenues generated & demand for better infrastructure – roads, power supplies, communications. Leads to second-round effects promoting rural economy Linkages in production chain generate trust & information, build social capital & facilitate non-farm investment Reduced prices of food for rural inhabitants who buy in food net
<b>National Economy</b>	Reduced prices of food & raw materials raise real wages of urban poor, reduce wage costs of non-farm sector Generation of savings & taxes from farming allows investment in non-farm sector, creating jobs & incomes in other sectors Earning of foreign exchange allows import of capital goods & essential inputs for non-farm production Release of farm labour allows production in other sectors

Table 1

Agapusi (2007<sup>xvii</sup>) identifies the ways in which the growth of small, micro and medium sized

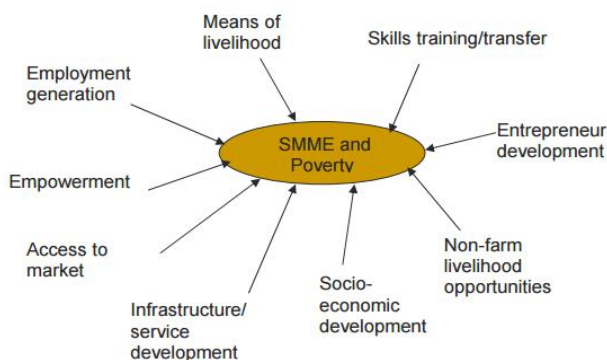


Figure 3 Small business development and poverty alleviation

enterprises can have on the development of the local economy. Although the factors outlined in Figure 3 are not specifically constructed within the context of agriculture, one can clearly see the connections with agripreneurship.

Corruption is one of the major impediments to effective development (Pillay, 2004<sup>xviii</sup>) and economic growth (Gyimah-Brempong, 2002<sup>xix</sup>) and therefore can impact on agricultural development and the establishment of new business within food systems at various stages. It should be recognised that the rule of law and the respect for



property rights are institutions that are fundamental to the functioning of a market economy. These are enshrined in national and international legislation. However, there are also important local institutions that shape markets. These refer to practices and norms and standards that are specific to particular products, industries or occupations. These institutions spread information, reduce risks and in general contribute to lower transaction costs (Helmsing, 2001<sup>xx</sup>).

There are several other reasons why agricultural-led, poverty-reducing growth faces greater challenges in today's poor rural areas, these include:

- less productive and riskier agro-ecological conditions;
- lower stocks of and/or access to physical and financial capital, with increasing uncertainty and loss of assets because of HIV/AIDS;
- greater costs in developing, delivering and accessing services (for input or output markets, or research, extension, health or education services)
- greater competition in output markets
- poorer access to input and financial services
- more rapidly changing and hence less stable and more uncertain institutions (Dorward et al, 2002<sup>xxi</sup>).

Across Africa there is a move from small-holder farms (under 5 hectares) to medium sized farms (10 – 100 hectares), this move which has been documented across Ghana, Kenya, Tanzania and Zambia (Jayne et al, 2016<sup>xxii</sup>) brings challenges and opportunities to local communities. These changes are being led locally rather than driven by non-nationals and bring cost advantages and possible improvements to the sustainability of local agriculture. However, such a change also reduces the scale of land ownership with some in the rural economy moving from small-holder owner status to agricultural labourer or finding other employment (Wilkinson, 2004<sup>xxiii</sup>).

Climate change and conflict can have significant impact upon agricultural systems across Africa and new studies confirm that Africa is one of the most vulnerable continents to climate variability and change because of multiple stresses and low adaptive capacity (IPCC, 2007<sup>xxiv</sup>). As Burke et al (2009<sup>xxv</sup>) state, temperature can affect agricultural yields both through increases in crop

evapotranspiration (and hence heightened water stress in the absence of irrigation) and through accelerated crop development, with the combined effect of these 2 mechanisms often reducing African staple crop yields by 10%–30% per °C of warming. Because the clear majority of poor African households are rural, and because the poorest of these typically derive between 60% and 100% of their income from agricultural activities, such temperature-related yield declines can have serious economic consequences for both agricultural households and entire societies that depend heavily on agriculture. Extreme weather events, such as flooding or drought can also have significant impact upon food production (Piao et al, 2010<sup>xxvi</sup>). Finally, because economic welfare is the single factor most consistently associated with conflict incidence in both cross country and within-country studies, it appears likely that the variation in agricultural performance is the central mechanism linking warming to conflict in Africa

There is a clear strategic ambition across the continent of Africa that relates to a youth driven agricultural renaissance, this as outlined above has several strategic fits with current activities within Nestlé underneath the overarching banner of ‘Creating Shared Value’. Nestlé therefore has the opportunity, as one actor amongst many, to engage with the topic of youth focused agripreneurship, recognising that such activities are in the enlightened self-interests of the company and support the next generation of entrepreneurs across food systems in Africa. Such a focus should thus be on tapping the dynamism and resourcefulness of youth to establish productive and pro-poor ventures, especially in agriculture, and helping them to create jobs for themselves (and others) within the agriculture value chain. Only by doing this will the potential of a brighter future for Africa be realised (AGRA, 2015<sup>xxvii</sup>)

Finally, it is of significance that the African Union has named 2017 as the Year to harness the Demographic dividend through Investment in the Youth.

The Global Alliance for Agripreneurship according to the business concept canvas (Osterwalder & Pigneur, 2010 <sup>xxviii</sup>).










<p><b>Key Partners</b> </p> <p>Potential Stakeholders:</p> <p><b>Business:</b> Nestlé (Olam/Buhler?)</p> <p><b>Universities:</b> Swedish University of Agricultural Sciences, Cornell, CDI Wageningen, Kwa-Zulu Natal, Pontificia Universidad Catolica de Chile, Kinneret Academic College, Santa Clara, EPFL &amp; AgroParisTech</p> <p><b>NGO's:</b> Princes Trust International, Waterpreneurs, Rural Outreach Africa, TechnoServe, IITA, Agri-Groomers, Aiducation, AMI, AGRA &amp; Teach a Man to Fish</p>	<p><b>Key Activities</b> </p> <p>Develop Joint Activities</p> <p>Promote and Share Research</p> <p>Provide Opportunities for agripreneurs to develop business ideas</p> <p>Provide a voice for young agripreneurs</p> <p>Coordinate activities</p> <p>Advocate on behalf of young agripreneurs</p> <p>Provide direct or online mentoring or coaching</p> <p>Support established entrepreneur programmes</p> <p>Support Independent agripreneurs</p> <hr/> <p><b>Key Resources</b> </p> <p>Skills, experience and knowledge held within Partnership</p> <p>Potential to develop volunteer pool through IDCN</p>	<p><b>Value Proposition</b> </p> <p>One click access to a range of open source on-line resources and training programmes to support Agripreneurs on YAP or ENABLE Youth programmes and independent young agripreneurs develop and launch their business ideas</p>	<p><b>Customer Relationship</b> </p> <p>Online targeted with potential for personalized relationships through mentoring and 'Ask the Expert' service</p> <hr/> <p><b>Channels</b> </p> <p>Online web resource optimized for use in developing economies and to those using tablets or smart phones</p>	<p><b>Customer Segments</b> </p> <p>University Graduates 35 years of age or younger participating in YAP or ENABLE Youth Programmes across Africa</p> <p>Independent young Agripreneurs in Africa and beyond</p>
<p><b>Cost Structure</b> </p> <p>No-Cost Access to students on YAP &amp; ENABLE Youth programmes</p>		<p><b>Revenue Streams</b> </p> <p>Cash and In-Kind support from Alliance Members</p> <p>License fees for e-learning supported through ENABLE Youth</p> <p>Grant Aid from Foundations and other funding bodies</p>		

Table 2

## PROPOSAL – the “Global Alliance for Agripreneurship”

This proposal is based upon evidence drawn from interactions with potential partners and young agripreneurs and outlined in an assessment using the business concept canvas in Table 2 (Osterwalder & Pigneur, 2010 <sup>xxix</sup>).

### Mission

To promote and stimulate youth driven entrepreneurship in agriculture and agribusiness within developing economies.

### Sustainable Development Goals

These activities complement the following Sustainable Development Goals:

- #1 No Poverty
- #2 Zero Hunger
- #8 Decent Work and Economic Growth
- #11 Sustainable Cities and Communities
- #15 Life on Land

### Aims

- To encourage young adults to become the farmers of tomorrow through choice rather than necessity
- To support the development of the wider rural community eco-system with a focus on food systems
- To encourage new and novel approaches in locally based food systems that consider local opportunities and the challenges of climate change, conflict and malnutrition
- To contribute to local and global food security

## Objectives – Year One

- Develop an inter-agency, multi-sectoral partnership to support and engage in activities to fulfil mission
- Design and launch an online resource that will support in-person training programmes and individual agripreneurs to enhance business skills acquisition specifically related to the early stages of business design and creation within agriculture and agribusiness
- Design and launch an online course that will be embedded into in-person training programmes to enhance business skills acquisition specifically related to the early stages of business design and creation within agriculture and agribusiness.

## Actions – Year One

1. Fulfil legal obligations in establishing Swiss based NGO
2. Develop rapid prototype website to demonstrate concept including purchase of appropriate domain names
3. Solicit principle agreement and support of the International Institute for Tropical Agriculture (IITA), African Union Commission (AUC) and African Development Bank (AfDB) to embed online resources into the Youth Agripreneur Programme (YAP) and ENABLE Youth
4. Draw together an alliance to develop an online resource and Agripreneurship course addressing contents, curricula, hosting, management and data collection/analysis
5. Develop social media presence on LinkedIn and Facebook
6. Consolidate a set of inspirational Case Studies
7. Provide training to YAP and ENABLE Youth tutors to facilitate use of online resource and online course to enable an in-class blended learning approach on the business aspects of Agripreneurship
8. Review and evaluate Online Resource and Online course

## Objective Year Two

- Develop and enhance the work of the alliance with an impact driven and youth-centred focus increasing user base and offer

## Actions – Year Two

1. Develop further online resources to enhance accessibility for other demographics i.e. University undergraduates or High School students in Africa and/or transfer model to other geographical localities such as Latin and South America, India and South East Asia
2. Develop and facilitate the use of modular resources to encourage partners to organise one, two or three-day long Agripreneur Bootcamps
3. Develop an 'Agripreneurship' competition providing seed grants for early start-up enterprises in agriculture and agribusiness
4. Develop an integrated online coaching and mentoring system to add value to online resource and online course including recruitment and training of in-organisation or independent volunteers recruited through professional networks and IDCN
5. Develop stand-alone online modules on relevant topics such as Food Safety, Legal Requirements, Intellectual property, Heritage Crops, Bio-Fortified crops Nutrition, Growing & scaling, Gender, Business sector opportunities and Case studies
6. Facilitate a stakeholder conference
7. Further develop alliance membership with focus on business sector
8. Review and evaluate impact of Alliance and activities.

Gantt Chart of Year One Actions

Activity	Month												
	1	2	3	4	5	6	7	8	9	10	11	12	
Share Proposal													
Establish Steering Group													
Develop Rapid Prototype Website													
Approach IITA, AUC & AfDB													
Develop Website													
Develop Online Course													
Launch Alliance, Website & Course at Planting Seeds of Future Food													
Train YAP & ENABLE Youth staff to facilitate online course													
Review early impact of Website and online course													
Establish independent legal entity - "Global Alliance for Agripreneurship"													
Establish Office & Team													

Gantt Chart of Year Two Actions

Activity	Month											
	1	2	3	4	5	6	7	8	9	10	11	12
Scale online resource for other demographic or regions							█	█	█	█	█	
Develop and launch Bootcamp modules							█	█	█	█	█	
Develop & launch an Agripreneur Challenge		█	█	█	█	█	█					
Develop and launch coaching and mentoring scheme		█	█	█	█	█	█					
Develop and embed expert modules on website	█	█	█				█	█	█			
Facilitate Global Alliance for Agripreneurship Conference							█					
Develop membership with focus on Business sector	█	█	█					█	█	█		
Review and evaluate activities and impact					█	█					█	█



### Governance

An informal steering group should be established while the Alliance develops into a formal entity, this should have an identified chairperson embedded within one of the Alliance partners.

The governance structure of the Alliance will be dictated by the adopted legal framework within the home jurisdiction, likely in the first instance to be Switzerland. This will involve an elected committee with named trustee's or directors.

### Staffing

In the first instance, as the Alliance develops as an informal partnership a project lead should be identified to drive the initiative. It is suggested that the current Independent Consultant is retained for the interim period.

As the Alliance becomes an Independent legal entity, a secretariat working to the governing committee should be established. This would include as minimum at its inception several part time positions including Chief Executive Officer, Project Officer and an Administrative Officer.

### Volunteers

The alliance had the potential to recruit volunteers with skills to assist in managing alliance, development of online offering, facilitate 'ask the expert', monitoring and evaluation and provision of mentoring and coaching services. Volunteers could be actively recruited from:

- [International Dual Career Network](#)
- Interns
- Active Retirees

Volunteers could be incentivised through the provision of team building activities, training and coaching/mentoring.

### Funding

The proposed financial model for this Alliance is that core funding for the secretariat to be sourced by way of membership fees from a range of partners, with an emphasis on business partners and additional projects to be funded by in-kind support and monies sourced through a range of applications to foundations etc.

- In-kind support from partners

- Monetary contributions from partners
- Grants from organisations for example [FEDEVACO](#), [Swiss Agency for Cooperation and Development](#), [the MasterCard Foundation](#) and [Jacobs Foundation](#) (*however no discussions regarding funding of the Alliance have occurred with these organisations as yet*).
- Organisations such as AfDB, UNECA and European Commission.

#### Content of Online Resource Year One

- Introduction to Agripreneurship – video(s) and transcripts from a range of stakeholders including Young Adults, Business People, Academics and NGO Staff
- Strategic Environment – briefing papers on important global and local strategies including Sustainable Development Goals and Africa 2063
- Case Studies – in partnership with Agribusiness TV showcase young agripreneurs
- Resources – provide access to downloadable business start-up guides such as those produced by MIT D-Lab and Teach a Man to Fish
- Business Tools – Provide access to downloadable tools and formats that can be used to plan and manage an early stage start-up e.g. business development template and financial planning/control format
- Online Courses – provide access to specific ‘Agripreneurship’ online course and to entrepreneurship courses from other partners
- Develop stand-alone video shorts highlighting a range of issues pertaining to food system approaches that will inform and enthuse
- Funding – provide information on how to fund a start-up and links to possible providers including crowdsourcing
- Frequently Asked Questions – to share and promote learning in agripreneurship and early stage business
- Ask the Expert – develop a pool of experts across the partnership who are willing to contribute to the project by answering questions placed by agripreneurs.
- Contacts and Partners – provides access to partnership and details of partners

Website and Online course to be developed in English and French where possible

## Contents of Online Resource Year Two

- Website resources to be replicated and made relevant to other demographics and/or geographical locations i.e. Spanish language version
- Coaching and Mentoring – integrated system to match agripreneurs with short, medium or long term online coaches and mentor

## Development

Table 3 identifies those organisations that have expressed an interest and ability to support the Alliance with the development and hosting of an e-learning course. It is recommended that a lead organisation is identified along with others who can support the developmental and operationalisation of an e-learning course.

	<b>In-Kind</b>	<b>With Fee</b>
<b>Web Design and Hosting</b>	Rural Outreach Africa, Springboard Organic Farm Network, Pontificia Universidad Catolica de Chile and AgroParisTech	Cornell University, IITA, JS&D Agro Allied Limited, Kinneret Academic College, Agri-Groomers, Aiducation, Wageningen CDI and Tamil Nadu Agricultural University

Table 3

## Online Resource – Rapid Prototype

To visualize an online resource, a rapid prototype model was developed for internal viewing.

The prototype website was developed in the style of a portal to information held openly by possible partners and other open source information. A next step on this type of website would be the development of bespoke materials which would held upon this site, providing a blend of portal to and a repository of specialized information and resources that are designed to support graduate agripreneurs to develop and launch their business ideas.

An important design principle is ‘one click’, the principle that any information is a single click of the mouse away. As such the site is designed as a single-page type which can be accessed through either a drop-down menu or by scrolling through the website. The following provides an insight into the structure and content of this prototype website. Sections of the website included:

### The Agripreneur Academy

A working title of 'The Agripreneur Academy' was chosen to reflect the topic and the practical nature of the information and resources that could be accessed. Importantly the imagery that was chosen from the stock gallery reflects the topic of agriculture and food and provides a diverse range of people to whom the target audience can relate.

### Why Agripreneurship

The first main section of the website asks the question 'Why Agripreneurship?', with the idea of providing a range of contemporary reasons why entrepreneurship in agriculture and agribusiness is a worthwhile activity in which to engage. The content of this section would be based on filmed interviews with a range of people and professionals whose own work intersects with Agripreneurship. Interviews would be short and snappy and could include academics, agripreneurs, farmers, chefs, factory managers or others who participate in food systems. It is important that those selected represent a diverse range of people reflecting genders and different ethnicities.

### Strategic Environment

The world is facing a range of challenges such as migration of peoples due to conflict and the impact of climate change. Such challenges can create opportunities and space for new business. This section would therefore provide information on global and local strategies that may help guide or inform the development of business ideas. Briefings would be provided, along with links to original sources, on strategies such as [Sustainable Development Goals](#), [Agenda 2063](#) and [Conference of Parties 22](#).

## Case Studies

Case studies are an important learning tool, the opportunity for successful agripreneurs to tell their stories, identifying the challenges that they faced in the creation of their businesses and how they managed to succeed. Such case studies can be challenging to develop, taking significant time and expense to identify successful agripreneurs and film and edit the ensuing videos.



Figure 6 Agribusiness TV Cameroon: "Ndokayo" lemongrass tea

A possible partner of the alliance and a contributor to the Agripreneur Academy website is [Agribusiness TV](#). Agribusiness TV has developed a web based, video driven approach to make the agricultural sector more attractive to youth by showcasing success stories of young agripreneurs in Burkina Faso, Benin, Cote d'Ivoire and Cameroon. This section of the Agripreneur Academy would act as a portal, encouraging users to access the material of Agribusiness TV's own website.



Figure 7 Access Agriculture Hand Milking of Dairy Cows

Another potential partner in relation to the promotion of training videos to improve farming practise is [Access Agriculture](#), an international NGO which showcases agricultural training videos in local languages designed to support sustainable agriculture in developing countries.

One of the key funders of Access Agriculture is the Swiss Agency for Development and Cooperation.

[Get your business idea here...](#)

Several 'Business Start-up Guides' have been identified through web based research detailing different types of business opportunities within the food system, portrayed in several styles. As a portal website, brief descriptions can be provided along with the links to the original source of material. These include:

- [Teach a Man to Fish](#) currently provides four different guides on such topics as production of fruit juice and jam and solar cookers
- [MIT D-Lab](#) has produced open source guides to Maize (Corn) shellers and Charcoal production
- Extension Services at [Oregon State University](#) has produced a guide to Pickling Vegetables that is not a business start-up guide as such but provides details of equipment needed and recipes
- [Ecobricks](#) provides downloadable resources on the use of waste as a practical building material

A useful feature unique to the 'Teach a Man to Fish' guides is that they include information on start-up costs and to possible levels of return. As such it would be recommended that the Alliance seek to work with this organisation to develop additional guides across the spectrum of the food system (Appendix 7).

[How to plan your business](#)

This section provides access to documentation that can support the development of new business ideas as well as tools that can be used to manage finances, stock etc. Several existing sources of information have been identified and links to the following can be followed:

- Business Plans at the [Prince's Trust](#)
- An entrepreneurship manual in Forestry by the [World AgroForestry Centre](#)
- [Virgin Start-up](#) Business plan template
- An Agripreneur Training Programme from [Main Street](#)

[Access online training courses here...](#)

A significant gap in the market is the presence of online courses such as, but not limited to, 'Massive Open Online Courses (MOOCs)' that support entrepreneurship in the context of agriculture and agribusiness. The development of such a course that would supplement the teaching on the YAP and ENABLE Youth programmes has been identified as a key action for an alliance.

The prototype website provides links to two potential alliance members, the [African Management Initiative](#) and [EPFL's MOOCs for Africa](#) both of whom provide online courses in entrepreneurship across different sectors. A significant difference between the approaches of the two organisations is that the African Management Initiative focuses on utilising African content to be used within a blended learning environment while EPFL's product has a wider internationalized approach.

A key recommendation is to build a strategic relationship with African Management Initiative as a lead provider in the development of context specific, agriprenurship course focusing on early stage business start-up that can be taught within YAP and ENABLE Youth, the development of which can be supported and informed by other partners. A relationship with EPFL should be established regarding the development of additional short modules on such issues as External Certification E.g. Fair Trade, Potential of biofortified crops in start-up businesses safeguarding intellectual property, food safety

[Crowdfunding](#)

Crowdfunding is an increasingly important disruptive form of accessing financial resources at the launch phase of a new business or product (de Buysere et al 2012)<sup>xxx</sup>.

There are well established crowdfunding sites that target the Northern Hemisphere such as [Kickstarter](#), but there are now several sites which are focusing on the needs of African businesses and entrepreneurs. These include [Thundafund](#), [Lelapafund](#), [M-Changa](#) and [Shekra](#).

[Ask the Expert](#)

Access to expert information and support is recognized as being essential in the successful creation of new start-up businesses, with coaching and mentoring seen as being particularly useful (Cull 2006)<sup>xxxi</sup>. In the first iteration of a web based resource an 'Ask the Expert' service

would be established to direct questions to members of a pool of experts to provide the agripreneur with a wealth of knowledge and experience to draw upon to assist in their business creation. In the second stage a mentoring and coaching system would be developed that matches young agripreneurs with mentors around the world via email and skype

#### F.A.Q

Frequently Asked Questions is a significant part of a website wherein the questions and answers from the 'Ask the Experts' section can be shared.

#### Contact

An important section that provides contact information to the secretariat of the alliance.

#### Our Partners

A section which will allow alliance partners to share corporate logos and links to their own corporate home pages.

#### Online Course in Agripreneurship

##### Introduction

There are several approaches to learning, it is recommended that an online course, rather than adopting a didactic approach, should be built upon the basis of experiential learning which is a process whereby concepts are derived from and continuously modified by experience (Kolb, 1984<sup>xxxii</sup>). This will allow students to adapt theory and place it into the context of their own situation. This Integrated learning is conceptualized as an idealized learning cycle or spiral where the learner "touches all the bases"--experiencing, reflecting, thinking, and acting--in a recursive process that is responsive to the learning situation and what is being learned (Kolb et al, 1999<sup>xxxiii</sup>).

A significant issue within existing Massive Open Online Courses (MOOCs) is that such courses have been found to have completion rates of less than 10% of those who enrol, with a median average of 6.5% (Jordan, 2014<sup>xxxiv</sup>). Therefore, the reliance of offering a product which is only located online would not be effective in reaching the aims of the Alliance. An improved methodology is that of blended learning which is the thoughtful integration of classroom face-to-face learning experiences with online learning experiences (Garrison & Kanuka, 2004<sup>xxxv</sup>).



It is recommended that the Alliance develops an Online Course which can be embedded into the YAP and ENABLE Youth programmes and where tutors are trained to facilitate this online offering in class, linking the students learning within the real-world context in which they live and work.

#### Content

Although there are several online entrepreneurship courses available, none have been identified that support a student to develop a business idea within the context of agriculture and agribusiness. It is suggested that a course, utilising existing curricula, should be developed that uses case studies and examples and that places learning tasks into the context of agriculture and agri-business.

It is important that students can relate to course content and while international tutors are significant it is also vital students can relate to tutors, images and case studies. If a course is developed with a target audience of young African agripreneurs in mind it is imperative that it is, at least in part, taught by African experts and that imagery and case studies are also drawn from African experience.

Such an online programme of learning should adopt an experiential approach and would include the broad topics of:

- Identifying and evaluating business opportunities
- Assessing the market and identifying customers
- Raising funds and financial management
- Developing a business plan

In addition to the core course, a series of additional short modules could be developed to provide supplemental information. These modules could cover a range of topics and allow for a wide range of experts to contribute to the growth of agripreneurial enterprise. Such expert modules could be based upon short video presentations and include topics such as Intellectual property, Legal basics, Compliance with food legislation, Certification schemes such as Fairtrade, Food safety and the Introduction of new crop types or varieties.

## Development

Table 4 identifies those organisations that have expressed an interest and ability to support the Alliance with the development and hosting of an e-learning course. As with the website, it is recommended that a lead organisation is identified along with others who can support the developmental and operationalisation of an e-learning course.

	In-Kind	With Fee
<b>Development of E-Learning Course</b>	AgroParisTech	Cornell University, University of California Davis, Prince's Trust International, University of KwaZulu-Natal, IITA, JS&D Agro Allied Limited, Pontificia Universidad Catolica de Chile, Kinneret Academic College, Agri-Groomers, Swedish University of Agricultural Sciences, Wageningen CDI, African Management Initiative, EPFL, Tamil Nadu Agricultural University, Peter Casier (Freelance) Graduate School of Agriculture Kyoto University, Teach a Man to Fish and Miller Centre for Social Entrepreneurship Santa Clara University
<b>Management and hosting of E-Learning course</b>	Rural Outreach Africa, Springboard Organic Farm Network, Agri-Groomers and AgroParisTech	Cornell University, University of California Davis, Prince's Trust International, IITA, Pontificia Universidad Catolica de Chile, Kinneret Academic College, Swedish University of Agricultural Sciences, Aiducation, Wageningen CDI, African Management Initiative, EPFL, Tamil Nadu Agricultural University, Peter Casier (freelance) and Miller Centre for Social Entrepreneurship Santa Clara University

Table 4

It is likely that there will be a financial cost to enable students on YAP and ENABLE Youth to access such an online course of study within a blended learning environment. This may include a licence fee payable to a host organisation which may be in the region of US\$100 per student per year. It is important to gain a best value arrangement if this is the model that is adopted and in this case budget for these fees would be sought from external funders and managed by the providers of YAP and ENABLE Youth programmes.

Within a blended learning approach training would have to be provided to tutors of YAP and ENABLE Youth programmes to allow them to facilitate this approach.

The course could also be placed upon an open platform such as [Coursera](#) where an individual student could access the course for free or choose to pay a US\$49 fee to be awarded an official certificate on completion of the programme. It is possible that Alliance partners could also provide hosting in this way.

## Evidence

This proposal is a progression from the scoping exercise undertaken in 2016 and is built upon information and ideas brought together through conversation and research. The proposal therefore is based on evidence that has been elicited from stakeholders including potential partners and target audience.

## Research Methodology

During the research period, it was agreed that the views of potential stakeholders would be sought utilising two main methods, direct conversation in-person or utilising Skype and online questionnaires. The data that was gathered would help inform the development of strategy and action steps.

## Meetings

Thirty-six meetings were held in support of this initiative, encompassing forty different people, seven universities, three businesses and seventeen further organisations from social enterprise, NGO and Foundations (Appendix 6).

These meetings were important in building relationships, discussing the concept and exploring areas of synergy. It also provided an opportunity to inform the stakeholder about the online survey thus improving the likely level of response.

## Online Surveys

Three online surveys were developed to test the concept of an alliance and an online resource. Details of each follow, the first was to specifically explore the potential of the alliance and was completed by representatives of organisations. The second survey was facilitated through the YAP at IITA and sought information from programme members on the potential of an online resource to supplement and complement their studies. The final survey, supported by ANDE, sought the perspective of independent agripreneurs on the potential of an online resource to support the development of their business idea.

## Consortium Survey Results

The link to the online survey was shared with forty-five stakeholders identified through the earlier scoping exercise and through later contact. Individuals were asked to complete the surveys on behalf of their organisations, accepting at this juncture that no commitments were being made or offered and that information shared would be used to develop and inform the concept outlined within this report. For additional information see Appendix 7.

- Twenty-eight surveys were completed by recipients of the original request, a return of 62%
- Six additional submissions were made by individuals or organisations who received the survey link through the Aspen Network of Development Entrepreneurs (ANDE)
- 67% of organisations stated that they would be willing to join a consortium and 33% might be willing to consider joining a consortium (Table 4). There were no negative responses
- The four highest ranked activities that respondents felt that a consortium should be engaged in included:
  - Develop Joint Activities 96%
  - Promote and Share Research 93%
  - Provide Opportunities for agripreneurs to develop business ideas 93%
  - Provide a voice for young agripreneurs 90%
- 39% of respondents felt that a consortium should be an informal partnership while another 39% believed that it should be a formal independent entity. 9% suggested that the consortium should be part of an existing group and the following were recommended:
  - Sustainable Agriculture Initiative
  - Japan International Cooperation Agency
  - Aspen Network of Development Entrepreneurs
- Fourteen organisations stated that they may consider the role of a ‘founding member’
- The four main communication methods identified across the consortium were seminars/webinars (82%), Website (79%), Social Media (71%) and Conferences (71%)
- Organisations were asked what form of membership structure should a consortium adopt, 56% stated that all members should be equal

- The final questions asked what level of annual financial support organisations might be able to make to a consortium; eighteen organisations (53%) stated that this was not appropriate and eight organisations stated that their contribution would be US\$0 (24%).

Several organisations did state that they could to provide financial support, as follows:

- US\$1,000 – 5,000 six organisations (18%)
- US\$11,000 – 15,000 one organisation (3%)
- US\$16,000 – 20,000 one organisation (3%)<sup>4</sup>

This survey demonstrates that there is an interest across organisations and sectors to share expertise in support of the development of young new-entrant agripreneurs through the development of a consortium. The structure of this consortium could equally be an informal partnership of the establishment of an independent entity, it is recommended that the first step should be the former leading to the launch of an independent organisation in 2017. Stakeholders are willing to consider provision of a range of services to the consortium on in-kind or fee based models, these should be considered in a case by case basis driven by need. There is the potential of a small income stream from stakeholder organisations although this would not be sufficient to cover secretariat or headquarter costs on the establishment of an independent entity. The next step will be to solicit funds from various companies in the private sector.

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<sup>4</sup> This would be dependent upon a grant application

## –Young Agripreneur Programme Survey Results

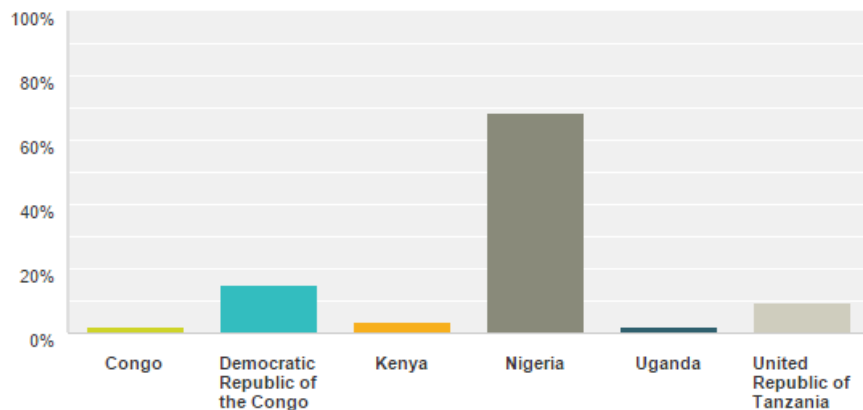
The YAP, and the ENABLE Youth Programme upon which it is based, potentially provides the core target audience for any website or online course in Agripreneurship. IITA was approached and agreed to disseminate the link to an agreed online survey across its membership. The survey results therefore provide clear insight on the needs and perceptions of potential users of any resources that are developed. For additional information see Appendix 8.

Fifty-five completed surveys were submitted by members of the YAP from across several countries and representing both genders and a range of age groups.

- Of the fifty-five respondents 50% were between the ages of 27 – 30 years, 28% were between the ages of 23 – 26 years and 22% were 31 years of age or above.
- 57% of the respondents were male while 43% were female.
- Respondents represented the countries in which YAP operates as follows:

### In what country do you live?

Answered: 54 Skipped: 1

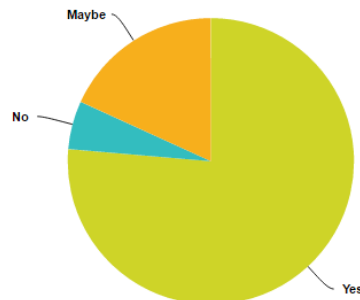


Answer Choices	Responses
▼ Congo	1.85% 1
▼ Democratic Republic of the Congo	14.81% 8
▼ Kenya	3.70% 2
▼ Nigeria	68.52% 37
▼ Uganda	1.85% 1
▼ United Republic of Tanzania	9.26% 5
Total	54

- Respondents were asked if a website would be useful to support the development of their business idea and were asked to rate this with between 1 – 5 stars. 84% of respondents gave the concept of a website 3 stars or more demonstrating a high approval
- The range of options given for website content were widely accepted and therefore a website should include the following, ranked by ‘Very Important’ response:
  - Opportunity to show case own business (88%)
  - Downloadable tools e.g. business plan (80%)
  - Resources e.g. business start-up guides (77%)
  - Access to programmes and events (77%)
  - Links to other organisations (74%)
  - Case studies of successful young agripreneurs (73%)
  - Information on national and international strategies (65%)
  - Forum for peer to peer support (65%)
  - ‘Ask the Experts’ fora (60%)
  - Competitions (61%)
  - News (62%)
- 76% of respondents thought that an online course would complement their current studies on YAP and a further 18% thought that such a course might support their studies

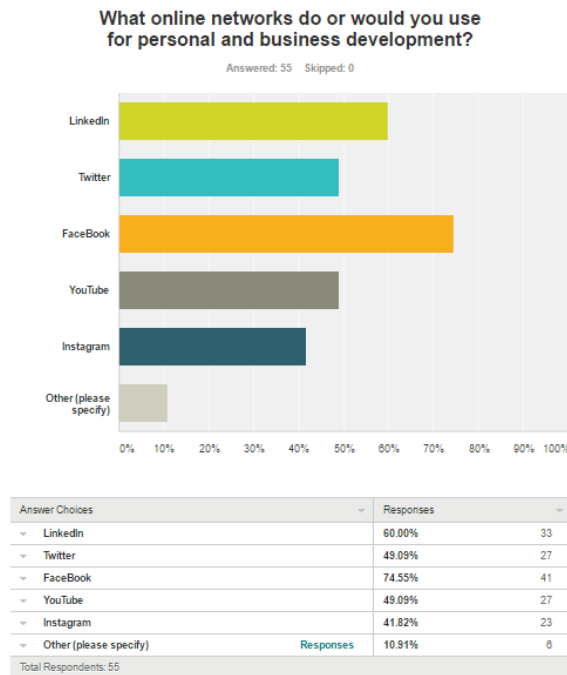
Would an Online course in entrepreneurship within the context of agriculture and agribusiness complement your current studies with YAP?

Answered: 55 Skipped: 0



Answer Choices	Responses	
Yes	76.36%	42
No	5.45%	3
Maybe	18.18%	10
Total		55

- The range of options given for content of an online course were widely accepted and therefore an online course should include the following, ranked by ‘Very Important’ response:
  - Developing a business idea (93%)
  - Assessing the market (88%)
  - Marketing (83%)
  - Identifying Customers (81%)
  - Raising Finance (81%)
  - Financial Management (80%)
  - Supply Chain (74%)
  - Teaching by global experts (65%)
  - Teaching by local experts (60%)
  - External Certification (55%)
  - Case studies (41%)
- It is important to know which social networks are most used to inform communication strategies, the following were identified, demonstrating that any strategy should focus on Facebook and LinkedIn:





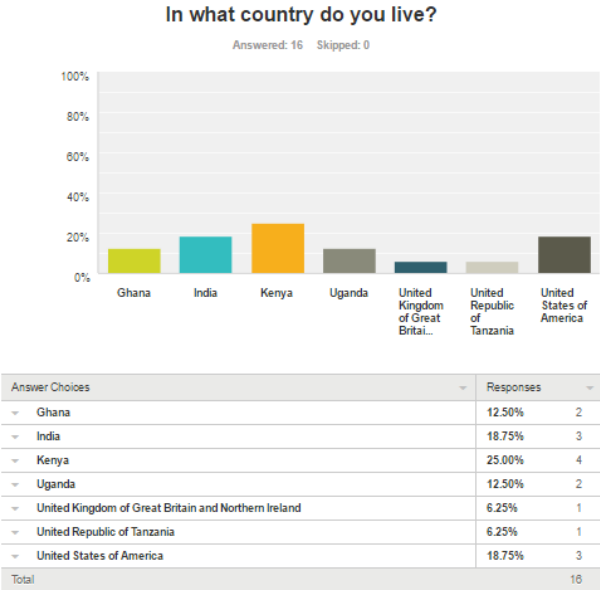
This survey demonstrates that students on the Young Agripreneur Programme believe that a website and an online course designed to support the development of new businesses led by new entrants to the sector would be of use to them and would support their studies on YAP. The information provided demonstrates the potential content of a website and course, with prioritisation clearly showing the interrelation with a taught course and the students need for supplemental resources and tools.

[Aspen Network of Development Entrepreneurs Survey Results](#)

ASPEN kindly offered to share the link to an online survey across its membership, providing the opportunity of independent young agripreneurs to help inform the development of a possible website and online course designed to support Agripreneurship. Independent young agripreneurs are an important secondary target audience for the work of a consortium, presenting different needs and cost implications. For additional information see Appendix 9.

Sixteen completed surveys were submitted by members of the ANDE network from across several continents and representing both genders and a range of age groups.

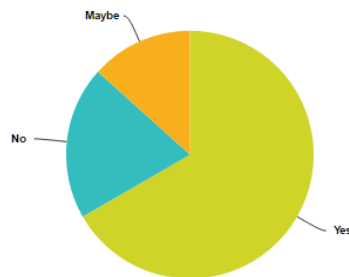
- 62% of respondents were thirty-one years of age or older, 31% were between 27-30 years and 6% (one person) was between 23 – 26 years
- 88% of respondents were male while 12% were female
- Respondents were residents around the world including:



- Respondents were asked if a website would be useful to support the development of their business idea and were asked to rate this with between 1 – 5 stars. 80% of respondents gave the concept of a website 3 stars or more demonstrating a high approval
- The range of options given for website content were widely accepted and therefore a website should include the following, ranked by ‘Very Important’ response:
  - Opportunity to show case own business (88%)
  - Ask the Experts’ fora (88%)
  - Forum for peer to peer support (80%)
  - Competitions (79%)
  - Downloadable tools e.g. business plan (75%)
  - Case studies of successful young agripreneurs (73%)
  - News (67%)
  - Resources e.g. business start-up guides (67%)
  - Access to programmes and events (67%)
  - Links to other organisations (67%)
  - Information on national and international strategies (53%) ‘
- 67% of respondents thought that an online course would be useful in the development of their business idea and a further 13% thought that such a course might support their studies

Would an Online course in entrepreneurship within the context of agriculture and agribusiness be useful in the development of your business idea?

Answered: 15 Skipped: 1



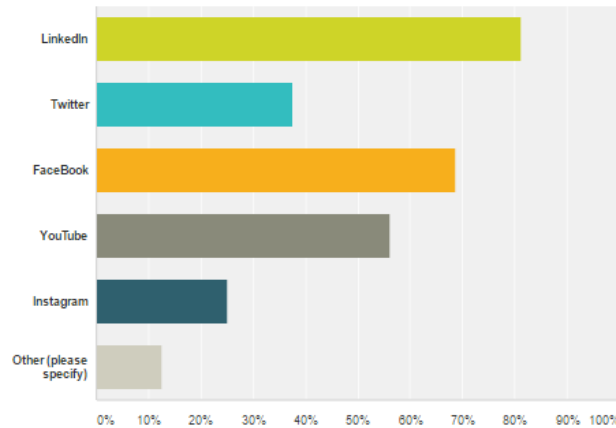
Answer Choices	Responses	
Yes	66.67%	10
No	20.00%	3
Maybe	13.33%	2
Total		15

- The range of options given for content of an online course were widely accepted and therefore an online course should include the following, ranked by 'Very Important' response:
  - Raising Finance (86%)
  - Assessing the market (80%)
  - Developing a business idea (79%)
  - Marketing (71%)
  - Identifying Customers (69%)
  - Financial Management (64%)
  - Case studies (62%)
  - Teaching by global experts (57%)
  - Teaching by local experts (57%)
  - External Certification (57%)
  - Supply Chain (54%)
  
- Respondents were asked to identify if they would be able to pay a fee to participate in an online course and the amount that they felt that they could pay, responses were as follows:
  - 38% stated that they would not pay a fee
  - 12% stated that they would be willing to pay between US\$1 – 5
  - 19% stated that they would be willing to pay between US\$6 – 10
  - 6% stated that they would be willing to pay between US\$11 – 15
  - 6% stated that they would be willing to pay between US\$16 – 20
  - 19% stated that they would be willing to pay US\$21 or more
  
- An alternate cost model is to offer a free course and seek payment for a certificate, responses to this were as follows:
  - 25% stated that they would not pay a fee for a certificate
  - 12% stated that they would be willing to pay between US\$1 - 3
  - 19% stated that they would be willing to pay between US\$4 - 6
  - 31% stated that they would be willing to pay between US\$7 - 10

- 12% stated that they would be willing to pay between US\$11+
- It is important to know which social networks are most used to inform communication strategies, the following were identified, demonstrating that any strategy should focus on Facebook and LinkedIn:

**What online networks do or would you use for personal and business development?**

Answered: 16 Skipped: 0



Answer Choices	Responses
LinkedIn	81.25% 13
Twitter	37.50% 6
FaceBook	68.75% 11
YouTube	56.25% 9
Instagram	25.00% 4
Other (please specify)	12.50% 2

Total Respondents: 16

This survey demonstrates that independent young agripreneurs believe that a website and an online course designed to support the development of new businesses led by new entrants to the sector would be of use to them. The information provided demonstrates the potential content of a website and course, with prioritisation clearly showing the need for additional support through peer to peer fora and 'ask the expert' services. The majority of respondents stated that they would be willing to pay a fee to enable them to access an online course or an official certificate. This demonstrates that there is a potential income stream, however limited, from independent agripreneurs.

## Analysis

To inform the development of the concept, discussions were held with a range of individuals representing organisations from business, academia and civil society. This was supplemented by three online surveys that sought to bring together information in a standardised format that could test the validity of the concept and provide future direction.

It is evident that there is an appetite across organisations to develop some form of structure that will enable them to effectively address the needs of young agripreneurs particularly, but not exclusively, those in developing economies, while developing their own services and activities in a collaborative manner. Such a structure would focus on developing joint activities, promoting and sharing research, providing opportunities for agripreneurs to develop business ideas and to provide a voice for young agripreneurs. There are several organisations that would ally themselves with such a cause and potentially act as founder members of a structure that could commence as an informal partnership and later develop as an independent entity, which this proposal is referring to as the 'Global Alliance for Agripreneurship'. With an initial focus on the development of a website and online course, many of the services that are required to enable such actions are available, either in-kind or for a fee, across stakeholders. However, some form of leadership and secretariat is required and the development of the 'Global Alliance for Agripreneurship' will require core funds more than what may be provided through stakeholder contributions.

The surveys with young agripreneurs, both independent and those engaged with the YAP demonstrate that, although the two groups have distinct needs, that the concept of a website and online course are valid for both groups. Members of the YAP seek access to quality tools and resources that will assist in developing their business ideas and complement their studies. Independent agripreneurs seek peer to peer support and access to 'ask the expert' type services. These are complimentary topics and suggest that a balanced offer addressing the needs of both groups will be most constructive and beneficial to the final user. It is envisaged that members of the YAP would be able to access an online course through a blended classroom based approach that would be funded through the activities of the Alliance. There is an opportunity for a small income stream to either the Alliance or the organisation that hosts the online course from

independent agripreneurs. It is recommended that a cost model based on a low fee charged to each participant is adopted over the free course/charged certificate approach due to the traditionally low completion rates of MOOC's. With both groups a communication strategy should be developed and actioned that focuses on LinkedIn and Facebook.

## Conclusion

It has been clearly identified that there is a significant movement developing to harness young people's energies to create a rural and agricultural renaissance in Africa. With major programmes including the Young Agripreneur Programme and ENABLE Youth being developed to train, encourage and support graduates to become new entrepreneurs in agriculture and agribusiness, creating sustainable and resilient rural communities that can provide input into local and global food systems. Thus, meeting the challenges of malnutrition and a growing youth population and facing the impacts of climate change and supporting the attainment of the Sustainable Development Goals.

It is recognised that there are few online resources that have been developed to support entrepreneurs within the context of agriculture and agribusiness and the available generic resources and training aids do not meet the needs of the nascent agripreneur. As such, there is an opportunity to develop a collaborative approach in the development of such resources that can be embedded into programmes such as the YAP and ENABLE Youth which will support and enhance the teaching of these programmes through a blended learning approach as well as provide support to independent agripreneurs.

The proposal therefore, is to initiate the establishment of a 'Global Alliance for Agripreneurship' with partners drawn from business, academia, civil society and foundations. Launching as an independent entity this alliance will utilise the skills and experience of partners to share existing and develop new materials and resources including an online course in agripreneurship. These resources have the potential to be accessed through a blended learning approach by YAP, ENABLE Youth and other students as a part of their studies, as well as by independent young agripreneurs around the world. This approach has been tested and validated through interactions with a range of organisations as well as by online surveys undertaken with young

agripreneurs in Africa and around the world and provides an opportunity to work in partnership to promote and stimulate youth driven entrepreneurship in agriculture and agribusiness within developing economies

## APPENDIX 1 - Glossary

AfDB	African Development Bank Group
AGRA	Alliance for a Green Revolution in Africa
CDI	Centre for Development Innovation, Wageningen University
CGEP	Clinton Giustra Enterprise Partnership
EPFL	École Polytechnique Fédérale de Lausanne
FEDEVACO	Fédération Vaudoise de Coopération
IDCN	International Dual Career Network
IITA	International Institute for Tropical Agriculture
MCSE	Miller Centre for Social Entrepreneurship, Santa Clara University
MOOCs	Massive Open Online Course
NGO	Non-Governmental Organisation
SDG	Sustainable Development Goals
SLU	Sveriges Lantbruksuniversitet/Swedish University of Agricultural Sciences
SME	Small and Medium Enterprise
SMME	Small, Medium and Micro Enterprise
YAP	Youth Agripreneur Programme
YPARD	Young Professionals for Agricultural Development



## APPENDIX 2 - Definitions

- Agriculture

The growing of both plants and animals for human needs (Abellanosa & Pava 1987<sup>xxxvi</sup>)

- Agribusiness

The sum total of all operations involved in the manufacture and distribution of farm supplies; production operations on the farm, storage, processing and distribution of farm commodities and items made from them (Davis and Goldberg 1957<sup>xxxvii</sup>)

- Entrepreneurship

Entrepreneurship is the pursuit of opportunity beyond resources controlled (Eisenmann 2013<sup>xxxviii</sup>)

- Agripreneurship

Agripreneurship is the profitable marriage of agriculture and entrepreneurship (Bairwa et al 2014<sup>xxxix</sup>)

## APPENDIX 3 - Recommended Reading

Steven Carr & Anne Roulin 2016 [An exploration of Agripreneurship with a specific focus on Africa](#)  
(public copy)

Alliance for a Green Revolution in Africa (AGRA). 2015. [Africa Agriculture Status Report: Youth in Agriculture in Sub-Saharan Africa](#). Nairobi, Kenya. Issue No. 3

## APPENDIX 4 - The case of the IITA Youth Agripreneurs (IYA) model Africa Agriculture Status Report 2015 – Youth in Agriculture in Sub-Saharan Africa

The International Institute of Tropical Agriculture (IITA) is one of the world's leading research partners in finding solutions to hunger, malnutrition, and poverty. Its research-for-development (R4D) approach addresses the development needs of tropical countries. IITA works with partners to enhance crop quality and productivity, reduce producer and consumer risks, and generate wealth from agriculture. The Institute is a member of the CGIAR, a global agriculture research partnership for a food secure future. Identifying that agriculture is an essential driver of youth empowerment and a sector that offers unique opportunities to secure jobs and skills for young people to grow agribusinesses in sub-Saharan Africa, IITA, under the leadership of the Director General Dr. Nteranya Sanginga, created the IITA Youth Agripreneurs (IYA) in August 2012. The pilot group was made up of young graduates posted to IITA by the National Youth Service Corp (NYSC),<sup>61</sup> and was challenged during their service year by IFAD's President (Dr. Kanayo Nwanze) to actively engage in agriculture and harness the various enterprise development opportunities across the agricultural value chain. The goal of the IITA youth-in-agribusiness program is to reorient youth towards more productive engagement in agriculture through expanded opportunities in agribusiness, service provision, and market-oriented agriculture. IYA's strategy is embedded in a vision built on usage, utilization, and the application of a range of improved seed technology and processing options that will make a difference in people's lives. The strategy is inclusive of facilitating access to seed distribution and markets, and post-harvest processing and utilization. <sup>57</sup> Ibid <sup>58</sup> FAO/CTA/IFAD 2014: Case study drafted by C. Goemans, adapted from CTAS) P. 15 <sup>59</sup> IFAD Lessons Learned <sup>60</sup> Ibid <sup>61</sup> Nigeria's NYSC scheme is a one-year mandatory program for graduates in Nigeria established in 1973 to reconstruct, reconcile, and rebuild the country after the Nigerian civil War. The purpose of the scheme is primarily to inculcate in Nigerian youth the spirit of selfless service to the community, and to emphasize the spirit of oneness and brotherhood of all Nigerians, irrespective of cultural or social background. The IYA framework is such that it directly engages youth in diverse and productive roles in agriculture, clearly utilizing the linkages along the value chains from production to processing, marketing, and ultimately to industrial and domestic consumption. The strategy behind the group's

organizational structure is to promote the growth of self-reliant, small-scale business models involving such crops as maize, soybean, cassava, plantain/banana, and vegetables. The choice of commodities was influenced by the main staple foods of people living in rural areas, as well as fast-growing cities in Nigeria and the rest of sub-Saharan Africa. IYA's initial focus on production and distribution of quality seeds has since incorporated value addition and has led to the group's production of cassava bread, soymilk, and tidbit snacks (from a mixture of cowpea and cassava flour), and service delivery in capacity building and consultancy. The group also diversified into animal production through raising catfish, and pigs to produce low fat pork. During the first two years, employment opportunities for the agripreneurs were considered at each level including production, processing/value addition, and service provision in the value-chains. Although the group started with 20 youth, a need for more hands led to the recruitment of 15 more youth. The approach is expected to stimulate the creation of self-employment and wage employment at the various cluster levels to stimulate the optimal composition of occupations within a given value chain.

Mode of operation – During its first year of operation, IYA's activities were fully subsidized by IITA with grants from other development partners (FARA, IFAD, AfDB, USAID, BMGF, FGN, and FMARD). The funding strategy recognizes both the urgency of immediate action and the importance of longer-term investment for lasting solutions. It maintains the critical mass and diversity of IYA, and improves the group's logistics to implement the program both locally and internationally. However, to achieve targeted outcomes, the IITA Youth Agripreneurs explored other sources of financing. The existing financial resource mobilization strategy includes:

- Production – revenue from the sales of produce;
- Grants – funds from NGOs, Foundations, International agencies, as well as the Federal and state governments of Nigeria;
- Training – charges from training organized by IYA for other youth in agribusiness; and
- Partnerships – resources obtained from alignment with IITA programs through partnership with projects that correlate with IYA's line of activities.

The strategy behind this sourcing of funds is designed to ensure that IYA pays its members through its agribusiness enterprise and also employs other youth.

IYA activities – The IITA Youth Agripreneurs are devoted to science-driven improvements in agriculture and are well placed to make a distinctive contribution to the challenges faced in agriculture and agribusiness. IYA's production activities have been implemented both within and outside the premises of IITA. With land acquisition being a major challenge for youth interested in agriculture, IYA engages in rounds of negotiations with traditional rulers and council authorities in charge of land in communities within regions of intended cultivation. The total amount of land cultivated by the group has progressively increased since its inception, with 70 hectares cultivated in 2014, and a projected 175 hectares in 2015 for crop production

COMMODITY/SERVICE MAGNITUDE YIELD/OUTCOME Maize seeds 20 ha 53 tons Soybean seeds 9 ha 8 tons Cassava 46 ha Approx. 37 tons of roots and 1,500 bundles of stem harvested, (800tons of root and 10,000 bundles of stem to be harvested) Vegetable (10 different varieties) 2.5 ha 4343 kg Plantain/Banana 2 ha 20,000 suckers multiplied Fish 4 earthen ponds stocked with 20,000 catfish 38 tons. Training 516 youth trained within Nigeria and outside Nigeria (DRC, Kenya, Tanzania, and Uganda). Similar youth groups replicated in Nigeria (Borno State & Abuja) and other countries (DRC, Kenya, Tanzania, and Uganda. In the last two years, the IITA Youth Agripreneurs have provided agribusiness training to over 500 youth from different parts of Nigeria and Africa, with a focus on mindset change and sensitization on best agronomic practices both in aquaculture and crop production. Entrepreneurship and managerial skills for business development were also incorporated into these trainings. The training program covers all the management practices in the production, as well as the postharvest utilization, of such crops as cassava, soybean, plantain and banana, and fish. IYA has also offered training on various entry points for ICT in agribusiness, and on communication and marketing strategy development. Other training conducted includes: project administration, entrepreneurship development, financial management in projects, leadership and business management skills, use of farm machinery, post-harvest mechanization, best practices in crop production, and aquaculture production.

Agribusiness incubation – With lessons learned from the experiences of the pilot group, and to further maintain experiential learning, the support and expansion of youth agribusiness incubation centres was initiated. A three-step modular agribusiness-training model developed to span through the operations at such centres that will be created.

Achievements – After being tested in Ibadan, Nigeria, the replication of the IYA model in other parts of Nigeria, as well as in DRC, Kenya, Tanzania, and Uganda was instituted. IITA Kalambo Youth Agripreneurs (IKYA): This group makes use of the IITA facility in DRC. The group, which is into crop production, also engages in the value addition of cassava producing cassava flour and baking bread, cakes, and other confectionary for sale. They brand and market the items themselves. The Makueni Youth Agripreneurs (MYA): MYA was established in March 2015 with aim of making agriculture attractive to the young graduates in Kenya. The group makes use of the dryland facility of the University of Nairobi located in Kibwezi, Makueni County, Kenya. The group, which is composed of seven young graduates, is making use of 12 acres of farmland and facilities that have been abandoned by the university for 10 years. The group is using the irrigation system and the green house for the production of vegetables such as capsicum, eggplant and cucumber. The group will also be producing Birdseye chili pepper on a large scale to bridge the market demand for the crop. Fish and sorghum are commodities that have been chosen by the group after identifying available markets for them. MYA is also involved in adding value to and marketing their commodities. The IITA Tanzania Youth Agripreneurs (ITYA): ITYA is into the production of High Quality Cassava Flour (HQCF) from the cassava planted by its members. The group is also involved in the use of soybean to produce soymilk. The soymilk, which has become widely accepted in Dar-es-Salaam and environs, provides nutritional value for children and nursing mothers. The group recently ventured into vegetable production in response to high market demand.

## TRAINING MODULES

Step 1 Agripreneurial perspectives: Creativity and innovation, opportunity analysis, teamwork, leadership, and rural transformation. Developing a business model: Creative value, crafting

business models, value chain innovations, and new venture experimentation. Discovering the customer: Customer segments and archetypes, value propositions, and product features.

Step 2 Customer analysis: The start-up environment, product fit and refinement, market traction, and scaling sales to demand. Commercialization strategies: Value chain positioning, judging commercial potential, and commercial due diligence. Feasibility assessment: Industry knowledge, demand conditions, product lifecycle, competitive advantage.

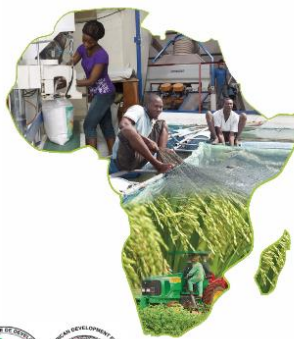
Step 3 Creating a marketing strategy: Marketing mix, promotion and placement, pricing and sales forecasting, and direct and channel sales. Business plan preparation and case presentation: Defining the business plan, authoring the business plan, conveying business propositions. Financing start-ups for business: This has to do with facilitating early sources of capital for the independent agribusiness enterprise, identifying investors, and developing the legal framework for investment and negotiation with investors.

Other countries are expected to benefit from the model of the IITA Youth Agripreneurs through the “Empowering Novel Agribusiness-Led Employment for Youth in Africa” (ENABLE Youth) program. The ENABLE Youth Program will reinforce the role of disenfranchised young African adults through a comprehensive outreach effort by providing information, proven technologies, and opportunities to about 800,000 youth in at least 20 African countries. It is expected that the youth should be able to create their agribusiness enterprises; provide business development services for other youth who might want to embrace agriculture as they have done; and build a strong youth component in the agricultural sector across Africa, thereby providing a lasting and sustainable solution to youth unemployment in the region.

Alliance for a Green Revolution in Africa (AGRA). 2015. Africa Agriculture Status Report: Youth in Agriculture in Sub-Saharan Africa. Nairobi, Kenya. Issue No. 3

## APPENDIX 5 - ENABLE Youth

Excerpts from a Programme Concept Workshop in April 2016 (Ojukwe, 2016<sup>xl</sup>). Full presentation is available [here](#)




Agricultural Transformation Agenda

ENABLE Youth Program Concept

Dr. Chiji Ojukwu  
Director  
Agriculture and Agro-industry Department  
African Development Bank Group

Program Design Workshop,  
21-22 April 2016, Abuja, Nigeria



**Improve the quality of life of Africans**

**Vision for Africa's Youth**

**Equip Africa's youth to realize their economic potential and drive inclusive growth across the continent**



**Africa's Agriculture Today**

**Gap between employment and income...**

Agriculture as a share of employment and GDP: % 2014

Country	% of total employment	% of GDP
Africa	25%	12%
India	30%	18%
Thailand	42%	12%
Vietnam	47%	15%
Brazil	8%	3%
China	10%	10%

**...resulting in widespread poverty.**

Millions of Africans living on less than \$1.25/day: 2014

Region	Millions	% people
Humid	62	49%
Sub-humid	137	27%
Semi-arid	103	22%
Arid	50	22%
Highland	99	44%
Sub-tropical	9	21%
Total	417	49%

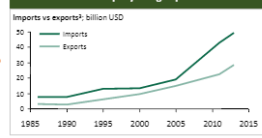
**Relatively low productivity...**

Average yields across Africa versus best practice<sup>1</sup>: m<sup>3</sup>/hectares or animals, 2013

Commodity	Africa	Best practice <sup>1</sup>
Cassava	9.4	25.4
Millets	2.0	19.2
Rice	2.5	8.3
Soy	1.1	3.8
Cocoa	0.5	1.3
Beef	0.2	0.4
Milk	0.3	10.0

**...and rapidly rising imports.**

Imports vs exports<sup>2</sup>: billion USD



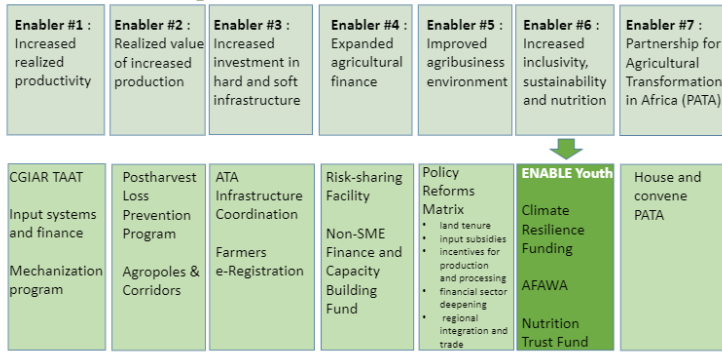


## Feeding Africa: Agriculture Transformation Agenda targets

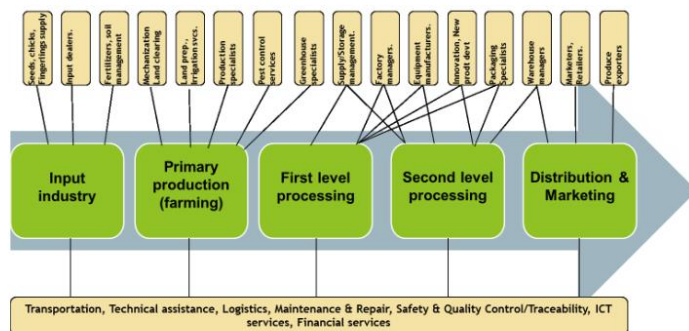
	Aspiration	Lead Indicator	
AFDI-wide Goals	1. Contribute to the end of extreme poverty	• Contribute to alleviating poverty through job creation and providing sustainable livelihoods	Number of people under poverty line <sup>1</sup> – million
	2. Eliminate hunger and malnutrition	• Food security for all Africans that are 'undernourished'	Number of people undernourished – million <sup>2</sup>
AFI-specific Goals	3. Become a net exporter of agricultural commodities	• Eliminate large scale imports of commodities that can be produced in Africa, and selectively begin to export	Africa's net trade balance – \$, Value of Exports less Imports <sup>3</sup>
	4. Move to the top of key agricultural value chains	• Double Africa's share of global market of processed products in selected value chains	Africa share of market value for processed commodities

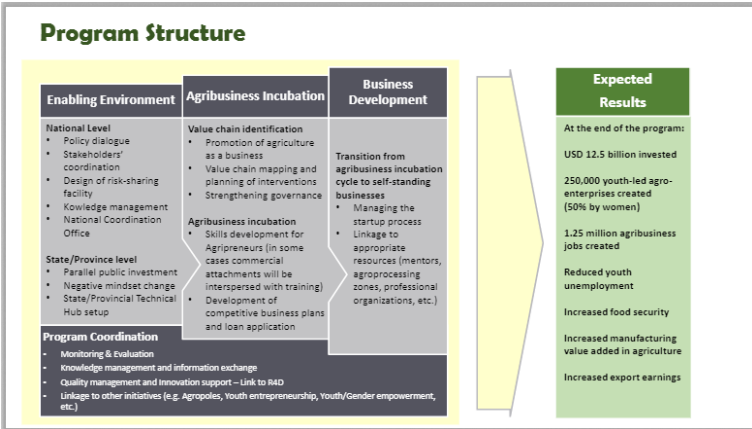
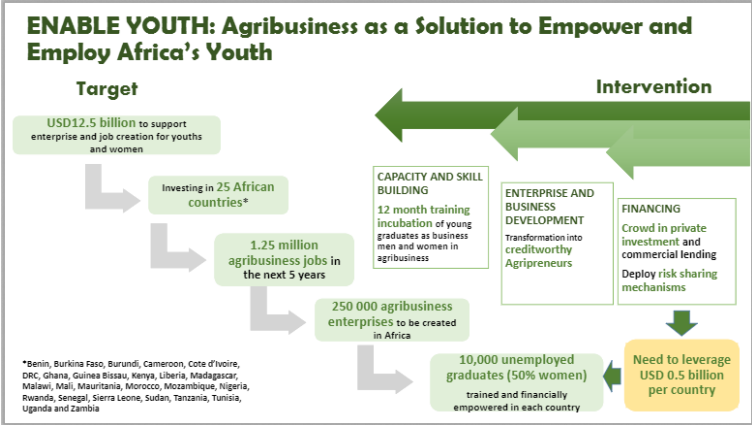
Notes: (1) Millions of Africans across major agro-ecological zones in Africa being on less than \$1.25/day; in 2014 ~470 million people were under poverty line (2) The net trade balance in a "do nothing" scenario is expected to be ~ 130bn USD in 2025. (3) Agricultural Transformation Agenda. (4) Excludes intra African trade. (5) Estimate of what these indicators will be in 2025 in a "do nothing" scenario where there is neither the Agricultural Transformation Agenda or any other major strategy. Sources: FAO "The State of Food Security in the World 2015"; World Bank data; ICCO; IFAD; IFPRI; FANR; FANR; Dullberg analysis.

## AFDB Agricultural Transformation Agenda : Enablers and Programs



## Job opportunities along agricultural value chains





## APPENDIX 6 - List of meetings with Organisations and individuals

<b>Name of Contact</b>	<b>Organisation</b>	<b>Date</b>
Dimitrios Noukakis	EPFL	1 September 2016
Tom Cadogan & Geoffrey Nyamota	Farm Africa	9 September 2016
Dashiel Douglas	TechnoServe	9 September 2016
Ruth Oniang'o	Rural Outreach Africa	10 September 2016
Hans Joehr & Dionys Forster	Nestlé	15 September 2016
Nathan Bello	Nestlé	22 September 2016
John Bee	Nestlé	27 September 2016
Evelyn Ohanwusi	IITA YAP	28 September 2016
Duncan Pollard	Nestlé	28 September 2016
Olivier Fruchaud & Lynsey Farrell	Ashoka Changemakers	29 September 2016
Beatrice Moulitianiki	Solidaridad	3 October 2016
Peter Casier	Independent	4 October 2016
Florian Kapitza	Aiducation	4 October 2016
Darrell High	Nestlé	4 October 2016
Tania Zaviezo	Pontificia Universidad Catolica de Chile	4 October 2016
Randall Kempner	Aspen Network of Development Entrepreneurs	4 October 2016
Rebecca Harrison	African Management Initiative	5 October 2016
Ruth Ruderham	Prince's Trust International	5 October 2016
Hedwig Bruggeman & Femke Gordijn	CDI, Wageningen	6 October 2016
Courtney Paisley	YPARD	6 October 2016
Mark Gunton	CGEP	6 October 2016
Juan Carlos Thomas	TechnoServe	6 October 2016
Nawsheen Hosenally	Agribusiness TV	11 October 2016
Kathryn Boor	Cornell University	11 October 2016
Teun Dekker	SLU	12 October 2016
Mark Bell	University of California, Davis	13 October 2016
David Ivell	Prince's Trust	20 October 2016
Nicolas Lorne	Waterpreneurs	25 October 2016
Ines Burrus	Independent	26 October 2016
Vanessa Maire	Olam	2 November 2016
Alex Pan	MCSE	3 November 2016
Pamela Jouven	Virgin Unite	9 November 2016

Ian Roberts	Buhler	11 November 2016
Audrey Verhaeghe	Innovation Summit SA	15 November 2016
Nik Kafka	Teach a Man to Fish	15 November 2016
Kevin Kramer	MCSE	29 November 2016

## APPENDIX 7 – Business Start-up Guides

### Potential business start-up guides

- Livestock – meat (cattle/pigs/sheep/rabbits), dairy (cattle/sheep/goats), hides & fleece (cattle, sheep, rabbits)
- Poultry (meat, eggs, down)
- Dairy products (cheese, butter, milk)
- Food preservation – drying, pickling, salting
- Forestry – charcoal, fruit, nuts, timber
- Potable Water – ceramic water filters
- Building materials – plastic bottle eco-bricks
- Seed and seedlings (focus on vegetables to promote kitchen gardens and commercial horticulture)
- Aquaculture (fresh water fish farms)
- Extension services or supplies

## Appendix 8 – CONSORTIUM SURVEY

### Introduction

Following on from a series of positive discussions with a range of potential stakeholders it was proposed that a questionnaire based survey would be adopted to enable the collection of data from these groups that could be interpreted in a standardized format. This approach would be pragmatic and aim to collect sufficient and clear data in a minimum of time to inform the thinking on the development of a possible alliance designed to support youth driven entrepreneurship in agriculture and agribusiness with an initial focus on University Graduates in Africa.

### Purpose

To assess and inform the development of an independent Consortium focused on supporting and encouraging graduates to become agripreneurs within developing economies, with emphasis on Africa

### Methodology

The survey was designed using the online [Survey Monkey](#) service, this provides effective design and comprehensive collection tools.

Ten multiple choice questions were framed and answers for each question set to be randomised to remove the potential of bias by the respondent. The questions were as follows:

1. Your Name (Comment Box)
2. Your Organisation (Comment Box)
3. In principle, would your Organisation be willing to consider joining an independent Consortium with the goal to support young adults to become entrepreneurs in agriculture or agribusiness with an initial focus on young unemployed or underemployed graduates in Africa? (Y/N)
4. What do you think are the key activities of such an Independent Consortium? (Select and Rank all that apply: Promote and Share research, Coordinate Activities, Develop Joint Initiatives, support established agripreneur programmes, support independent agripreneurs, provide opportunities to young agripreneurs to help develop their business ideas, Advocate on behalf of young agripreneurs, provide a voice for young agripreneurs, Provide direct or online Mentoring or Coaching, Other (*comment box*))

5. What is the most appropriate structure for a Consortium? (informal partnership/part of existing consortium/formal independent entity)
6. What do you think would be the role of your Organisation in a Consortium? (Select all that apply: supporting work of Consortium as a non-member, supporting work of Consortium as a member, supporting work of Consortium as a founding member, provide funding for projects/research, sharing academic expertise, sharing impact assessments, sharing technical expertise, participating in shared projects, coaching/mentoring young agripreneurs, none, other (*comment box*))
7. What services do you think that your Organisation might provide to a consortium (free or fee)? (Office space, web design and hosting, mentors and coaches, business services (HR, Legal, Finance), Resource design e.g. Business startup guides, Business Tools E.g. Templates for business plans and finance, Development of an e-learning course, Management of an e-learning course, other (*comment box*))
8. How should a Consortium engage with its members and beneficiaries? (Select all that apply: Website, Social Media, Seminars, Courses, Conferences, Mail Drops)
9. If the Consortium is established as an independent legal entity, what type of membership structure do you think appropriate? (All organizations equal, tiered by organisations financial turnover, tiered by organizational sector, tiered by organizational geographical focus, other (*comment box*))
10. If your organisation were to join such a Consortium what level of annual financial support might you be able to provide to it? (your answer is indicative and no commitment is assumed): US\$30,000+, US\$21,000 – 29,000, US\$16-20,000, US\$11-15,000, US\$6-10,000, US\$1-5,000, US\$0

The link to the survey was shared by email along with a Concept Note (Appendix) with 45 stakeholders identified through development of the Agripreneurship Scoping Report (July 2016) and more recent conversations. These stakeholders (Appendix) represented organisations drawn from Business, Non-Governmental Organisations (NGO) and Universities located across six continents.

The collector for the online survey opened on 24 October and closed on 11 November 2016.

## Additional Information and Comments

*Question 3: In principle, would your Organisation be willing to consider joining an independent Consortium with the goal to support young adults to become entrepreneurs in agriculture or agribusiness with an initial focus on young unemployed or underemployed graduates in Africa?*

Name	Name of Organisation	Country
Edward Mabaya	Cornell University	USA
Ruth Ruderham	Prince's Trust International	UK
Nicolas Lorne	Waterpreneurs	Switzerland
Ruth Oniang'o	Rural Outreach Africa	Kenya
Christine Cuenod	University of KwaZulu-Natal	South Africa
Juan Carlos Thomas	TechnoServe	USA
Evelyn Ohanwusi	International Institute of Tropical Agriculture (Youth in Agribusiness Office)	Nigeria
Amali Ojila*	JS&D Agro Allied Limited	Nigeria
Bamigboye Adeyemi Olaoluwa*	Heirs & Heralds International	Nigeria
Demehin Oluwatosin*	Springboard Organic Farm Network	Nigeria
Tania Zaviezo	Pontificia Universidad Catolica de Chile	Chile
Dody Manvich	Kinneret Academic College	Israel
Sicelo Ngcebo Nene*	Agri-Groomers	South Africa
Teun Dekker	Swedish University of Agricultural Sciences	Sweden
Florian Kapitza	Aiducation	Switzerland
Femke Gordijn	Wageningen Centre for Development Innovation	Netherlands
Rebecca Harrison	African Management Initiative	Kenya
Dimitrious Noukakis	Ecole Polytechnique Fédérale de Lausanne	Switzerland
Trystram	AgroParisTech	France
Victoria Sabula	Alliance for a Green Revolution in Africa	Kenya
Nik Kafka	Teach a Man to Fish	UK
Kevin Kramer	Miller Centre for Social Entrepreneurship (Santa Clara University)	USA

Organisations that **would** be willing in principle to joining a consortium



Name	Name of Organisation	Country
John Ferrick	UW-Madison	USA
Mark Bell	University of California, Davis	USA
Njoki Thuo*	N/A	Kenya
Fatuma Nyanjong**	Kenya National Farmers Federation	Kenya
Johann Kirsten	University of Stellenbosch	South Africa
Courtney Paisley	YPARD	Italy
Randall Kempner	ANDE	USA
Vanessa Maire	Olam International	Singapore
Dr. R. Murugesan	Tamil Nadu Agricultural University	India
Hisashi Miyagawa	Graduate School of Agriculture, Kyoto University	Japan
Mark Gunton	Clinton Giustra Enterprise Partnership	USA

Organisations that **might** be willing to join a consortium

*Question 4. What do you think are the key activities of such an independent consortium?*

Additional Comments:

- Potential replication of successful business models into new regions
- We also need to think about the image of agricultural sector and work with role models
- Offer market opportunity access for young people

*Question 6. What could be the role of your organisation in a Consortium?*

Additional Comments:

- Provide funding = procuring funding for consortium activities through or independent of consortium
- Help develop and execute online and offline start-up courses (together with African agripreneur
- Develop a sound 'Theory of Change' for this consortium, develop an online resource portal and e-courses blended with F2F, help facilitate this consortium (we see it as a multi-stakeholder partnership) and draw on/bring in scientific knowledge from Wageningen University (Wageningen University is best agricultural university in the world according to the National Taiwan University Ranking 2016)
- Supplier of learning services either as member or non-member

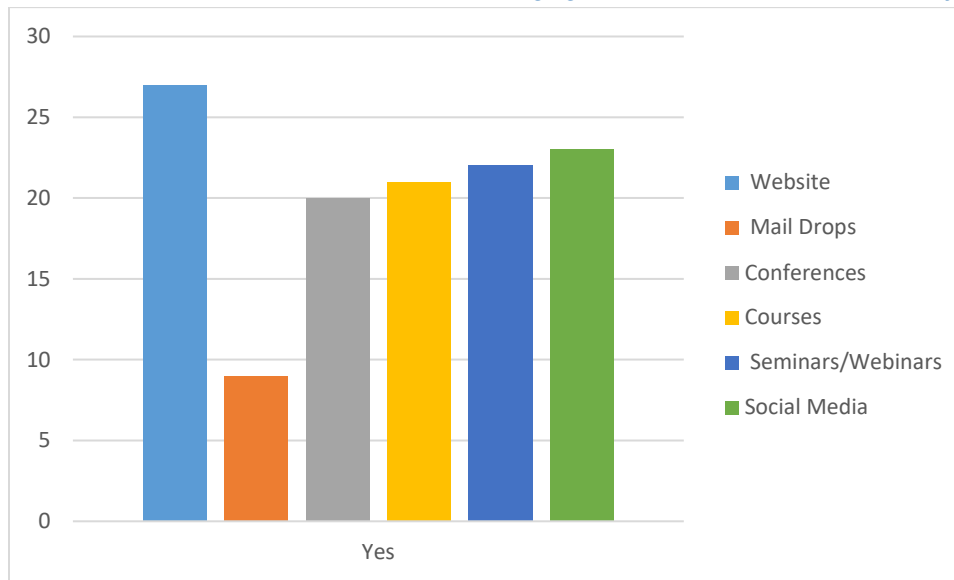
- Please note I am not speaking on behalf of any organisations that I work for
- Provide jobs/placements for aspiring entrepreneurs
- Funding will be subject to a grants process

*Question 7: What services do you think that your Organisation might provide to a consortium (free or fee)?*

Other comments included:

- Programmatic Expertise and know how
- Global Water Networks of NGO's & Civil Society
- Share our knowledge
- We are working on many of these, if expanding this would come at cost and would need to be covered somehow. Charging the consortium is only one of the possibilities of driving the initiative
- Communication and promotional instruction
- We could provide online coaching tools rather than actual mentors/coaches which is very cost effective
- Not sure that we can do any of these. I think we can share info, help convene, help disseminate findings
- Jobs or assignments in farmer services business
- Introduction to and/or facilitation of investment capital

Question 8. How should a consortium engage with its members and beneficiaries?



Additional comments:

- In country on the field
- All of them are important, need inputs from various parts of society to create breadth and momentum
- Slack
- Depends on what member's want

Question 9. If the Consortium is established as an Independent legal entity, what type of membership structure do you think appropriate?

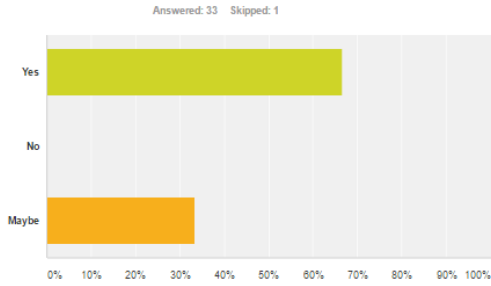
Additional Comments:

- Structure follows strategy. So, depending on the final strategy. We are convinced that the mix of organisations (...) results in a strong partnership with a mix of qualities and experience to work on this challenging and complex problem

## Charts – Consortium Survey

### Question 3:

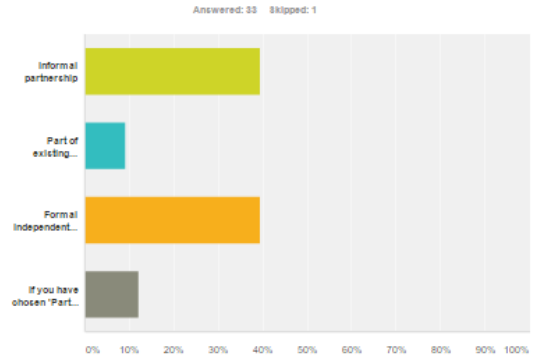
In principle, would your Organisation be willing to consider joining an independent Consortium with the goal to support young adults to become entrepreneurs in agriculture or agribusiness with an initial focus on Africa?



Answer Choices	Responses
Yes	66.67% 22
No	0.00% 0
Maybe	33.33% 11
Total	33

### Question 5:

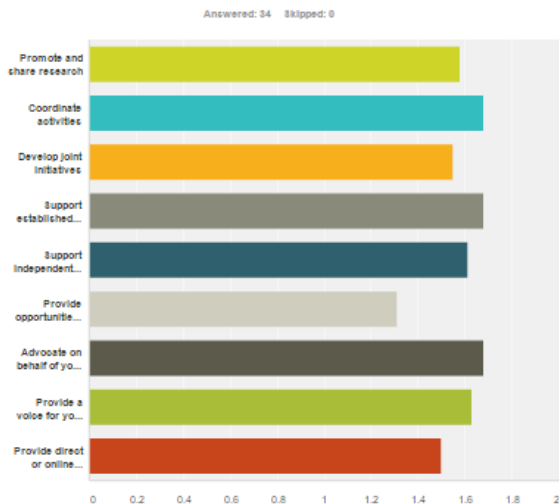
What is the most appropriate structure for a Consortium?



Answer Choices	Responses
Informal partnership	39.39% 13
Part of existing consortium or partnership	9.09% 3
Formal independent entity	39.39% 13
If you have chosen 'Part of an existing consortium or partnership' what would you recommend?	12.12% 4
Total	33

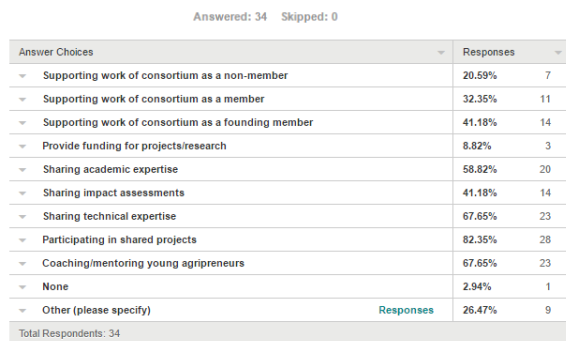
### Question 4:

What do you think are the key activities of such an Independent Consortium?



### Question 6:

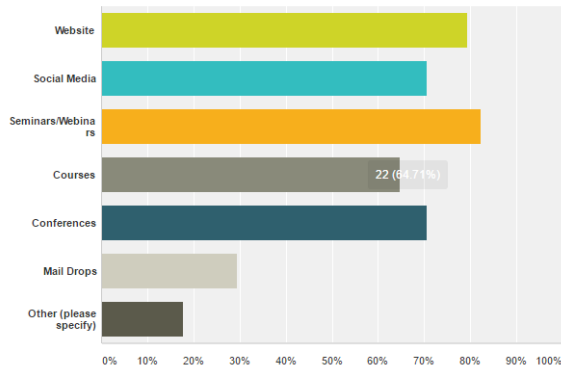
What could be the role of your Organisation in a Consortium?



Question 8:

How should a Consortium engage with its members and beneficiaries?

Answered: 34 Skipped: 0



Answer Choices	Responses
Website	79.41% 27
Social Media	70.59% 24
Seminars/Webinars	82.35% 28
Courses	64.71% 22
Conferences	70.59% 24
Mail Drops	29.41% 10
Other (please specify)	17.65% 6
Total Respondents: 34	

Question 10:

If your organisation were to join such an Independent Consortium what level of annual financial support might you be able to provide to it? (your answer is indicative and no commitment is assumed):

Answered: 34 Skipped: 0

Answer Choices	Responses
US\$30,000+	0.00% 0
US\$21,000 – 29,000	0.00% 0
US\$16,000 – 20,000	2.94% 1
US\$11,000 – 15,000	2.94% 1
US\$6,000 – 10,000	0.00% 0
US\$1,000 – 5,000	17.65% 6
US\$0	23.53% 8
N/A	52.94% 18
Total 34	

Question 9:

If the Consortium is established as an independent legal entity, what type of membership structure do you think appropriate?

Answered: 32 Skipped: 2

Answer Choices	Responses
All organizations equal	56.25% 18
Tiered by organisations financial turnover	9.38% 3
Tiered by organizational sector	21.88% 7
Tiered by organizational geographical focus	0.00% 0
Other (please specify)	12.50% 4
Total 32	

## Appendix 9 – Youth Agripreneur Programme Online Resource Survey

### Introduction

Following a series of positive discussions with a range of potential stakeholders it was proposed that a questionnaire based survey would be adopted to enable the collection of data from these groups that could be interpreted in a standardized format. This approach would be pragmatic and aim to collect sufficient and clear data in a minimum of time to inform the thinking on the development of an online resource including an e-learning course designed to complement and support young agripreneurs engaged in the Youth Agripreneur Programme (YAP) at IITA.

### Purpose

To assess the relevance of an online resource and online course in agriculture/agribusiness entrepreneurship for young university graduates

### Methodology

The survey was designed using the online [Survey Monkey](#) service, this provides effective design tools and a comprehensive collection tool.

Eight multiple choice questions were framed and answers for each question set to be randomised to remove the potential of bias by the respondent, answers were also made on an anonymous basis.

The questions were as follows:

### Questions:

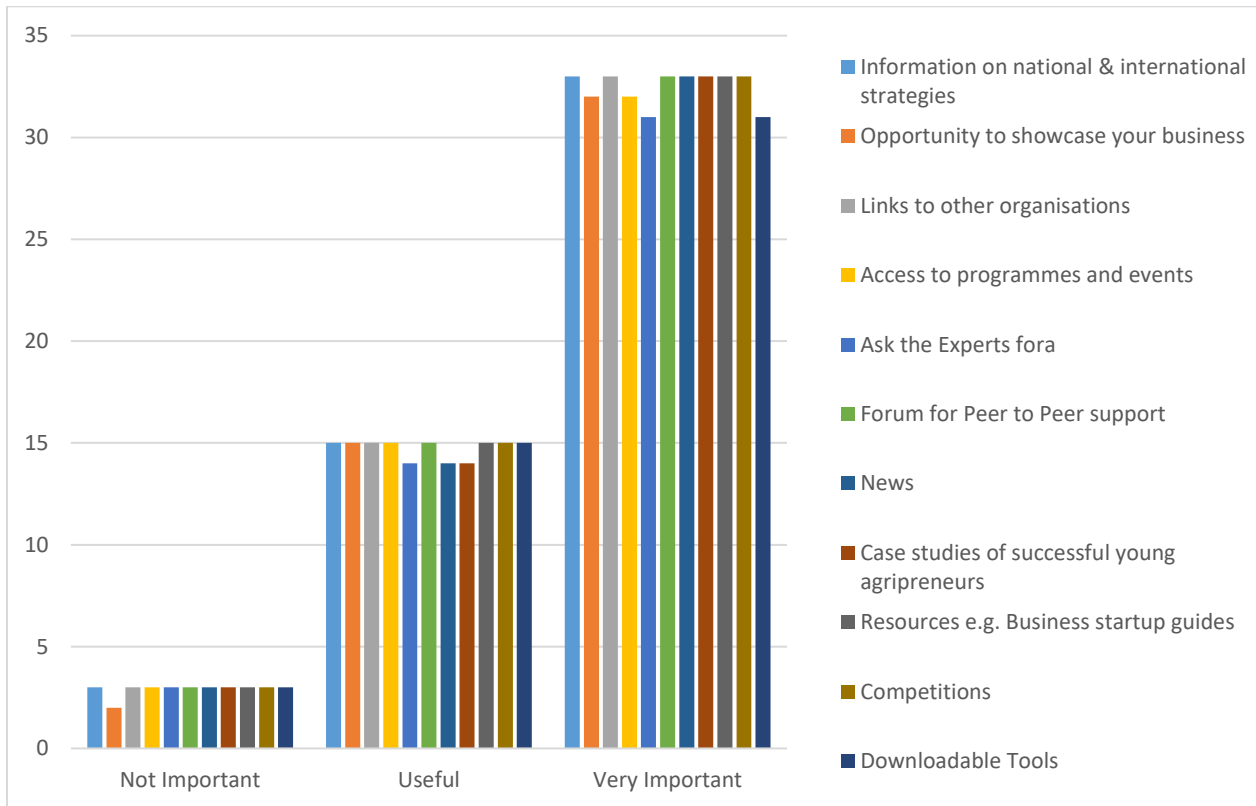
1. Age (18 – 22, 23 – 26, 27 – 30, 31+)
2. Gender (M/F)
3. Location (country)
4. Would a website designed to support young graduates to become entrepreneurs in Agriculture or Agribusiness be useful for the development of your business idea? (Grade 1 – 5)
5. What would you like to see on such a website? (Select all that apply: Information on national and international strategies e.g. Sustainable Development Goals, Case studies of successful young agripreneurs, Resources e.g. Business startup guides, Downloadable tools e.g. Business plan and financial templates, Forum for peer to peer support, “Ask the Experts”, Competitions, Access to programmes and events, News, Links too other organisations, Opportunity to show case your business, Other)

6. Would an Online course in entrepreneurship within the context of agriculture and agribusiness be useful in the development of your business idea? (Grade 1-5)
7. What would you like to see in an online course in agripreneurship? (Select and rate all that apply: Case Studies, Teaching by Global Experts, Teaching by Local Experts, developing a business idea, Assessing the market, Identifying Customers, Supply Chain, Marketing, Managing Finance, Certification, Other (*comment box*))
8. What online networks do or would you use for personal and business development? (LinkedIn, Twitter, Facebook, YouTube, Instagram, other)

The link to the questionnaire was shared with members of the YAP through the very kind offices of Evelyn Ohanwusi, Head of Partnership and Marketing at IITA Youth Agripreneurs. The data collector was opened on 24 October 2016 and closed on 14 November 2016

## Additional Information and Comments

### Question 5: What would you like to see on such a website?

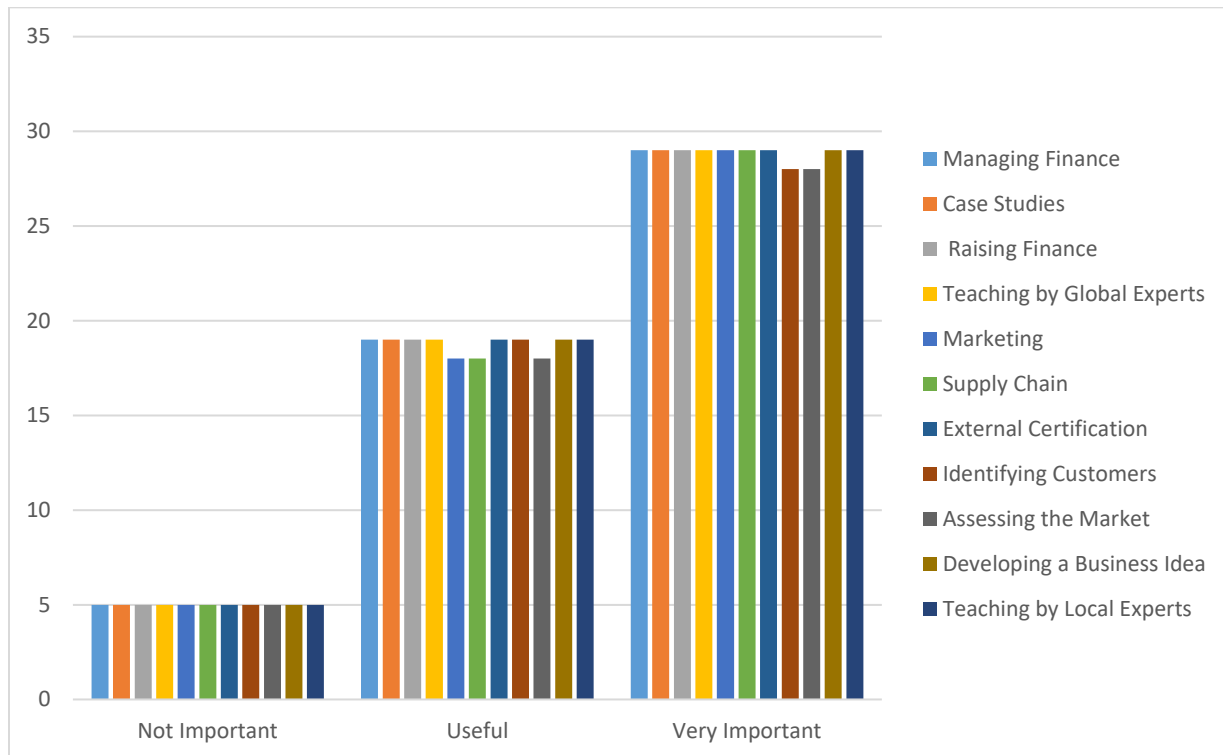


### Other comments

- Award prize on annual basis to young entrepreneurs will change the mindset of others
- Opportunity to face competition
- People who are ready to support agribusiness



Question 7: What should be the content of an online agripreneurship course to complement your current studies with YAP?



Other comments:

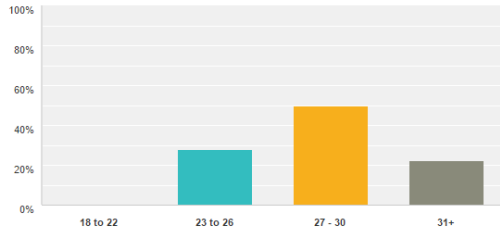
- Personality and presentations because personality is the key to one's success
- Business Intelligence
- Surviving business competition, translating business ideas into sustainable businesses
- Assess customer desire
- Mind Set Change

# Charts

## Question 1

### What is your age?

Answered: 54 Skipped: 1

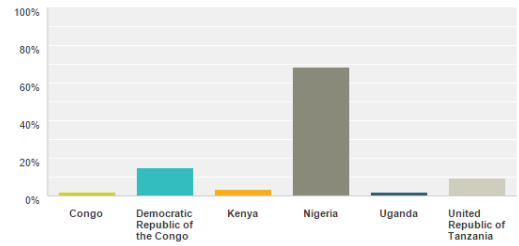


Answer Choices	Responses	Count
18 to 22	0.00%	0
23 to 26	27.78%	15
27 - 30	50.00%	27
31+	22.22%	12
<b>Total</b>		<b>54</b>

## Question 3:

### In what country do you live?

Answered: 54 Skipped: 1

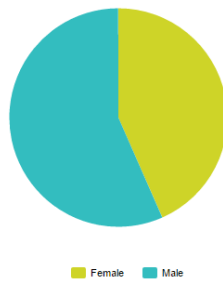


Answer Choices	Responses	Count
Congo	1.85%	1
Democratic Republic of the Congo	14.81%	8
Kenya	3.70%	2
Nigeria	68.52%	37
Uganda	1.85%	1
United Republic of Tanzania	9.26%	5
<b>Total</b>		<b>54</b>

## Question 2:

### What is your gender?

Answered: 53 Skipped: 2

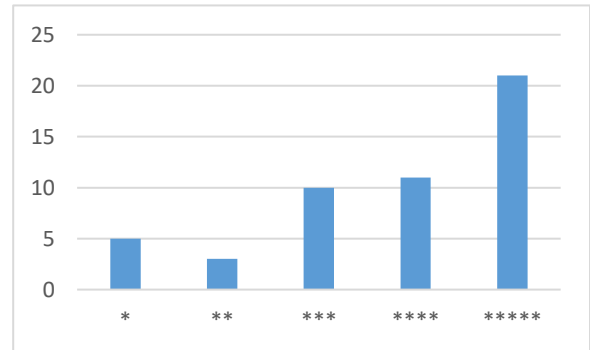


Answer Choices	Responses	Count
Female	43.40%	23
Male	56.60%	30
<b>Total</b>		<b>53</b>

## Question 4:

### Would a website designed to support young adults to become entrepreneurs in Agriculture or Agribusiness be useful for the development of your business idea?

Answered: 50 Skipped: 5

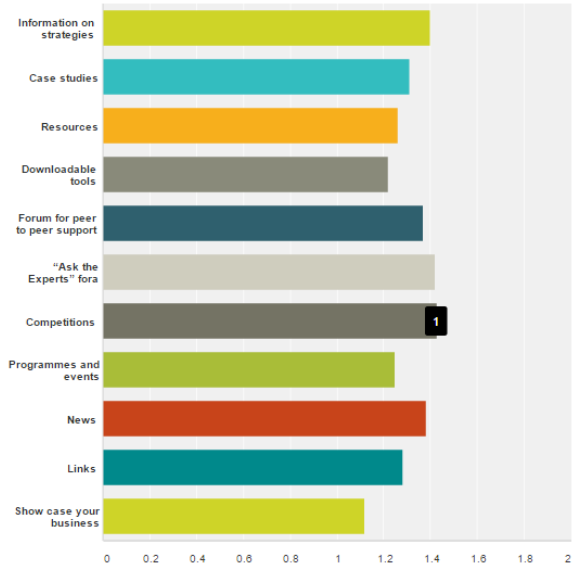


1 star	2 stars	3 stars	4 stars	5 stars
10.00%	6.00%	20.00%	22.00%	42.00%
5	3	10	11	21

Question 5:

What would you like to see on such a website?

Answered: 55 Skipped: 0

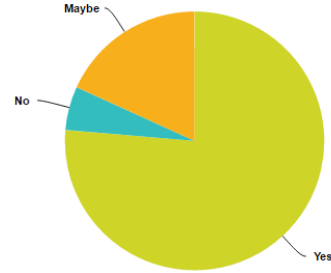


	Very Important	Useful	Not Important	Total	Weighted Average
Information on strategies	65.38% 34	28.85% 15	5.77% 3	52	1.40
Case studies	73.08% 38	23.08% 12	3.85% 2	52	1.31
Resources	77.36% 41	18.87% 10	3.77% 2	53	1.26
Downloadable tools	80.39% 41	17.65% 9	1.96% 1	51	1.22
Forum for peer to peer support	64.81% 35	33.33% 18	1.85% 1	54	1.37
"Ask the Experts" fora	60.00% 30	38.00% 19	2.00% 1	50	1.42
Competitions	61.11% 33	35.19% 19	3.70% 2	54	1.43
Programmes and events	77.36% 41	20.75% 11	1.89% 1	53	1.25
News	61.54% 32	38.46% 20	0.00% 0	52	1.38
Links	74.07% 40	24.07% 13	1.85% 1	54	1.28
Show case your business	88.24% 45	11.76% 6	0.00% 0	51	1.12

Question 6:

Would an Online course in entrepreneurship within the context of agriculture and agribusiness complement your current studies with YAP?

Answered: 55 Skipped: 0

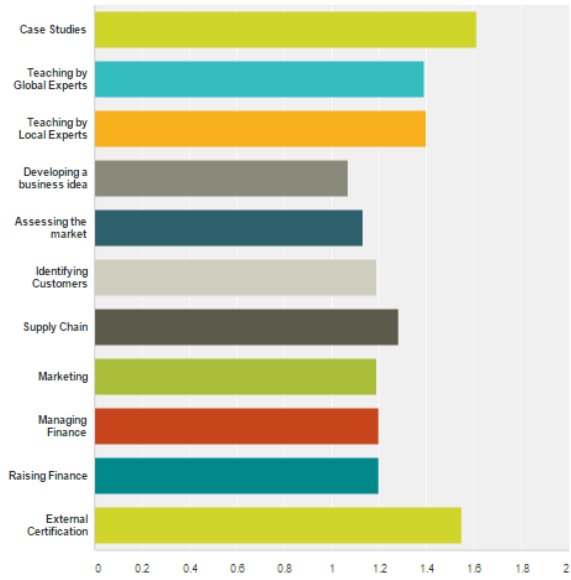


Answer Choices	Responses	Count
Yes	76.36%	42
No	5.45%	3
Maybe	18.18%	10
Total		55

Question 7:

What should be the content of an Online Agripreneurship course to complement your current studies with YAP?

Answered: 55 Skipped: 0

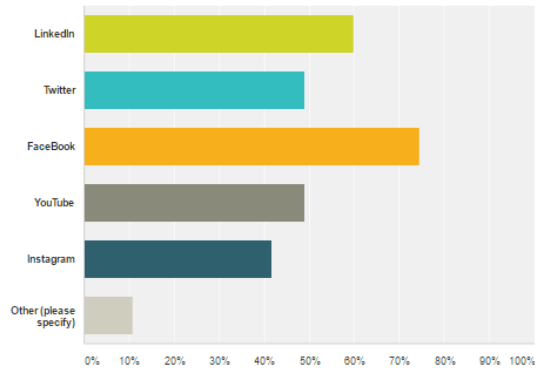


	Very Important	Useful	Not Important	Total	Weighted Average
Case Studies	40.74% 22	57.41% 31	1.85% 1	54	1.61
Teaching by Global Experts	64.81% 35	31.48% 17	3.70% 2	54	1.39
Teaching by Local Experts	60.38% 32	39.62% 21	0.00% 0	53	1.40
Developing a business idea	92.59% 50	7.41% 4	0.00% 0	54	1.07
Assessing the market	88.46% 46	9.62% 5	1.92% 1	52	1.13
Identifying Customers	81.13% 43	18.87% 10	0.00% 0	53	1.19
Supply Chain	74.07% 40	24.07% 13	1.85% 1	54	1.28
Marketing	83.02% 44	15.09% 8	1.89% 1	53	1.19
Managing Finance	80.00% 44	20.00% 11	0.00% 0	55	1.20
Raising Finance	81.48% 44	16.67% 9	1.85% 1	54	1.20
External Certification	54.72% 29	35.85% 19	9.43% 5	53	1.55

Question 8:

What online networks do or would you use for personal and business development?

Answered: 55 Skipped: 0



Answer Choices	Responses
LinkedIn	60.00% 33
Twitter	49.09% 27
FaceBook	74.55% 41
YouTube	49.09% 27
Instagram	41.82% 23
Other (please specify)	10.91% 8
Total Respondents: 55	

## Appendix 10 - Aspen Network of Development Entrepreneurs Online Resource Survey

### Introduction

**ANDE** is a global network of organizations that propel entrepreneurship in emerging markets and has a membership that works to support the development of small and growing businesses in the belief that such an intervention will create jobs, stimulate long-term economic growth, and produce environmental and social benefits. ANDE kindly offered to help facilitate a survey of entrepreneurs connected within its network, to allow the voice of independent entrepreneurs outside of training programmes to be heard. This provided an opportunity to complement the data set drawn through YAP and explore if an online resource could be applicable for both those on training courses such as YAP and ENABLE Youth who are the prime target audience and independent entrepreneurs outside of any support structure who could be an important secondary target audience.

### Purpose

To assess the relevance of an online resource and online course in agriculture/agribusiness entrepreneurship for young independent graduates

### Methodology

The survey was designed using the online [Survey Monkey](#) service, this provides effective design tools and a comprehensive collection tool.

Ten multiple choice questions were framed and answers for each question set to be randomised to remove the potential of bias by the respondent, answers were also made on an anonymous basis.

The questions were as follows:

#### Questions:

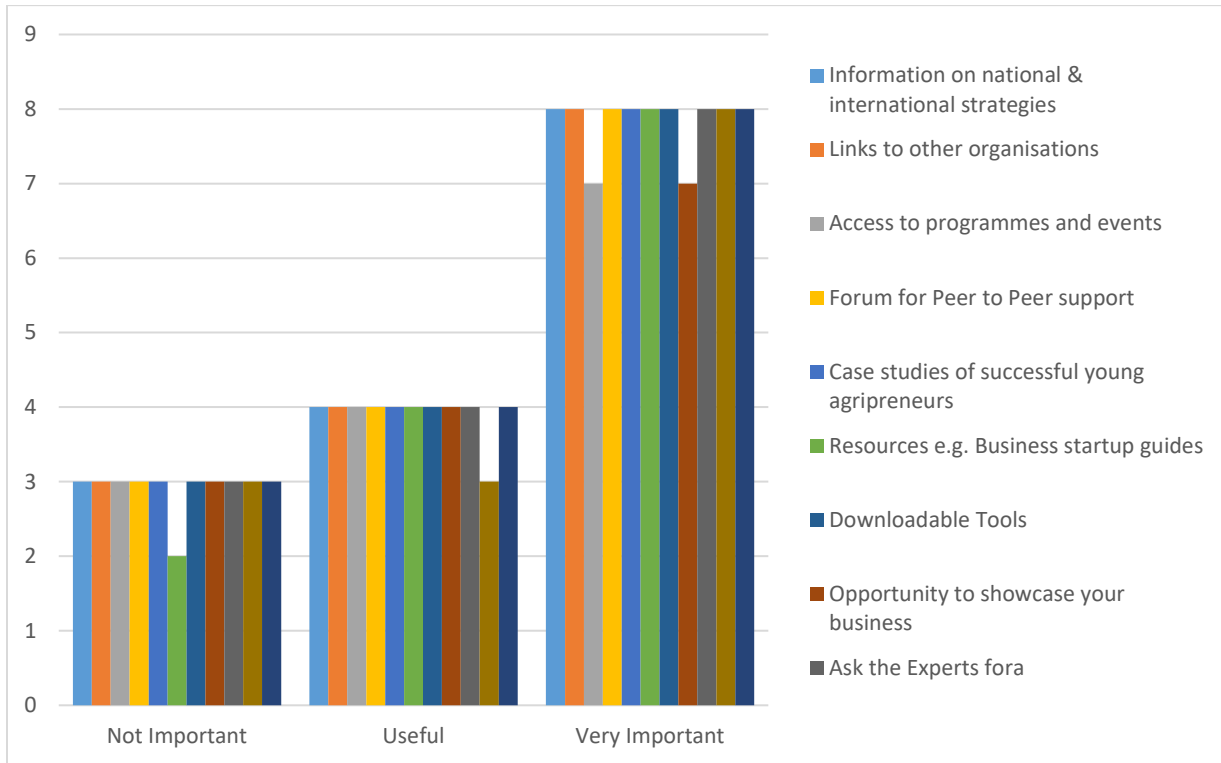
1. Age (18 – 22, 23 – 26, 27 – 30, 31+)
2. Gender (M/F)
3. Location (country)
4. Would a website designed to support young graduates to become entrepreneurs in Agriculture or Agribusiness be useful for the development of your business idea? (Grade 1 – 5)
5. What would you like to see on such a website? (Select all that apply: Information on national and international strategies e.g. Sustainable Development Goals, Case studies of successful young agripreneurs, Resources

- e.g. Business startup guides, Downloadable tools e.g. Business plan and financial templates, Forum for peer to peer support, "Ask the Experts", Competitions, Access to programmes and events, News, Links too other organisations, Opportunity to show case your business, Other)
6. Would an Online course in entrepreneurship within the context of agriculture and agribusiness be useful in the development of your business idea? (Grade 1-5)
  7. What would you like to see in an online course in agriprenurship? (Select and rate all that apply: Case Studies, Teaching by Global Experts, Teaching by Local Experts, developing a business idea, Assessing the market, Identifying Customers, Supply Chain, Marketing, Managing Finance, Certification, Other (*comment box*))
  8. Would you be able to pay a small fee to participate in an online course? (Select the amount which you think you could pay for a course: US\$0, US\$1-5, US\$6-10, US\$11-15, US\$16-20, US\$21+)
  9. If the course were free, would you be able to pay a small fee for a course certificate? (Select the amount which you think you could pay for a certificate: US\$0, US\$1-3, US\$4-6, US\$7-10, US\$11+)
  10. What online networks do or would you use for personal and business development? (LinkedIn, Twitter, Facebook, YouTube, Instagram, other)

The link to the questionnaire was shared with members of the YAP through the very kind offices of Lauren Farello, Membership Program Coordinator and Randall Kempner, Executive Director at ANDE. The data collector was opened on 24 October 2016 and closed on 14 November 2016

## Additional Information and Comments

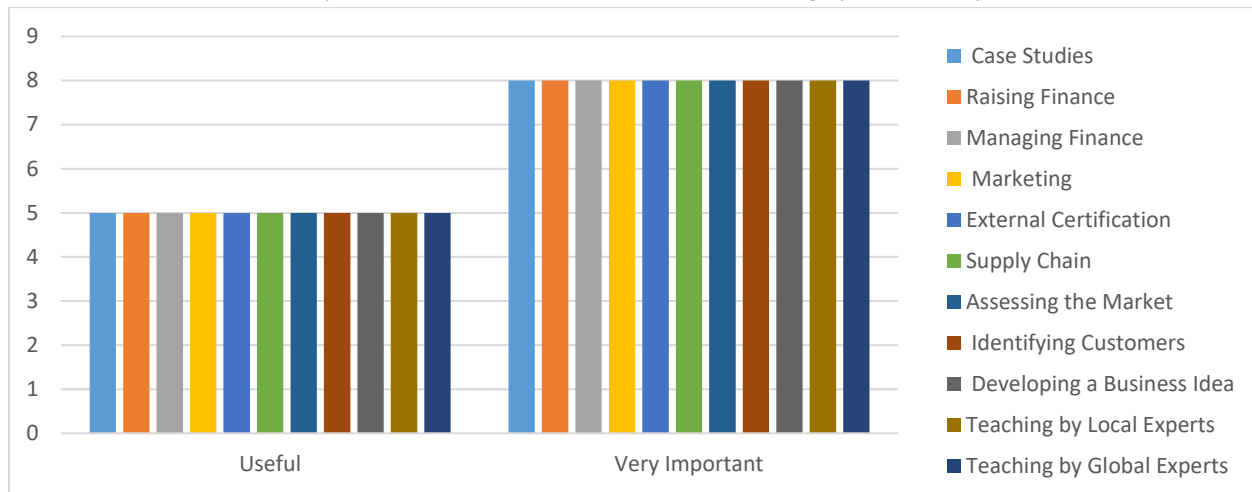
### Question 5: What would you like to see on such a website



### Other comments

- Access to mentor, industry experts and opportunity to collaborate with Nestlé regionally
- Access to mentors with different expertise
- What would be most helpful in my business would be a comprehensive agricultural extension service that I could use to train my staff and farming customers
- Anything related to self-development for sustainable mindset like farmers
- To oversee the business chances across the world
- Business models and Financial models

Question 7: What would you like to see in an online course in agripreneurship



Each category received 5 'useful' and 8 'very important' responses

Other comments:

- Gender lens that have had massive impact
- It will raise my capability in advance
- Inclusive agribusiness model and value chain development training

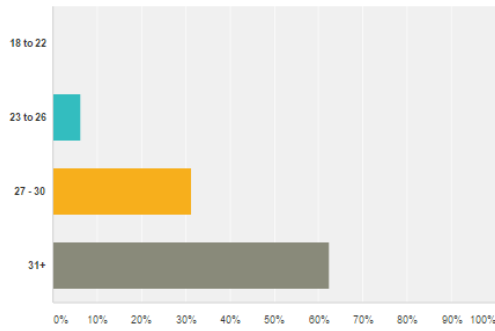


## Charts

### Question 1:

#### What is your age?

Answered: 16 Skipped: 0

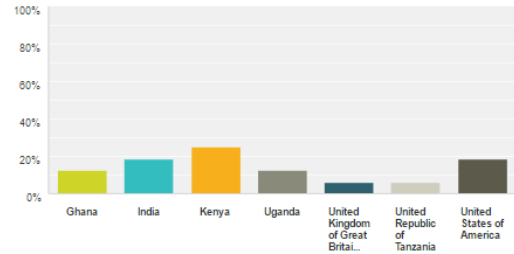


Answer Choices	Responses	Count
18 to 22	0.00%	0
23 to 26	6.25%	1
27 - 30	31.25%	5
31+	62.50%	10
<b>Total</b>		<b>16</b>

### Question 3:

#### In what country do you live?

Answered: 16 Skipped: 0

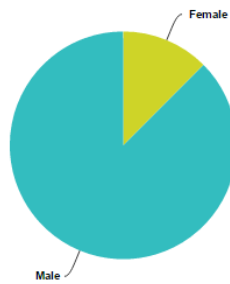


Answer Choices	Responses	Count
Ghana	12.50%	2
India	18.75%	3
Kenya	25.00%	4
Uganda	12.50%	2
United Kingdom of Great Britain and Northern Ireland	6.25%	1
United Republic of Tanzania	6.25%	1
United States of America	18.75%	3
<b>Total</b>		<b>16</b>

### Question 2:

#### What is your gender?

Answered: 16 Skipped: 0

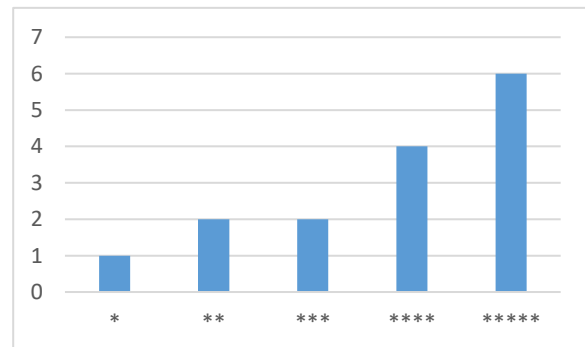


Answer Choices	Responses	Count
Female	12.50%	2
Male	87.50%	14
<b>Total</b>		<b>16</b>

### Question 4:

#### Would a website designed to support young adults to become entrepreneurs in Agriculture or Agribusiness be useful for the development of your business idea?

Answered: 15 Skipped: 1

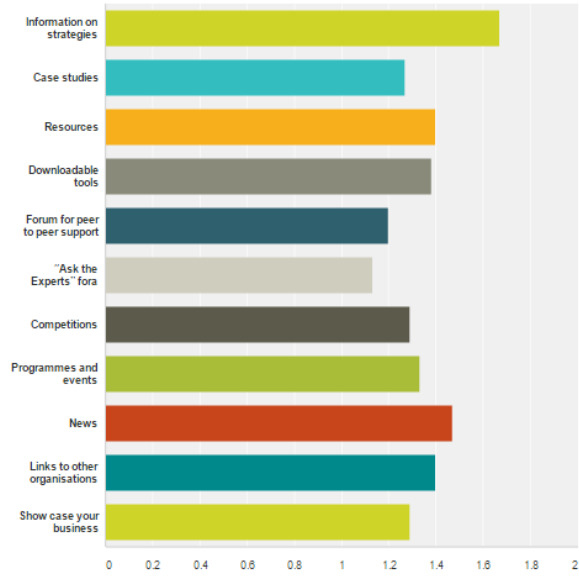


1 star	2 stars	3 stars	4 stars	5 stars	Total
6.67%	13.33%	13.33%	26.67%	40.00%	
1	2	2	4	6	15

Question 5:

What would you like to see on such a website?

Answered: 16 Skipped: 0

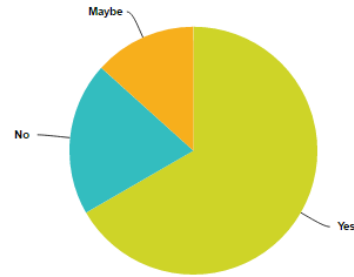


	Very Important	Useful	Not Important	Total	Weighted Average
Information on strategies	53.33% 8	26.67% 4	20.00% 3	15	1.67
Case studies	73.33% 11	26.67% 4	0.00% 0	15	1.27
Resources	66.67% 10	26.67% 4	6.67% 1	15	1.40
Downloadable tools	75.00% 12	12.50% 2	12.50% 2	16	1.38
Forum for peer to peer support	80.00% 12	20.00% 3	0.00% 0	15	1.20
"Ask the Experts" fora	87.50% 14	12.50% 2	0.00% 0	16	1.13
Competitions	78.57% 11	14.29% 2	7.14% 1	14	1.29
Programmes and events	66.67% 10	33.33% 5	0.00% 0	15	1.33
News	66.67% 10	20.00% 3	13.33% 2	15	1.47
Links to other organisations	66.67% 10	26.67% 4	6.67% 1	15	1.40
Show case your business	78.57% 11	14.29% 2	7.14% 1	14	1.29

Question 6:

Would an Online course in entrepreneurship within the context of agriculture and agribusiness be useful in the development of your business idea?

Answered: 15 Skipped: 1

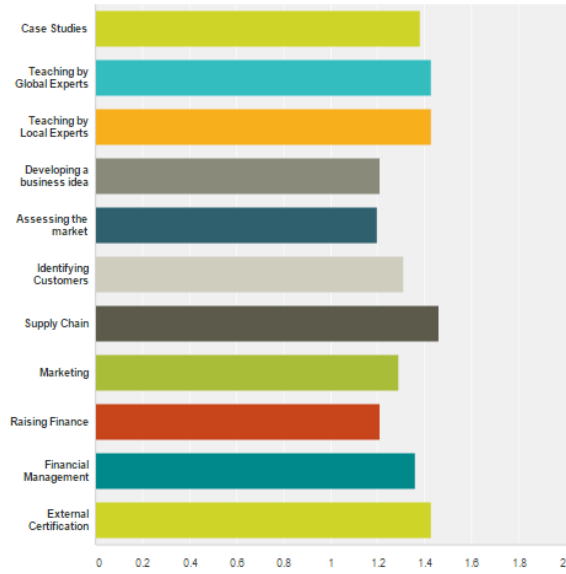


Answer Choices	Responses	Total
Yes	66.67%	10
No	20.00%	3
Maybe	13.33%	2
Total		15

Question 7:

What would you like to see in an online course in agripreneurship

Answered: 15 Skipped: 1

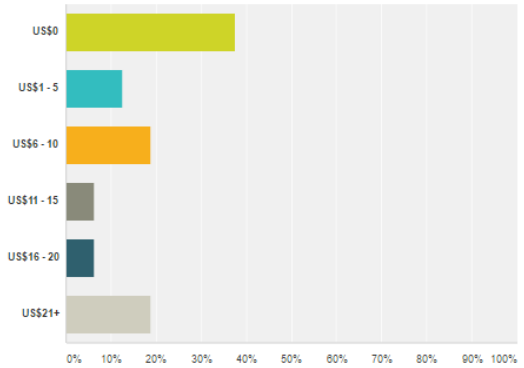


	Very Important	Useful	Not Important	Total	Weighted Average
Case Studies	61.54% 8	38.46% 5	0.00% 0	13	1.38
Teaching by Global Experts	57.14% 8	42.86% 6	0.00% 0	14	1.43
Teaching by Local Experts	57.14% 8	42.86% 6	0.00% 0	14	1.43
Developing a business idea	78.57% 11	21.43% 3	0.00% 0	14	1.21
Assessing the market	80.00% 12	20.00% 3	0.00% 0	15	1.20
Identifying Customers	69.23% 9	30.77% 4	0.00% 0	13	1.31
Supply Chain	53.85% 7	46.15% 6	0.00% 0	13	1.46
Marketing	71.43% 10	28.57% 4	0.00% 0	14	1.29
Raising Finance	85.71% 12	7.14% 1	7.14% 1	14	1.21
Financial Management	64.29% 9	35.71% 5	0.00% 0	14	1.36
External Certification	57.14% 8	42.86% 6	0.00% 0	14	1.43

Question 8:

Would you be able to pay a fee to participate in an online course? (Select the amount which you think you could pay for a course)

Answered: 16 Skipped: 0

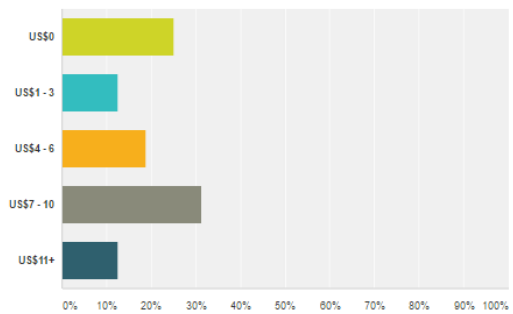


Answer Choices	Responses	Count
US\$0	37.50%	6
US\$1 - 5	12.50%	2
US\$6 - 10	18.75%	3
US\$11 - 15	6.25%	1
US\$16 - 20	6.25%	1
US\$21+	18.75%	3
<b>Total</b>		<b>16</b>

Question 9:

If the course were free, would you be able to pay a fee for an official certificate? (Select the amount which you think you could pay for a certificate)

Answered: 16 Skipped: 0

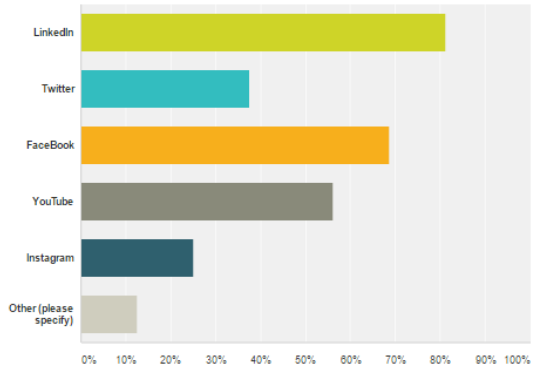


Answer Choices	Responses	Count
US\$0	25.00%	4
US\$1 - 3	12.50%	2
US\$4 - 6	18.75%	3
US\$7 - 10	31.25%	5
US\$11+	12.50%	2
<b>Total</b>		<b>16</b>

Question 10:

What online networks do or would you use for personal and business development?

Answered: 16 Skipped: 0



Answer Choices	Responses
LinkedIn	81.25% 13
Twitter	37.50% 6
FaceBook	68.75% 11
YouTube	56.25% 9
Instagram	25.00% 4
Other (please specify)	Responses 12.50% 2

Total Respondents: 16

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