Measures of Success within the ENABLE Youth Program

What is success in terms of agricultural productivity, viable business enterprise and job creation?

How do we measure and monitor these indicators?
Social dilemma or developmental low hanging fruit?

- Higher education across Africa has grown more rapidly than the regional economies that its graduates were meant to accommodate (skill set mismatch).
- Despite economic growth, large numbers of frustrated and resigned job seekers (jobless growth).
- What was intended to be the solution, better educated youth driving growth, has become a problem, dissatisfied youth and dangerous lifestyles.
- This is a situation that must and can be corrected to society's advantage (realm of Social Engineering).
A major objective of the AfDB ENABLE Program and IITA Agripreneur Movement is …

“to create business opportunities and decent employment for young women and men along priority agricultural value chains”.

Measures of Success require that departing Agripreneur Interns and their start-up agribusiness be tracked through voluntary monitoring. Indicators include loan repayment, profit/loss, employment offered, others.
Agripreneur Conceptual Model and Theory of Change

✓ Coordination Office provide administrative and technical support to hosts, trainers and mentors.
✓ Agribusiness incubation conducted for crop production, marketing and value addition.
✓ Pilot enterprises established, expanded & replicated.
✓ Other rural youth groups are engaged.
✓ Youth develop detailed business plans and loan applications.
✓ Departure strategies are designed with financial institutions to improve creditworthiness of youth.
✓ Agribusinesses created, employment generated and additional youth out-growers linked to markets.
✓ Enterprises include a wide range of agricultural services (not covered in this presentation).
Guidelines for IITA Youth Agripreneur Business Incubation

- Provides flexible guidelines to the establishment and operations of agribusiness incubation
- Intended to assist new and existing Youth Agripreneur Groups to expand in both number and size.
- Allows for adjustment to site-specific situations and national requirements
- Principles include youth leadership, gender balance, democratic norms, and experiential learning
- Interns learn from both a series of core group agribusiness ventures and group organizational tasks
Youth Coordination Office Hosts, Trainers & Mentors Rural Youth Group 1 Rural Youth Group 2 to x Core Youth Operations Modern Farming Facility Marketing Facility Business Plans Value Addition Facility Product Markets Agribusiness 1 Agribusiness 2 to x outgrowers spin offs agribusiness opportunity Intern operations harvest Intern operations outgrowers administrative, logistical & technical support facility & technical support training Intern operations agribusiness opportunity Intern operations intern operations Type & economic return Number of groups and members, joint activities Number trained, cost per youth & departure outcomes Terms of credit, loans offered & repayment Number. & volume Type, profits. & employees Type, profits. & employees Wider agribusiness engagement Office funded, M&E, reports issued Type & economic return Type & economic return
Agripreneur M&E Tool
Developed under IFAD-YADI Project
Includes routine monitoring and Knowledge Management components
Three-page, 18 query repeated questionnaire
Expanded into digital format for electronic reporting (right)

Questionnaire components: Submission details, Group status, Officers and leadership, Hosts, Enterprises, Mentorship, Training received and provided, Remuneration, Group dynamics, Finances, Innovation, Difficulties and solutions, Major achievements, Coordination and supervision, Photographic support, Any other comments
Modern Farming: High value crops produced near markets
Start-up: tent-style greenhouse, drip irrigation, mist blower, hybrid seeds, stacking cartons
Transaction: Complex rotation, fluctuating prices

Marketing: Youth engage as agrodealers in commodity trading
Start-up: Market space, Quality Standard compliance, scales and misc. equipment
Transaction: Overlapping purchase and sales

Agro-processing: Youth establish a bakery using biofortified flours
Start-up: Relatively large including ovens, mixers, baking supplies, delivery racks, transport
Transaction: Co-investment, several products
So many opportunities: agricultural eco-tourism; *animal feed production*; cereal, legume and root crop production; establishing *out-grower networks*; **greenhouse and field vegetable production**; farm input supply; *fish farming*; fish hatchery and fingerlings; floriculture; irrigation and pond design and services; flour milling and blending; *herb and spice production*; land conservation services; *leather works*; market aggregation centers; *organic fertilizer production*; pest control services; *plant propagation*; potting mixtures; *poultry raising*; private extension services; *product representation*; **seed production and marketing**; soymilk manufacture; tree seedling nurseries; **value addition to agricultural products**; vermiculture and more!
### Likely Agribusiness Incubation Outcomes by Departing Interns

<table>
<thead>
<tr>
<th>Intern outcome</th>
<th>Frequency</th>
<th>Agribusiness outcome</th>
<th>Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-commercial</td>
<td>0.12</td>
<td>strategic employment</td>
<td>1</td>
</tr>
<tr>
<td>Value chain &quot;fixes&quot;</td>
<td>0.15</td>
<td>Modern farming start-ups</td>
<td>3 to 5</td>
</tr>
<tr>
<td>Proprietorships</td>
<td>0.24</td>
<td>Medium agribusiness</td>
<td>5 to 7</td>
</tr>
<tr>
<td>Partnerships</td>
<td>0.23</td>
<td>Larger agribusiness</td>
<td>8 to 12</td>
</tr>
<tr>
<td>Larger businesses</td>
<td>0.23</td>
<td>Agro-processing</td>
<td>12 or more</td>
</tr>
<tr>
<td>Total</td>
<td>0.97</td>
<td>Diverse agribusinesses</td>
<td>8 per intern</td>
</tr>
</tbody>
</table>

Impacts depend upon the outcomes following agribusiness incubation but different outcomes can be fostered. Returns to investment in agribusiness incubation can range between 4 to 6:1.
ENABLE Program Expansion

- Projects are adjusted to Regional Member Country needs and plans
- Rapid expansion of ENABLE across Africa is underway
- Aggregated benefits (economic gains: cost per program)
- Measured through country and regional economic statistics

ENABLE-Nigeria
Observations and Conclusions

- Youth empowerment through agribusiness startup is necessary and timely.
- Flexible projects involving mindset change, experiential learning, agribusiness attachment, business plan development, and loan mechanisms are underway.
- Success is being made in reducing collateral requirements and interest rates through de-risking strategies by AfDB.
- Measures of success operate at different scales, from individual case studies to complex program and geographic aggregation.
- Mindset change as a psychological condition is complicated to measure but easy to observe. But we do not need a sociologist to understand that something very special is happening as youth are successfully reoriented toward agribusiness.