

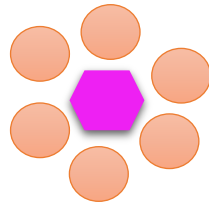
## CHAPITRE VII

## Models promoting Jobs and Entrepreneurship for Youth

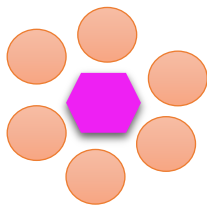
### The Tripartite Cooperative Model

The Tripartite Cooperative Model includes Rural Producer Organizations (RPOs), Area Cooperative Entrepreneurships (ACEs) and Savings and Credit Cooperative Organizations (SACCOs) (Exhibit 1) (Kwapong, 2013).

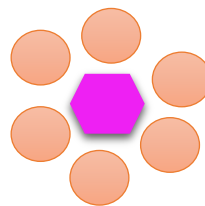
#### Exhibit 1: The Tripartite Cooperative Model



Rural Producer Organizations (RPOs),



Area Cooperative Entrepreneurships (ACEs)



Savings and Credit Cooperative Organizations (SACCOs)

RPOs are in charge of the production bolstered by ACE services, particularly in marketing. SACCO fund production and marketing. The ACE is paid a commission and along these lines endeavors to get a decent cost for its farmers.

The tripartite model is upheld in Africa by the Swedish Cooperative Center (SCC), Canadian Cooperative Center (CCC) and Royal Norwegian Society for development (Norges-Vel).

#### ***Nyakyera-Rukoni Area Cooperative Entrepreneurship (NRACE)***

The tripartite model was implemented first by the NRACE (Thaganta, 2016).

Three RPOs established the ACEs with help from the Uganda Cooperative Alliance (UCA) program on Promoting Area Cooperative Entrepreneurship (PACE) and financing support of SACCOs.

The first RPO members are Nyakyera Matookye Cooperative Society, Kyentaama Matookye Cooperative Society, and Nyakabale Gamba Nokora Cooperative Society. Extra time, different RPOs joined NRACE.

The significant specializations are beans and maize. The RPOs have expanded produce volumes and quality upgrade, bringing about them having the option to offer to numerous organizations and have contracts with universal bodies, for example, World Food Program (WFP) (UCA 2010).

With the coordinated model, the farmers are certain to get quality as well as less expensive agro-inputs since they buy mutually utilizing the advances from their SACCO in a joint effort with the ACE.

The members have been trained in improved fish cultivating systems including lake development, stocking, sustaining and collecting. Farmers, both men and women, participate in enterprise selection activities.

Collective marketing has been the strategy used to connect farmers to the market. Under the new framework, makers are connected to more than one conceivable purchaser. This guarantees rivalry among the purchasers and consequently reinforces the producers.

### ***Ddwaniro Integrated Farmers Association (DIFA), Uganda***

DIFA is an association of banana producers situated in Ddwaniro sub-area, in Rakai District of Uganda (Manzano Lepe, 2015-16). The affiliation began in 2001 to solve the low yields that farmers faced in the region.

In 2003 the producers chose to enlist as a Community Based Organization (CBO) in order to take care of issues related to soil, pest and diseases in their banana fields. The first activity of DIFA was to furnish data and training related to soil erosion, soil fertility and management of natural resources. They made a top managerial staff; five boards of trustees; Village Farmer Groups (VFGs).

The information services include trainings, demonstrations and different dissemination strategies such as the farmer to farmer training program. In 2008 DIFA chose to create the SACCO "Tereka". Some part of the methodology is to make contacts, market coalitions, and groups with representatives and brokers. Since 2008 the number of members was kept stable at 461. DIFA strategies try to incorporate the youth inside the organization.

The most significant accomplishments referenced by DIFA members is in banana production. As indicated by DIFA, their production expanded from 60% expansion on individual's plots.

95% practiced intercropping with coffee, beans and potatoes among other crops; 98% practiced mulching; 60% practiced manuring; and 40% applied composting.

Regarding activities and services DIFA's SACCO currently manages 150 members' loans and indirect loans through revolving schemes managed by the VFGs.

By 2016, DIFA had achieved a close relation with eight different research institutes, NGOs and government extension services. These organizations provide technical information, scientific knowledge and materials to improve the productivity and market access of their members. Among the external support actors who collaborate with DIFA are: the Masaka Diocesan Development Organization, World-vision, the National Agricultural Research Organization in Uganda, the National Agricultural Advisory Services of Uganda, Biodiversity, the Rakai Counselors' Association, Makerere University, and the International Institute of Tropical Agriculture.

### ***Kalangala Oil Palm Growers Association (KOPGA) and Kalangala Oil Palm Growers Trust (KOPGT), Uganda***

KOPGA and KOPGT are the ROPs as a part of the Vegetable Oil Development Project (VODP) in Kalangala, Uganda launch in the 1990s and is a Public-Private-Producers Partnership (PPPP).

The VODP was the result of the Uganda government initiative to accelerate the agricultural transformation from subsistence to commercialized production.

In 2006, an understanding between the Government of Uganda (GOU) and IFAD as the SACCOs in the tripartite model, approved a 15 million-dollar loan to fund the undertaking. After six years, Oil Palm Uganda Limited (OPUL), a private investor, was added as ACEs to the project in order to develop the oil palm plantations and oil processing and the business and marketing issues.

By 2016, 100% of the palm farmers are enlisted as KOPGA members speaking to around 1,770 farmers in twenty-three units, seven blocks and one top managerial staff. KOPGA gives a voice to the farmers and represents a platform for taking an interest in different exchanges and discussions between the KOPGT boards, IFAD and the Uganda Cooperative Alliance (UCA) whose vision is to end up KOPGA a sustainable new generation cooperative by 2018.

Since the start, VODP determined that palm oil cultivators would require a five-year credit. KOPGT

was to create the financial and physical access between the farmers and OPUL (SACCOs) and to manage the oil palm development loan facility from IFAD for palm oil growers.

KOPGT deducts a loan recovery amount directly from the farmers' income as soon as OPUL paid farmers for their harvest.

KOPGT gives delivery services to all the agrochemical inputs and seedlings required by the palm producers including the transportation of fresh fruit bunch collected from the farmers to the OPUL mill for oil extraction (ACEs).

### The IITA Youth Agripreneurs (IYA) Incubation Model

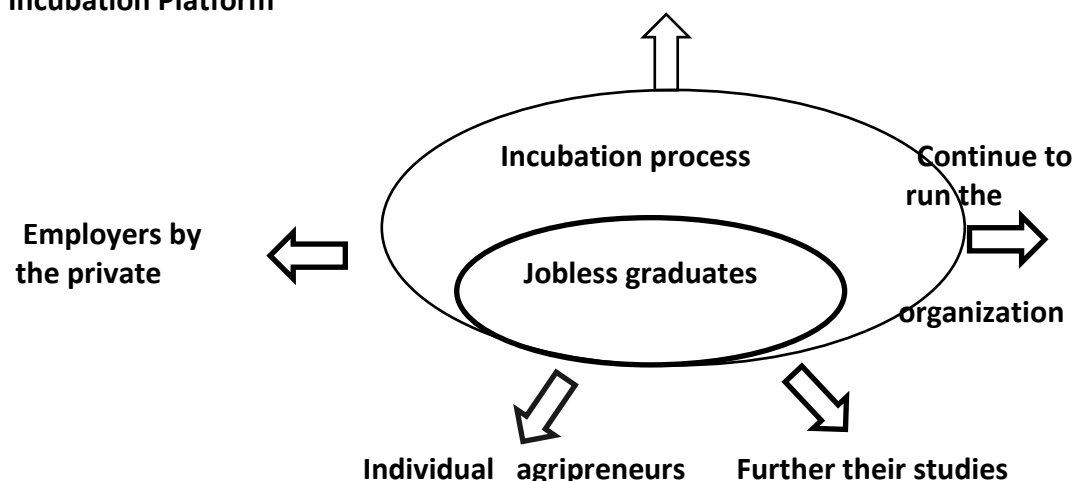
In 2011, IITA established the IITA Youth Agripreneurs (IYA) brooding project so as to give chances to underemployed youngsters, particularly in rural zones to build up creative farming ventures and improve their agriculture aptitudes.

IITA Young Agripreneurs (IYA) hatching target is to change the outlook of jobless graduates between the ages of 18-35 years towards seeing agriculture as a business (IITA, 2019).

The planning is that 40 percent of the trained young people become individual agripreneurs, 10 percent become employed by the Employment Incubation Platform of IITA, 10 percent become employers by the private, 20 percent further their studies from the incomes generated from the operations of IYA, while 20 percent continue to run the organization by conducting trainings and consulting activities (Exhibit 2).

#### Exhibit 2: The IITA Youth Agripreneurs (IYA) Incubation Model

##### Employment Incubation Platform



##### Academic agripreneurs

###### Quadri Mustapha

Quadri Mustapha graduated from Ahmadu Bello University where he studied Botany was presented on the Yam Breeding unit of IITA for his one-year compulsory National Youth and joined the hatching centre of IITA Youth Agripreneurs (IYA) to get trained in agriculture (IITA, May 2018).

He operated with the Cereals and Vegetables unit and took an interest in maize, soybean and cowpea fields in Zaria, Kaduna State, and Mokwa in Niger State.

In 2017, Quadri enrolled Temmy Agriculture Consult (TAC) farm in charge of improving maize and

soybean grain for poultry growers as raw materials for feed formulation and oil processing industries that utilization soybean as a raw material. TAC farm has 13 hectares of the field in Zaria with an office situated at Challenge Ibadan, Oyo State.

###### Abosede Idowu

Abosede Idowu is a graduate of plant physiology from the Federal University of Agriculture, Abeokuta. Her activity into agriculture began in 2012 after her National Youth Service Corps (NYSC) plot in IITA was acknowledged (IITA, May 2018). Idowu established Gracevine Foods company, specialized in postharvest processing of yam, beans, and plantain into flour sold in the market in suitable

packaging according to the customer's segment, families, cafés, industry or institutions (gracevine website).

#### Adigun Adenike

Adigun Adenike is a graduate of agronomy from Ladoké Akintola University in Ogbomosho (IITA, March 2018). During her preparation, Adenike developed an enthusiasm for catfish smoking and joined a group of agripreneurs who operated under the name A.D. Foods and Farms in Ibadan. The business began in January 2018 and produces smoked catfish and plantain flour bundled in small, medium and big size.

#### Adeniyi Temitope

Adeniyi Temitope is a graduate of Agricultural Extension and Management from the Federal College of Agriculture in Akure (IITA, March 2018). He operated with the Root and Tubers Unit of IYA where he was trained on the value chain of cassava and plantain. During his preparation, Temitope dealt with a 150-hectare cassava farm.

Temitope wandered into processing of plantain by creating a product known as Nectar Chips. The business which began in December 2017, operates inside Ibadan city and has grown within a short period of time with a production capacity of 5-20 dozens per day. Temitope gets a demand of 50 dozens of the product per day.

#### Ngozi Chituru, Babatunde Ismail and Oni Hammed

After 18 months in the incubator of the IYA, the three young graduates established Frotchery Foods in Akobo, Ibadan, creating smoked catfish utilizing the smoking oven technology. The group has established market linkages inside Ibadan and its environs and the business is endeavoring and has additionally recorded an expansion popular. They have made operates for themselves and other jobless youngsters in the horticultural division.

#### **IITA Rehabilitation Model, Imo State**

An incubation centre was established in 2017 in the South-Eastern part of Nigeria as a production generator model (IITA, March 2018).

The state government released some abandoned facilities - fish lakes, poultry, and a nursery at the Imo State Polytechnic Umuagwo to IITA to be utilized by the adolescent for the incubator program.

IITA sent six experienced agripreneurs from Ibadan and Abuja to remodel and revive the facilities and display the viability of the horticulture, fish, and poultry enterprises.

10 additional members who served in IITA with four locally recruited youth in the host community were dispatched to assist in conducting the pilot enterprises.

In 3 weeks of activities, the young agripreneurs reestablished five huge poultry houses and 20 fish ponds. A 5000m<sup>2</sup> nursery that was surrendered at the Anambra-Imo River Basin Development Leadership office at Agbala was likewise renewed for the production of vegetables, tomatoes, and cucumber.

To get together with the market request, the group raised another 1000sqm nursery to grow its production.

As of now, the young sell more than 720 boxes of eggs every day. They have sold more than 4 tons of fish and furthermore wandered into catfish smoking. They additionally developed 37 hectares of land for cassava and 8 hectares for soybean.

#### **IITA Kalambo Youth Agripreneurs (IKYA) Food Supply Value Chain model**

IITA Kalambo Youth Agripreneurs (IKYA) has been started by young graduates from l'Université Catholique de Bukavu, DRC, so as to make showcase prospects for themselves, 500 local farmers and the entrepreneurs having a place with the food supply value chain beginning with cassava (iita, 2018). The group comprises of 32 dynamic individuals, 21 men, and 11 women. IKYA has been purchasing cassava from these farmers and processing it locally into flour.

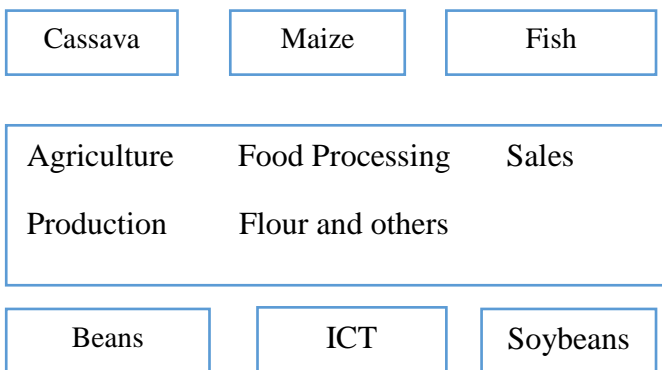
To empower nearby processing, and make employment prospects for local youth and women, IITA furnished IKYA with start-up capital, cassava esteem expansion training, quality planting materials, and cassava flour training hardware to build up eight cassava community training centres (CCPCs) the nation over (Exhibit 3).

In 2017, IKYA enhanced into training maize flour and trained 50 young provincial maize farmers from Kamanyola area in the production of disease-free maize grain. The young farmers known as Jeunes Entrepreneurs de Kamanyola (JEK) have additionally joined forces with IKYA to put resources into the

foundation of another maize flour processing centre in the area, which they supply with the raw material.

IKYA is at present occupied with 10 ventures including commercial production of root and tubers and grains, for example, cassava, maize, beans, soybeans, sorghum, maize and soybeans. Other ventures incorporate training for value expansion, fish cultivating and fish feed production (tilapia and

**Exhibit 3: IKYA Food Supply Value Chain model**



**Songhai Production Pilots Model**

Songhai target is to advance access of educated youth (12 classes) to proper pioneering leadership and the management aptitudes in chose areas by utilizing production pilots (DeLuca et al 2013).

In agriculture, Songhai utilizes agro-natural practices to lift soil richness, increment yields while securing the earth (UNDP, 2013).

By 1989, the Porto-Novo Center propelled a long haul training of year and a half to youth having 12 years education. In the initial nine months the students work and learn in various expert specializations from fish farming to fruits and vegetable production, chicken and pigs production, rice, cassava and maize production, and from food processing to machinery and tourism. Over the last nine months, they pick their favored specialization so as to be trained to start their very own business (Exhibit 4).

In 1992 Songhai opened meat,fruite juice, jam and flour facilities. In 1993 it opened an restaurant in Porto Novo using the products of Songhai. Besides, 12 students began following hostelries and cooking course supported by the Accor group.

catfish), marketing and sales and service. The IKYA online store is selling agrarian products and processed food (ecwid.com site).

IKYA established coordinated effort with Airtel DR Congo, one of the bigger telecom specialist organizations in the locale (N'simire M. what's more, Mulinganya, 2017). Airtel consented to give free lines to data trade and sharing of mass SMS message services and advertisement. Every "employee" is viewed as a potential entrepreneur. Salary has 3 segments: one is the "social" part, which is a subsistence income; another is the "production" part, which shifts as per productivity; and the latter is the "innovation" part, which differs as indicated by what the worker was able develop or improve. Every representative, whatever the title, is a tutor. 80 percent of Songhai's laborers are previous learners.

Songhai training production pilots model train and supports young leaders in the agriculture and food processing yet additionally, in clean energy, the travel industry, and hospitality services.

**Agriculture, Food processing and Equipment**

Songhai is an organization with more than 550 hectares of land employing more than 1500 workers. It has opened 6 production, research, training and services centres in Benin, 11 in Nigeria, 1 in Congo Brazzaville, 1 in Liberia, and 1 in Sierra Leone; it is building 7 new ones in Benin in cooperation with the Beninese government and is arranging others crosswise over Africa with UN organizations.

Agricultural equipment, solar oven and food processing equipment are produced and sold in the local market.

**Clean energy**

Western Africa Biowastes for Energy and Fertilizer (WABEF) and Songhai Center participate in advancing a coordinated framework that incorporates the reusing and updating of waste from horticultural production (animal waste and crop residues) (CIRAD, 2017).

As of now, the Songhai Center in Porto-Novo produces 1,300 m3 of gas for each month, providing two generators with a power of 75 kW. The digestate (11 tons/week) is utilized to prepare 5 hectares of harvests (horticulture and fruit production) and 2 hectares of fish ponds, delivering

enough for the restaurant and allowing to avoid the use of 1.4 tons of chemical fertilizer per year. Songhai has besides established a gasifier that supplies co-generators of 60 kW for the production of fruit-juice processing plants and heat for drying vegetables, fruit or pellets for fish. This Singaz system is gotten from valorisation of tree-pruning deposits, palm part shells, coconut shells, corn cobs in the wake of ginning, and so forth. The biochar developed after the gasification is developed as soil conditioner, compost and for the sanitization of the waters utilized in fish culture

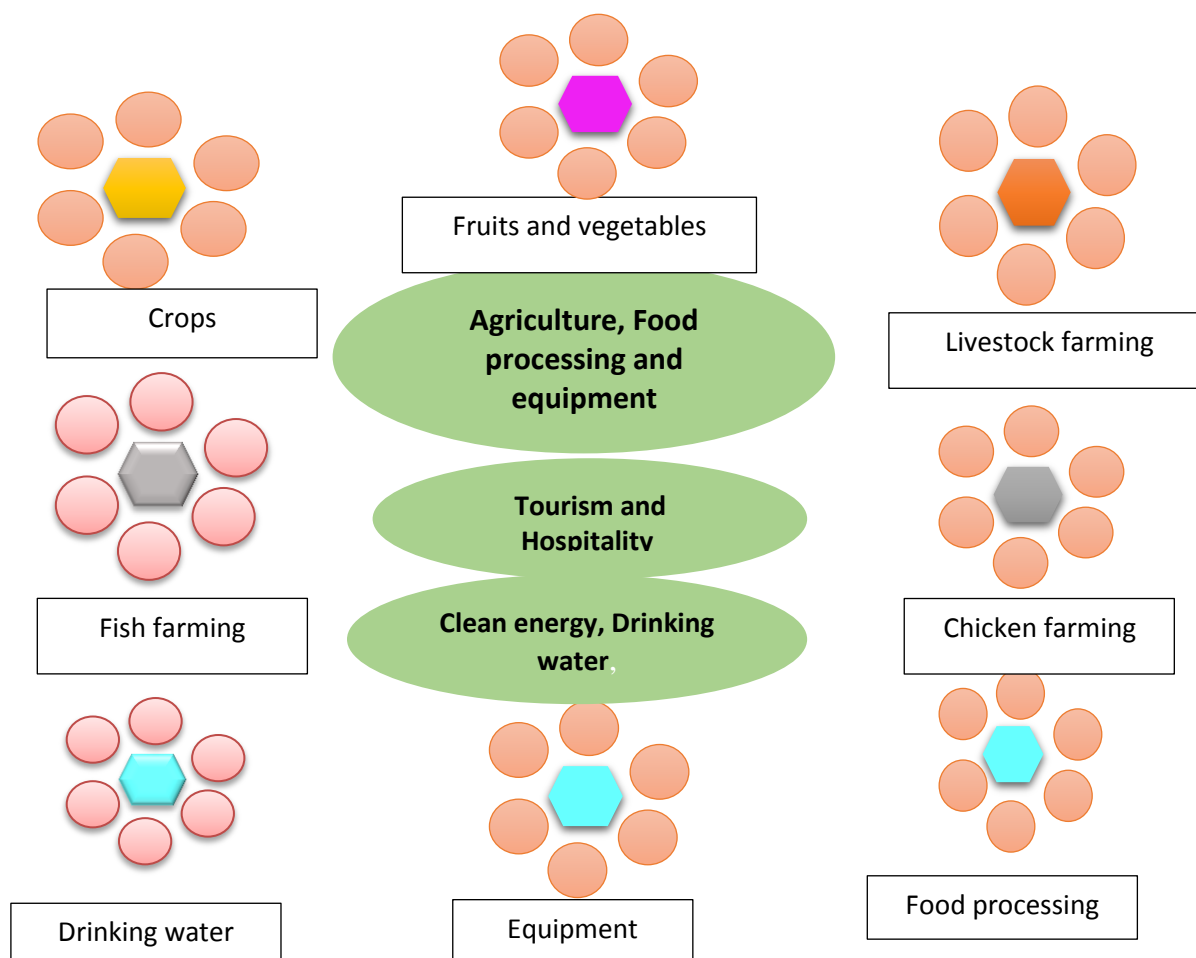
### ***Tourism and hospitality***

Songhai centre prepares and bolsters future employees and leaders in the tourism industry in its own inn and café. Songhai inn gets tourists and businessmen, lecturers, coaches, and learners. The inner café serves the customers of the lodging, the employees and the visitors. The outside restaurant serves the Porto Novo population.

### ***Drinking water***

Clay porous pot filters water into drinking water. The system is used by the students and the staff and also sold in Porto Novo.

Exhibit 4: Songhai production pilots model



principal target of economic development is far to be accomplished.

**The Education Open Incubators (ETOs) Anchored Cluster Model**

Education programs improve youth abilities yet do not create jobs. Programs supporting individual entrepreneurs have a constrained impact. Few of them reach the break even and a small percentage prevails to develop.

The desire that young entrepreneurs will generate jobs for other youngsters isn't genuine (Burchell, Coutts, Hall, and Pye 2015). Youth Entrepreneurship intercessions, for the most part, promote small, necessity enterprises that don't generate jobs and development (Bateman and Chang, 2012).

The IKYA model generates added value for the student agripreneurs and 500 growers from the region only. Songhai model is centered on few potential entrepreneurs. Billions are put resources into education and training, in entrepreneurship programs and the

**The Open Incubator**

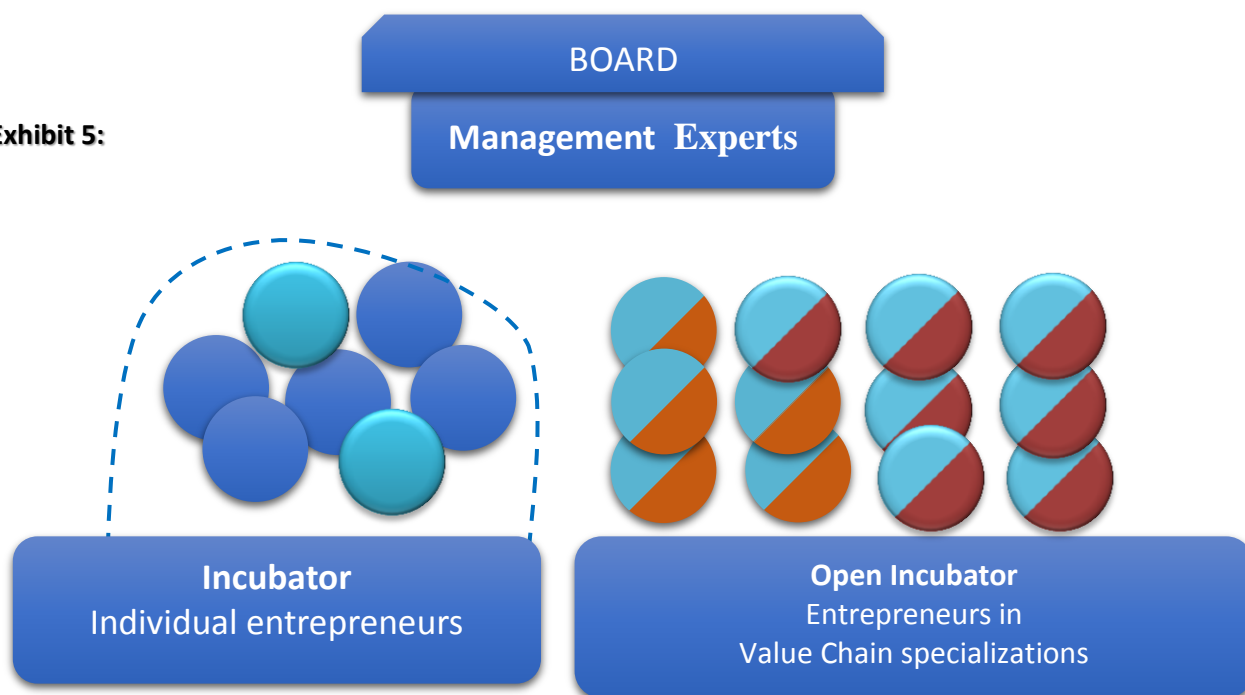
An incubator supports entrepreneurs who are ready to enter into the common location. The number is limited to twenty-thirty. The Open Incubator bolsters entrepreneurs in in the location they chose (Exhibit 5). The number could be hundreds and even thousands. The entrepreneurs are chosen by their business potential, their enthusiasm to collaborate with others, and their ability to add to economic development. The Open Incubator supports entrepreneurs along the value chain of a specialization from primary to support activities. Primary activities could be transportation, warehousing, production: distribution. Support activities could be purchasing services, technology transfer or human resources management.

The Open Incubator model can be started by a public or private organization of which the goal is to help and improve the activities of the

entrepreneurs belonging to a determined sector value chain.

### Open Incubator

Exhibit 5:



Herewith we propose to interface together academic business education with stakeholders of agriculture value chains in the formal and informal economy.

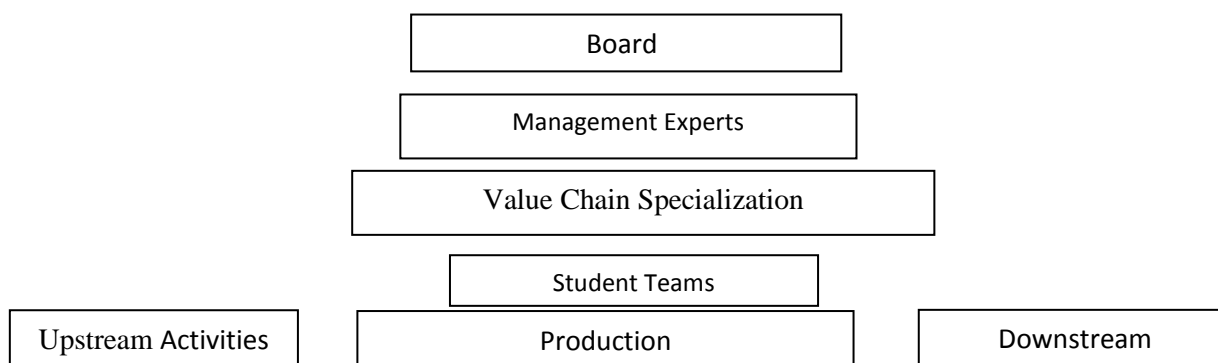
#### **The Education and Education Open Incubator (ETOI)**

ETOI educates and train students specialized in entrepreneurship, project management and marketing who work in group in an open incubator

supporting entrepreneurs belonging to a common value chain (Exhibit 6).

The ETOIs management supports teams of students, each one is in charge of a group of entrepreneurs. The entrepreneurs improve their knowledge by participating to relevant training organized by ETOIs management. ETOIs board is made by delegates out of the nearby proficient, education, fund and research foundations.

Exhibit 6: ETOI



The supported entrepreneurs will be more efficient and will be able to create jobs. The students acquire a professional experience and the habit to work in group and share activities and responsibilities. They

will be able to create their own enterprise or to integrate an existing one.

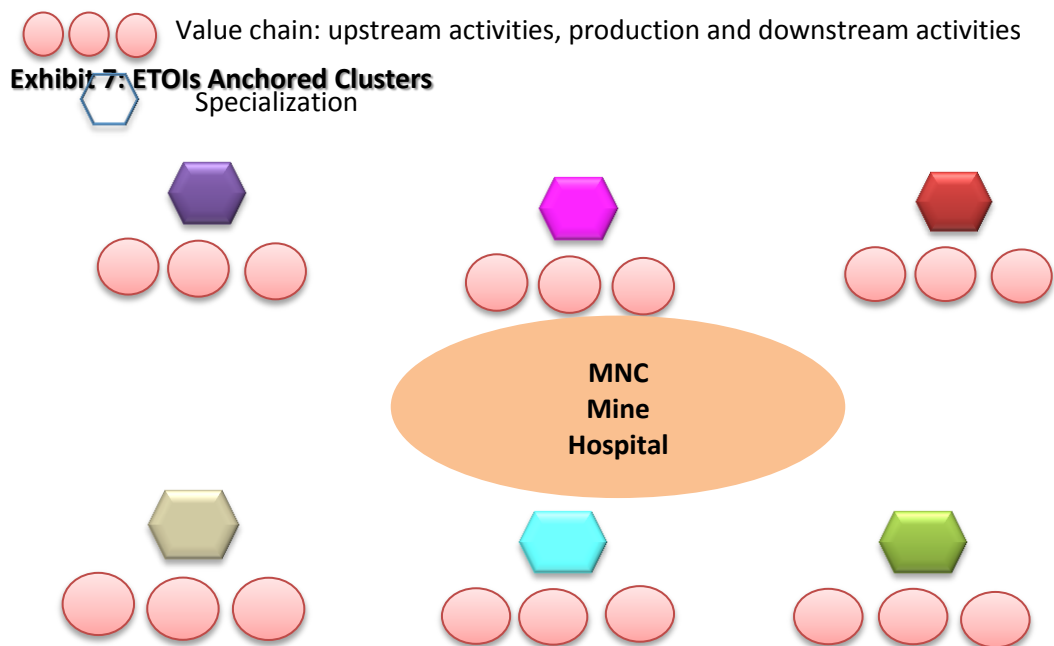
#### **ETOIs and anchored cluster**

Around an MNC, a mine or a hospital, ETOIs in relevant selected domains could develop a captive



market. Each ETOI is a part of a cluster anchored to the selected big economic structure. At the long run the cluster supports the whole local economy (Exhibit 7).

The domains can be defined around a common raw material such as wood, cotton, milk, meat, fruits or leather, a sector such as agriculture, furniture, electronic, paper or plastic industry or a specialization such as medical supply, healthy food or green products



**ETOs Anchored Cluster to Kibali Gold Mine**

The Institut Supérieur Prince Amani des Sciences de la Logistique et d'Entrepreneuriat (ISPALE), a private scholarly organization in Democratic Republic of Congo (DRC), collaborates with Galilee International Management Institute (GIMI) in Israel and the gold mine, Kibali Barrick Rangold, North East DRC to actualize the ETOIs Food supply moored group model.

**The partners**

ISPALE

Two years ago started its activities the Institut Supérieur Prince Amani des Sciences de la Logistique et d'Entrepreneuriat (ISPALE) at Tadu, in the province of the Haut Uélé, DRC. ISPALE is an academic institution providing BA in entrepreneurship and logistics.

GIMI

Galilee International Management Institute (GIMI), based in northern Israel, offers capacity building courses that go far beyond imparting skills and knowledge.

GIMI teach professionals in both the public and private sectors how to think differently. The programs present experience acquired over the years in Israel, a country world renowned for its innovative approaches, rapid development and esprit de corps.

KIBALI Gold Mine

Kibali Gold Mine is situated in the Orientale province of Democratic Republic of Congo (DRC) It is one of the largest gold mines of Africa Congolese (solutions website).

21,000 villagers, many of whom were seeking out a living digging for gold, were moved before excavations began (Jones, 2014). Kibali built a town for the villagers called Kokiza, Kibali Gold Mine started as a joint venture (JV) of Rangold (45%), AngloGold Ashanti (45%) (South Africa) and Sokimo (10%) (DRC government) until the merger with Canadian Barrick Gold Corp. in 2018 (barrack website). The mine tried to support individual growers by microfinance loans but

without any success. The purchasing department of Kibali mine imports most of the required products including mineral water from Uganda.

**SWOT Analysis**

The 57 students of the second year in Entrepreneurship and logistic in 2018 and the 20 students in the second year in 2019 oriented a SWOT investigation of the district so as to decide the potential upper hand of the locale as a rule.

The SWOT examination characterized the rich soil, the great atmosphere, the waterways around and the young populace as qualities for creating farming. The absence of energy, knowledge and logistic foundation are characterized as shortcomings. Natural resources of gold, copper, cobalt and diamonds create jobs and local demand of products and services.

Kibali gold mine built a road from Durba to the outskirts of Uganda and two water-driven power stations.

The primary chances of this area are as a supplier of jobs and buyer of merchandise and ventures and the nearby Uganda and Rwanda markets.

The local market is concentrated in Durba city, which develops on account of the presence of Kibali

mines and its nearby employees, contractual employees, and families, expatriate employees and contractors.

The primary shortcomings are the dry season and the negative impact of the Mbororo nomads seeking for feeding their cattle and damaging on their way plantations.

It could be an opportunity for the region. Their experience could benefit of all sides if developed in cooperation with local farmers.

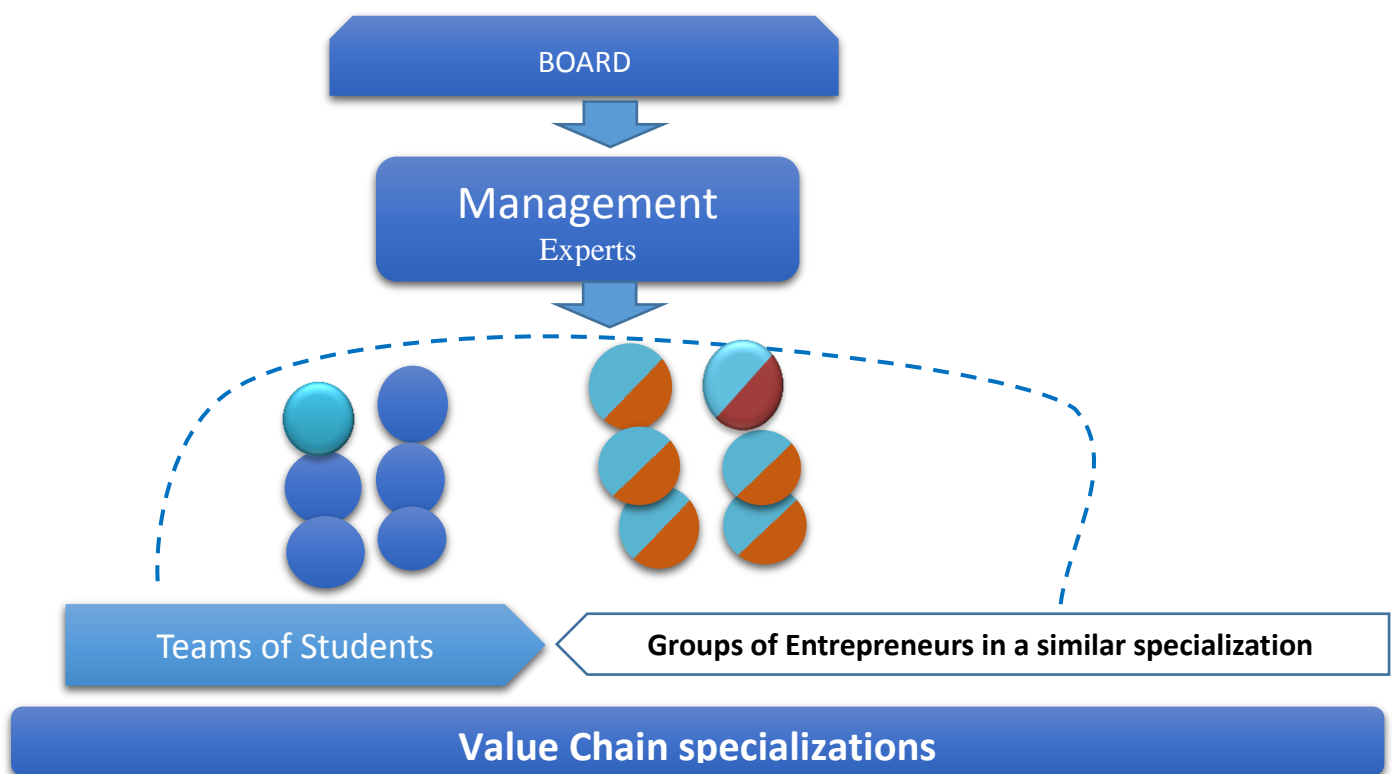
**Kibali market**

Local employees are 664 with their family, increase by 6 for every family in normal (5 children in average), around 3984 ostracize representatives, 106, Local contractual employees 3870 and family, 23220 and exile temporary employees, 409, a minimum market size of least of 30,000 individuals (Kibali yearly report, 2018).

The results of the cross analysis of the regional competitive advantage and Kibali gold mine needs, suggested to improve local production in order to compete with the import of Kibali gold mine from Uganda (Exhibit 8).

ETOI student teams cooperate with local growers and entrepreneurs in order to improve the quality and quantity of their products and services in the following domains

**Exhibit 8: ISPALE ETOIs**



Fish trading  
 Peanuts oil  
 Rice,  
 Bananas plantain  
 Construction services  
 Drinking water system  
 Entertainment center  
 Pork  
 Poultry  
 Ducks

Apples  
 Hairdressing  
 Coffee  
 Pharma  
 Small Ruminants  
 Restaurant  
 Vegetables  
 Beans oil

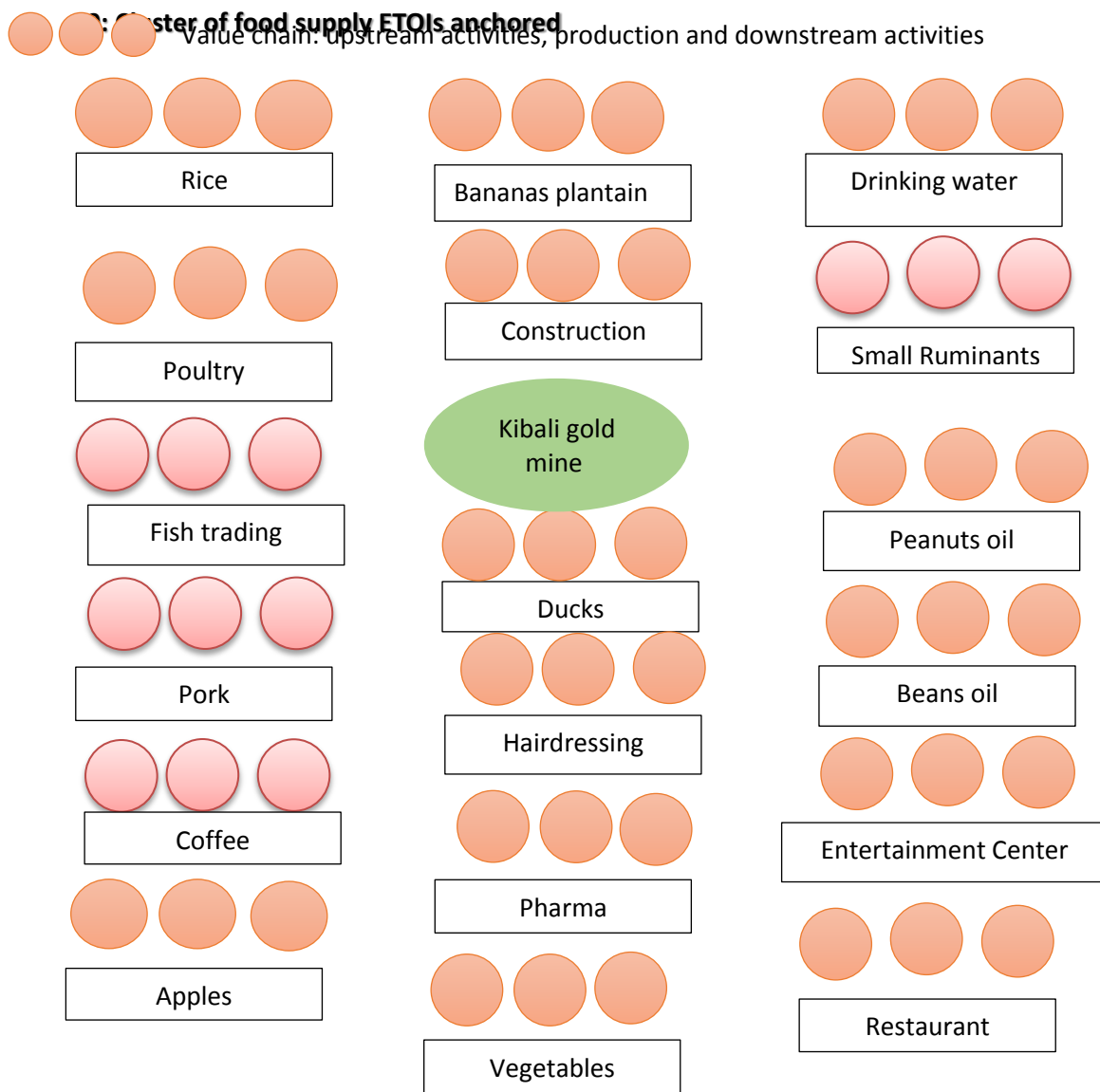
**ETOs anchored cluster to Kibali gold mine**

The ETOs are the starting point of a cluster around Kibali gold mine which can be extended to

other specializations. Each one of them will be a part of the regional cluster (Exhibit 9).

**Exhibit**

**Kibali Gold mine.**



The ETOs will be funded in the long run by revenues generated by the development of the employment initiatives of the entrepreneurs.