Youth.Net.Works!

Empowering Youth Organisations as Change Makers
in the Agribusiness Sector.

A Handbook to support Organisational Development,
based on Experiences in Western Kenya.

Imprint

PREFACE AND ACKNOWLEDGEMENT

Why African Countries need Strong Agribusiness Youth Organisations

Today, 1.2 billion young people between the ages of 15 and 24 live in the world, and in Africa alone, 440 million young people will enter the labour market by 2030. […] We are convinced that rural youth can be the drivers of inclusive rural transformations that create opportunities for sustainable development that provide them with adequate quality life prospects.
G20 Initiative for Rural Youth Employment, Leaders Declaration – 2017

Youth employment has emerged as an important global task for ensuring regional economic development and stability. However, attractive employment opportunities and prospects for youth in rural areas are scarce in most developing economies. Women and young people are disproportionately affected by underemployment or unemployment, precarious job situations and informal employment conditions, often plagued by uncertainty, poor working conditions, high workload, low productivity and low pay, leading to a rural exodus for many to pursue supposedly more promising careers in urban centres.

Around 80 per cent of the rural labour force still earn their income from the agricultural sector and food industry in Sub-Sahara Africa. Small-scale agriculture remains the main source of income. However, the sector's employment potential is far from being fully exploited.

Strengthening the self-organisation of rural youth seeking employment in the agri-food sector presents an unprecedent opportunity in rural development. A strong youth organisation (YO) can provide services by and for youth and can empower young entrepreneurs to overcome institutional voids by building structures and opportunities for knowledge sharing, collaboration and peer networking. Youth organised in larger-scale or representative business organisations have better bargaining positions for inputs, services and in trade. Youth, especially young women, can benefit by reaching out more efficiently to other rural youth and to development partners organisations. Depending on their objectives and mandate, they are more likely to be heard in shaping the political agenda for rural youth development.

Young Agripreneurs as Change-Makers for Rural Employment

Agricultural production in Africa will need to double by 2050 to feed the rapidly growing population. Increases in productivity, dissemination of innovative technologies and sustainable farming methods are prerequisites to achieve that goal. Young people are key players to drive change and development processes. However, rural youth often do not have full access to information about opportunities to earn an income and lack necessary resources (knowledge, land, technology, capital). As an important demographic group for rural transformation, they often have little influence on relevant policies governing the agribusiness sector.

A frequently used approach in international development is to support the development of agricultural Value Chains (VCs) that are particularly attractive and profitable for young people. Agricultural services along these VCs are often weakly developed and lack funding from the government or the private sector (e.g. extension services). Using digital solutions, youth can often come together to overcome these gaps in service infrastructure. Youth groups are formed to gain a short-term or specific benefit (e.g. access to farm inputs or a governmental programme, "merry-go-round" or table banking). However, such groups are usually weak in terms of outreach, scale and structures, and have limited mandates and influence in the public sphere.

Professional cooperation between young people can be a powerful means to overcome inadequate institutional offers in the agri-food sector and achieve economies of scale. Strong and larger-scale YOs can provide wide-ranging services by and for youth and can empower fellow entrepreneurs by providing structures and opportunities for knowledge sharing, collaboration and peer networking and pursuing rural youth's interests in the public sphere. Enabling them to become robust and functional entities creates leverage effects for rural transformation.

These guidelines encompass steps and methods for Organisational Development (OD) support for YO in the agribusiness sector with the goal to strengthen their self-sustaining structures, systems and service delivery. A YO in this context is defined as an organised, member-driven grouping of young people pursuing particular purposes (e.g. promotion of agribusiness for income generation and employment, public or political representation of youth agripreneurs in a region). Depending on the local context, this could, for example, comprise an umbrella organisation of 500 young people within an administrative, regional unit or a membership-based informal network of 5,000 young people with basic organisational structures **> SEE Table 1: Degrees of self-organisation among youth, P. 15.**

It is important to note that not all rural youth groupings need to be formalised. In some cases, informal, smaller self-help groups or loose networks might adequately serve the purpose of group-driven economic empowerment. Different types of organisations (business, non-for-profit, association, interest groups etc.) require different types as well as different degrees of OD support ("form follows function").
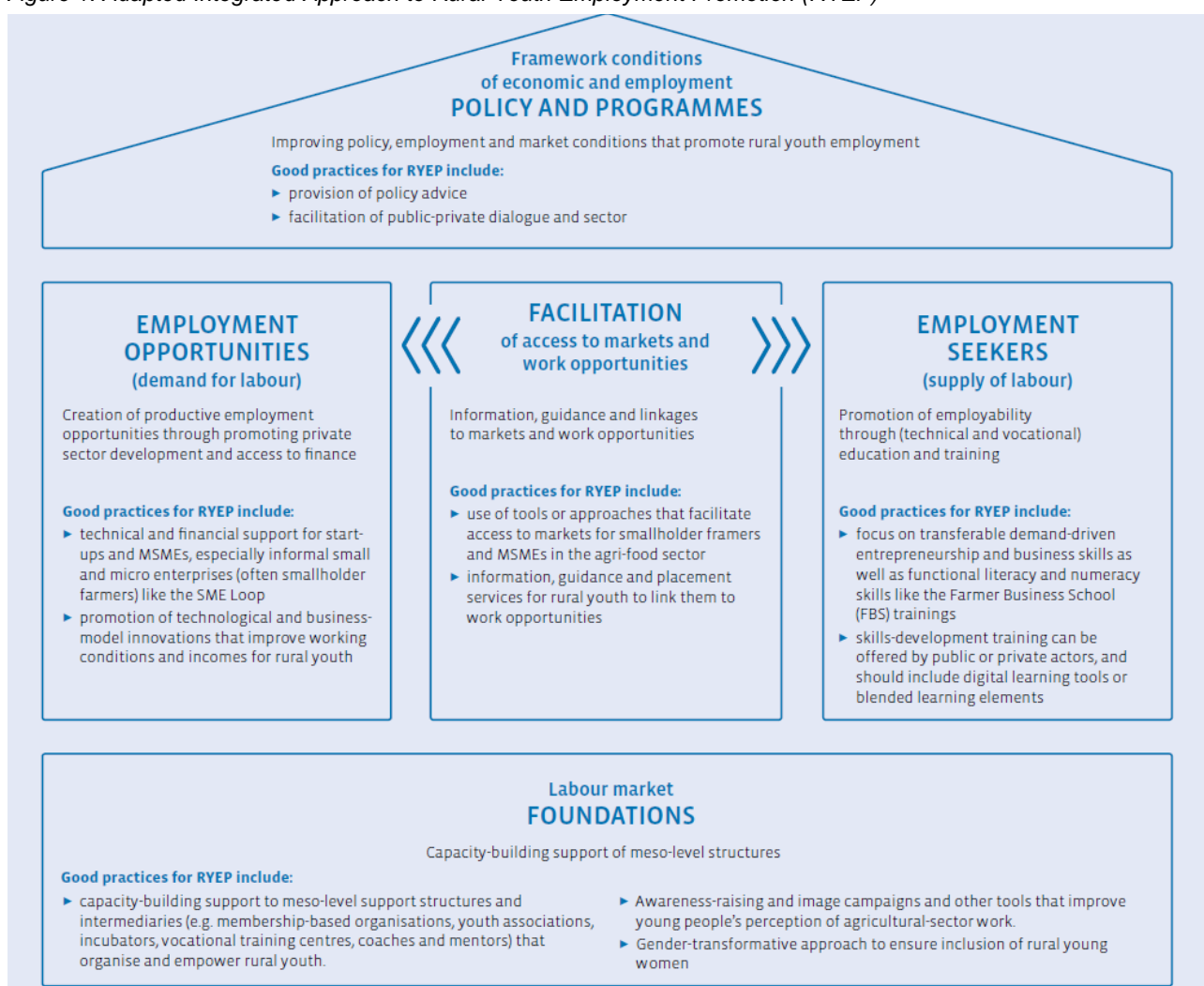
Why we developed this Handbook

This handbook addresses a possible solution to this shortcoming of limited rural youth representation in the agribusiness sector and constraints in their access to information and resources: Rural development projects can offer support to YOs as peer-to-peer networks, strengthen their structures, representation and capacity to deliver better services to members and beyond. By strengthening representative, youth-driven organisations in the agri-food sector and enabling them to fill the gaps in agricultural and rural service delivery, the targeted youth not only benefit from a better access to services, information, lower transaction costs, business and employment opportunities, but strengthen their voice to local and national governments and become change-makers for rural transformation[1].

Strengthening YOs therefore presents an important component in youth-centred rural employment promotion. The integrated approach to rural youth employment **> COMPARE Figure 1** builds on the assumption that strengthening labour demand as well as employability (labour supply) is more effective when complemented by capacity building support at meso level. Membership-based YOs are an important element at this level.

It is important to emphasize that support for and OD of YOs must always be integrated into the specific project or sectoral context. Projects that cooperate with YOs can, through their broad mandate and membership base, quickly identify suitable candidates for training or incubation programmes in a targeted manner. OD support alone, however, is usually not enough to create employment opportunities for youth. Private sector engagement ensures the organisation's access to markets and cooperation with vocational training and education institutions can improve the employability of members. Thus, the perspectives and goals of the partner YO should always be the main focus and the project context an "enabling environment". The integrated employment approach identifies additional, relevant components to enhance rural youth employment.

[1] Rural transformation is defined as a process of change in rural areas, which depends on many factors and dynamics; the challenges and opportunities of rural transformation derive from rural-urban linkages and depend on many sectors inside and outside of agriculture. (Global Donor Platform for Rural Development, 2020)

Figure 1: Adapted Integrated Approach to Rural Youth Employment Promotion (RYEP)

**Framework conditions
of economic and employment
POLICY AND PROGRAMMES**

Improving policy, employment and market conditions that promote rural youth employment

Good practices for RYEP include:
► provision of policy advice
► facilitation of public-private dialogue and sector

**EMPLOYMENT
OPPORTUNITIES
(demand for labour)**

Creation of productive employment opportunities through promoting private sector development and access to finance

Good practices for RYEP include:
► technical and financial support for start-ups and MSMEs, especially informal small and micro enterprises (often smallholder farmers) like the SME Loop
► promotion of technological and business-model innovations that improve working conditions and incomes for rural youth

**FACILITATION
of access to markets and
work opportunities**

Information, guidance and linkages to markets and work opportunities

Good practices for RYEP include:
► use of tools or approaches that facilitate access to markets for smallholder framers and MSMEs in the agri-food sector
► information, guidance and placement services for rural youth to link them to work opportunities

**EMPLOYMENT
SEEKERS
(supply of labour)**

Promotion of employability through (technical and vocational) education and training

Good practices for RYEP include:
► focus on transferable demand-driven entrepreneurship and business skills as well as functional literacy and numeracy skills like the Farmer Business School (FBS) trainings
► skills-development training can be offered by public or private actors, and should include digital learning tools or blended learning elements

**Labour market
FOUNDATIONS**

Capacity-building support of meso-level structures

Good practices for RYEP include:
► capacity-building support to meso-level support structures and intermediaries (e.g. membership-based organisations, youth associations, incubators, vocational training centres, coaches and mentors) that organise and empower rural youth.
► Awareness-raising and image campaigns and other tools that improve young people's perception of agricultural-sector work.
► Gender-transformative approach to ensure inclusion of rural young women

Source: GIZ (2020): WHAT WORKS IN RURAL YOUTH EMPLOYMENT PROMOTION? Good practices and lessons from GIZ Programmes on rural youth employment

How we developed this Handbook – and how it can be used in your Project Context

Numerous manuals and guidelines for OD[2] and Change Management have been developed in the past. However, none of these are aimed at developing YOs at an early stage and in the agricultural sector specifically. Most manuals focus on the development of organisational structures and processes in formal organisations such as governmental or non-governmental agencies or more business-oriented private entities. Others focus on training smallholder farmers' groups and

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[2] 'Organisational Development' (OD) in the context of this handbook is defined as a process undertaken by organisations to improve their performance by changing their structures, work processes, procedures and to orient them towards their strategic goals. The persons mainly in charge of initiating and sustaining the process of OD are the members of organisations themselves. However, external facilitators such as trainers, advisors, extension service providers, providers of business development services, etc. enhance and sustain the change process (Private Sector Development in Agriculture (PSDA), 2006).

cooperatives. These training approaches aim to improve internal structures, the farmers´ bargaining power towards traders and to exchange relevant information and services amongst group members (e.g. the GIZ approaches *Cooperative Business School, FO Cycle* and *BizFBO*). The global project "Employment in Rural Areas with a Focus on Youth" together with the bilateral project "Youth Employment in the Agri-food Sector in Western Kenya" have identified this gap. The global project aims to develop innovative and viable approaches to promote employment in rural areas, among young people. For this reason, it has commissioned the development of this handbook on the basis of joint implementation experience.

Why standard organisational development handbooks do not fully cover the reality of a youth organisation

1. YOs focus on improving internal service delivery and external networking and services to overcome institutional gaps in rural areas. Structural challenges in accessing funding and land pose major challenges to all members at the organisational and individual levels. Inexperience in building leading organisations is only partly compensated by enthusiasm and openness to innovations.
2. Youth members at the grassroots level expect quick results from their paid membership in the network. Coherent communication with members and conflict management when expectations cannot be met quickly are crucial.
3. In youth-led organisations, elected officials often take on leadership roles for the first time in their careers. High motivation can lead to high frustration due to bureaucratic and legal challenges, as well as high fluctuations of members.
4. As such organisations are steered by entrepreneurs and all too often job-seekers, the turnover is high. Trained staff cannot be easily replaced.
5. The hierarchies are mostly flat, the dynamics for innovations and changes in planning extraordinarily high. Seriously developing a shared vision is therefore more important than long-term plans. Introducing too many formal structures, processes and systems, in the early stages of an organisation, can kill the dynamic flow.
6. Depending on the political context, people in power may perceive youth-led grassroots organisations that advocate for their interests as a threat. Stakeholder engagement and relations with local government therefore play an important role to guarantee the long-term success for such organisations.
7. Local governments' and development partners' interest in well-structured youth-led organisations is often particularly strong. Other funding programmes may overlap or interfere with the OD support provided.

Generic OD guidelines and tools still apply to the context of rural YOs. This handbook highlights practical examples and specific challenges, as well as concrete opportunities arising from the above-mentioned characteristics of YOs.

The handbook is based on experiences made by the bilateral project in Kenya which has supported three rural YOs in their formation, growth and advocacy since 2018. It builds on existing OD models and theories while benefiting from practical experiences drawn in Western Kenya. Therefore, this handbook shares

experiences from the project field, lessons learnt, and do's and don'ts to tailor general OD knowledge and processes to the needs of rural YOs.

No one-fits-all-solution but…

This handbook does not provide a blueprint or a universal solution, nor is OD an end in itself. However, depending on the needs of the YO ("form follows function"), it offers a number of helpful steps and tools for projects aiming at strengthening rural YOs in a systematic, structured and sustainable way.

This handbook is designed as a living document. The journey of its development has just begun, and your contributions are highly appreciated. Replicating the OD process presented and testing the toolbox together with YOs in other countries will provide new insights and complement existing best practices.

*© GIZ/Prisca Watko:
Youth leaders engage in a marketing game during an agribusiness training to enhance their organisations' service delivery*

Reasons to invest in youth organisations: While the agri-food sector is under pressure to produce more food for the growing population, youth in rural areas are not readily absorbed by the labour market. They struggle to find attractive and profitable employment. In many cases this leads to rural exodus. To be successful self-employed agripreneurs, overcome institutional gaps and inefficiencies in the sector and to voice their hopes and aspirations for development, youth need to organise themselves effectively. The aim is to improve their livelihoods and build on comparative advantages contributing to a future-oriented transformation of the sector. An organised youth sector is an efficient entry point for support interventions by the government, the private sector and projects.

Abbreviations

ATVET	Agricultural Technical and Vocational Education Training
BCYAO	Bungoma County Youth Agribusiness Organisation
CBO	Community Based Organisation
CBS	Cooperative Business School
CPC	County Programme Coordinator
DA	Development Advisor
FSP	Food Security Through Improved Agricultural Productivity in Western Kenya Project
GAP	Good Agricultural Practices
GIZ	Gesellschaft für Internationale Zusammenarbeit GmbH
ICT	Internet Communication Technology
ILO	International Labour Organisation
INGO	International Non-Governmental Organisation
IOM	Integrated Organisational Model
IT	Internet Technology
KALRO	Kenya Agricultural and Livestock Research Organisation
KCYAA	Kakamega County Youth Agribusiness Association
KEPHIS	Kenya Plant Health Inspectorate Services
KES	Kenyan Shilling
MDF	Management for Development Foundation
MoU	Memorandum of Understanding
NGO	Non-Governmental Organisation
OD	Organisational Development
PR	Public Relations
PSDA	Private Sector Development in Agriculture (former GIZ-Project in Kenya)
SCYF	Siaya County Youth Forum
SWOT	Strengths & Weaknesses, Opportunities & Threats
ToR	Terms of Reference
USAID	United States Agency for International Development
VC	Value Chain
YO	Youth Organisation

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0. INTRODUCTION TO THIS HANDBOOK

0.1. Who might use this Handbook?

Is your project looking for an entry point to empower rural YOs in the agrifood sector in a systematic, structured and sustainable way? Are you a facilitator or an OD-trainer looking for tools and ideas to target particularly young people?

This handbook is intended for readers interested in promoting self-organisation and collaboration among rural youth to sustainably improve their access to information, services, innovations, economies of scale and employment opportunities in the agri-food sector. It aims to open doors and minds by providing an initial overview of the scale, capacity needs, resources, and activities required for cost-effective and time-effective OD support. It provides a toolbox and practical advice based on project experiences from Western Kenya to help other project teams and OD trainers and facilitators who want to replicate such a support process in a lean way. As such, it picks up some basics that may be obvious to experienced OD experts, but are still useful for supporting YOs in a project context, for local facilitators or even for executive members of YOs themselves.

0.2. The structure of this Handbook

This handbook guides you through the common challenges and milestones of supporting YOs in the agribusiness sector. It covers the processes of initiating first contact with youth leaders, establishing a long-term partnership and finally, helping the YO to analyse and define its "business and service model". It helps to build up their structures, systems, and services, and setting a pathway for continued development and growth – beyond the period of the project's support.

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"I believe the three most important steps [in the operational development-process] were the development of an **operational manual** *and the* **initial formation in the beginning**, *then service delivery and value chain mapping. The latter two are important for our partners to know what kind of services we are offering as a youth organisation and for us to know which of the key value chains can be worked on to create employment for our people".*

Testimonial, Chairperson of Youth Organisation in Western Kenya

Table 1: Degrees of self-organisation among youth

- As the **goals and benefits of being (more) organised as youth are quite diverse**, so are the different forms of organisations and legal forms. Along the lines of **"form follows functions"** different "types" of youth groupings can be distinguished and characterised – from informal to formal and **from business-driven to advocacy-driven**.

- For some groups, **an informal network** (or even a Facebook or WhatsApp group) **might be the most suitable form** in order to exchange information on business, market or employment opportunities. Even a larger number of smaller sub-groups can be "connected" through such a network.

- On the other hand, **being formalised often has a number of advantages** – being able to **offer (more complex) services** to members or external clients, being able to **receive revenues (for profit or non-profit)** or to have a **mandate to "represent the voice of youth"** towards other stakeholders, in public-private dialogue, etc. as a member or even an umbrella organisation.

- But **for all forms of organisations, the basic steps of OD** (context analysis, a clear definition of objectives and benefits, activities and services and the right institutional form) **are very similar**, even though they always **differ in "depth and complexity"** according to the resources invested and associated risks. In any case, a **high commitment and ownership** as well as **being member / client-driven** is a pre-requisite for success.

But where to start?

Often, the organisational structures of youth in rural areas are fragmented. Although YOs can be grouped quite differently and vary in their goals, mandates and legal registration **> SEE TABLE 1** two initial scenarios can be distinguished at the beginning of your project's OD support:

→ Scenario 1: YO do not yet exist in the region, or only as informal youth groups, but there is a strong need and willingness for self-organisation and gradual formalisation at larger scale.

→ Scenario 2: YO already exist and seek partnerships to enhance organisational growth.

The sequence of OD support for both scenarios slightly differs **>COMPARE** FEHLER! VERWEISQUELLE KONNTE NICHT GEFUNDEN WERDEN. **2**

Through the situation analysis, a project team finds out which scenario (Scenario 1 or Scenario 2) forms the starting point for their support.

If youth are already organised and a YO expresses interest in forming a partnership to enhance their organisational growth, the OD support will be aligned with the organisation's mandate and purpose Scenario 2 . Through an in-depth organisational analysis, following the initial situation analysis, the organisations'

internal structures, processes, systems and value proposition to members and stakeholders can be assessed and developed.

If no formalised organisation or strong youth-led networks exist, but a strong need and willingness for self-organisation to overcome structural obstacles in the agribusiness sector manifests Scenario 1 , the project team can raise awareness at community level and mobilise youth leaders in coordination with local authorities. A longer lead time of analysing and developing a robust organisational model can serve to build an organisation or network from scratch. During this time, the project provides support to the newly forming YO to become operational and builds a partnership at eye level. The organisational analysis in this case is rather targeted at the ideation and formation than analysis of organisational structures, systems, processes and services.

In both Scenario 1 and Scenario 2 , early networking with stakeholders is critical to support the anchoring of YO in the service environment. In our example in Kenya, organisational analysis and stakeholder engagement was followed by a six-month pilot phase for OD support. This phase enables YOs to start providing comprehensive and well-structured services to members and other agripreneurs. It is particularly important for strengthening and stabilising their business and revenue model step by step. Following this pilot phase, OD support activities were evaluated before initiating the next iterative loop of OD support based on emerging needs. Depending on the project design, scope and context, the OD support and development of the organisation can last from six months to several years.

It is important to note that OD support to a young organisation is always a lengthy, complex process that requires commitment and ownership from officials, members and the supporting project. In Scenario 1 , support for self-organisation and formalisation should only be provided early on by the project if a long-term commitment is intended and an exit strategy is part of the implementation plan and communication. Youth groups should not be "pushed" to create a new organisation or to get formalised without having a clear "reason for being" and a viable model for their organisation and legal status.

When designing support measures, it is important to consider that local governments and development partners are often particularly interested in well-structured, youth-led organisations as they represent a key demographic. Other (funding) programmes may overlap with the OD support provided by the project. A strong and reciprocal partnership with the YO and good coordination with relevant stakeholders are therefore important to effectively support YOs and become trusted partners that help them grow for the benefit of their members and communities.

What does the handbook entail?

This handbook is structured into **four main parts of an OD-Cycle**: **Chapter 1** presents how to initiate the support process to youth and YOs in a given context. **Chapter 2** describes how to analyse YOs or their institutional model. **Chapter 3** presents how to strengthen them in their networking and collaboration, and finally, **Chapter 4** describes possible ways of how to support the YOs with demand-driven and targeted OD support **> FOR AN OVERVIEW OF STEPS COMPARE** FEHLER! VERWEISQUELLE KONNTE NICHT GEFUNDEN WERDEN. **2**.

Chapter 5 then describes how projects can assess the results and level of satisfaction of YOs representatives with the OD support. It gives an outlook how to track an organisation's developmental progress and how to use the results for organisational learning, thus coming full circle in the OD process.

Each chapter is structured in the same way, starting with the objectives of each step, indicating a rough timespan to conduct the activities, followed by a description of the methodology, required resources and expected results. In the **Annex** of this handbook you will find additional information and templates linked to the different chapters.

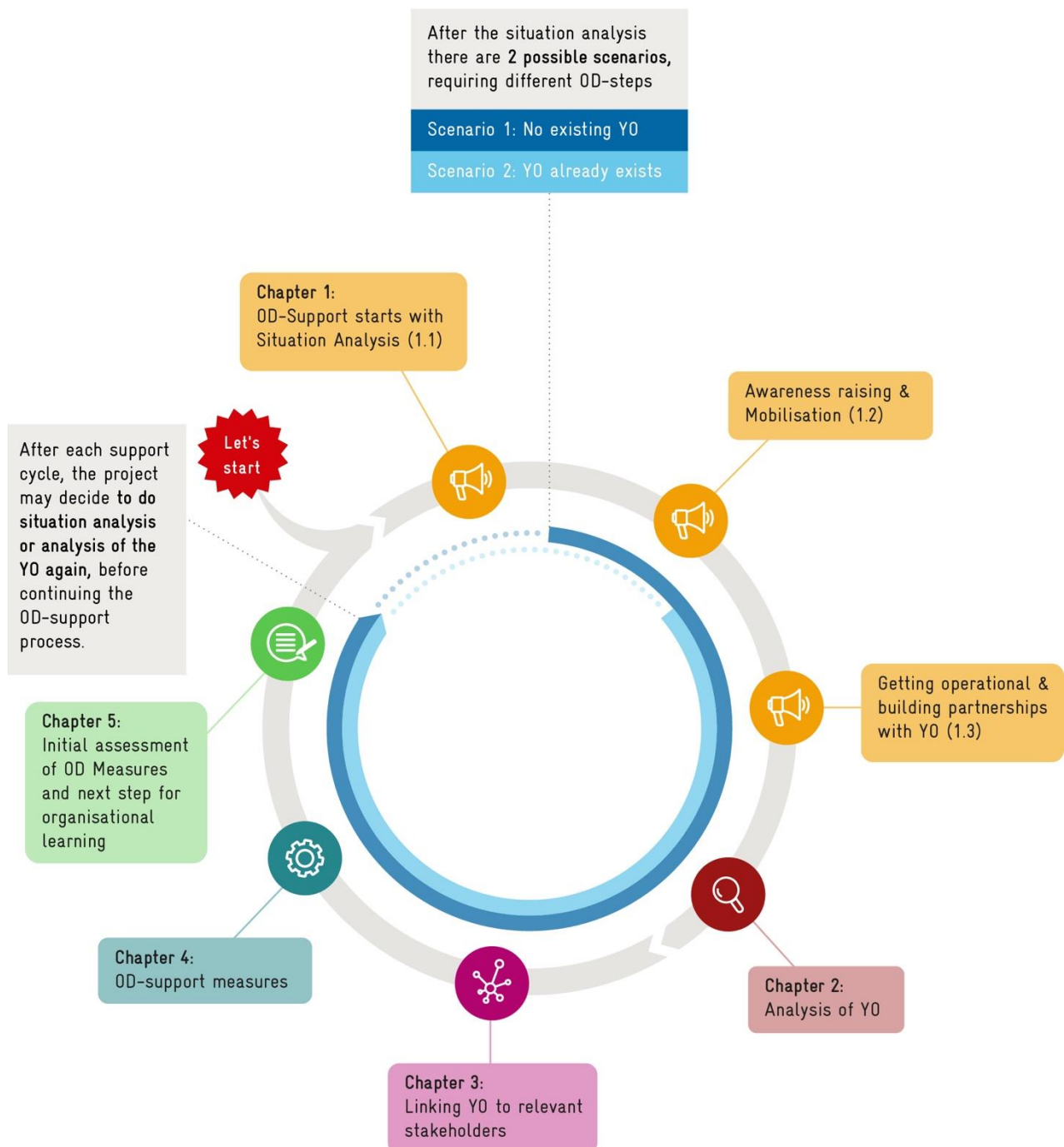| **Chapter 1:** **Initial organisational development-support processes**	• The prerequisite for supporting the self-organisation of rural youth is to share a common interest and vision. While some projects target an existing YO, in other contexts there may be need for youth (groups) to first self-organise and form a network or organisation. • **Chapter 1** presents suggestions for a situation analysis (**Chapter 1.1**) and awareness raising and mobilisation activities (**Chapter 1.2**), followed by a practical guidance on how to build a long-term partnership with the YOs (**Chapter 1.3**).
Chapter 2: **Analysis of youth organisations**	• Once an existing YO or committed group or network is identified, a thorough analysis of the organisational structure or model needs to be conducted to inform the subsequent OD support. The following approach is recommended to introduce the YO to the OD process: • After desk research and interviews with resource persons (**Chapter 2.1),** an analysis of the YOs' strengths and weaknesses, opportunities and threats (SWOT) can be conducted (**Chapter 2.2**). • This is followed by an analysis of their visions and strategies as an organisation, including their (potential) service and business model, or other specific value proposition to members (**Chapter 2.3**). • This analysis will result in an initial OD-work plan (**Chapter 2.4**) as basis for a pilot OD-support phase. Procedures and methodologies applied are described in **Chapter 2**.
Chapter 3: **Linking youth organisations to relevant stakeholders (Stakeholder Engagement)**	• Internal agribusiness services provided by members of the organisation to other members and the development of services to external clients (governmental or non-governmental) are key to the relevance and success of member-based organisations. • A critical reflection on a robust "business model" and linking YOs to relevant stakeholders for strategic partnerships within their ecosystem is a prerequisite for effective support. Procedures and methods are described in **Chapter 3**.
Chapter 4: **Organisational development-support measures**	• The organisational analysis lead to an initial OD work plan (**Chapter 2.4**) that describes the OD steps identified by the YO as most urgent. • The procedures and methods of OD support measures that are commonly relevant to YOs are described in **Chapter 4.**
Chapter 5: **Assessment of organisational development-measures**	• After OD support has been provided, a qualitative evaluation of results and the satisfaction levels with the support is recommended, as well as the development of a feasible (self-assessment) tool to measure YOs' developmental progress over time.

0.3. How to use this Handbook

The handbook provides a "hands-on" toolbox for OD-support for YOs in the agri-food sector. While it builds on the specific, practical project experiences in Kenya and "derives and generalises" a set of practical tools, it is necessary to note that this process must be adapted to the specific country, cultural and economic context.

The figure below demonstrates how to navigate through the handbook depending on the baseline scenario you have identified in the situation analysis (Scenario 1 or Scenario 2). After each support cycle, you may consider repeating (parts of) the organisational analysis again to some extent to realign the OD support to evolving areas of support.

After the situation analysis there are **2 possible scenarios**, requiring different OD-steps

Scenario 1: No existing YO

Scenario 2: YO already exists

Chapter 1:
OD-Support starts with Situation Analysis (1.1)

Awareness raising & Mobilisation (1.2)

After each support cycle, the project may decide **to do situation analysis or analysis of the YO again,** before continuing the OD-support process.

Let's start

Getting operational & building partnerships with YO (1.3)

Chapter 5:
Initial assessment of OD Measures and next step for organisational learning

Chapter 4:
OD-support measures

Chapter 2:
Analysis of YO

Chapter 3:
Linking YO to relevant stakeholders

This handbook is not a straight roadmap but a toolbox:

The steps are not a rigid structure but help in planning OD measures. Neither are all four steps required, nor do they need to be implemented in a strict sequence. Depending on where the YO or groups/networks "stands" in its development process, the project may decide to start directly with the organisational analysis. Linking the organisation with relevant stakeholders or trust-building measures that enhance the partnership with the YOs can become relevant at different stages or times of development. For certain steps, e.g. a comprehensive business model analysis, additional tools and approaches like a business model canvas, business plan, etc. might be necessary.

Organisations struggle and face growth challenges at each stage of their life cycle. According to Ichak Adizes' model of an organisation, those transitional frictions are necessary to reach the next stage of development (GIZ 2019d). Young organisations need a balance of self-management and flexibility to thrive. Suggesting too many formalised structures, processes and systems in a young organisation may bear significant (financial) risks and can limit or destroy the entrepreneurial momentum. Identifying the right measures – from this toolkit or additional resources – at the right time is the main task of the supporting project team.

1. INITIAL ORGANISATIONAL DEVELOPMENT SUPPORT PROCESSES

To begin, the project team or an OD trainer conducts a situation analysis (**Chapter 1.1**) to assess the landscape of youth in the region, map active organisations, groups, and networks, and evaluate their mandate and potential for growth. Interacting with these groups through focus group discussions or workshops helps to better understand their needs and aspirations in the agricultural sector and the project context. At this step, it is important to inform the groups about the purpose of the step (or study) and to obtain their consent to participate. These initial group discussions lay the foundation for future collaboration and already serve to raise awareness.

Often, no larger-scale YOs with a service mandate exist in the project region Scenario 1. In this case, rural youth representatives can be made aware of the potential of self-organisation and supported in forming a youth-led organisation or a sector-specific off-shoot of an existing youth network (**Chapter 1.2**) In both scenarios, it is important to break the ice between the youth and the project team, start operations, and implement initial quick-win measures with tangible results to start the OD support on the right foot. This initial process usually requires two to three months, depending on the initial situation and the planned depth of the project's support and interventions. During the initial formation phase of the YO, it is crucial to maintain the momentum, to show commitment from the project team and to establish a long-term partnership with the YO (**Chapter 1.3**).

Tool 1
Time allocated:
3,5 – 7 months

If an existing YO with the potential and desire to improve its internal processes, structures, and service delivery has been identified Scenario 2, this step (**Chapter 1.2**) can be skipped and the project team, together with the YO, can move directly into the organisational analysis described in **Chapter 2.3**.

1.1. Situation Analysis

To start the OD-process, the project team or an OD trainer supports and facilitates a situation analysis in cooperation with local authorities to assess the landscape of youth groups and networks in the region, map active organisations, groups, and networks, and evaluate their mandate and potential for growth.

Objectives
The situation analysis focuses on:
- identifying youth leaders, groups and networks who are motivated to come together and organise themselves to achieve economies of scale and carry out agribusiness services that are in high demand Scenario 1 or identifying existing YOs Scenario 2 as well as pre-assessing their (potential) value proposition to young agripreneurs and other actors in the sector;

1 – 2 months

- understanding the status quo to develop context-based and target group-oriented support measures (legal framework, similar initiatives, political strategies and goodwill)

Methodology

If there is little prior information and interaction with the targeted youth, it is advisable to conduct a socioeconomic situation analysis, either by the project team, the OD trainer or a consultant trained in qualitative or quantitative methods. A mixed-methods approach is recommended, including the following:

A *desk study* that can inform the methodology for field surveys. It should take into account sectoral and cross-sectoral policies and strategies with a youth focus, research and reports from nongovernmental, governmental, or donor-driven youth engagement initiatives in the country or region, and generally available population and employment statistics in the sector and beyond.

As a next step, *semi-structured key informant interviews* with youth leaders, society gatekeepers, private sector actors, and government officials can complement the findings. *Focus group discussions* with rural youth can provide insights into their economic and political participation in the sector. This includes their experiences and willingness to work in groups and could reveal other prevalent issues such as the specific needs of rural women. In addition, *quantitative data collection tools* can be developed to build a database of active youth groupings, networks and organisations.

The selection of the interviewers and facilitators of focus group discussions is critical, as it can have a major impact on how openly the target group shares information, thoughts, and insights. Responses can be compared and grouped around salient current issues as a basis for the project team to plan the next step: raising awareness.

Resources required and outcomes

Human resources	Scope and logistics
• Project staff (e.g. development advisors, DA) or consultants to carry out sensitisation measures • Trained in participatory methods, coaching, community development and/ or mass communication	• Scope and budget depend on the scale of required sensitisation • Cost factors: Workshops or conferences, consultancy costs, development of promotional materials or programmes

Outcomes

- Increased awareness of benefits of self-organisation among rural youth
- Ideation of potential value propositions of YOs to fellow youth and other actors in the sector
- Improved knowledge of rural youth's challenges and opportunities in the agri-food sector and discussed with the youth
- Connections between youth leaders and local governments strengthened

Check list for Awareness raising and Mobilisation

✓ Did the chosen approach allow for reflection and open discussion to adequately inform youth and let them decide for themselves whether to formalise into an organisation (ownership)?

✓ Were community leaders as well as local governments effectively engaged in the process (stakeholder support)?

✓ Were sectoral and cross-sectoral strategies, legal frameworks (e.g. ORGANIZATION FOR THE HARMONIZATION OF AFRICAN BUSINESS LAW (OHADA) in West Africa), and policies relevant to the project region considered and discussed with the youth (social and political relevance)?

✓ Were other government or development partner-driven programmes consulted to unify efforts and avoid duplication or conflicting messages to rural youth (do-no-harm)?

Think Gender!

- It is important to have a clear gender "lens" and to develop a gender inclusive / transformative approach from the beginning. Therefore, it is crucial to have a specific gender focus in the situational analysis and early engagement with all stakeholders.
- Both genders should be equally represented and addressed in awareness-raising and mobilisation. If necessary, targeted workshops or communication measures can be designed that specifically address young women or men.

A cost calculation aid table for the situation analysis is provided in **Annex 3**. The situation analysis is followed by a series of mobilisation and awareness raising activities, which should spur and assess the youth's interest and intrinsic motivation to organise.

1.2. Awareness raising and Mobilisation

If an existing YO has been identified that has the potential and desire to improve its internal processes, structures, and service delivery Scenario 2 this step may largely be skipped.

If no such organisation exists and a need and desire of youth agripreneurs for self-organisation manifests Scenario 1 , it is advisable to conduct a series of open dialogue and mobilisation activities to understand the youth's perspective on constraints in the sector's service environment and to deepen their understanding of the benefits and challenges of self-organisation in the sector.

Objectives

- Understand the youth's perspective on constraints and potentials in the agri-food service environment,
- Raise awareness among youth groups and innovative youth leaders about their potential to support themselves and other youth in agribusiness,
- Raise awareness of project initiatives among local governments and community leaders, and initiate social dialogue among youth leaders and key stakeholders.

2 weeks – 2 months

Methodology

Sensitisation can best be achieved through community dialogues. They are appropriate to the context and gradually introduce youth leaders to the project. The project spurs their interest and intrinsic motivation - or in other words, mobilises the youth to organise themselves by sharing with others and learning from them in the process. At the same time, these dialogues provide them with a platform to discuss and reflect on potential value propositions a YO can offer to fellow youth and the regional agri-food sector. A series of interactive workshops with rural youth will allow the project team to foster open, social dialogue and develop the support programme in a participatory, needs-based manner. Depending on the results of the organisational analysis, the project decides to either collaborate with existing YOs or support interested youth groups and rural youth leaders in establishing a new youth-led organisation or network. Consequently, awareness raising can be done in different ways, taking into account available budgets and the intended outcomes of this step.

"

Raising awareness of business opportunities in the agri-food sector

We have changes that are not just shared but seen. We are able to see many youth growing from the level they were […]. Since the formation of the organisation, I have been able to see agriculture as a business, unlike initially, I was doing it for the sake of doing it, but today I am doing it as a business that is growing day by day. The raising of awareness of business opportunities and agripreneurship was one of the major achievements resulting from the organisational development support.

Testimonial, Chairperson of Youth Organisation in Western Kenya

How much time is required for sensitisation?

Depending on whether or not there are stable youth groups or YO and whether or not they are active in the agri-food sector, the amount of time and investment in awareness-raising and mobilisation varies **> COMPARE Figure 3.** This step includes workshops and meetings at various levels, informal exchanges with stakeholders, organising rural youth conferences and seminars, or even using mass media communications or promotional materials. It is advisable to hold meetings with rural youth only as well as joint meetings with government partners to facilitate contact and exchange between the two stakeholder groups.

Communication measures, such as an accompanying rural radio programme or, for example, youth-friendly blogs or podcasts, can be embedded in the process. This allows rural youth to access new information sources, such as key regional, national, or international strategies and policies in the sector or information specifically for youth.

Figure 3: Time required for sensitisation process
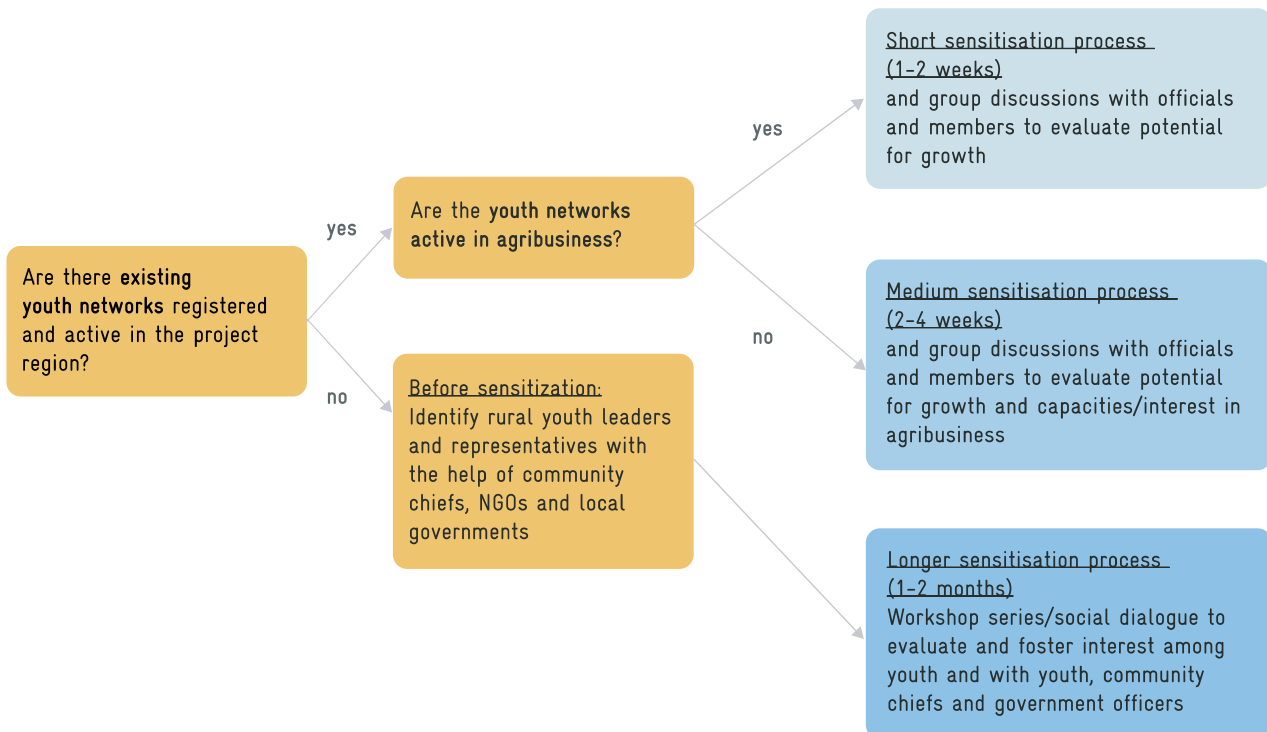
KENYA

In Kenya, an in-depth qualitative scoping study was conducted with a research team from the University of Nairobi. It captured the underlying structures for rural youth self-organisation through key informant interviews with youth leaders, government officials, the private sector, and social gatekeepers, as well as through youth-centred and mixed focus group discussions.

During these discussions, a previous initiative by the United States Agency for International Development (USAID) "Yes Youth Can" was consistently highlighted by the youth. In Kenya, youth forums had been established in all counties to promote the role and visibility of youth in public spaces. Few of these structures still existed years later. One of these still in existence, the Siaya County Youth Forum (SCYF), was the starting point for the project team to engage with rural youth.

A development consultant trained in community dialogue and mobilisation conducted open discussions and workshops with SCYF representatives and rural youth leaders from two other Counties, Bungoma and Kakamega. These youth had been identified by County agriculture officers and community leaders. The workshop series revealed that the youth who were not organised yet had a strong motivation to formalise this form of peer-to-peer exchange by forming umbrella organisations for agribusiness in their counties.

A rural conference with 800 rural youth, national and County representatives, supported by the "Green Innovation Centres for the Agri-Food Sector" and the bilateral project, gave SCYF and the two newly formed umbrella organisations the platform to present their organisation and visions to a larger audience. As a contribution to the validation of the national "Youth in Agribusiness Strategy 2018-2022", the youth leaders handed over the previously jointly developed "Western Youth Declaration" (BCYAO, KCYAA, SCYF, 2018) to their County governments. Highlights of the conference were broadcasted on national and local news. Subsequently, the project supported the emerging organisations in drafting bylaws and registering as Community Based Organisations (CBOs). The Kakamega County Youth in Agribusiness Association (KCYAA) and the Bungoma County Youth Agribusiness Organisation (BCYAO) were formed. In addition, SCYF initiated the formation of sub-county agribusiness platforms after the conference. More impressions from the conference can be found here:
https://www.youtube.com/watch?v=Q4CsCl09-Ow

©GIZ/Stephen Nderitu: During the 2018 Western Youth Conference young role models from Western Kenya shared with their peers how to build a thriving agribusiness (right). Leaders of youth organisations discussed their demands and aspirations for the sector and handed their key points over to their County governments as "Western Youth Declaration" (left).

Resources required and outcomes

Human resources	Scope and logistics
• Project staff (e.g. DAs) or consultants to carry out sensitisation measures • Trained in participatory methods, coaching, community development and/ or mass communication	• Scope and budget depend on the scale of required sensitisation • Cost factors: Workshops or conferences, consultancy costs, development of promotional materials or programmes

Outcomes

- Increased awareness of benefits of self-organisation among rural youth
- Ideation of potential value propositions of YOs to fellow youth and other actors in the sector
- Improved knowledge of rural youth's challenges and opportunities in the agri-food sector and discussed with the youth
- Connections between youth leaders and local governments strengthened

Check list for Awareness raising and Mobilisation

- ✓ Did the chosen approach allow for reflection and open discussion to adequately inform youth and let them decide for themselves whether to formalise into an organisation (ownership)?
- ✓ Were community leaders as well as local governments effectively engaged in the process (stakeholder support)?
- ✓ Were sectoral and cross-sectoral strategies, legal frameworks (e.g., ORGANIZATION FOR THE HARMONIZATION OF AFRICAN BUSINESS LAW (OHADA) in West Africa), and policies relevant to the project region considered and discussed with the youth (social and political relevance)?
- ✓ Were other government or development partner-driven programmes consulted to unify efforts and avoid duplication or conflicting messages to rural youth (do-no-harm)?

Think Gender!

- The awareness raising and sensitization phase is especially important to mobilize and empower young women to participate as well as to raise awareness among all stakeholders for the specific needs but also the potentials of a gender inclusive / transformative approach.
- Both genders should be equally represented and addressed in awareness-raising and mobilisation. If necessary, targeted workshops or communication measures can be designed that specifically address young women or men.

1.3. Getting operational and building Partnership with YOs

In both scenarios, Scenario 1 and Scenario 2 , it is now time to get operational. It will be helpful to initiate the OD support with quick-win activities, trust-building measures and defining the long-term partnership. This breaks the ice between the YO and the project team and builds the foundation for a strong collaboration on an equal footing.

Objectives

Early on in the support it is crucial to help the YO to get operational and to maintain the momentum. Trust building measures help to clarify mutual expectations and show commitment from the project team to build a long-term partnership. Such measures can contribute to an atmosphere of common understanding and trust.

2 – 3 months

It is important to note that trust building measures may be undertaken throughout the OD support process, but they are essential in the first months to build a strong partnership with the YOs.

Methodology

Examples for trust building measures include:

- Joint field days of the project team and youth groups, e.g. learning from other successful and established agricultural service providers.
- Developing a Memorandum of Understanding (MoU) to define the cornerstones of the cooperation through extensive exchange and open discussions.
- Capacity development measures in areas where it is evident from the beginning that a lack of capacities is a significant obstacle for the effectiveness of the organisation. This could be e.g. a training for the accountant if he or she is not fully trained or an advanced agribusiness training for leaders of the YO who act as multipliers and pass on the knowledge to members.
  Providing support to the YO to acquire needed (financial) support. As mobilizing governmental and other funds is often very challenging for a YO at the early stage, the project might decide to provide direct financial support to a limited extent to allow the YOs to conduct initial steps during their formation: e.g. funding meetings and travel costs for members or diminishing contributions to operational costs (e.g. office rent or internet subscription fees).
- Enabling representatives of YOs to participate in exposure events and relevant conferences at the regional and national level. Such events help the YOs to network and form additional partnerships.

KENYA

In Kenya, building a relationship of understanding and trust was essential in the early phase of supporting the YOs:

- The voluntary engagement of active founding members was encouraged through a training and coaching loop in agripreneurship. It was conducted over several months in parallel to the OD support. This advanced training was inspired by the SME training and coaching loop and based on the International Labour Organisation's (ILO) "Improve Your Business" training curriculum and the nationally accredited Agricultural Technical and Vocational Education Training (ATVET) on agribusiness. On-farm coaching sessions followed the intense training course as a moderated peer-to-peer exchange on good practices in agripreneurship. Trainees were to stakeholders that could enhance individual and organisational business development such as financial intermediaries and the Kenya Plant Health Inspectorate Service (KEPHIS), a parastatal that ensures the quality of agricultural inputs and products. This strengthened collaboration between youth leaders within the same organisation as well as between different YOs and enabled a frequent exchange to build the level of collaboration and trust between the YOs and the project team.
- To get operational and establish a physical presence, the three YOs received a small operating budget to purchase office equipment on the condition that they cover the office rent through income-generating activities.
- Representatives of the YOs were facilitated to attend agricultural fairs or national and regional agribusiness conferences. This exposure helped them in building partnerships.
- Monthly OD meetings between the YOs and the project team strengthened mutual understanding of operations. An important trust-building element in the early days was the constant physical presence and responsiveness of County-based staff, DAs and national staff.

Trust-building measures are important in times of crisis. When the Covid-19 pandemic reached Kenya in March 2020, the government imposed a partial lockdown and ban on assemblies. As a consequence, outreach activities came to a standstill and paid membership subscriptions dropped to almost zero for consecutive months. During this time, the project team increased contributions to operating costs to a maximum to ensure the survival of the YOs and demonstrate reliable support. In order to act as a reliable, technical advisory partner and gain a common understanding of the partnership, a designated team was on the ground to technically support the YOs in their day-to-day operations. The team in Kenya generally was composed of:

- **(Senior) OD expert** as consultant to conduct the organisational analysis and provide strategic guidance
- **OD facilitator** as consultant to spearhead the implementation of the OD pilot phase in close collaboration with the project team
- **Advisor** for the planning and coordination of activities, team communication, contract management, financial monitoring and quality assurance of OD support
- **1 Short-term and 2 long-term DA** who guided the initial OD support and selected OD processes in the pilot phase in the three counties.
- **3 national technical advisors** (County Programme Coordinators, CPC) with vast knowledge and work experience in the respective counties acting as link between the project, YOs and other stakeholders (government, non-government) county level.

Resources required and outcomes

Human resources	Scope and logistics
• Designated coordinator in the team • Assigned team responsibilities to support YOs on-site, e.g. technical support by DAs or technical advisors based in the project region	• As per need and budget: Capacity development measures, initial funds to help the YOs to get operational (e.g. procurement of office equipment, subsidising first management meetings, facilitating exposure trips for networking or exchange visits with other YOs for a peer-to-peer exchange)

Outcomes

- YOs are enabled to form partnerships and conduct first operations and recruitment
- Perspective of long-term collaboration built on trust and transparency is created. The YOs have understood what the future project support and modalities look like and perceive the project team as a reliable partner with the mission to empower them to become self-sustaining organisations.

Checklist for getting operational and building Partnership with YOs

- ✓ Keep a balance between required support and overspending
- ✓ Communicate your strategy for the support transparently and engage the YOs in participatory planning
- ✓ Make sure that if individual youth are selected to benefit from trust-building measures (such as trainings or exposure visits) a transparent selection process and rotational system are applied

Think Gender!

- Selection processes of individuals benefitting from trust-building should focus on an equal participation of women. If capacity building is required to strengthen female members to take up certain functions and management positions, specialised training on leadership and management skills can be conducted. Special needs and challenges of female members should also be taken into account to allow women to attend meetings (e.g. location and agenda compatible to daily routines, adequate sanitary facilities, etc.)

2. ANALYSIS OF YOUTH ORGANISATIONS

Chapter 2 describes how YOs and institutional models can be analysed systematically. This step assumes that the organisation has reached a critical level of membership and already carried out initial activities as a group. **Chapter 2.1** presents an overview of the methodology to be applied for the organisational analysis. At the beginning of the analysis, the first thing to do is to compile and analyse available documents and information about the organisation or group (also **Chapter 2.1**). Guiding the YOs or group members to analyse their Strengths, Weaknesses, Opportunities and Threats as an organisation will give the project a comprehensive insight into the organisation and lays the foundation for the reflection process among members and leaders **Chapter 2.2**. The SWOT analysis should be followed by an In-Depth-Analysis that deepens the insights in various elements of the organisations **Chapter 2.3**. In particular, if the project collaborates with more than one YO, a consolidation of results via an exchange between the different organisations is a useful step to enhance peer-to-peer learning and to sensitise leaders in strategic thinking **Chapter 2.4**.

As said in the beginning: If the project team has successfully identified an **existing YO** with a clear service mandate but weak internal processes and structures or potential to improve their service provision to members and externals Scenario 2 , the project team could directly start with the organisational analysis as described in this chapter.

If the project works with a **newly formed, emerging YO or groups in the establishing phase** Scenario 1 this step rather serves the detailed analysis of the organisation model (define their mission, vision, service offering, and value proposition) and suitable options for institutional structures, processes and systems. At this stage of support, it is crucial to refine the business and service model before taking next steps, such as deciding on the final form of legal registration. For groups with a clear business focus an in-depth development of a viable business model for "due diligence" (e.g. through the Cooperative business school (CBS), Business Model Canvas, Business Plan, etc.) is important before investing to build up operational structures.

Tool 2
Time allocated:
2 – 3 months

Chapter 2 presents a design for a systematic analysis of YOs, including an OD work plan, which addresses the most urgent OD measures the organisations want to conduct, including the potential support they might need to request from the project team. The detailed organisational analysis is the most universally structured and pre-defined process in this handbook. It usually takes two to three months to plan, conduct and assess the organisations in a viable manner.

The results of the organisational analysis will give answers to:
- where these organisations are on their way of becoming professional agribusiness-oriented YOs (incl. their strengths, weaknesses as well as opportunities and threats they perceive),
- what are realistic options for generating revenues for a sustainable development of the YO and the achievement of the institutional goals,
- which elements of their organisation the members feel confident about and which elements they are weak in Scenario 2 or which elements of their newly formed

organisation the members perceive as critical and how they envision their organisational structures, processes and systems `Scenario 1`,

- how members envision their organisation in five years, in relation to the various elements of their organisation and about their envisioned service and business model,
- which interventions are needed to achieve the vision in five years, and
- which OD-activities (and what kind of project support) are of immediate need (initial OD work plan).

Moreover, the organisational analysis can foster mutual learning between YOs through integrating peer-to-peer exchange sessions. Based on these objectives, the following 4-step methodology is recommended:

- Analysis of available documents and discussions with resource persons **Chapter 2.1**
- Analysis of Strength, Weaknesses, Opportunities and Threats (SWOT Analysis) **Chapter 2.2**
- In-depth analysis along the elements of the organisation, visioning, interventions **Chapter 2.3**
- Consolidation and development of initial OD work plans **Chapter 2.4.**
- The organisational analysis should be led by an expert trained in OD. It is recommended to engage an external expert to facilitate this process in a neutral and unbiased manner.

2.1. Analysis of Institutional Information and Documents and Discussions with Resource Persons

1 – 2 weeks

Objectives
Available information on the YOs should be collected, generated and analysed to gain a comprehensive understanding of the organisations as well as their current operations and challenges in order to conduct the analysis.

Methodology
Information and documents to be analysed include but are not limited to:

- Constitutions of the YOs, if available
- Communication materials produced by the YOs, if available
- Project reports about previously conducted OD measures
- Meeting minutes of the YOs' regular meetings Scenario 2 or minutes of meetings of mobilisation sessions Scenario 1
- Any additional records on the YOs or its key members and sub-groups, including information on website, social media channels or press and media.
- Interviews with key resource persons, stakeholders, members, etc.
- The analysis of documents aims to develop a set of clarifying questions and issues to discuss amongst the team conducting the organisational analysis. This will reveal in-depth insights into the YOs. If an external OD expert is hired, he or she should moderate these internal discussions. Resource persons should be interviewed to understand where the YOs currently 'stand' in their OD process. These include project team members, community leaders, local government officers that by mandate deal with YOs, non-governmental and civil society organisations which support the YOs.

KENYA

In Western Kenya an international OD expert was tasked to conduct the organisational analysis. He reviewed the constitutions as well as all available additional reports and records regarding the YOs. In particular minutes of meetings by the YOs gave insights in the regular procedures, their current and future plans. During a full-day meeting the OD expert interviewed the project team on their collaboration with and support given to the YOs preceding this analysis. In this case, these were the three County Programme Coordinators (one for each County), two DAs and the Project Coordinator of OD support.

Resources required and outcomes

Human resources	Scope and logistics
• OD expert, project team who has interacted with the YOs and have insights into the regional and socio-cultural context • External resource persons, if applicable	• Desk study to analyse relevant documentation Half-day to a full-day meeting between OD expert and resource persons

Outcomes

- Status quo of YOs is assessed based on facts and experiences of resource persons
- Resource persons have shared valuable lessons learnt in interacting with the YOs

Checklist for Document Analysis and Discussions with Resource Persons

- **Do not skip this step!**
  It might be tempting to skip this step after the YOs have been supported in getting operational, and trust-building measures were conducted. A thorough document analysis to know the facts and detailed semi-structured interviews with resource persons can help, however, not to start the next step based on false assumptions.

Think Gender!

- This step can provide you with a first overview of how well both genders are represented in the group or organisation. Is there a gender balance among officials as well as members? How well are women's voices represented in the meetings according to the minutes of meetings? How well correspond structures and routines of the group or organization to specific needs of women? Etc.
- Use this step to both understand gender dynamics and women needs as well as for additional awareness raising and sensitization for the benefits of gender inclusive / transformative approaches.

2.2. SWOT Analysis

Objectives

The analysis of relevant documents and discussions with resource persons (see **Chapter 2.1**) provides insights into the YOs or groups. This analysis is an excellent basis to conduct a first organisational analysis step. The SWOT analysis focusses, as the name says, on strengths and weaknesses (past perspective) as well as opportunities and threats (future perspective). It provides a focused overview of how the management team of the organisation perceive their current situation, and the opportunities they see for their future. The SWOT analysis presents the starting point of the highly interactive organisational analysis and is an important step to later focus more on the various elements of an organisation in the In-Depth-Analysis (see **Chapter 2.3**). This goal is to be achieved by:

- Youth representatives presenting their organisations to the team conducting the organisational analysis
- Analysing strengths, weaknesses, opportunities and threats in each organisation

1 – 2 weeks
- Discussing and deciding on the next steps in the organisational analysis

The intended results are a first overview of what the YO feel are or will be their strengths and weaknesses at present and opportunities and threats for the future. Results should be presented and discussed in a transparent manner with all members. The report documenting the findings of this step should be made available to the YOs before the next step, the In-Depth-Analysis (**Chapter 2.3**) takes place. This way, the YOs can read the report, process how they are being perceived externally and correct false information or assumptions, if required.

Methodology

Primarily, officials, functionaries and core members of the YOs or groups take the lead in this step. The YOs should first be asked to present 'their' organisation or model without much further guidance on the structure of the organisation. This activity allows the facilitator to get a feeling about how well representatives of the YOs can structure and deliver a presentation on their organisation. As a next step, the general methodology of a SWOT analysis is explained by the facilitator, followed by group work on 'strengths and weaknesses' as well as 'opportunities and threats' (one group per YO).

The facilitation of group work should be guided by a set of guiding questions see **Annex 1** to stimulate discussions. The questions allow less experienced facilitators to probe on the SWOT outcome if the group gets stuck or lost during the process. If more than one YO is being supported, the group work results should be presented in plenary to exchange experiences amongst the YOs. The group work results should be used:

- to summarise strengths and weaknesses, opportunities and threats identified for each of the YOs in a SWOT analysis report and group them along typical 'elements of an organisation' (e.g. 'strategy', 'systems and processes', 'services delivery', etc.) and
- to develop guiding hypotheses for the In-Depth-Analysis.

An example of a SWOT workshop programme is provided in **Annex 4** (2.2. SWOT Analysis).

KENYA

In Western Kenya, the organisational analysis was conducted after a support period of approximately six months and conducted jointly with the three YOs to enable peer-to-peer learning.

The detailed SWOT analysis report is available on enquiry from the project team. The hypotheses developed from the SWOT analysis in Western Kenya are presented in **Annex 2**. The full results of the SWOT analysis are documented in Food Security Through Improved Agricultural Productivity in Western Kenya Project (FSP), 2019a.

Resources required and outcomes

Preparations	Scope and logistics
• The SWOT analysis can either be done for a single organisation or several organisations together during a one-day workshop. • The selection of invitees to the workshop is key to its success. Functionaries of the organisation (president, chairman, treasurer, etc.), as well as other members, should participate in the process. • The number of workshop participants should not exceed 20 in order to allow fruitful discussions and participation from everybody.	• A sufficiently large room for plenary sessions and rooms for group sessions (one room per participating YO) • 2 pin boards per YO, 1 flipchart stand, 1 fully stuffed moderation case, 1 multimedia projector • Transport arrangements or allowances, catering • Costs for workshop facilitation Costs for the project team

Outcomes

- The initial presentations by youth representatives offer a unique opportunity for the facilitator and project team to get a first 'feeling' for the YOs on how they perceive their own organisation.
- The results of the SWOT analysis give an insight into the perceived strengths and weaknesses and differences between individuals and organisations.
- The guided SWOT analysis process creates enthusiasm amongst the participants and a strong momentum for the next step of the analysis.
- The presentation and discussion of the SWOT analysis results from each YOs present an opportunity for other YOs to compare and reflect on their organisation. Additional insights concerning their organisation originate from such peer-to-peer presentations and discussions.

'Lessons Learnt' & 'Good Practices' and Hints for Users in a different context

- The SWOT analysis workshop should be followed promptly by the next step (In-Depth-Analysis) to maintain the momentum created. The representatives of the YOs should co-determine the following step of the analysis.
- In case the project team is convinced that the YOs are already aware of their fundamental strengths and weaknesses, the SWOT analysis might be merged with the In-Depth-Analysis or skipped entirely.

Think Gender!

- It should be ensured that women are well represented in these workshops. The SWOT analysis is a very good chance to focus on specific constraints and opportunities for women engagement and economic empowerment.
- For both, group work as well as plenary discussions, facilitators need to ensure that female representatives are prompted to participate as much as possible and that women's particular interests are considered in the documentation.

2.3. In-Depth Organisational Analysis and Initial Priorities in Organisational Development

Objectives

The SWOT analysis conducted with the managing team of the YOs provides the project as well as the YOs with a first good insight into how the YOs perceive their own organisation, enriched by targeted questions from the facilitating team see **Annex 1**. The results of the SWOT analysis are used to draw hypotheses regarding the YOs' organisational status see **Annex 2**. These hypotheses will guide the facilitation of the In-Depth-Analysis. This step is based on the Integrated Organisational Model (IOM) see **Annex 5**. It is conducted with officials, sub-leaders and members of the YOs in order to gain a wider, more hands-on perspective on the YO.

Based on the results of the SWOT analysis and particularly the derived hypotheses regarding the different aspects of the organisation, the objective of the In-Depth-Analysis are:

- to further discuss and enrich the results of the SWOT analysis,
- to introduce the Integrated Organisation Model (IOM) developed by Management for Development Foundation (MDF) as the theoretical basis for an In-Depth-Analysis,
- to 'vision' (or 'dream') about the potential future of the YO,
- to develop potential strategies through which the YO could achieve their 'vision' and
- to prioritise potential strategies and design the way forward for OD support.

The intended results are deep insights into the different internal and external elements of the YO and first ideas for how to support their OD tackling prevailing bottlenecks within the organisation. Results could be presented on pin boards and documented in a report which is made available to the participating YOs.

1 – 2 weeks

Methodology

The starting point for the In-Depth-Analysis should be the presentation of the main results of the SWOT analysis to the members of the organisation in order:

- to recall processes and outcomes from the SWOT analysis,
- to verify the results as documented from the SWOT analysis at the members' level and
- to achieve a consensus between those who did not and those who did participate in the SWOT analysis
- The methodology follows the IOM, developed by the Management for Development Foundation (MDF) in the Netherlands (MDF, 2004). The core concept of this model is that each organisation can be analysed along:
- *Five external elements*: Mission, Output, Input, Factors, and Actors
- *Five internal elements:* Strategy, Structure, Systems & Processes, Staff Performance, Management/Leadership Style/Organisational Culture.

Annex 5 describes the details of the IOM-methodology for In-Depth-Organisational Analysis.

During a first group work, YO members brainstorm in smaller groups and capture their 'visions in 5 years time' regarding each of these ten elements (e.g. one group can be tasked to focus on external elements and one group will be focusing on internal elements). Each group work should be facilitated by an OD expert or project team member. **Annex 6** contains exemplary guiding questions for probing insights on each element of the organisation during the In-Depth-Analysis. For instance: What kind of systems and processes do we need to establish in the next five years? Which leadership style should our organisation adopt? Which inputs do we require to still be operation in five years from now?

Special focus should be placed on the sustainable service and business model of the organisations in these discussions. It is very important to thoroughly assess the (potential) revenue streams of the organisations. These revenue streams might include, but are not limited to membership subscriptions, grants by the government or development partners, professional service provision or consultancies to stakeholders, commissions for internal services, etc. The respective revenue model of an organisation plays an essential role in the visioning process.

The results of the first group work will be presented in plenary. Members of the other groups are invited to contest critical points or add missing aspects.
Based on the results of the group work and plenary discussion, the same groups enter a second round to determine which steps need to be taken to achieve their visions. After this step is completed, both groups present their findings again in plenary for discussion and feedback. As a last step during the workshop, participants are asked to select their priority steps to pursue in the next twelve months. This gives them a first indication of what is more and what is less important. It already points to OD activities that should be supported by the project team.

An example of a workshop programme for this step is provided in **Annex 4** (2.3. In-Depth Organisational Analysis and Initial Priorities in OD Work Plans).

KENYA
Discussions with the YOs in Western Kenya revealed that participants felt it was important to separate the SWOT analysis from the In-Depth-Analysis and to have sufficient time in between to reflect on the results of the SWOT analysis before going into the In-Depth-Analysis. The full results of the In-Depth-Analysis are documented in FSP, 2019b-d.

Resources required and outcomes

Preparations	Scope and logistics
• Deliberate selection of invitees to the workshop. Functionaries of the organisation (president, chairman, treasurer, etc.), as well as representatives from sub-management and regular members should be invited. A certain percentage of invitees should be women (this percentage depends on the local context) • The number of workshop participants should not exceed 15 in order to allow in-depth discussion and participation from everybody	• A sufficiently large room for plenary sessions and one separate room for group work • 4 pin boards for each workshop, 1 flipchart stand, 1 fully stuffed moderation case, 1 multimedia projector • Transport arrangements or allowances, lunch and break for invitees and the facilitating team • Facilitation costs of one-day In-Depth-Analysis workshop Costs for the project team

Outcomes

- The IOM is a suitable, pragmatic tool for the In-Depth-Analysis of YOs. It is flexible at the same time – various elements of the model can be omitted for the analysis if they are irrelevant in the local context of the YO. 'Visioning' is an exciting exercise for the participants. In many cases, this will spur a great deal of enthusiasm among the youth. However, facilitators of these sessions should ask critical questions if 'visioning' leads to (un)realistic visions.
- Developing 'strategies' to realise their 'visions' is an exciting exercise for the participants. However, there is a tendency to be overly optimistic or unrealistic when developing strategies. The OD-team should, therefore, refer to the opportunities and threats from the SWOT analysis when defining strategies.

'Lessons Learnt' & 'Good Practices' and Hints for Users in a different context

- Group facilitators need to prepare using the guiding questions (**Annex 6**). This set of questions will help them clarify what is expressed by the group regarding each element. Such questions can stimulate discussion if a group has difficulties in identifying visions and strategies regarding one or more elements or when a group gets stuck.
- The In-Depth-Analysis workshop takes place shortly after the SWOT analysis to take advantage of the momentum created during the SWOT analysis. The timing of the In-Depth-Analysis should be determined by the representatives of the YOs. In Kenya, the YOs agreed that two weeks between both workshops would be appropriate.

Think Gender!

- It should be ensured in the invitation letters that a certain percentage of women are expected to be participants in the In-Depth-Analysis workshop. In Kenya, for example, 1/3 of invitees were women.
- In both, group work as well as during plenary discussions, the facilitators need to guide the process so that women participate as much as possible and that women's particular opinions and interests are taken into account.

2.4. Consolidation, Experience Exchange and initial Organisational Development Work Plans

Objectives

Following the In-Depth-Analysis workshops see **Chapter 2.3**, each YO has identified their visions for 5 years from now and their strategies or priority strategies to pursue. However, these (priority) strategies are not yet sufficiently operationalised for action. In addition, the identified visions and strategies represent only the internal views of a YO. There is a need to share findings and exchange ideas with other YOs (or if not existing, with other member-based organisations). Therefore, a consolidation workshop should be held to share experiences between several YOs and to mutually enrich the results of the In-Depth-Analysis.

The objectives of the consolidation workshop are:
- to share planned visions and strategies for OD among several YOs,
- to prioritise actions for the next months as well as key milestones for a medium- and longer-term perspective for each organisation and
- to develop an OD work plan for initial support for each organisation (including a timeline, responsibilities and needed support)

The intended results are agreements within each YO on next steps in OD. This includes planned interventions, a timeframe, responsibilities and support needed from outside the YO. The initial OD support **Chapter 4** will be strongly informed by the OD work plan. The initial OD support should be planned for a limited timeframe, e.g. 6 months, to allow for an evaluation and review of the support strategy. Results could be presented on pin boards and documented in a report which is made available to the participating YOs.

1 – 2 weeks

Methodology

The YOs first present to each other the priority interventions identified for their organisation during the In-Depth-Analysis workshops. Priorities are discussed and the YOs may realize that they had forgotten important aspects which other YOs had identified as a priority intervention. This exchange enriches the development of the forthcoming OD work plan.

Based on these discussions, the YOs will work in groups to finalise their strategy discussions and develop an OD work plan for the following OD activities. Afterwards, each YO presents its draft OD work plan, followed by discussions in plenary. Again, a YO may realize that they have forgotten an important aspect that they should address during the planning period. They can include such aspects in their own OD work plans and update it accordingly. Finally, responsibilities for carrying out these activities are determined and needed OD support from outside the YO is identified.

An example for a consolidation workshop programme can be found in **Annex 4** (2.4 Consolidation, Experiences Exchange and OD Work Plans).
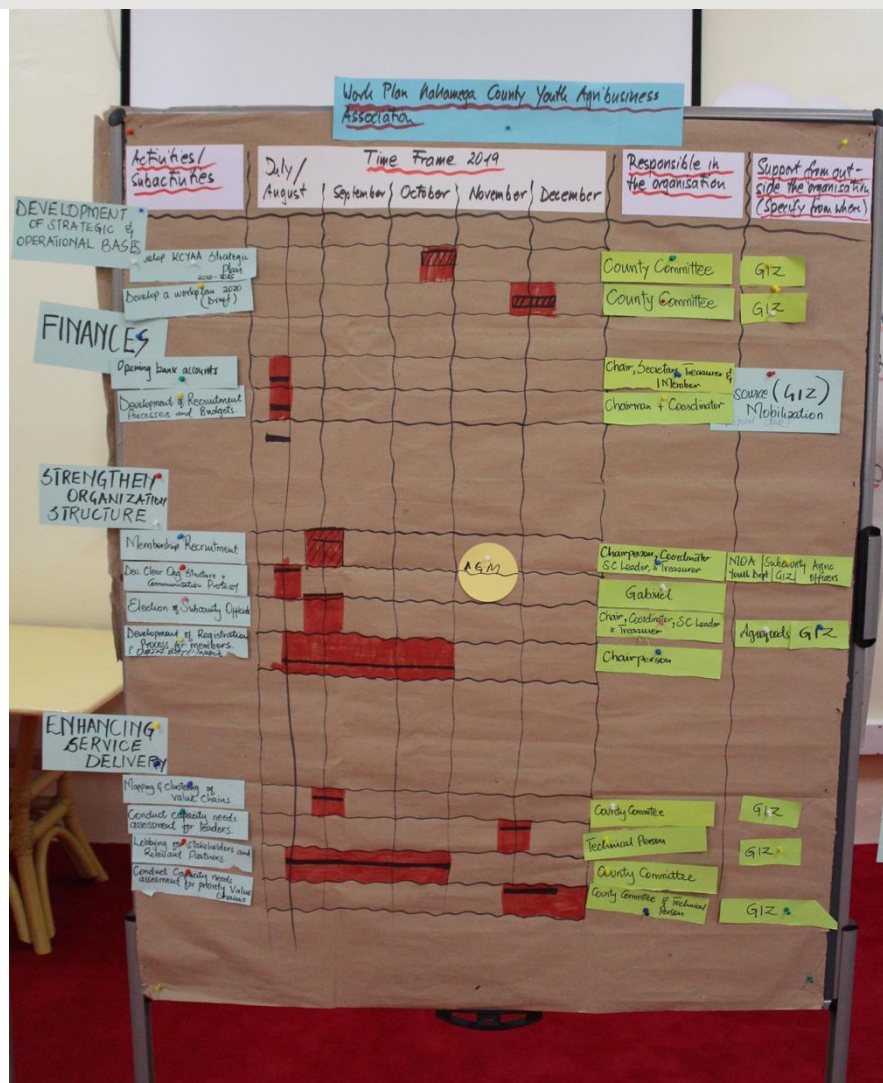
KENYA

In Kenya, the consolidation workshop was conducted jointly with all three partner YOs. The results of the workshop are presented in FSP, 2019 b, c, d.

This graphic shows an example of how an initial OD work plan for a pilot OD phase of six months can be structured. It specifies the activities, the timeframe as well as the responsibilities for the different OD activities and the OD support needed from outside the YO. The sample reports on the organisational analysis in Western Kenya can be shared by the project team in Kenya upon request.

Quote from one member at the end of the consolidation workshop: 'If we had not have gone through this analysis process, our work plan would look very different'.

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Resources required and outcomes

Preparations	Scope and logistics
• Deliberate selection of invitees to the workshop. Functionaries of the organisation (president, chairman, treasurer, etc.) as well as other members should be invited. A certain percentage of the invitees should be women (this percentage depends on the local context) • The number of workshop participants should not exceed 20 in total to allow fruitful discussions and participation from everybody.	• A sufficiently large room for plenary sessions and two additional rooms for group work • 2 pin boards per participating YO, 1 flipchart stand, 1 fully stuffed moderation case, 1 multimedia projector • Transport arrangements or allowances, lunch and break for invitees and the facilitating team • Facilitation of a one-day consolidation-workshop • Costs for the project team.

Outcomes

- OD work plans for a pilot phase are available for each YO
- OD work plans are shared between YOs and possibly adjusted
- OD work plans indicate required support

'Lessons Learnt' & 'Good Practices' and Hints for Users in a different context

- The initial presentation of the priority strategies by each YO in plenary provokes critical questions from the participants. This leads to new insights and possibly a change of priority strategies.
- Before YOs develop their work plans, there should be at least an indication of the approximate amount of financial and scope of technical support the project (or other stakeholders) is able to provide. Otherwise, the YO might develop unrealistic plans concerning the support they expect from external sources. This leads to frustration during implementation.
- The presentation of the work plans again provokes critical questions and exposes overly optimistic or unrealistic planning.
- If only one YO is to be analysed, the consolidation workshop is obsolete – provided that the In-Depth-Analysis workshop can accommodate the development of a work plan for the next OD-steps.

Think Gender!

- It should be made clear in the invitation letters that, if possible, the same individuals who participated in the SWOT analysis should take part. In Kenya, this proved to be unrealistic, as some of the female participants during the SWOT analysis had different duties. They were replaced by other female members of the YO.
- It is crucial that the analysis and entry points for women economic empowerment from the previous steps are taken up and are adequately reflected in the OD work plans as a key element in the further process.

3. LINKING YOUTH ORGANISATIONS TO RELEVANT STAKEHOLDERS

Objectives

Chapter 2 described how YOs can be analysed to identify necessary OD support areas to improve their functionality and service delivery to members. Even when YOs are successful providing services to their members, they do not operate in a vacuum. Other service providers are essential for their effective service delivery. YOs focus on improving internal service delivery and external networking and services to overcome institutional gaps in rural areas. Structural challenges in getting access to partners or clients, creating revenues for operational expenses or accessing funding and land are likely to present challenges at the organisational and at individual level. It is essential for YOs to know and interact with their service environment, i.e. relevant existing service providers and their roles and mandates in services delivery, to overcome such structural challenges. Depending on the political context, youth-led grassroots organisations that advocate for their interests might be perceived as a threat. This is true for groups with a focus on advocacy and lobbying. As the 'youth bulge' represents an important demographic dividend and a potential majority of the electorate in African countries, such groups can become targets of political campaigns or be instrumentalised for party political purposes. An explicit focus on agribusiness and service provision in addition to representation not only helps attract members but builds a strong organisational identity outside of the spotlight of the political arena. Identifying relevant existing service providers, analysing potential areas for strategic collaboration, along with linking them to YOs, therefore is an important element of the OD process for YOs.

Relevant service providers have already been partially identified and mapped in the situational analysis see **Chapter 1.1** and during the organisational analysis see **Chapter 2.2** and **Chapter 2.3**. It is important to note that facilitating stakeholder engagement should be a continuous activity and may be required at different stages of your OD support. However, if you are supporting newly established organisations Scenario 1, it is important to link the YOs to the local service environment early on. As a first step in this direction, a detailed 'mapping' of relevant information for specific services or lines of activities should be conducted to identify

- the youth-relevant support landscape (providers of support services) and
- existing Good Practices in agribusiness development and
- concrete entry points for service offers by the YO and its members.

Besides specific "market research", a possible format for collecting and verifying such information and mapping is presented in **Annex 8**. Based on this information, relevant services providers and YOs can be brought together to discuss possible services by and for YOs and their members, and to establish close contacts (linkages) between the two. Such analysis and linkage of relevant services providers to YOs could, for example, be done during a one-day stakeholder workshop in which all relevant stakeholders participate.

The objectives of this step are that relevant services providers (government, private sector, support service providers and the project team)

- are familiarised with the present state of discussion related to youth engagement in agribusiness in the target area,
- have jointly brainstormed and reached agreement on future roles and responsibilities, potential contributions and forms of collaboration each stakeholder group can engage in to improve youth engagement in agribusiness,
- have established working relationships with YOs.
- Good Practices in agribusiness development should be presented during the workshop to bring all relevant stakeholders up to date regarding service needs.

Methodology

The key of the stakeholder collaboration workshop is to discuss, verify or enhance mandates, roles and responsibilities of different groups of services providers (YOs, public extension, Non-Governmental Organisations (NGOs), research, private services providers, etc.) using e.g. the 'World Café' method see **Annex 7**. YOs can make use of such a platform to pitch and refine their (proposed) service and business model to private and public service providers, investors and other relevant stakeholders, initiate strategic partnerships and generally increase their outreach. YOs and related groups of services providers first discuss *among themselves* and formulate their mandate, roles and responsibilities. The proposed or provided services (value proposition) is then enriched further, e.g. through presentation and discussion rounds or impromptu conversations where the '*external view'* is added to the *'internal view'*.

The final presentation shows both the opinion of the services providers' view as well as the view of other services providers. **Annex 8** presents formats for gathering relevant information about potential stakeholders.

Tool 2
Time allocated:
1 week for kick-off

After the linkage, the project team can assist in following up on agreements and holding the various stakeholders accountable for their commitments. Regular stakeholder engagement strengthens the YOs' professional networks and their consideration for opportunities (e.g. to be targeted by research organisations, to be invited to key advocacy forums with the local government or as potential aggregators for a private sector actor).

An example of a stakeholder collaboration workshop is provided in **Annex 4** (3. Linking YO to relevant Stakeholders).

KENYA

The results of the stakeholder collaboration workshop in Kenya are documented in FSP, 2019e. The YOs were linked to relevant stakeholders from the private and public sector (County governments, private sector, research organisations, civil society). The following summarises considerations regarding the private sector:

a) What are our (private sector's) concrete roles, responsibilities and contributions towards encouraging youth to engage in agribusiness?

- Awareness creation, training and capacity development
- Being role models in the agribusiness sector (i.e. job creation)
- Create linkages between youth and services providers
- Lobby for subsidies on farm inputs, 'right' policies and price stabilisation
- Create a more conducive business environment to motivate youth in agri-business
- Support youth in branding of products
- Provide technologies that are youth-friendly, profitable and affordable along the VCs
- Assist in market sourcing for products
- Use of local media to advocate for local products.

b) How are we going to cooperate with whom to effectively and concretely support youth engagement in agribusiness?

- Vocational training institutions: Matching demand, training youth in skills required by the private sector
- Private sector institutions: The private sector can take up those areas that the government does not reach
- Financial institutions: Offer low-interest loans to youth to make inputs affordable
- Media services: Publicise, promote and advertise products
- Labour organisations: Ensure adequate renumeration for the youth (decent salaries)
- Government: Working with government officials to ensure that the role of the private sector is accepted on the ground

Resources required and outcomes

Preparations	Scope and logistics
• The stakeholder workshop should be conducted for all participating YOs and relevant service providers in a certain geographical area (province, district, County, etc.). The following preparatory steps are needed: • Deliberate selection of stakeholders and representatives of YOs to participate in the workshop. Functionaries of the YOs (president, chairman, treasurer, etc.), as well as regular members, should be invited. A certain percentage of the invitees should be women (this percentage depends on the local context) • The number of workshop participants depends on the number of relevant services providers in the province, district, county, etc. but should not exceed 50.	• A sufficiently large room for plenary sessions and for 5-7 working groups to conduct the 'World Café' method see Annex 7 • 5-7 pin boards (one for each working group), 1 flipchart stand, 1 fully stuffed moderation case, 1 multimedia projector • Transport arrangements or allowances, catering for invitees and the team • Costs for a one-day stakeholder workshop with representatives • Costs for the project team

Outcomes

- Clarified roles and responsibilities of service providers and their potential role in supporting YOs
- First agreements for cooperation between services providers and YOs

'Lessons Learnt' & 'Good Practices' and Hints for Users in a different context

- Simply bringing potential service providers together to exchange ideas can be an exciting exercise for all participants. Service providers may learn about potential service mandates of other service providers and the existence of YOs and YOs learn about existing services.
- The brainstorming rounds – the rounds in which external perspectives are added – can sometimes reveal very critical views on the potential of certain services providers.
- Heated discussions after the presentations can bring down the 'promised' services delivery to a more realistic level.
- Such a stakeholder collaboration workshop only makes sense if a follow-up measure is planned. A one-shot workshop with brainstorming and 'promises on the flipchart' will, most likely end here and if there is no clear agreement on the next question: 'How can we now really support YOs on their way to become efficient and effective services providers to their members (and beyond)?'

Think Gender!

- It should be ensured that the representatives from YOs include an adequate percentage of women, depending on the local context (in the case of Kenya, a minimum of 1/3 of invitees were women).
- Among the stakeholders, those who provide services that are particularly important to women should be well represented and their positions taken into account (e.g. certain agricultural services focussing on farm enterprises which are often traditionally a woman's domain, fair access to new services, etc.)
- During group work and plenary discussions, the moderators have to guide the process to support women to actively participate and to ensure that their opinions and interests are taken into account.

4. SUPPORT MEASURES

As explained in **Chapter 3**, stakeholder engagement should be a continuous effort throughout project OD support. In the case of newly formed organisations Scenario 1, such a stakeholder workshop can be a kick-start for the YOs' service delivery before more extensive OD measures take place. For any YO to be taken seriously by other service providers, it is essential to have well-functioning internal structures, systems and processes as well as a strong value proposition to members and externals. **Chapter 4** presents additional tools for OD support to young organisations that can be applied as needed.

As you recall the final results of **Chapter 2**, one of the key products of the organisational analysis is the OD work plan developed by the YOs. This plan should form the basis for any OD support measures. Common challenges that can be addressed through OD support are weak management and leadership capacities, weak institutional structures, processes and practices, limited membership base, insufficient revenue generation and service delivery to sustain operations, low visibility and weak advocacy.

Tool 3
Time allocated:
Depending on the
project context[3]

The proposed list of tools in **Chapter 4** is neither exhaustive – other YOs might feel additional OD needs – nor obligatory – other YOs might have already, e.g. well-established organisational structures and procedures in some of the following areas. Therefore, the following selection can only be seen as exemplary.

Initial OD measures employed can include, but are not limited to: the support to improve the internal organisational structure and division of labour of YOs **Chapter 4.1**, overall strategic and annual work planning **Chapter 4.2**, development of an operational manual **Chapter 4.3**, development of a communication and visibility strategy **Chapter 4.4**, conflict resolution and gender equality sensitisation **Chapter 4.5**, and most importantly developing or refining the (internal) service delivery **Chapter 4.6**, In youth-led organisations, elected officials often take on leadership roles for the first time in their careers. High motivation can lead to high frustration due to bureaucratic challenges. In addition to the support measures presented in the following subchapters, complementary project activities such as trainings in management, leadership and finance and administration are important options for the support.

The components or modules of initial OD support may vary strongly from one project context to another. In Western Kenya, the following components were prioritised in the first six months:

[3] In some cases, it may be advisable to conduct a 6-month pilot phase, as suggested in this handbook. This has a reciprocal effect: The cooperation has a clear and manageable time horizon. After six months both the project and the YOs can review the measures taken and redirect if necessary. In the interest of systemic consulting, it is not recommended to set a 3-year plan for OD support from the very beginning, but to plan in phases and to evaluate and re-plan iteratively. Ultimately, the timeline of OD is closely linked to the project horizon and reporting deadlines should be considered in the planning, so that the necessary provision of information is embedded in the process.

Figure 4: Components of initial OD support in Western Kenya
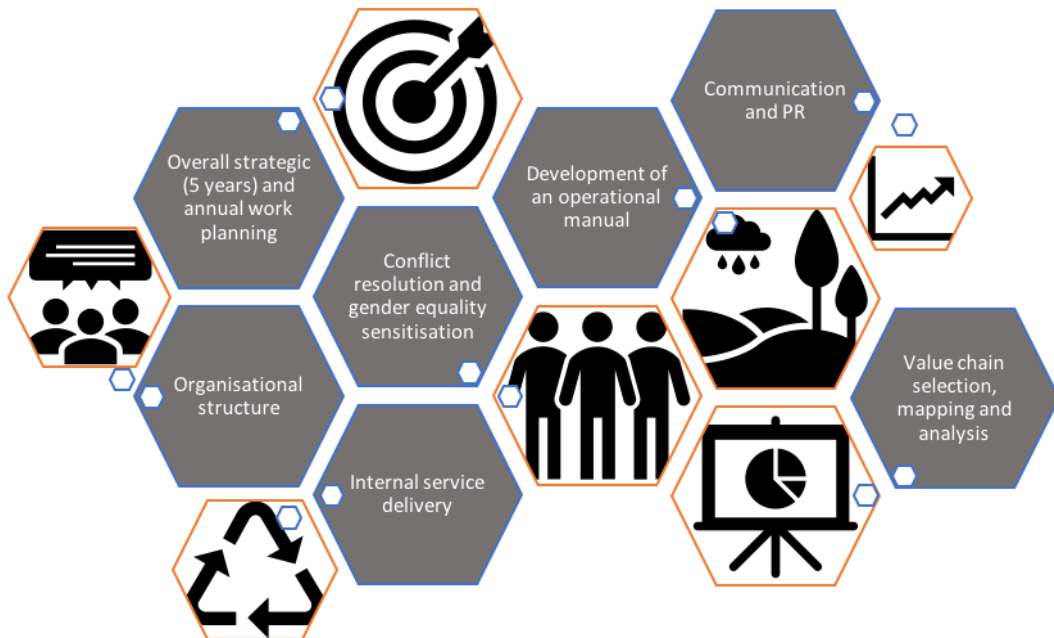
KENYA

Two of the three YOs supported in Western Kenya were newly formed organisations Scenario 1. This meant they were not yet eligible for local subsidies for direct support at first. To facilitate support measures during the pilot phase, the team introduced a project management tool for OD support of newly formed organisations:

The YOs were each assigned a fixed budget and quota of consultancy days to engage subject matter experts for the next six months to help them in their growth. Guidelines were developed describing how to request financial and technical assistance. These guidelines and their OD work plans pointed the way where the journey was headed. An OD Support Request Form provided a simple tool for the YOs to request for technical and financial support in a straightforward manner, according to their priorities and pace. This way, they were in the driver's seat for the process. It provided a good basis for financial monitoring of the OD support provided. A designated coordinator was assigned to review and implement these requests for all YOs supported.

If a project is working with established YOs Scenario 2, this administrative procedure may not be necessary. Instead, the project can assess whether the YO is eligible for local subsidies to carry out activities indicated in its OD work plan that require external support themselves. If so, the project should consistently provide technical guidance and support along with the local subsidy.

4.1. Determining or Reviewing the Legal Form and Organisational Structure

The proper legal registration of a newly formed YO should only be initiated by its leaders after establishing a basic, but promising and potentially self-sustaining service and business model Scenario 1. However, it might be necessary for the YO and the supporting project to already consider various forms of legal registration in earlier stages of the OD support, e.g. during the organisational analysis. External legal advice can enable the team to identify the best registration form and organisational structure to serve the interests of the YO.

In some cases, an emerging network might opt for a pragmatic, quick-fix registration to become operational at the early stages of forming a YO. In any organisation – newly established Scenario 1 or existent for years (or Scenario 2) – it is recommended to review the legal registration and organisational structure when major organisational reforms are being implemented, the service and business model changed or when the organisation experienced exponential growth in membership.

An organisational structure that is conducive to the objectives and services of an organisation (form follows function) is a prerequisite for success. At different stages of the development of young organisations, the management might need to reflect on experiences made with the organisations' current structures and division of labour and ask themselves whether there are structural bottlenecks that hinder daily operations. In this case, a re-structuring exercise within the scope of its legal form or a revision of their legal form and organisational structure might be required.

Objectives
YOs in the early growth stage should be supported:
- In the formulation of a constitution, which specifies essential elements of the organisation (e.g. vision, mission, objectives, election procedures, leadership, organisational structure, membership, and so forth),
- with legal advice on the form of organisation to be created (e.g. CBO, Association, foundation, trust, etc.), depending on their objectives,
- to reflect on their current organisational structure, its strengths, weaknesses, and past experiences and
- with official registration with the relevant legal authority.

2 – 4 weeks for legal advice and decision-making

These support measures should be initiated within the first months of the OD support process to enable YOs to exercise their mandate and be recognized by other sector actors.

Depending on the legal requirements in the country, the process of registration may take weeks or several months to complete.

"

We started as a community-based organisation and during our operations, we found that the community-based organisation was limiting in terms of the area of operation and the youth that we are dealing with and then from there, we were able to move to another level, which is a company limited by guarantee, which can operate in the whole county.

Testimonial, Chairperson of Youth Organisation in Western Kenya

Methodology

This step might require consultation by a legal expert. If resources are limited, legal opinions gathered from public reports could serve to assist the YOs in identifying the most suitable registration form depending on their specific purpose and expected value propositions. The available registration options should be presented to the functionaries (if existing Scenario 1 ; alternatively in Scenario 2 to the leaders) of the YO in a neutral manner. Sharing this information over several sessions will deepen the youth's understanding of the legal advantages and disadvantages of each option and build their confidence to make an informed decision.

The project should not influence the final decision to maintain the level of ownership by the organisation. However, it can encourage the YO to consider critical aspects such as mandates for advocacy or eligibility for business operations as well as potential risks and common pitfalls in the decision-making process.

Youth in agribusiness organisations should be registered in a form that allows them to be member-driven with a board or management committee. The registration should not limit them geographically in their outreach activities, and the organisations should be eligible for partnerships and service contracts. Often it makes sense for the partnering YOs to have a public benefit status and a corporate identity to attract a variety of potential partnerships. The service and business model of the organisation plays a crucial role in selecting the most appropriate legal registration form see **Chapter 2.3** and **Chapter 4.6**.

Example: Advantages and disadvantages of legal registration forms in Kenya

Table 2: Advantages and disadvantages of local registration forms in Kenya

	1 Community-based organisation	2 Association/ society	3 Company Limited by Guarantee
Advantages	• Affordable • Member-centred	• Member-driven • Widely recognised • Advocacy mandate • Not-for-profit • Permanent certificate • Leadership is rotational	• Member-driven • Widely recognised • Advocacy mandate • Minimum government interference • Permanent certificate • Governance by board • Can acquire international recognition • Simple registration
Disadvantages	• Covers a small geographical jurisdiction • Renew registration annually • Government interference • Low recognition by partners	• Long registration • Vetting of officials • Approval letter by the local government required	• Long registration • Vetting of officials

KENYA

In Kenya, all three YOs in Western Kenya were initially registered as CBOs. Registering as a CBO is quick and easy in Kenya and enabled initial action by the YOs. However, CBOs have a limited, non-business-oriented mandate. They are geographically restricted ward or sub-county structures and cannot act at the County level. Months after the OD support began, a lawyer was engaged to advise them on their registration options in light of their mandate and internal structures and to assist them in the bureaucratic and sometimes political effort to register. The lawyer conducted three sessions per YO to thoroughly brief them on the legal background of the various options and give them time in between to research and reflect.

In Kenya, service-oriented youth groupings have the following options for registration: As a CBO, charitable foundation, NGO, club/association, or as a company limited by guarantee. While the organisation in Kakamega chose to register as an association, the other two in Siaya and Bungoma preferred to register as a company limited by guarantee with public status for legal and political reasons. This enabled the project team in Kenya to work with the YOs on the basis of direct support, local subsidies as well as through service contracts.

In addition to that, they reviewed their organisational structure after experiencing substantial organisational growth. As the membership base expanded, the responsibilities and coordination need for the leadership teams increased and a better division of labour with subdivisions became necessary. The main outcomes of the workshop were the clear definition of thematic departments, the main functions (Terms of Reference, ToR) of each department and proposals for members of the YO who could potentially lead each department.

The newly defined departments of one of the YOs were for instance: Finance, Marketing, Human Resources Development, Communication, Data and Internet Technology (IT), Agribusiness Advisory Services and Mobilisation. **Annex 9** presents example ToRs of different departments of one YO.

YO are often steered by entrepreneurs, members are often seeking job or business opportunities, the employee and membership turnover is high and the YO's service range might change dynamically. Therefore, it is crucial to anticipate these risks, and, at different stages of development, it might be therefore necessary for the YO to review their organisational structure and structural bottlenecks. The starting point of such workshop could be a brainstorming session to reflect on the experience the organisation has had with the current organisational structure. This exercise will, most likely, reveal, that the discussion cannot be limited to the organisational structure, but raises questions related to the legal status of the YO (e.g. association, community-based organisation, foundation, trust, limited by guarantee), the need for a physical address, a bank account, an operational manual, a website, etc.

The one-day workshop on organisational restructuring should be held for each YO separately with a few key representatives of the YO (president/chairman, treasurer, one or two members). An example of a workshop programme is provided in **Annex 4** (4.1. Determining or Reviewing the Legal Form and Organisational Structure).

This tool is particularly important for Scenario 1: Youth leaders may initially act informally or choose a simple, useful form of registration and vertical organisational structure to begin with. However, once the organisation has grown from e.g. 50 to 500, a strong advocacy mandate has emerged or the range of services has changed, restructuring may be recommended. This might include the establishment of intermediate management levels or specialised departments.

Resources required and outcomes

Human resources	Scope and logistics
• Legal expert with experience in supporting youth-led organisations, NGOs etc. • Workshops with key representatives	• 2-3 legal information sessions between the legal expert and the officials of the YO • If applicable, facilitation of registration fees • Workshops for up to 10 representatives of the YO. If the YO has its own office, this workshop can be held in their office. • Informational materials of the existent organisational structure. • Transport arrangements or allowances, catering for invitees and the OD team members guiding the discussions. • Costs for the OD team.

Outcomes

- YOs are legally registered and enabled to exercise their mandate
- An organisational structure conducive to the objectives of the YO as specified in the constitution.
- Clear roles and responsibilities at various levels of the YO.

Checklist for the initial formation or review of legal registration

✓ Are all options for registration well known and understood?
✓ What are the political constraints on the registration of YO in the country?
✓ What are the registration options, what are their advantages and disadvantages?
✓ Have the YO's officials received sufficient information to fully understand the pros and cons of each option and make a well-informed and unanimous decision for the benefit of all members?

To be considered in the process:

✓ Governance and membership requirements
✓ Geographical scope of planned operations of the YO
✓ YO's value proposition and services to members
✓ External relations, advocacy and partnerships
✓ Objectives, capabilities and government involvement
✓ Requirements for registration
✓ Time and costs for registration
✓ Is the organisational structure conducive to the implementation of the objectives of the YO as specified in the constitution?
✓ Are roles and responsibilities clearly assigned and defined?
✓ Is the division of labour acceptable to all responsible parties?

Think Gender!

- A participatory, member-driven approach to the information and decision-making process on legal options is critical to include the voices of women members, as they often do not hold the majority of leadership positions in YOs.
- During the discussions, the OD team has to guide the process so that the positions and interests of female members are equally ensured in the organizational structure and the legal representation.

4.2. Strategic Planning and Work Planning

Objective

The hierarchies of youth-led organisations are mostly flat, and the dynamics for change are exceptionally high. Developing a shared long-term vision and concrete milestones is therefore key to staying on track. The outcomes of the In-Depth-Analysis (see **Chapter 2.4**) might already reveal that the YOs need:

a *longer-term strategic plan*: e.g. 5 years, based on a clear vision and milestones as guidance for the organisation's long-term activities and

a. a *shorter-term* work plan and key performance indicators: to guide the implementation of activities in the short run, e.g. one year.
A clear mechanism to track progress, get feedback and evaluate success.

b. After this step, key members of the YO have:

- reviewed their vision and developed a more detailed strategic plan for the organisation for the next 5 years and
- developed an annual work plan (12 months) for the organisation and each of its departments.

1 – 2 weeks

> ## "
>
> ### *"Making plans is key for anything to take place"*
>
> *The OD support was very important for the youth organisation- […]. As youth organisation, we were able to identify some of the gaps that need to be worked on, so we can bring out the youth to air out their views. The OD strategy led to major changes, because making plans is key for anything to take place. You need to have very clear plans on how you are going to work. If you work without clear plans, then you find that implementation of activities for youth becomes complicated.*
>
> **Testimonial, Chairperson of YO in Western Kenya**

Methodology

Based on the results of the In-Depth-Analysis, a strategic plan (e.g. 5 years) and an annual work plan can be developed during a 2-day-workshop. The workshop should be held for each YO separately with 10-15 mandated key representatives of the YO participating (president/chairperson, treasurer, leaders from the decentralised level, regular members).

The process starts with a review of the overall strategy defined during the In-Depth-Analysis **Chapter 2.4**. In particular, income generating activities and services should be the focus of this discussion. The facilitators then build awareness among participants and explain the value of developing a strategic plan and a shorter-term work plan.

In a second step, each department of the organisation develops its own departmental strategies for the next 5 years, based on the overall strategy of the

organisation. The results of the group work are discussed in plenary, followed by another group work in which the departments develop an annual work plan for the next 12 months.

An example for a programme of a 2-day-strategy/work plan development workshop is provided in **Annex 4** (4.2. Strategic Planning (5 Years) and Work Planning).

KENYA

Annex 10 presents a draft strategic plan from Western Kenya and **Annex 11** a draft annual work plan. The exercise was particularly useful because local governments plan in five-year cycles. A strategic plan supports both the annual work planning and the lobbying of the YOs.

Quotes during the consolidation workshop: 'Failing to plan is planning to fail'. 'If you are not planning where to go, you might be surprised to get lost'. 'If you do not know where to go, any way will lead you there'.

© GIZ: Photo showing one of the OD consultants in Western Kenya during a meeting of the SCYF Siaya County Youth Forum to review strategic plans and organisational manuals.

Resources required and outcomes

Preparations	Scope and logistics
• Representatives of the YO should be invited to the workshop. Women should be adequately / equally represented. • All participants should go through the results of the organisational analysis (see Chapter 2.4) to prepare themselves and to recall the processes and results.	• A room for a 2-day workshop with 10-15 representatives of the YO. If the YO has an office, this workshop can be held in their office. • Transport arrangements or allowances, catering for invitees and the OD team guiding the discussions. • Costs for the OD team.

Outcomes

• A strategic plan as the basis for an OD strategy
• A short-term annual work plan for the coming 12 months that will inform immediate OD measures.

Check list for strategic and work planning

✓ Often, people do not recognise the importance of a long-term vision and strategy to guide the organisation's operations in the long-term. You might first need to sensitise youth leaders on the benefits of strategic planning.
✓ Working groups tend to 'plan for the sky', overestimating their capacities and resources and underestimating the bottlenecks and difficulties that arise during implementation. It helps to ask critical questions to get people to think about the real possibilities (reality check).

Think Gender!

• The strategic plan is again a crucial step to ensure women's interests are incorporated and they take over adequate responsibilities for the implementation. Only then, female members will really benefit from the membership and their engagement in the youth organization.
• During the discussions, the OD team has to guide the process so that women participate as much as possible and that women's particular opinions and interests are considered.

© GIZ: Photo of an organisational meeting to strengthen the governance system of a YO in Western Kenya

4.3. Operational Manual

An operational manual describes an organisation and its operational procedures (e.g. structure, objectives, company profile, financial policies, code of conduct, administrative policies, organigram, registration certificate, audit reports, procedures and regulations for services provision, etc.). Such information is needed not only for smooth internal operations, but it also helps to inform clients and business partners about the organisations' policies and operations. It is, in addition, needed if the organisation wishes to apply for grants or financing agreements with governmental actors or development partners.

Objectives

Members of the organisation:

3 – 4 weeks

- have developed structures and procedures required for the internal management of the organisation and
- have provided information about the organisation required by business partners and development partners.

Methodology

A one-day workshop is proposed for developing the structure of an operational manual. This workshop can be held either for one YO or for several YOs together.

The process begins with raising awareness among members of the organisation about the need for and objectives of an operational manual. Secondly, a structure is proposed based on the experience of other YOs elsewhere. The proposed structure is then discussed and adapted to the specific needs of the YO in focus. As a third step, each part of the structure is elaborated by specifying the details necessary to manage the organisations professionally. An example for a workshop agenda is provided in **Annex 4** (4.3. Operational Manual).

KENYA

A draft structure of an operational manual is presented in **Annex 12**. Important elements like financial policies and procedures and human resources management policies and procedures as well as various forms for financial procedures are available with the project team in Kenya upon enquiry.

Quote during the workshop by one of the members: 'If we do not have an operational manual, fund acquisition from the government and development partners will be a challenge, and cooperation with business partners will be difficult, if not impossible'.

Resources required and outcomes

Preparations	Scope and logistics
• Up to 5 representatives per YO should be invited to the workshop with adequate representation of both genders. • All participants should be provided in advance with an example structure of an operational manual which has proven to be appropriate in another context.	• Facilitation costs for a one-day planning workshop with representatives of the YOs and OD team. • Transport arrangements or allowances, catering for invitees and partners • Costs for the OD team

Outcomes

• Operational manual

Check list for strategic and work planning

✓ The operational manual is a guide for the organisations' operational procedures, rules and regulations
✓ The full manual should be developed in a step-by-step manner and should summarise all the important operational procedures, rules and regulations of an organisation.

Think Gender!

• The operational manual is another core document to ensure women actively take over responsibilities and have a fair share in in the decision making and steering of the youth organization.
• During the discussions, the OD team member has to guide the process so that this is adequately ensured and reflected in the document.

4.4. Communication and Visibility

A YO needs to be visible to the stakeholders – business partners, service providers, development partners, research organisations, government agencies, etc. Communication within the organisation as well as with the 'outside world' is of great importance for smooth operations and timely service delivery. A basic communication and visibility strategy are therefore recommended for YOs. Project teams can help develop *content and brand materials* (logo, flyers, banners, T-Shirts, caps) as well as support *various communication and coordination platforms* with technical input (WhatsApp groups, Facebook pages, websites).

Objectives
The members of YOs:

• have developed procedures and materials to increase the visibility of their organisation to their current and potential members, business partners, development partners, service providers and government agencies and

2 – 4 weeks

• have developed effective internal and external communication procedures.

Methodology

As a first step, selected representatives from the management and membership base brainstorm on different available communication modes, channels, and processes to increase the visibility of their organisation. The OD team can assist in developing a basic communications strategy by jointly defining the overall goal for communications efforts, their target audience, preferred communication channels as well as co-creating key messages the YO stands for. The project team can be instrumental in initiating possible partnerships for implementation of this strategy.

Often, a cohesive and engaging online presence can be a first step in getting the word out about the YO's services in a cost-effective way. The OD team can assist the YOs in designing such an online presence, e.g. in form of a website with interlinks to their social media outlets. This is one of the confidence building measures that help the organisation to help itself.

To design a website, the youth representatives brainstorm about the necessary chapters. If resources are available, the project team can hire a website developer to help with the professional design.

Then the YO works on the detailed content and provides the developer with text and images (photos, infographics, etc.) for the different chapters of the website. The YO should appoint a communications officer who will be responsible for overseeing external communication efforts and Public Relations (PR) activities. The project team should ensure that this communications officer is trained in the use of content management systems to manage the website.

Finally, the website will be approved by the YO's management and go online.

The YO will need additional visibility materials (e.g. logo, flyers, t-shirts, caps). The resources needed are often small, the impact of a strong visual identity is much greater. Often, YOs come together on social media, e.g. by running WhatsApp groups or Facebook pages. These informal social media channels can be very useful from the outset, e.g. for sharing organisational updates, marketing or for seeking agricultural advice when facing a challenge in one's own business.

However, such online platforms are only successful if the YO offers strong services 'in the real world'. It should be considered that a proportion of youth members might not have a smartphone and cannot access these interactive platforms.

KENYA

In Kenya, even before the YOs were officially registered, the leaders of all three YOs have set up very active WhatsApp groups to enable a daily and direct exchange between members. The YOs use the WhatsApp groups to share announcements with members. The project has at times, and during the Covid-19 crisis, supported bulk SMS from the YOs to all members so to include everyone, and youth without access to smartphones, in the communication stream. All three YOs were supported in the development of simple websites that are updated and managed by trained communication officers. The YOs in Western Kenya are currently developing their information and data management systems in partnership with a German-Kenyan Internet Communication Technology (ICT) start-up.

Resources required and outcomes

Preparations	Scope and logistics
• Evaluate current status of YO's communication activities and need for improved visibility • Engage communications consultants (graphics designer, website developer, etc.)	• Workshop costs to discuss YO's corporate identity and to initiate website design through co-creation with leaders • Consultancy for website development or other communication materials • Capacity building in content management system for communications officer, if applicable

Outcomes

- Increased visibility and professional outreach
- Identity of YO strengthened among members and relevant stakeholders

Check list for Communication and Visibility

✓ Does the YO have a basic communications strategy and an assigned and trained communication?
✓ Are visibility materials and a professional online presence in place?

Think Gender!

- Every message has a messenger – the messenger is either female or male, young or old, comes from one cultural context or another. By enabling a co-creation process (collaborative development of product, service or process design, integrating the ideas of experts as well as stakeholders) and involving communication professionals in the OD support process, YOs can be supported in developing inclusive communication products that represent the YO's identity without a cultural, religious or gender bias.
- Furthermore, a solid communication strategy not only helps to form and strengthen the members' common vision for the organisation but is an effective prerequisite for generating awareness among potential members in recruitment. The project team should make sure that male and female members are involved in communication and recruitment assignments. It is advisable to include specific gender-targeted messages and empowering female leaders in presentation and communication skills.

"

Inspiring others: Business ladies as role models

When we talk of gender inclusion, women are the ones most affected. And even though it is so difficult according to our community, we were happy to have some women who were focused on agribusiness as we were forming the organisation. They have been of great help to bring on board other ladies who are eager and in need of doing agribusiness.

Testimonial, Chairperson of YO in Western Kenya

4.5. Conflict Resolution and Gender

It is likely that conflicts will arise sooner or later in every organisation, be it conflicts of interest or personnel conflicts. Moreover, nowadays there is often a focus on gender equality and certain quotas or women-specific programmes, as women are often not sufficiently considered in economic activities. Therefore, the YOs are encouraged to integrate conflict resolution and gender equality as cross-cutting issues in the early stages and throughout all activities of the organisation. It is therefore proposed that these topics should be addressed in a separate, one-day workshop.

Objectives

1 – 2 weeks
for kick-off

The members of the YO:
- are sensitised to conflict resolution and gender equality,
- are willing to apply conflict sensitivity (do no harm) in their activities and
- are prepared to align OD measures and with the interests of young women.

Methodology

A one-day workshop on the two topics could look as follows:

Table 3: Possible workshop agenda to sensitise on conflict resolution and gender equality

Time	Activities	Methodology	Responsible
09:00	• Welcome remarks and opening • Introduction of participants • Objectives/programme	• Plenary	• YO Official • Facilitator • Facilitator
09.30	• Meaning and types of conflict • Experiences with conflicts and conflict resolution	• Input, plenary discussion • Individual reflection, presentation, discussions	• Facilitator • Facilitator
10:30	Coffee Break		
11:00	• Resolution for different types of conflicts (based on examples by participants)	• Group work on conflict resolution, presentation, discussion	• Group moderators • Facilitator
13:00	Lunch		
14:00	• Attitudes on gender roles and differences • Learning about gender (difference between sex and gender)	• Brainstorming along guided statements • Input, discussion • Brainstorming along guided statements	• Facilitator • Facilitator • Facilitator
10:30	Coffee Break		
16:00	• Differences between rules for behaviour of men and women	• Brainstorming, conclusions for the YOs	• Facilitator
17:00	Closing remarks		• Official

Resources required and outcomes

Preparations	Scope and logistics
• A one-day workshop for addressing gender and conflict can be held either for one YO or for several YOs together. The following preparatory steps are needed: • About 15-20 youth representatives should be invited to the workshop; 50% should be women	• The following resources are needed: • Facilitation costs for a one-day gender/conflict workshop and a room for 15-20 representatives plus facilitators • Transport arrangements or allowances, catering for invitees • Costs for OD team

Outcomes

• Brief strategy papers in which the YOs agree on gender and conflict policies for their organisation
• The organisations are empowered to identify and constructively manage, and find solutions to conflicts, and to give special consideration to both genders' interests in all activities of the organisation

Check list for Conflict Resolution and Gender

• Does the YO have a basic communications strategy and an assigned and trained communication?
• Are visibility materials and a professional online presence in place?

Think Gender!

• Conflict resolution and gender equality in YOs are of course not one-time measures and "ticked off" via one-day workshops. This workshop is an important sensitisation and should lead to increased awareness for gender roles and conflict potentials within the YOs. It provides them with tools how to solve such situations and improve the effective participation and communication to all members.
• It is much easier to discuss and agree on adequate conflict resolution procedures if a gender inclusive / transformative approach is included right from the start and a fair representation and equal access is reflected in each step of the process.

KENYA

The results of the workshops in Western Kenya culminated in a Conflict of Interest Policy (KCYAA, 2019a), Conflict Resolution Manuals (BCYAO, 2019c, SCYF, 2019a) and a Gender Equality and Diversity Policy (SCYF, 2019b).

4.6. Detailing business opportunities and refinement of (internal) Service Delivery

The success (and survival) of young organisations in the agribusiness sector depends on their ability to provide agronomic and agribusiness services in demand by their members, stakeholders and farmers outside the organisation. Such advisory services could be the *supply of inputs* (e.g. chicks, feed, fertilizers, planting materials, etc.), or *support services in processing and marketing* as well as *basic extension*.
Often young and youth-led organisations struggle to sustain operations and maintain "value for money (subscriptions)" to their members because of insufficient or fluctuating revenue generation. Developing a solid service and business model is crucial and a complex undertaking that is interlinked with many of the tools described in this handbook. It is highly recommended that YOs are professionally supported and coached in this step of their development.

Financial dependency on project funds at the beginning of the support process might appear necessary in certain situations but should be gradually reduced; this needs to be agreed upon from the beginning. For YOs to become financially self-sustaining and thrive, they need to gain a good understanding of their financial situation and projections, strengthen their internal service delivery to members and clients, and build a diverse and loyal membership base that attracts further partnerships and investment. YO should only be supported (financially) by a project if it is clear how they can sustain themselves in the long term.

The starting point for service delivery (and revenue generation) lies within the organisations. Often YOs have a number of specialists in specific VCs or services. Empowering these YO members to provide quality services along the prioritised VCs is a top priority in your OD support. The YOs can be encouraged and guided to identify agricultural VCs that are most profitable and appropriate for youth in their "catchment area" as a first step in improving their services and planning joint income generating activities, for instance in aggregation or joint value addition. Specific technical trainings for internal service providers are another confidence building measure.

Objectives
- In order to provide improved services to members (and external actors), the YO:
- have selected, mapped and analysed the most profitable and suitable VCs for youth in their catchment area,
- have identified potentially capable service providers among their members that could provide services along prioritised VCs,
- have empowered these internal services providers to improve service delivery and these capacitated internal services providers are delivering the required services to their fellow farmers within the organisation (and beyond).

3 – 6 months

Methodology

a) Selection of priority value chains in the "catchment area" of the YO

As a first step, the YOs should *determine and select VCs* or services within their area which have comparative advantages for youth, and which are profitable and suitable to the area. This identification and selection of relevant VCs should be based on experiences in agribusiness as well as local or regional strategies and programmes.

b) Mapping and analysis of the prioritised value chains

The second step should be the *mapping of the selected VCs*. This identifies the different components of a given VC, their relationships and linkages to each other and the actors relevant for the components. This is followed by an analysis of each component/actor along a particular VC, their relationships which each other and particularly bottlenecks in each component/actor. The exercise deepens the understanding of potential business and service opportunities along these VCs and identifies the components with greatest profitability.

c) Identifying potential internal services providers

Members of the organisation are identified who have advanced skills and knowledge along a specific VC and are willing to provide relevant services to fellow farmers. Gaps in knowledge and skills need to be identified among these selected members.

An example of a workshop agenda to conceptualise the role, standards and quality assurance of youth in agribusiness can be found in **Annex 4** (4.6. Detailing business opportunities and refinement of (Internal) Service Delivery – Workshop agenda).

d) Capacity building for potential internal service providers

Secondly, the selected members will be capacitated, either internally or through existing governmental or private training institutions, to properly perform their service delivery responsibilities. This includes the provision of training and extension materials. In this regard, a close collaboration between the YOs and the state departments of agriculture and extension is necessary.

Examples for guiding questions for a rapid capacity needs assessment of internal service providers can be found in **Annex 14**.

e) Developing a service charter

Thirdly, a service charter should be developed that specifies which basic services are offered for free to members and which advanced services capacitated service providers can carry out at a (reduced) fee to members. A draft service charter for Agribusiness Advisory Services was developed in Western Kenya (SCYF, 2019c).

The service charter includes core functions and values, quality standards for services provision as well as customer handling and feedback processes. Basic services are provided free of charge to members, advanced services at a

subsidised fee to fully registered members of the YO. Advanced services to members contribute both directly and indirectly to the YO's revenue streams – directly through a proportionate share in paid fees, indirectly through maintaining the value for money for members, which helps to maintain steady membership subscriptions.

f) Rolling out the service provision

Finally, the organisations and capacitated internal services providers will provide the services in demand to their fellow farmers (and beyond) and link with external services providers where needed.

An example of a workshop methodology for on-farm information and mentorship sessions is provided in **Annex 4** (4.6. Detailing business opportunities and refinement of (Internal) Service Delivery –workshop methodology).

g) Enhancing organisational business development

In addition to generating revenue from membership subscriptions, providing services, and potentially contracting for services through strategic partnerships, YOs can enhance its growth through joint income-generating activities – such as operating an aggregation centre or agro-shop for inputs or engaging in value addition – along their prioritised VCs. OD support can be tailored to support the development and implementation of organisational business development plans. This is of particular interest to business-oriented YOs but could become relevant to advocacy-oriented YOs at a later stage in their development.

While it is crucial to support cooperation between members of any youth organisation as well as among different organisations and the broader stakeholder landscape, it is also important to focus on the specific competitive advantages and to leave room for members to strive for their individual business opportunities as well.

KENYA

A DA and the OD facilitator supported the three YOs in Western Kenya in the initial steps of selecting priority VCs and analysing their components, relevant actors, interlinkages and bottlenecks. Each YO mapped six to nine VCs to support through agricultural services. Overall, four priority VCs emerged in this exercise: Poultry, horticulture, fish and soybeans. Complementary project support activities, such as incubation programmes, are aligned with these priorities set by the YOs.

In Kenya, the project team conducted a comprehensive VC analysis and selection at project level, and analysed a total of more than 50 VCs along a set of criteria relevant to youth in agribusiness (e.g. depth and complexity of VC, agronomic potential, inclusivity, market potential, cashflow, potential for innovation, capital and land requirement).

Internal service providers of the three YO were trained in good agricultural practices (GAP) by the national research institution KALRO (Kenya Agricultural and Livestock Research Organisation). KALRO provided them with a GAP manual that had been developed and digitised in close collaboration with county governments and the project team. Local subsidies were administered after the YO's commercial suitability had been assessed and confirmed. These local subsidies enabled the YOs to carry out VC mapping, select potential service providers, and coordinate with County ministries. Ongoing support is provided to the YOs to strengthen their business operations through business advice and mentoring. Lessons learnt from supporting them in setting up and operating aggregation centres are still to be drawn in the ongoing collaboration.

© Left: SCYF Siaya County Youth Forum / Right: BCYAO Bungoma County Youth Agribusiness Organisation: Photos showing sub-County meeting for VC mapping and clustering of common interest groups in Western Kenya

As the project in Western Kenya supported three YOs at the same time, the YOs suggested to conduct peer-to-peer consultancies to share their core competencies as organisations with the other two organisations – one of these areas for peer-to-peer consulting was in VC analysis. These peer-to-peer consultancies were conducted before the YOs took the next step to improve their service delivery.

Resources required and outcomes

Preparations	Scope and logistics
• Methodologies for VC mapping and analysis are described in GIZ, 2018b and c and Hellin, Meier, 2006. • Capacitating and coaching of service providers • If applicable: Support with initial investments in inputs and equipment as starter package	• The scope and logistics might vary strongly as per the geographical area covered by the YOs. The following meetings should be facilitated: • YO's analysis of membership database and prioritised VCs for local economic development • Series of meetings along all sub-divisions of the YOs for VC mapping and clustering of common interest groups • Consultative meetings to select potential service providers and form common interest groups • Needs-based capacity building

Outcomes

- VCs analysed and priority VCs as well as concrete opportunities for services in demand identified
- Improved internal capacities for service delivery
- Service charters including basic free services and distinguished charges for advanced services
- Long-term organisational business development plan

Check list

✓ The selected VCs should be economically viable, gender-sensitive and overall attractive to youth!

✓ YOs consider VCs prioritised by Agriculture Ministries and the private sector to align their service offering with high potential areas for local economic development.

✓ This activity is key to the success of your OD support and requires a high investment in technical resources: Strengthening service capacity leads to increased productivity and income generation among members that ensure the success and survival of the YO.

✓ During your initial OD support only first steps might be taken to professionalise the YO's service offering and business model. Pilot activities should, however, be part of the process to inform the next steps in OD support.

Think Gender!

- When selecting VCs and developing the service charter, it is of great importance to consider VCs and services which are suitable and accessible for women. In addition, special attention should be paid to capacity building of female service providers.
- The project can explore whether there is a need for additional training for female service providers, e.g. to strengthen specific hard and soft skills like financial or digital literacy, communication and presentation skills, etc..

© KCYAA Kakamega County Youth Agribusiness Association: On-farm coaching at youth-led agri-enterprises in Western Kenya

This handbook draws from past and future project experiences and, most importantly, from the wealth of experience of successful youth-led organisations in the agribusiness sector.

Chapter 4 presented selected OD tools for young, youth-led organisations to address common challenges at an early stage of growth. Based on the findings of the organisational analysis **Chapter 2**, this approach recognises that growth must occur internally and in relationship to the service environment **Chapter 3**.

5. INITIAL ASSESSMENT OF ORGANISATIONAL DEVELOPMENT MEASURES AND NEXT STEPS FOR ORGANISATIONAL LEARNING

To evaluate a first phase of OD to YOs, a qualitative assessment can be conducted, e.g. after half a year or one year.

Objectives

The assessment aims to find out:

- how the members of YOs perceive the OD support,
- what effect this support has had on the work of the organisation, and
- what benefits individual members of the organisation have gained through this support.

2 weeks for qualitative assessment

The results of the assessment should guide the design/implementation of further OD measures.

Methodology

This assessment should be structured along the phases of OD support conducted with the YOs: Initial support, OD support during the Organisational Analysis, OD support during the pilot phase. Methodologically, the assessment team should:

- analyse relevant documents developed through the OD support to formulate hypotheses and focus interviews along these hypotheses, and
- interview selected members (individually and in groups) of each YO along the interview guidelines see **Annex 15** for each of the above-mentioned phases. Such an assessment is primarily qualitative in nature and based on the subjective opinions of interview partners. The results from the different interviews can be summarised and structured along the different phases of the OD process (see above). However, for each of the OD support measures, participants indicate their rating/satisfaction on a scale of -- (the process/results of the OD measure were not valuable/we were not satisfied) and ++ (the process/results of the OD measure were valuable/we were highly satisfied).

Assessing your OD support activities as a project is essential to further tailor future OD support to the needs of the organisations, and to avoid mistakes made and build on good practices.

In long-term OD support, it is advisable to not only track the level of satisfaction with the OD support, but above all the developmental progress of the organisations. This can be done through different formats, as an external measure or involving YOs, through qualitative focus groups or quantitative surveys among members. Surveys, as systemic interventions in OD, not only indicate the effectiveness of the support provided, but are an opportunity for evidence-based organisational learning. After conducting a baseline along a set of relevant criteria – such as along the elements of the IOM – the same assessment can be repeated every six months or annually. Not only will this effectively contribute to your project monitoring and steering, but it can be adopted as a self-assessment tool by YOs to monitor member satisfaction with their services over the long term. This gives them the opportunity to effectively address shortcomings and celebrate small and big successes along the way.

Newly formed YOs Scenario 1 can learn best by example and benefit greatly from sharing with other (youth-led) member organisations. Such assessments can serve as the basis for peer-to-peer learning guided by each organisation's identified weaknesses and strengths. For example: If you are working with several YOs and one organisation has deficiencies in financial management, and another organisation is particularly strong in this area, they can consult with each other rather than receiving external training. In addition, regular informal exchanges via social media or organising exchange visits in collaboration with local authorities or private sector alliances are other formats to empower youth to drive the change they themselves want to see in the rural economy.

KENYA

The findings of the assessment in Western Kenya are presented in FSP, 2019f. **Annex 15** presents the interview guidelines used during the assessment. An additional benefit of the assessment was that participants gained a complete overview of the OD support during the assessment. This was felt to be essential for those who had participated during the different OD-processes, but particularly for those who only joined the process later.

Experiences in monitoring the developmental progress of YOs are at an early stage in Kenya. The first two phases of OD support have, however, shown the importance of closely integrating YOs into the progress and making strategic use of the results for organisational learning.

List of Documents and References

*BCYAO, 2018: Constitution of the Bungoma County Youth Agribusiness Organisation

*BCYAO, 2019c: Conflict of Interest Policy

*BCYAO, KCYAA, SCYF 2018: Western Youth Declaration

*FSP, 2019a: Organisational Analysis of Youth Agribusiness Organisations in Bungoma, Kakamega and Siaya. Step 1: SWOT-Analysis

*FSP, 2019b: Organisational Analysis of Bungoma County Youth Agribusiness Organisation and First Steps for Organisational Development

*FSP, 2019c: Organisational Analysis of Kakamega County Youth Agribusiness Association and First Steps for Organisational Development

*FSP, 2019e: Stakeholder Collaboration Workshop Kakamega County

*FSP, 2019f: Assessment of OD-Support to YOs in Western Kenya 2018/19

GIZ, 2018b: ValueLinks Manual Volume 1, https://www.valuelinks.org/material/manual/ValueLinks-Manual-2.0-Vol-1-January-2018.pdf

GIZ, 2018c: ValueLinks Manual Volume 2, https://www.valuelinks.org/material/manual/ValueLinks-Manual-2.0-Vol-2-January-2018.pdf

*GIZ, 2019d: Model of an organisation

*KCYAA, 2018: Constitution of the Kakamega County Youth Agribusiness Association

*KCYAA, 2019a: Conflict of Interest Policy

MDF, 2004: Tango for Organisations, https://www.sbiformaat.nl/wp-content/uploads/2019/03/The-tango-for-organisations-Diederik-Prakke.pdf

*PSDA, 2006: Organisational Development Trainer's Manual for Farmer Groups

*SCYF, 2018: Constitution of the Siaya County Youth Forum

*SCYF, 2019a: Conflict Resolution Manual

*SCYF, 2019b: Gender Equality and Diversity Policy

*SCYF, 2019c: Services Delivery Charter

These documents are not publicly available but can be accessed as references for internal project purposes.

ANNEXES

Annex 1: Guiding Questions for SWOT Analysis

Strengths

- What is your YO doing well? What are the success factors for doing well?
- What positive aspects does your YO differentiate from others?
- What were your successes since the foundation of your organisation?
  Which of your objectives have you reached or partly reached already?

Weaknesses

- What is not going on well in your YO? What are the reasons for that?
- In which areas do you have problems? Which problems? What are the underlying causes?
- Which of your objectives did you fail or partly fail to reach? Why?
- Concerning strengths and weaknesses, probe particularly on
- Constitution and objectives
- Organisational set-up
- Leadership and power structure
- Membership structure and their motivation/qualification
- Decision making within the organisation
- Horizontal and vertical communication within the organisation
- Physical infrastructure (office, equipment)
- Financial basis (membership fees, external resources)
  Additional questions explicitly resulting from the document analysis of each individual YOs

Opportunities

- What is your vision about your organisation in 2 years? (membership, services, linking, influencing policies, etc.)? What is your vision for a 10 year's horizon?
- What chances and opportunities are there – now and in future – to become more effective in reaching your objectives? How could you exploit these opportunities? What can you do differently to perform your tasks better than up to now? What hindered you until now to do your tasks better?

Threats

- What are foreseeable problems and challenges hindering your organisation to perform well in terms of reaching your objective?
- What frame conditions hinder you to reach your objectives and to perform well?
- Concerning opportunities and threats, probe particularly on
- Influencing policies in favour of youth
- Improving economic opportunities for youth
- Promoting economic enterprises
- Providing services to members
- National and County legislation and structures
- County- and Sub-County development policies (CIDP, investment plans)
- Openness of County- and Sub-County Government for supporting the Youth
- Donor support possibilities
- Additional questions specifically resulting from the document analysis of each individual YOs

Annex 2: Hypotheses from the SWOT Analysis in Kenya

The following preliminary hypotheses are drawn based on the information gained during the SWOT analysis. A hypothesis is a proposed explanation made because of limited evidence as a starting point for further In-Depth-Analysis. The hypotheses are first indications of where potentially project support could make sense. These hypotheses will further be discussed during the In-Depth-Analysis .

Strategy and leadership: All organisations have a clear strategic objective, a vision, a mission and a leadership structure at the County-level. None of them has yet a clear strategy with objectives and indicators below the impact level. Structures at Sub-County and Ward levels are only developed rudimentary in Siaya and not at all in Bungoma and Kakamega. Leadership capabilities are generally weakly developed and reveal different deficits (dominance, limited leadership skills, etc.)

Systems and processes: Systems and processes are only weakly developed in all YOs. Generally, work planning is not done and planning systems, monitoring systems, internal control systems, registration systems, data base systems, etc. are either only rudimentarily developed or not at all.

Service delivery to members: All three organisations have only limited capabilities for services delivery to their members. In Bungoma service delivery is limited to the soya- and the poultry VCs and based on skills and willingness of individual. In Kakamega some leaders offer coaching on business development but less on technical issues. In Siaya there are several skilled experts giving advice to members. This has already led to visible increases in business development and income of some members.

Excellent services delivery to members is probably the most essential factor for success of the organisation in reaching their objectives and for raising interest in becoming a member.

Membership and recruitment processes: The potential for increased membership is high in all Counties if benefits are made visible for new members. Of critical importance is the service delivery ability of the organisation (see last point).

Communication and networking: Communication and networking within the organisation is basically limited in Bungoma to the WhatsApp groups; other communication channels are only rudimentarily functioning. Kakamega has an excellent communication and networking internally (WhatsApp, Facebook) and with relevant outside actor groups but limited with Governmental institutions. Siaya is strong in communication and networking within the organisation as well as between the organisation and other relevant non-Governmental actors.

Advocacy and lobbying: Advocacy and lobbying with relevant Governmental actors is weak in Bungoma, moderate in Kakamega and strong in Siaya. Lobbying for youth with relevant Governmental organisations is seen as a key for influencing County Government policies in favour of youth.

Frame conditions: Participation in the formulation of the different agriculture related policies at the County level was limited to non-existing in all Counties. Political participation is restricted to the youth engagement prior and during the Western Kenya Youth in Agribusiness Conference in August 2018 and the formulation of the Western Youth Declaration. The upcoming public participation process is seen by all organisations as a leverage point for influencing agriculture and agribusiness related Government policies. Corruption, flood, droughts, soil degradation, land fragmentation, etc. is seen as a threat to agriculture and agribusiness development.

Annex 3: Cost Calculation aid for the situation analysis

Calculation aid

Overheads							
Consultant 1		Consultant 2		Consultant 3		Consultant 4	
Days		Days		Days		Days	
Total		Total		Total		Total	
Subtotal							

Workshop costs			
Number of workshops		Number of workshops	
Number of participants per workshop		Number of participants per workshop	
Conference packages		Transport reimbursements	
Total		Total	
Subtotal			

Procurement			
Item	No. of pieces	Item price	Total
Subtotal			

Travel costs staff			
Colleague	Days	Travel costs	Total
Subtotal			
TOTAL			

Annex 4: Workshop agendas

2.2. SWOT Analysis

Time	Activities	Methodology	Responsible
09:00	• Welcome remarks and opening • Introduction of participants • Background • Overview & objectives of the analysis of YOs • Objectives and programme of the SWOT Analysis-workshop • Basics on the YOs • Introduction of SWOT-Method	• Plenary • Personnel presentation • Presentation, discussions • PP Presentations and discussions • PP Presentations and discussions • Presentation, discussions • Presentation, discussions	• Official • Facilitator • Coordinator • Facilitator • Facilitator • YO • Facilitator
13:00	Coffee break		
11:00	• SWOT analysis (including probing on the guiding questions, Annex 1) as follows: • Analysis of strengths & weaknesses • Analysis of opportunities & threats	• Group work in 3 groups (pin-bords, cards) with particular attention to women participation on contributions	• Group moderators
15:30	Lunch break		
14:00	• Mutual exchange of results from the different youth groups	• Presentation, discussions	• Facilitator
10:30	Coffee break		
16:00	• The way forward: first ideas on needed measures for developing the YO further	• Presentation, adjustments	• Facilitator
17:00	Closing remarks and end		• Official

2.3. In-Depth Organisational Analysis and Initial Priorities on OD

Time	Activities	Methodology	Responsible
09:00	• Welcome remarks and opening • Overview: Organisational analysis • Introduction of participants • Background/Objectives/Programme • Results of the SWOT Analysis and verification and additions	• Plenary • Plenary • Personnel presentation • Presentation, discussions • Presentation, discussions	• Official • Facilitator • Facilitator • Facilitator • Facilitator
10:30	Coffee break		
11:00	• The IOM and Basic Questions • Visioning: How should our organisation 'look like' in 5 years? (related to the elements of an organisation)	• Input, discussions • Input to Visioning • Discussion in 2 groups, one focussing on internal, the other one on external factors	• Facilitator • Facilitator • Group facilitators
13:00	Lunch break		
14:00	• Development of potential strategies for reaching our visions in 5 years (related to the elements of an organisation)	• Input, discussions • Discussion in 2 groups, one focussing on internal, the other one on external factors	• Facilitator • Group facilitators
15:30	Coffee break		
16:00	• Prioritising interventions, based on the strategies (first steps in OD)	• Input, discussions	• Facilitator
17:00	Closing remarks and end		• Official

2.4. Consolidation, Experiences Exchange and initial OD Work Plans

Time	Activities	Methodology	Responsible
10:00	• Welcome remarks and opening • Introduction of participants • Overview & objectives of the analysis of YOs • Objectives and programme of the consolidation and work planning workshop • Identified long term interventions and priority interventions	• Plenary • Personnel presentation • Presentation, discussions • Presentation, discussions • Presentation, discussions	• Official • Facilitator • Facilitator • Facilitator • Facilitator
11:30	Coffee break		
12:00	• Definition of priority interventions/ activities for the next 6 months (based on first ideas from the In-Depth-Analysis)	• Group work in 3 groups (each organisation one working group)	• Group facilitators
13:00	Lunch break		
14:00	• Work Planning for 6 months (based on the priority interventions identified before lunch)	• Group work in 3 groups (each organisation one working group)	• Group facilitators
15:30	Coffee break		
16:00	• Work Planning	• Presentation, discussions	• Facilitator
17:00	Closing remarks and end		• Official

3. Linking Youth Organisations to relevant Stakeholders (Stakeholder Engagement)

Time	Activities	Methodology	Responsible
10:00	• Welcome remarks and opening • Introduction of participants • Objectives/programme	• Plenary • Socio-gram	• Official • Facilitator • Facilitator
10.30	• Introductory presentations on relevant Government and donor policies for the promotion of youth in agribusiness, roles/responsibilities, contributions, cooperation	• Presentation, discussions • Presentation, discussions (15' per topic) • Introduction to the 'World Café' methodology	• Official • Facilitator
11:30	Coffee break		
12:00	• Round 1 discussion (20 mins) • Round 2 discussions (20 mins) • Round 3 discussions (20 mins)	• Discussion in stakeholder groups (1st round), mixed groups (2nd/3rd round)	• Facilitators, 'table holders'
13:30	Lunch		
14:30	• Consolidation of results	• Preparation for presentation	• Stakeholders
15:30	Coffee break		
16:15	• Results of the workshop	• Presentation, discussions (15' per group)	• 'Table holders'
17:30	Closing remarks		• Official

4.1. Determining or Reviewing the Legal Form and Organisational Structure

Time	Activities	Methodology	Responsible
10:00	• Welcome remarks and opening • Introduction of participants • Objectives/programme	• Plenary	• Official • Facilitator • Facilitator
10.30	• Present organisational structure (based on existing documents)	• Brainstorming (strengths and weaknesses)	• Facilitator
11:30	Coffee break		
12:00	• Options for improving the organisational structure (departmentalisation)	• Brainstorming and discussions	• Facilitator
13:30	Lunch		
14:30	• Definition of departments and ToR for each department	• Group work (5 per group) • Presentation, discussions	• Group facilitators • Facilitator
15:30	Coffee break		
16:15	• Choosing heads of departments (based on capacities/experience)	• Plenary discussions, decision	• Facilitator
17:30	Closing remarks		• Official

4.2 Strategic Planning (5 Years) and Work Planning

Day 1: Strategy Development

Time	Activities	Methodology	Responsible
10:00	• Welcome remarks and opening • Introduction of participants • Objectives/programme	• Plenary • Plenary • Plenary	• Official • Facilitator • Facilitator
10.30	• Importance of strategic and work planning	• Brainstorming lead by guiding questions1	• Facilitator
11:30	Coffee break		
12:00	• Strategic issues to be tackled in the long term	• Plenary discussions	• Facilitator
13:30	Lunch		
14:30	• Long term strategies for each strategic issue	• Group work	• Group facilitators
15:30	Coffee break		
16:15	• Long term strategies	• Presentation, discussions	• Facilitator
17:00	Closing remarks		• Official

[1] Guiding questions could be: Who of you have heard about a strategic plan? What is a strategic plan? Do we need a strategic plan as an organisation? What capacities do we have? What can we do? What problems do we address? What difference do we want to make? Which critical issue do we have to respond to? Where should we allocate our resources? What should our priorities be?

Day 2: Work Planning

Time	Activities	Methodology	Responsible
09:00	• Welcome remarks and opening • Objectives/programme	• Plenary	• Official • Facilitator
09:30	• Recap from the previous day • Annual Work Plan • Priorities	• Plenary • Group work • Presentation, discussions	• Facilitator • Group facilitators • Facilitator
11:00	Coffee break		
11:30	• Work-Plan: OD-activities for the next 12 months	• Plenary discussions	• Facilitator
13:30	Lunch and closing		

4.3. Operational Manual

Time	Activities	Methodology	Responsible
10:00	• Welcome remarks and opening • Introduction of participants • Objectives/programme	• Plenary	• Official • Facilitator • Facilitator
10.30	• Sensitisation on the need of an Operational Manual	• Plenary discussions	• Facilitator
11:30	Coffee break		
12:00	• Example structure of an existing Operational Manual	• Presentation • Discussions, agreement	• Facilitator • Facilitator
13:30	Lunch		
14:30	• Development of key contents of the operational manuals per YO	• Groups (one group per organisation)	• Group facilitators from the OD-team
15:30	Coffee break		
16:15	• Development of key contents of the Operational Manual	• Presentation, discussions, decision	• Facilitator
17:30	Closing remarks		• Official

4.6. Detailing business opportunities and refinement of (Internal) Service Delivery

Workshop Agenda

Time	Activities	Methodology	Responsible
09:00	• Welcome remarks and opening • Introduction of participants • Objectives/programme	• Plenary	• Official • Facilitator • Facilitator
09:30	• Identify the roles of mentors/expectation from the mentors	• Group work on service charter, presentation, discussion	• Facilitator • Participants
10:30	Coffee break		
11:00	• Mentor recruitment criteria based: technical capacity, business skills, communication skills, pedagogical skills & soft skills – to come up with guiding questions1	• Group work on service charter, presentation, discussion	• Group moderators • Facilitator
13:00	Lunch		
14:00	• Development of tools for tracking mentorship progress – registration forms, mentorship agreement form, Google sheet tracker, assigning a role of who will be mentorship lead	• Plenary and group work using guiding questions - • What will we need to track? • How will register and what information will we need and why? • Who will be in charge of mentorship in the organisation? • How many mentorship sessions will be held?	• Facilitator
15:30	Coffee break		
16:00	• Development of the mentorship schedule for a session	• Group work: Brainstorm on mentorship programme, discuss the sufficient duration.	• Facilitator/Group leaders
17:00	• Closing remarks		• Official

Workshop methodology

Time	Activities	Methodology	Responsible
09:00	• Welcome remarks and opening • Introduction of participants • Objectives	• Plenary	• Official • Facilitator • Facilitator
09.30	• Initiating the individual capacity assessment needs procedure	• Plenary discussion and group discussions using guiding questions: • How will our mentorship recruitment process look like? In terms of application, interviews, contracting, training and mentee pairing, who will be in charge, how many mentees per mentor?	• Facilitator • Participants
10:30	Coffee break		
11:00	• Development of a guiding tool for mentorship interview	• Group work on service charter, presentation, discussion	• Group moderators • Facilitator
13:00	Lunch		
14:00	• Decision on the pass-mark, number of mentees suitable per mentor, agree on number of mentorship session per VC, and mentorship appraisal	• Brainstorming along guided statement- and plenary session	• Facilitator
15:30	Coffee break		
16:00	• Mock mentor interview sessions using the mentorship tool	• The participants have mock interviews within themselves to experience the tool, decide on the best language to use and any additions on the tool.	• Facilitator • Participants
17:00	• Closing remarks		• Official

Workshop methodology: internal service providers

Time	Activities	Methodology	Responsible
09:00	• Welcome remarks and opening • Introduction of mentees/mentors	• Plenary	• YO Official • Preferably the sub county lead
09.30	• Mentors story and objectives of the day	• Mentor shares a brief history of his/her self- • Why they chose that VC • How many years of experience they have in the VC • Why they have remained in the VC • Technical aspects of VC • Challenges and solutions • Q&A from the Mentees	• Mentor • Mentees
10:30	Coffee break		
11:00	• On farm tour and training	• Practical demonstrations by the mentor on technical aspects of the VC, e.g. GAP, record keeping etc.	• Mentor • Mentees
13:00	Lunch		
14:00	• Q & A Sessions and Lessons Learnt	• Mentees come to sit and ask more questions from the tour for clarification and share their lessons learnt	• Mentor • Mentees
15:00	Closing remarks		• Official

Annex 5: Integrated Organisational Development Model

The IOM is a model that can be applied to describe, to analyse and to diagnose organisations. The IOM is an integrated (or integral) model to emphasise the interrelationships of the different elements of an organisation: although the elements can to a certain extent be treated separately, they are all connected to each other and - ideally - in balance. When there is no or no precise fit between the different elements within an organisation, the organisation will not function optimally and the need for organisational change will be (or become) apparent.

The IOM was initially developed by the MDF, the Netherlands and adjusted to the specific purpose of analysing the YOs in Western Kenya.
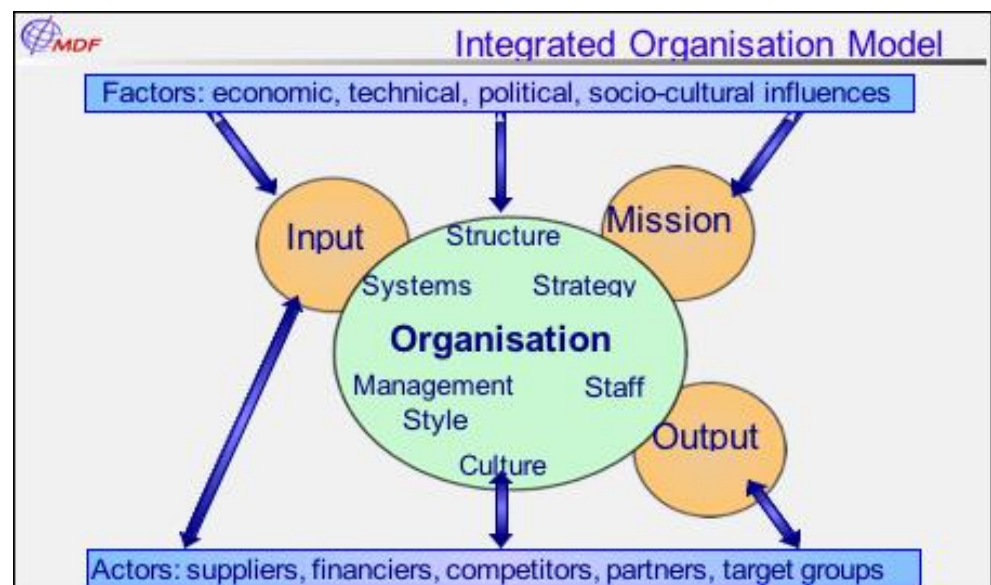
Source: Management for Development Foundation (MDF)

However, it is an overall model, and instead of seeing it as a tool, one might rather refer to it as an organisational concept. To analyse an organisation in depth, you may need more specific tools, depending on the exact aim of the analysis.
The IOM consists of 5 external components and 5 internal components.

The **external components**, mission, outputs, inputs, factors and actors describe the *environment of the organisation* or have strong relations with this environment.

Mission: The mission of an organisation describes the reasons why an organisation exists, the overall objective(s) and approach to achieve objective(s).

Output: The output of an organisation comprises all material and immaterial products and services delivered by the organisation to its various target groups (clients or customers).

Input: The inputs of the organisation include all the resources available for generating the products and services of the organisation. The following categories

of inputs and resources can be distinguished: staff, means, infrastructure and source and level of income.

Factors: The factors or general environment is the complex set of political, economic, technical, social and cultural factors that influences this (type of) organisation.

Actors: The actors or the specific environment comprises of the relations with those actors that the organisation is directly dealing with. These relations may include: target group, suppliers, financiers, partners, competitors, etc.

The **internal components** describe the *internal organisational choices.*

Strategy: Strategy refers to the way the mission is translated into concrete objectives and approaches. Strategy describes the managerial choices made to achieve the mission.

Structure: The structure of an organisation can be defined as the formal and informal division and co-ordination of activities and responsibilities.

Systems and Processes: The systems determine the functioning of the organisation. It comprises internal processes that can be divided into flows of primary activities, procedures, approaches and methodologies, formal and informal systems.

Staff Performance: The staff or personnel component refers to performance and motivation of the staff, utilisation and development of staff capacity. Some major elements staff policies are incentive systems, sanctions and bonuses, staff satisfaction and staff development.

Management/Leadership Style, Organisational Culture: The style of management can be described as the characteristic pattern of behaviour of the management. Where does a manager put priorities? Which aspects does he/she feel are important and how does the manager focus his/her time: Internal or external relations? People or means? Relations or performance? Inputs or outputs? Quality or quantity? What is his/her attitude in making decisions: Participatory or directive/ authoritarian? Risk taking or risk avoiding? Long or short term oriented? Formal or informal? Rational or intuitive? The culture of an organisation are the shared values/norms of people.

In order to analyse all these external and internal elements of an organisation, the following checklist of guiding 'IOM questions for organisational analysis' are helpful see **Annex 4**.

Annex 6: Integrated Organisational Model Questions for Organisational Analysis

The following checklist is based on the IOM and adjusted to the needs of analysing YOs in the West of Kenya. It is a list for inspiration and suggestions concerning the elements to look into when analysing an organisation in its context. The aim of the checklist is to assist in analysing an organisation from different points of view; it broadens and deepens ones understanding of the situation. It is not an exhaustive list; it merely triggers to pose new questions.

1.0 MISSION (the reason why the organisation exists as formulated in the constitution)

1.1 Is the mission clearly formulated?

1.2 Is the mission relevant to the situation of the beneficiaries?

1.3 Is the mission understood & accepted by stakeholders?

1.4 Is the mission clearly supported by the staff & management?

1.5 Is the mission adequately translated into long term objectives?

1.6 Is the organisation legally registered? What kind of organisation do we want in the end?

1.7 Does the organisation have a clear constitution?

2.0 OUTPUTS (products and services delivered by the organisation to target groups)

2.1 Does the organisation offer/deliver a relevant range of products/services? Which services?

2.2 Are the services clearly defined (which VCs? Which services along VCs?)

2.3 Do the products/services adequately address the needs of the target groups?

2.4 Are the existing products/services in line with the mission and long-term objectives?

2.5 Do products/services address the different gender roles and positions of the target group?

2.6 Is there sufficient demand for these products/services? (mainly from members of the organisation)

2.7 Can the organisation meet the demand for its products/services?

3.0 INPUTS (resources available to generate outputs, e.g. staff, means, infrastructure, etc.)

3.1 Is there a sufficient number of staff/services providers within the organisation? How many?

3.2 Is there sufficient skilled staff? Do they have adequate skills to deliver required services?

3.3 Are premises and equipment adequate?

3.4 Is the location of the premises adequate?

3.5 Are offices and equipment adequate?

3.6 Are supplies of sufficient quality?

3.7 Are services of third parties adequate (water, electricity, accountancy, etc.)?

3.8 Are financial means adequate? What are our sources of financial means?

3.9 Is the organisation able to fulfil its short-term debts?

3.10 Are there major financial risks and are they covered?

3.11 Is there sufficient access to necessary information?

3.12 Are inputs adequately utilised considering the volume and quality of outputs?

4.0 ACTORS (target groups – e.g. members of the organisation -, suppliers, partners, etc.)

4.1 What is our vision related to the number of members? Service providers, ordinary members?

4.2 Is the target group satisfied with the quality of products and services delivered?

4.3 Is the target group satisfied with the volume of products and services delivered?

4.4 Is the organisation satisfied with the relations with financiers/donors?

4.5 Are the financiers/donors satisfied with the results?

4.6 Are relations with other agencies adequate?

4.7 Has the organisation adequate relations with policy makers in the region and country?

4.8 Has the organisation an excellent public image?

5.0 FACTORS (political, economic, technical, social, culture factors relevant for the organisation)

5.1 Is the socio-economic situation conducive to the performance of the organisation?

5.2 Is the legal framework conducive to performance? What is particularly conducive?

5.3 Are socio-cultural norms/values among target group & in society conducive to performance?

5.4 Is the physical environment (climate, infrastructure) conducive?

5.5 Is the political climate conducive?

6.0 STRATEGY (concrete approaches, leverages, interventions to reach the mission)

6.1 Do we have a strategy which tells us how we want to reach objectives and the mission?

6.2 Is the strategy in line with the mission?

6.3 Is the strategy clear and realistic? Does our strategy have clear and realistic indicators?

6.4 Is the strategy translated in a clear, realistic annual plan?

6.5 Is the annual plan regularly monitored and adapted?

6.6 Did the organisation realise earlier annual plans and budgets?

6.7 Is there a clear and effective work planning?

6.8 Is the plan of work monitored?

6.9 Is the staff adequately involved in planning and monitoring?

6.10 Do strategies and plans address gender differences among the staff and target groups?

7.0 STRUCTURE (formal and informal division and coordination of activities and responsibilities)

7.1 Is the decision-making structure based upon a clear division of responsibility?

7.2 Is the division of tasks and responsibilities clear and understood by the staff?

7.3 Is there a logical division in departments and units?

7.4 Is the logistical support adequately arranged?

7.5 Is there sufficient co-ordination between departments/units?

7.6 Is there sufficient communication between management levels?

7.7 Is there an adequate balance in the position of men and women in different units and levels?

8.0 SYSTEMS & PROCESSES (internal processes/procedures for the organisation to function)

8.1 Are financial/administrative procedures adequate? Does the organisation adhere to them?

8.2 Is there a services delivery system with adequate services delivery processes developed?

8.3 Is there an adequate remuneration system developed for services delivery?

8.4 Are working methods/approaches adequate? Are they followed by the staff?

8.5 Is there an adequate planning system?

8.6 Is there a good system for monitoring and evaluation?

8.7 Are realistic monitoring indicators developed?

8.8 Is there sufficient attention to quality control?

8.9 Is there an adequate reporting system (financially, non-financially)?

8.10 Is there a positive audit report on the last year? Are recommendations implemented?

9.0 STAFF (performance and motivation of staff – here mainly the internal services providers)

9.1 Is staff performance adequate, considering the circumstances?

9.2 Are the staff salaries and secondary benefits adequate?

9.3 Is the performance of staff reviewed periodically?

9.4 Is performance adequately linked to salaries and benefits?

9.5 Are recruitment procedures adequate?

9.6 Is the staff turnover within normal limits?

9.7 Is the staff adequately utilised?

9.8 Are there adequate staff development activities?

9.9 Do the staffs have sufficient career perspectives?

9.10 Does the staff policy adequately address gender differences?

10 MANAGEMENT/Leadership, Organisational Culture (pattern of management behaviour)

10.1 Is concern of management adequately divided over internal and external relations?

10.2 Is attention of management adequately divided over quality and volume of outputs?

10.3 Is concern of management adequately divided over people and means?

10.4 Is there adequate balance between giving responsibilities and control?

10.5 Are decisions taken in time?

10.6 Is staff adequately involved in decision making? Is the staff informed on decisions?

10.7 Is there an adequate balance between hierarchy and participation?

10.8 Is there an adequate balance between attention to performance and concern for people?

10.9 Is there an adequate balance between short- and long-term thinking?

10.10 Is there an adequate balance between risk taking and risk reduction?

10.11 Is there an adequate balance between individual responsibility and team spirit?

10.12 Is adequate attention paid to accountability and transparency?

10.13 Is there adequate attention to inequalities (gender differences & minority groups)?

10.14 Is the organisation willing to learn from its past mistakes?

Annex 7: The World Café Methodology

The World Café Methodology is ideal for a first brainstorming on a well-defined topic. The method is open and can be adjusted to the requirements of the topic. The same questions (left side) can be used for each of the stakeholder groups. During a *first round of discussion*, stakeholders from each stakeholder group discussed these questions internally. During the *second round of discussion*, one individual of each stakeholder groups ('the host') stayed at the 'café table' while all others joint other stakeholder groups. At the beginning of each round, the 'host' presented the discussion results of the internal stakeholder group. Then, representatives from other stakeholder groups presented their views on the role of the original stakeholders in this group. This allowed, for all stakeholder groups, a mix of the 'insider view' and the 'outsider view'. Finally, the host for each stakeholder group summarised and presented results in plenary.

Annex 8: Formats for Collection of Relevant Information

Youth-relevant 'Support Landscape'
The relevant support landscape will give an overview over potential bodies which can be tapped by the YOs for further support in agriculture and agribusiness development.

	Official Mandate for support to youth	'Real' support measures for youth	Relevance for youth organisation	Importance (veto player?)
Governmental Organisations				
Relevant Ministries				
NGOs/ Civil society				
Donor Organisations				
Enterprise service organisations				
ICT providers				
Private sector players				
Others				

Youth-relevant 'Good Practices'
The 'Good Practices' developed in the respective project region and relevant for youth in agriculture and entrepreneurship training and extension could later be used for the YOs for promoting training and extension support by the YOs to their members.

	Training					Extension				
	Conduct Training	Conduct Coaching	Curricula Script	Training Manual	Training Material	Extension Concept	Conduct Extension	Conduct Coaching	Extension Manual	Extension Material
Governmental Organisations										
Relevant Ministries										
NGOs/ Civil society										
Donor Organisations										
Enterprise service organisations										
ICT providers										
Private sector players										
Others										

Annex 9: Terms of Reference for Departments of the Kakamega County Youth Agribusiness Association

The KCYAA developed their new structure along the following departments with the related responsibilities/ToR.

Human Resources Department

- Designate and receive information
- Manage social media communication
- Website client management
- Interpretation of information
- Branding and trademark

Production Department

- Planning out on seasons
- Generating capacity data for both, production and input requirements
- Mapping out of VCs
- Producing farmer training materials
- Agronomic support and input provision
- Pesticide safety awareness campaigns
- Environmental awareness campaigns
- Trading

Marketing Department

- Carry out promotion research
- Keep client contacts
- Analyse demand and supply curves
- Carry out commodity branding

Finance Department

- Manage the resources of the association
- Prepare the budgets
- Approve or disapprove expenditures
- Keep audited accounts of the association and all other financial records
- Handle bank transactions
- Handle petty cash

Annex 10: Strategic Plan (5 Years) of the Bungoma County Youth Agribusiness Organisation

The structure of the Strategic Plan for the BCYAO foresees the following activities to be pursued in a longer-term perspective until 2025.

Finance
- Through membership registration
- Monthly subscription
- Organise services provision to farmers
- Organise share purchase, e.g. interest from loans issued
- Interest from banks on fixed accounts
- Sale of farm products
- Acquisition of assets, e.g. truck, plot for hire
- Increase in registration fees and/or subscription fees for members
- Acquisition of big loans from financial institutions
- Introduction of value addition to products, e.g. soya, beverages, tomato paste, yoghurt
- Expenses to be incurred
    - Passbooks
    - Membership cards
    - Computer
    - Printer
    - Receipt books
    - Financial documents
    - Online platform, i.e. online presence
    - Files
    - Printing papers
    - Registration forms

Note
- Practices disciplined expenditure and saving
- Easy financial access avenue
- Plots for rental as income generating assets
- Tenders
- Establish Savings and Credit Cooperative Organisation (Sacco) for members

Environment
- Planting trees
- Good agronomic practices
- Encourage farmers to build gabions and terraces in eroded areas
- Re-cycling animal/livestock waste
- Adoption of green energy
- Focal information resources centres in every sub-County
- Soil sampling

Note
- Research on which trees do well in each sub-County and encourage planting of the same

Socio-economy

- Improve living standards i.e. steady income of members from agribusiness, equipment like solar, proper sanitation and house structure, diet (improved diet)
- Social services accessibility, life and medical insurance and embrace education policy
- Job creation, in different VCs either on casual labour or un-skilled
- Eradication and control of drugs and substance abuse
- High literacy level; with jobs and steady incomes quality education will be afforded
- Incubation centres
- Helping the vulnerable within the community

Research and innovation

- Green energy; lighting, heating and energy production partner with sun culture, sinking, knights among other organisations
- Mechanise; use of incubators, hatcheries (fish and poultry) small scale machines; motorised chaff better, maize sheller, feed processing machines, milking machines, plucking machines, embrace sensors/alarms for security among others
- Inventory management system; applications to aid in record keeping e.g. agriwebb
- Biogas from poultry dropping
- Food and nutrition; on processed products like soya, flour, sweet potato fortification will be important to ensure vital minerals are present
- Organic farming; conservation agricultures. Use of farm manure for indigenous and horticulture crops. Partnering with Baraka Fertilizer Company
- Mobile Apps; for information and financing e.g. kilimo salama, digi farm etc.
- New feeding systems like dairy hubs, poultry dropping for feeding dairy animals and fish
- Farm management software and trainings e.g. Google and budget mukononi
- Grafting i.e. fast maturing fruits

Marketing

- Contractual services like tendering; networking and linkages
- Collection centres
    - Warehouses (4)
    - Data base
    - Preservation rooms i.e. cold room
    - Loaders/clerks/security (employees)
    - Storage charges for members
- Transportation
    - Canter 7.8 m
    - Pickup 1.2 m
- Online marketing
    - Value addition i.e. packaging/branding
    - Mobil Apps/website i.e. online presence
- Advertisement promotion i.e. radio, social media etc.
- Market survey; motorbike for local markets 120k, mobile phones and verification of product quality and quantity

Value chains

- For the sub-Counties
    - Kanduyi: poultry and dairy
    - Bumula: poultry, fodder production and maize
    - Mt. Elgon: horticulture, cereals and dairy
    - Kimilili: dairy, maize and poultry
    - Togaren: maize, poultry and dairy
    - Sirisia: horticulture, maize, beans and poultry
    - Kabuchai: soya, sweet potatoes, maize and horticulture
    - Webuye West: maize, horticulture and dairy
    - Webuye East: maize, horticulture and dairy
- Recruitment forms/details
    - Details to include name, sub-County, VC, ward, contact, ID, age, farm size (small, medium, large) cluster
    - Contact person for each sub-County
- Value additions
    - Poultry: waste/manure, hatching/hatchery, packaging/branding for egg, live chicken and dress chicken and packed
    - Dairy: milk (cooler and milk ATM), mala, yoghurt, manure and AI-services
    - Fodder/feed: planting (contracting or self), baling/packaging feeds, seeds selling, and utilising maize remains
    - Horticulture: extension services, market linkages, input supplies, tomato paste/sauce, crops (potatoes)
    - Maize: shifted flour (packaging/branding), avail quality inputs, drier and sheller, packaging and selling in kg
    - Soya: soya crunches, soya beverages, manure, animal feeds and flour/packaging for uji and chapati
    - Sweet potato: baking/bakery (flour), potato vines, animal feeds, crisps/chips
    - Aquaculture: brooder, extension services, contractual services i.e. pond construction, selling and marketing of fish, packaging and branding
  Note: project design or consultation

Training

- Short trainings on different VCs
    - Charges: 10-15 KES per farmer
    - Extension services to associate farmers
    - Organise field days
- Setting up model farms for different VCs i.e. dairy, poultry, horticulture and aquaculture
- Incubation centres
    - Short courses that are practical
    - Proper post-harvest techniques
    - Online marketing and general publicity
- Training on value addition and/or processing
- Training on risk and risk management (mitigation)
- Training on resources management and utilisation
- Training on use of technology and innovations

Annex 11: Annual Work Plan 2020, Bungoma County Youth Agribusiness Organisation

The Annual Work Plan 2020 for the BCYAO is structured along quarters with the following activities.

January to March
- Recruitment
- Database evaluation
- Streamline data collection from members
- Set up tree-nursery 2.500

April to June
- Marketing: Information on tender
- Market survey
- Training on post-harvest management (maize, beans, soya)

June to September
- Bidding tenders
- Tree nursery
- Demo plots (scouting of potential demo plots)
- Value addition (mainly for soya beans to feed)
- Training on soya, sweet potatoes and PH level

October to December
- Risk and mitigation training
- Value addition (maize for feeds)
- Marketing/research/innovation
- End of year evaluation
- Promotion of kitchen gardens

Annex 12: Draft Layout for the Operational Manual

The draft Operational Manual as proposed by the OD-team and adjusted to the needs of the YOs will be structured as follows.

Preamble (Acknowledgement)

Table of contents

List of abbreviations

1.0.   Organisational Profile (Structure)

1.1.   Name of the organisation

1.2.   Legal status

1.3.   Bank Information

1.4.   Organisations place of official registration

1.5.   Address

1.6.   Email and web

1.7.   Organisation international registration

1.8.   Organigram

2.0.   History

3.0.   Mandate

3.1.   Vision

3.2.   Mission

3.3.   Objectives

3.3.   Specific Objectives

4.0.   Fields of intervention

4.1.   Agriculture

4.2.   Environment

4.3.   Education

4.4.   Health

4.5.   Economic activities

4.6.   Service provider (Technical)

4.7.   Service provider (Consultancy)

4.8.   Research

5.0.   Organisational standards

5.1.   Policy and Project Development and Standards

5.2.   Report standards

5.3.   Finance and Administration Services Accounting Unit

5.3.1. Budget Unit

5.3.2. Procurement and asset register

5.3.3. Year-end financial report and audit

5.3.4. Monitoring and Evaluation

Annex 13: Draft Layout for the Website

The draft Website as proposed by the OD-team and adjusted to the needs of the YOs will be structured as follows.

About us:

- History
- Vision
- Mission
- Our team
- Governance
- Partners

What we do

- Our approach
- Target Audience
- Project

Our programmes

Opportunities

- Job opportunities
- Become member
- Internship
- Register as a farmer
- Register as a service provider

Publications

- News
- Reports
- Videos
- Photo gallery

Downloads

Annex 14: Rapid Capacity Needs Assessment of internal Service Providers

Guiding questions* for rapid capacity needs assessment:

1. **Technical capacity**

- Does the peer mentor have expert knowledge in the subject matter or VC she/he has been selected for?
- For VCs: Is she/he knowledgeable on market needs, relevant VC actors and innovations in the VC?
- Is the mentor regarded as an outstanding agripreneur by peers?

2. **Business skills**

- Does the candidate have expert knowledge in agribusiness management (marketing, pricing, buying and stock control, record keeping, planning for your business, and people and productivity)?

3. **Pedagogical skills**

- Does the candidate's pedagogical expertise and skills in andragogy match the needs and expectations of fellow youth farmers?
- Is the candidate willing to learn new teaching/facilitation strategies?

4. **Communication skills**

- Is the candidate able to break down complex issues and explain them adequately?
- Does the candidate listen attentively?
- Does the candidate ask questions that prompt reflection and understanding?
- Does the candidate offer feedback in a positive and productive manner?

5. **Soft skills as mentor**

- Does the candidate know how to demonstrate care for professional and emotional needs?
- Is the candidate attentive to sensitive political issues?
- Does the candidate work well with individuals from diverse cultural backgrounds?
- Is the candidate personable and approachable?
- Is the candidate able to easily establish rapport with others?

*Adopted from Mentor Selection Criteria (AIR) and amended to local context; additional input through YPARD Mentorship Toolkit

Annex 15: Interview Guidelines for the Assessment of Youth Organisations

The following interview guidelines were developed and used to guide the interviewers during their focus group discussions in Siaya (26th November), Kakamega (27th November) and Bungoma (28th November). The interview guidelines are structured along three main parts, OD-support measures before the organisational analysis (May 2018 to May 2019; Chapter 1), the organisational analysis (June/July 2019; Chapter 2) and OD-support measures during the pilot phase (August to December 2019).

Main results are of a qualitative nature and reflect the opinions of the participants during the assessment workshops. However, for each of the OD-support measures the participants were to give their rating on a scale of – (the process/results of the OD-measure were not valuable to us) to ++ (the process/results of the OD-measure was very valuable to us).

1. OD support before the Organisational Analysis
This section covers the Kick-Off workshops Youth in Agriculture **Chapter 2.1,** the Youth in Agribusiness Conference incl. the youth declaration **Chapter 2.2,** support to the formation of YOs and first recruitment **Chapter 2.3,** youth entrepreneurship and agribusiness training as well as exposure events for youth in agribusiness **Chapter 2.4**.

1.1 Kick-off workshops on the importance of self-organisation
What was the value of these workshops for your organisation? What new insights did you get from the workshops?
What initiatives did you take based on these insights?

How do you rate the processes and results of the Kick-Off Workshops on a scale of -- (not valuable) to ++ (highly valuable)?

--	-	0	+	++

1.2 Youth in Agribusiness Conference incl. the Youth Declaration
What was the value of the conference for you and the organisation? What new insights did you get from the conference?
What initiatives did you take, based on these insights? To what extend has the youth declaration guided the operations of the YO?
How did the youth declaration influence government policies and the youth participation in the policy formulation?

How do you rate the Agribusiness Conference and the Youth Declaration on a scale of -- (not valuable) to ++ (highly valuable)?

--	-	0	+	++

1.3 Support to the formation of Youth Organisations and first recruitment
How did the support measures contribute to the formation of the organisation?
How useful were the support measures?
How did the support measures contribute to recruitment? (no. of additional recruits, geographical spread of new recruits, sex, VCs)

How do you rate the support to the Formation of YOs and First Recruitment on a scale of -- (not valuable) to ++ (highly valuable)?

--	-	0	+	++

1.4 Youth Entrepreneurship and Agribusiness Training
To what extent were the contents of the training relevant/useful for the participants and for the organisation?
To what extent did the training improve entrepreneurship and agribusiness skills?
How were the training contents used by participants for their own agribusiness and for service delivery to members?

How do you rate the Youth Entrepreneur and Agribusiness Training on a scale of -- (not valuable) to ++ (highly valuable)?

--	-	0	+	++

1.5 Exposure Events for Youth in Agribusiness
To what extent were the exposure events relevant/useful for the participants and the organisation?
To what extent did the events improve entrepreneurship and agribusiness skills?
How were the training contents used by participants for their own agribusiness and for service delivery to members?

How do you rate the results of the Exposure Events on a scale of -- (not valuable) to ++ (highly valuable)?

--	-	0	+	++

2 Analysis of Youth Organisations

This chapter covers the SWOT Analysis Workshop (**Chapter 2.2**), the In-Depth-Analysis Workshop (**Chapter 2.3**) and the Consolidation Workshop (**Chapter 2.4**).

2.1 SWOT Analysis Workshop

What were the most important insights from the SWOT analysis?
What did the organisation and individuals do differently after the SWOT analysis?
To what extent did the exchange of experiences with other organisations open your mind for new ideas from 'outside' your organisation?

How satisfied were you with the processes and results of the SWOT Analysis Workshop on a scale of -- (not satisfied) to ++ (very satisfied)

--	-	0	+	++

2.2 In-Depth-Analysis Workshop

To what extent did the visions help us to shape our desired situation in 5 years?
To what extent did the development of strategies help us to find out how we can realise our visions in 5 years?
What did the organisation do differently after the In-Depth-Analysis Workshop?
Should we, in future, merge SWOT Analysis and In-Depth-Analysis? What is the ideal time between the SWOT Analysis and the In-Depth-Analysis?

How satisfied were you with the processes and results of the In-Depth-Analysis Workshop on a scale of -- (not satisfied) to ++ (very satisfied)?

--	-	0	+	++

2.3 Consolidation Workshop with Work Plan for the Pilot Phase

To what extent did the exchange of experiences with other organisations open your mind for new ideas from 'outside' your organisation?
To what extent are the chosen interventions realistically achievable?
To what extent are they in line with your overall strategy and constitution?
To what extent was your work plan realistically achievable?

What were the most important insights from the consolidation workshop?
To what extent did the exchange of experiences with other organisations open your mind for new ideas from 'outside' your organisation?

How satisfied were you with the processes and results of the Consolidation Workshop (the work plan) on a scale of -- (not satisfied) to ++ (very satisfied)?

--	-	0	+	++

2.4 Analysis of relevant Stakeholder (only Kakamega)
How relevant was the information from other stakeholders for potential future support of these stakeholders to youth and YOs?
How relevant and valuable were the discussions with these stakeholders about their roles, responsibilities and mandates to support youth and YOs?
How relevant and valuable were the discussions with these stakeholders about their future cooperation for supporting youth and YOs?
Is there any related support or cooperation ongoing? If yes, which kind of support or cooperation? If not, why not?

How satisfied were you with the processes and results of the Stakeholder Analysis Workshop on a scale of -- (not satisfied) to ++ (very satisfied)?

--	-	0	+	++

3 Pilot Organisational Development Support
Pilot OD-support-activities for the YO were conducted during September to December 2019. These were OD-support activities related to the organisational structure, strategic planning, annual work planning, operational manual, website, VC mapping/analysis, conflict resolution and gender. The assessment is limited to the support to the organisational structure as all other OD-support activities have only started with individuals and small groups. The respondents during the assessment workshop could not assess these activities.

3.1 Organisational Structure
What has changed in your organisational structure as a result of the support you got?
To what extent is your present organisational structure suitable for the achievement of objectives and strategies of your organisation?

How satisfied were you with the support you got for the development of an Organisational Structure a scale of -- (not satisfied) to ++ (very satisfied)?

--	-	0	+	++

What kind of addition support would you need for further strengthening your organisational structure?