



THE UNITED REPUBLIC OF TANZANIA
MINISTRY OF AGRICULTURE

BUILDING A BETTER TOMORROW: YOUTH INITIATIVE FOR AGRIBUSINESS (BBT-YIA)

2022- 2030





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(2022 - 2030)

FOREWORD



Tanzania is one of the countries with the youngest population in the world [World Population Review, 2022]. It has a median age of 18 years and youth and children accounting for 31% and 44% of population respectively. With the median age of 18 years, this is a population preparing to enter the labour market but faces several barriers including but not limited to: negative perception towards agriculture, limited agricultural entrepreneurial skills, poor access to land, limited accessibility to financial services, markets; and modern agricultural labour saving and digital technologies. To address these challenges, President of the United Republic of Tanzania, Her Excellence Dr. Samia Suluhu Hassan came up with an innovative ideal for youth and women to engage in agribusiness to capitalize on unutilized opportunities along the agriculture value chain.

In the course of Implementation, the ministry of agriculture has designed a program known as Building a Better Tomorrow – Youth Initiative for Agribusiness (BBT-YIA). BBT-YIA's main goal is to enhance the engagement of youth in the agricultural sector for sustainable and improved livelihoods. BBT-YIA's strategic objectives are to: i) inspire youth through implementing behavior/attitude changing communication strategy; ii) empower youth through training mentoring and coaching; iii) engage youth in profitable and sustainable management of agribusinesses; iv) enable youth-led enterprises by improving business environment; and v) coordinate effectively youth agribusiness support initiatives for synergy and efficiency.

The BBT-YIA formulation process adopted a participatory approach involving the government, the private sector, development partners and other key stakeholders. BBT-YIA is indeed a tool for contributing the attainment of the Agenda 10/30 that envisage increasing the youth employment by one million and obtaining the growth rate of the agricultural sector by ten (10) percent by 2030.

In a course of eight years, we intend to achieve 12,000 profitable enterprises across 12,000 villages across the country and create over 1,500,000 direct employment for youth and women. This is however possible through partnerships among the following institutions: Ministry of Agriculture, private sector, development partners, Tanzania Youth in Agriculture Association and Non-Government Organizations (NGOs). Under BBT – YIA 1,000,000 hectares of land will be utilized for block farms establishment. I therefore urge the private sector and other relevant stakeholders to be fully committed to the implementation of BBT-YIA for the benefit of the youth. To ensure attainment of our objectives and goals, we will need to embrace transparency, accountability, and innovation in the implementation of activities outlined in this program document.

A handwritten signature in green ink, which appears to read 'Hussein Mohamed Bashe'.

Hussein Mohamed Bashe (MP)
Minister of Agriculture

ACKNOWLEDGEMENT

The development of Building a Better Tomorrow-YOUTH INITIATIVE FOR AGRIBUSINESS (BBT-YIA) was a collaborative effort, between Government of Tanzania through Ministry of Agriculture, Private Sector and Development Partners led by USAID-SERA BORA Project. Thanks are due to the Management of the Ministry of Agriculture for their contributions towards the formulation of this programme. In a distinguished manner, a thanks goes to the President's Office Regional Administration and Local Government; Ministry of Finance and Planning; and Ministry of Land, Housing and Human Settlement Development for their support.

Special thanks are extended to members of the Development Partners and Private Sector include AGRA, USAID, ASPIRES, CROP BIOSCIENCE SOLUTION, WFP, SAGCOT, Worldveg, ESRF, dLab, Cuso International and SUGECO, for their technical and financial support at various stages of developing the programme.

Many thanks are extended to the Youth Companies, NGOs and Youth Individuals including Malembo Farm, Magole Farm, Serengeti Bytes, Launch Pad, GBRI, and Nexis Africa including individual youth opinions through online platforms providing useful inputs and support during the process of writing the programme.

It suffices to extend our appreciation to all institutions (Private, Public, Non-State Actors including youth farmers) for their active participation in the formulation of this programme. We are highly indebted to all for their contributions, tireless efforts, hard work, critics and commitment to the completion of the BBT-YIA.

SUMMARY OF THE PROGRAM



Photo Credit: TAHA

Youth and children in Tanzania account for 75% of the population



67%
*Tanzania's active
youth labor force*

In Tanzania, youth (i.e. people aged between 15 and 35) and children (people aged less than 15 years) account 75% of population. Youth accounts for 56% of the active labor force (ILFS, 2021), although most of them are unemployed, underemployed, or working in precarious conditions. Agriculture is the main contributor of employment for the nation as it accounts for 66.6% of employment and it contributes 26.1% to the national GDP (Tanzania Economic Survey, 2021). The relatively low contribution of the agricultural sector and high import of processed foods is partly associated with low engagement of youth in the agricultural sector who account for a large share of the labor force in the country. Their engagement is, among others, hindered by lack of access to

land, infrastructure, credit and improved inputs. Others are limited access to market, and inadequate skills, as well as poor business environment and negative perception about the role of agriculture in the creation of a sustainable livelihood. Non-governmental organizations, private and government institutions have tried to address youth challenges. However, their impact and outreach has been localized. Majority have focused on offering short training for skills development with horticulture as the preferred value chain, and geographically concentrated in major producing zones, like the Southern Highlands and Northern zones leaving other challenges and youth in other areas and value chains unfacilitated.

This program dubbed, Building a Better Tomorrow

Building a Better Tomorrow - Youth Agribusiness Initiative (BBT-YIA), championed by the Minister of Agriculture, Hon. Hussein Bashe, aims to promote Tanzanian youth engagement in agribusiness for sustainable and improved livelihoods.

BBT-YIA intends to inspire youth through implementation of a behavior/attitude changing communication strategy that would rebrand agriculture and make it more appealing to youth

(BBT), a YOUTH INITIATIVE FOR AGRIBUSINESS (YIA), championed by the President of the United Republic of Tanzania, Her Excellence Dr. Samia Suluhu Hassan, is therefore aiming to promote Tanzanian youth engagement in agribusiness for sustainable and improved livelihoods. More specifically, BBT-YIA intends to: i) Inspire youth through implementation of a behavior/attitude changing communication strategy that would rebrand agriculture and make it more appealing to youth; ii) empower youth through training mentoring and coaching, and other interventions that would impart necessary skills for employment or management of their own agribusinesses; iii) engage youth in profitable and sustainable management of agribusinesses; iv) enable youth-led enterprises by improving policy, legal and regulatory environment and facilitating the development BDS for youth in agribusinesses; and v) coordinate effectively activities of NGOs supporting youth for synergy as well as efficiency and effective outcomes. BBT-YIA has prioritized value chains with fast turnover and other attributes that are youth friendly. The value chains and related nodes include cereals, oil seed, horticulture, poultry, fresh produce marketing, agro-dealership, agro-service, agro-processing, value addition and food service. Geographically, BBT-YIA will scale-up existing

interventions while closing the geographical gap in youth support activities.

In a period of eight years, BBT-YIA intends to achieve 12,000 profitable enterprises across 12,000 villages across the country. The programme aims to start by engaging 1,500,000 youth in agribusiness, involving 20,000 youth in internship programs, and mentoring and coaching 15,000 youth-led agribusinesses through incubation programs. Beneficiaries will be categorised into 4 clusters, cluster-1 youth entrepreneurs in established agribusinesses, cluster-2, youth entrepreneurs whose agribusinesses are yet to be established, cluster-3 youth trained to be the workforce in established agribusiness and cluster-4 Youth with no interest in agriculture. These milestones will be attained through public-private-partnerships involving at least 70 NGOs, public and private institutions and farmers, and development institutions in the youth agribusiness ecosystem. The Ministry of Agriculture remains the facilitator and coordinator of BBT-YIA. The BBT-YIA estimated budget is Tanzania Shillings 356.199 billion (USD 148,416,167) of which 24% of the budget will come from the Government (MoA and PO-RALG) and the remaining 76% from development partners, NGOs and the private sector.

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LIST OF ABBREVIATION

AfDB	African Development Bank
AGRA	Alliance for a Green Revolution in Africa
ASDP II	Agricultural Sector Development Program Phase II
AIC	Agribusiness Innovation Center
ASPIRES	Agricultural Sector Policy and Institutional Reforms Strengthening
BBT-YIA	Building a Better Tomorrow: YOUTH INITIATIVE FOR AGRIBUSINESS
BDS	Business Development Services
CDOs	Community Development Officers
ESRF	Economic and Social Research Foundation
FTFT-AY	Feed the Future Tanzania Advancing Youth
FTE	Full Time Equivalent
GAP	Good Agricultural Practice
ILO	International Labor Organization
JATU	Jenga Afya Tokomeza Umaskini
LGAs	Local Government Authorities
M&E	Monitoring and Evaluation
MATI	Ministry of Ag. Training Institutes
MoA	Ministry of Agriculture
MSU	Michigan State University
NBS	National Bureau of Statistics
NCYIA	National Conference on Youth Involvement in Agriculture
NGO	Non-Governmental Organization
NSYIA	National Strategy for Youth Involvement in Agriculture
NYDF	National Youth Development Fund
OYASIs	Other Youth Agribusiness Support Institutions
PASS	Private Agricultural Sector Support
PPP	Public Private Partnership
SAGCOT	Southern Agricultural Growth Corridor of Tanzania
SDGs	Sustainable Development Goals
SUA	Sokoine University of Agriculture
SUGECO	Sokoine University Graduate Entrepreneurs Cooperative
TAHA	Tanzania Horticultural Association
TALIRI	Tanzania Livestock Research Institute
TIGLs	Training-Industry-Government Linkages
URT	United Republic of Tanzania
USAID	United States Agency for International Development
VETA	Vocational Education Training Authority
YAP	Youth Agribusiness Park

1. INTRODUCTION



Photo Credit: SUGECO

The National Youth Agricultural Conferences provided the foundation of the BBT-YIA design.

In 2020 the Ministry of Agriculture organized a National Conference on Youth Involvement in Agriculture (NCYIA). The conference took place in seven (7) geographical areas: i) Songwe for youth from Sogwe, Mbeya, Katavi, and Rukwa; ii) Njombe for youth from Iringa, Ruvuma and Njombe; iii) Tabora for Dodoma, Kigoma, Singida and Tabora; iv) Arusha for youth from Arusha, Tanga, Manyara and Kilimanjaro; v) Chato for youth from Shinyanga, Geita and Kagera; vi) Butihama for youth from Simiyu, Mwanza and Mara; and vii) Dar es Salaam for youth from Pwani, Lindi, Mtwara and Morogoro. The conference was attended by private sector organizations targeting youth for their products and services, NGOs and government institutions. Excluding Dar es Salaam conference, a total of 1918 youth representatives (37% female) from all-over the country attended the conference organized in the 6 representative regions. The aims of the conference were to stimulate the involvement of youth in agriculture and to establish challenges which limit their engagement in agriculture. The Ministry in collaboration with NGOs and the private sector formulated an action plan to address the challenges and further developed a draft concept note.

The concept note was developed and presented to a designated technical team during a workshop organized from 10-14 April 2022. The Team agreed to engage a consultant to develop the BBT-YIA Program document. Further development of the BBT-YIA Program involved desk research focusing on youth projects and literature from eastern and southern Africa, analysis of primary data from a survey of 160 NGOs and secondary data from the National Panel Survey cited in MSU/MasterCard Foundation report; continuous consultations with the BBT-YIA technical team. Findings from primary data collected through 2nd to 8th May in-depth interviews with selected youth agribusinesses and private farms were also used to shape the arguments in the document. Therefore, the development of this document has considered the views of youth and institutions that have been engaged in addressing youth challenges.

1. BACKGROUND: PROBLEM ANALYSIS AND RELEVANCE



Photo Credit: USAID Advancing Youth

2.1 Tanzanian Youth Demographics

Youth, aged between 13 - 35 account for 31% of the countries population Tanzania - URT (2021].

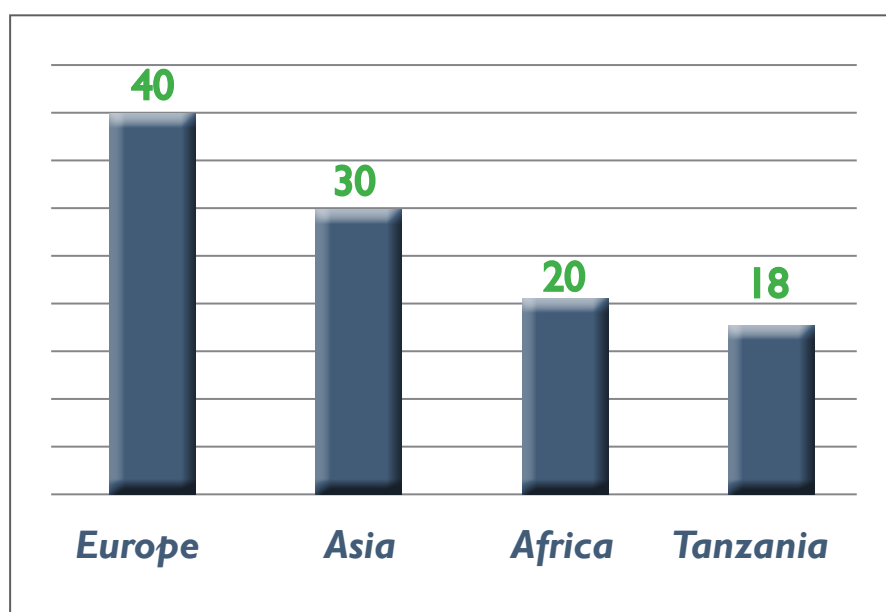
"Empowering Youth to actively participate in the economy has the potential to increase GDP by ten folds"

[AfDB, 2016]

Youth (i.e. people aged between 15 and 35) and children (people aged less than 15 years) account 31% and 44% of population respectively. An estimated three quarters of the country's population [United Republic of Tanzania - URT (2021]. Given the high birth rate (4.9) [URT, 2021], the share of youth is expected to continue increasing. Thus, Tanzania is, and would continue to be one of the countries with the youngest population in the world, with median age of 18 years (in 2022) [World Population Review, 2022],

which is lower than the median age for Africa (20 years), Asia (30 years) and Europe (40 years) [Figure 1]. A growing youth population is one of the nation's competitive advantages because youth are considered more productive, avid users of technology, eager to learn and try new things more than adults. If youth are facilitated and given opportunities to actively participate in economic activities, they have the potential to contribute to an increase in GDP by more than 10 times [African Development Bank – AfDB, 2016].

Figure 1: Median population (years)



Although youth in Tanzania accounts for a higher share (67%) of active labor force [URT, 2016], they are however more likely to be unemployed, underemployed or working in more precarious condition than adults

[AfDB, 2016]

A typical Tanzanian youth aged 18 is preparing to enter the labor market to seek employment. However, given the design of the education system, this youth has neither employable skills nor capital (land and savings) and entrepreneurship skills to establish a business. Although youth in Tanzania accounts for a higher share (56%) of active labor force [ILFS, 2021], they are however more likely to be unemployed, underemployed or working in more precarious conditions than adults [AfDB, 2016]. The labor force survey of 2014 reveals that 93% and 82% of youth who are employed in rural and urban areas respectively are working in vulnerable/indecent jobs [Youth Forum, no date]. On average, a million youth enter the labor market annually but only 25% of them can secure employment

immediately [URT, 2021]. Youth unemployment and underemployment are set to increase given limited job creation in rural and urban areas [Lindsjö et al., 2020] and thus threatening peace and sustainable development [AfDB, 2016]. Thus, high job creation strategies are required to address youth unemployment. The meeting by African Heads of State and Governments (Tanzania inclusive), which was held in 2014 in Malabo, Equatorial Guinea concluded that youth agribusiness is the best strategy for addressing unemployment [STRATEGIS, 2020].

Youth agribusiness as a strategy is recommended for several reasons: i) in Tanzania (and Africa at large), more than 70% of population (and thus majority of youth) live in

rural areas, where agriculture is the main activity (accounting 65.5% of employment, 29% of GDP, 30% of export earnings, and 65% of industrial raw materials [URT/MoA, 2017], and therefore the strategy will address more youth; ii) agribusiness, farming in particular, has high potential of creating more jobs as it accounts for 59.1% of the total new jobs created [Allen et al., 2016]; iii) there is still plenty of unutilized land as only less than 25% of 44 million hectares of arable land (of which 29.4% can apply irrigation) is currently being used for farming [Tumbo et al., 2017]; and iv) youth's higher willingness to apply new technologies is appropriate in transforming agriculture for food security given increasing population hence the high demand for food [AfDB, 2016; Lindsjö et al., 2020].

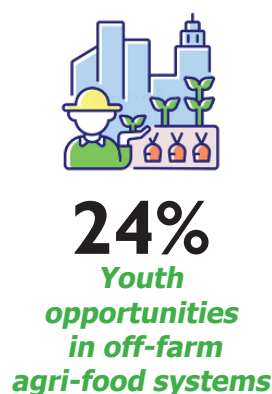
2.2 Youth in Agriculture

In Tanzania, there are about 16 million youths, of whom 10 million are aged 15 to 24 years and the rest are aged 25 to 34 years [Andrea, 2016]. Most youths (51% of those aged 15-24 years, and 46.6% of those aged 25-34 years) are engaged in farming (Table 1). Off-farm agri-food systems provide employment opportunities for 8% and 16% of youth aged 15-24 years and 25-34 years, respectively. Other sectors outside farming and agri-food systems employ around 19% and 31% of youth aged 15-24 years and 25-34 years, respectively.

Table 1: Profile of youth in agribusinesses

		Total working age population between 15-34 years (millions)		% of working age population between 15-35 years engaged in									
				Farming		Off-farm stages of agri-food system		Off-farm outside agri-food system		Economically inactive		Unemployed	
				15-24	25-34	15-24	25-34	15-24	25-34	15-24	25-34	15-24	25-34
Tanzania (2011/12)	Males	4.7	2.7	52.8	42.8	6.9	14.6	21.2	39.9	16.8	2.0	2.3	0.7
	Females	4.8	3.1	50.0	49.9	8.6	17.1	16.1	23.5	22.6	7.3	2.7	2.2
	Total	9.5	5.8	51.4	46.6	7.8	15.9	18.7	31.1	19.7	4.8	2.5	1.5

Source: Analysis from Tanzania National Panel Survey, 2012 by Allen, et al. 2016 [7]



Compared to other sectors, farming provides more employment opportunities to youth. However, key findings from the MSU/Master Foundation Study [Allen et al., 2016] reveal that for the past 15 years, there has been a rapid transformation of African economies and Tanzania inclusive. Labor has been moving from farming into off-farm segments of the economy. Compared to other African countries, the rate of exit for Tanzania is relatively high. When labor is computed as full-time equivalents (FTE), it is estimated that farming (of own farms plus hired farm labor) accounts for 43% to 48% of the labor force in Tanzania, the off-farm

segments of the agri-food system account for 17% and the off-farm sector outside the agri-food system, mainly commerce and transport, construction, and the public sector, employs about 35%. Despite the ongoing economic transformation, farming still accounts for more new jobs (52%) created. However, the off-farm segments of the agri-food system account for lower (16%) new jobs created than the off-farms sector outside the agri-food system (32%). This could be explained by weak value addition and several challenges limiting the commercialization of food agricultural value chains which are dominated by women and youth.

2.3 Challenges Faced by Youth in Agriculture

Since the 2010s, Tanzania has been promoting youth in agribusiness. Its main goal was to see youth participating fully in agricultural development and contributing to the national economic growth.



Photo Credit: Ministry of Agriculture



"One of the major challenges of Youth participating in Agribusiness is the negative perceptions and attitude coupled with limited awareness on agribusiness opportunities"

***Hon. Hussein Bashe,
Minister for Agriculture***

This was to be achieved through the attainment of several objectives stated in its National Strategy for Youth Involvement in Agriculture – NSYIA (2016-2021). Among the objectives, include facilitating youth to access and acquire land, access financial services, agro-inputs, irrigation infrastructure and facilitating access to market [URT, 2016]. Some achievements of the implementation of NSYIA (2016-2021) have been reported [URT, 2021]. However, there is still limited information on the extent to which the implementation of NSYIA (2016-2021) has been successful. Nevertheless, the National Conference on Youth Involvement in Agriculture

(NCYIA) which was held in Songwe, Njombe, Tabora, Arusha, Geita, Mara and Dar-es-Salaam in 2020 confirmed the continued existence of challenges limiting effective youth involvement in agriculture (URT/MoA, 2020). Notable challenges include the following:

i. Lack of skills:

About 70% of youth aged between 14 and 17 are not enrolled in secondary education (Technoserve, 2021) and thus they enter the agribusiness career and the labor market unprepared as they lack appropriate agribusiness related skills. Even those who are able to continue with secondary and tertiary

Access to extension services to youth is also limited, a situation that discourage youths' engagement in agriculture

"Farming family land implies that youth have limited control of output, hence lack of resources to purchase their own land and become independent."

[Snyder et al., 2019].

education, only around 38% of them are medium-highly skilled [URT, 2021]. Most of the graduates from universities and colleges lack practical and employable skills. Thus, there is a big mismatch between the labor market needs and what universities and colleges [URT, 2021] produce. Incubation, internship, and training-industry-government linkages (TIGLs) could address the mismatch. However, these options have not only remained weak but also exclude agriculture [Kaijage, 2007]. As a result, most of the youth in agribusiness lack practical skills.

The absence of new farming technologies' application skills, entrepreneurship, and financial management skills among youth, particularly those in rural areas, have remained critical challenges limiting their performance and accessibility to resources such as loans (Youth Forum; URT/MoA, 2020). Access to extension services to youth is also limited, a situation that discourages youth engagement in agriculture (URT/MoA, 2020). Youth in rural areas have smartphones but they lack skills to use them to access information related to market, access to agro-inputs and logistics [Technical Centre for Agricultural and Rural Cooperation, 2020]. Most of the youth lack awareness

about health-related issues which are important in their daily life [Lindsjö et al., 2020].

ii. Limited access to and ownership of land:

Land is a major input in agricultural production. Limited access to land among youth in agriculture has been extensively reported (URT/MoA, 2020) and increasingly becoming more challenging because of population growth and delayed transfer of land ownership to youth due to increased life expectancy [Lindsjö, et al., 2020]. The majority of youth either farm in family or land leased on seasonal/short-term basis [URT, 2016, Lindsjö, et al., 2020; Snyder et al., 2019]. Both options of access to land are associated with limited investment and restrictions on the application of fertilizer and pesticide hence low outputs [Lindsjö, et al., 2020]. As youth cannot invest (install irrigation systems) in the land they do not own, they have been farming based on rainy seasons (URT/MoA, 2020), which has been affected by climate change. Farming family land implies that youth have limited control of output, hence lack of resources to purchase their own land and become independent [Snyder et al., 2019].



Photo Credit: SUGECO

"...youth perceive the utilization of improved agricultural inputs and implementation of advices from extension officers as expensive and unaffordable."

[Lindsjö et al., 2020].

iii. Limited access to agro-inputs and extension services:

Compared to the middle age group, youth apply less mechanized farming techniques, i.e., application of low-quality seeds, non-use of fertilizers and pesticides even when the improved seeds and other agro-inputs are available in their localities. This is because they lack cash to procure them and their access to sources of finance (direct credits) [Lindsjö et al., 2020] and value chain financing are limited. Consequently, youth perceive the utilization of improved agricultural inputs and application of recommendations from extension officers as expensive and unaffordable [Lindsjö et al., 2020]. In some of the rural areas, the supply of tools and machineries is limited, which is also a major obstacle for mechanization of farming among youth [Lindsjö et al., 2020].

iv. Limited access to market, related infrastructure, and auxiliary services:

Limited accesses to market, appropriate logistics facilities, packaging materials and limited market information have been the major challenges for youth [Suleiman, 2018]. These challenges result in unreliable and low price of crops and high post-harvest losses, especially for perishable crops like horticulture in which majority of youth are involved in (URT/MoA, 2020; Ng'atigwa et al., 2020). Transport costs are also considered very high (URT/MoA, 2020). The development of out-grower schemes or contract farming, which could provide a ready market and facilitate value chain financing and access to improved agro-inputs, is challenged by the lack of contract farming law/regulation to govern contract farming implementation and protection of parties involved. Consequently, enforcement of



Youth are not effectively participating in network organizations, associations and cooperatives

contract farming has remained weak and the interests of parties in the contract are not protected. Some contract buyers, who sometimes offer inputs to youth on credit, fail to collect their money through buying crops from the youth as youth get involved in side-selling.

v. Limited access to financial services:

The Government through the National Youth Development Fund (NYDF) has been offering loans to youth groups since July, 2015, but there is limited data on the groups that were involved in agribusinesses. Accessibility of funds from the Local Government Authorities (LGAs) to youth has remained challenging, especially for youth in agribusiness. LGAs offer loans to youth who can demonstrate the recoverability of the funds [Youth forum, URT/MoA, 2020] but most of the youth lack entrepreneurial and financial management skills, thus they are unable to prepare fundable project proposals. Due to their limited savings and engaging in weak groups, youth cannot afford to pay for the cost of proposal development by BDS. LGAs are also considered by youth as bureaucratic [URT/MoA 2020]. Indeed, LGAs reach less than 50% of groups they intend to serve and offer 25% of funds allocated for loans to youth and women (Youth Forum, No date). Access to loans from commercial banks has remained limited as banks require collateral (non-

movable assets such as land and houses), which majority of youth fail to provide as they do not own them [URT/MoA, 2020]. Youth cannot get loans from cooperatives because they are not members [URT/MoA, 2020].

vi. Weak youth groups/associations:

Youth are not effectively participating in network organizations such as associations and cooperatives [ILO, 2014; Touw and Mbwaga, no-date]. Therefore, they lack market and technical information which limit their innovativeness, production of quality products and services at affordable production and operation costs. Weak associations/groups limit youth in organizing joint transport, storage, and marketing [Ng'atigwa et al., 2020]. They also do not effectively participate in policy dialogues and decision making about social and economic issues that affect their lives in their communities and the nation at large. As a result, policies often fail to account for youth heterogeneity needs and to provide effective solutions and supports. Thus, the engagement of youth in policy dialogues is crucial [Nteranya, 2015].

vii. Information and coordination:

NGOs, government and development institutions are executing several initiatives to encourage youth engagement in agribusiness. The design



Photo Credit: SUGECO

Limited coordination of initiatives promoting youth in agribusiness is a challenge as some initiatives tend to duplicate efforts through focusing on the same areas or the same targeted youth

and implementation of the initiatives are retarded by lack of coordination and thus the data on the initiatives promoting youth engagement as well as the youth engaged in agribusiness [Youth Forum no date]. Limited coordination of initiatives promoting youth in agribusiness is a challenge as some initiatives tend to duplicate efforts through focusing on the same areas or the same target youth leaving others without support, hence inefficient utilization of resources and/or irrelevant/ineffective interventions [ILO, 2015]. The data on youth entering the labour market is based on youth graduating from universities and colleges. The data is considered unrealistic as it is based on data from training institutions, which have since the mid-2000s increased [Youth Forum, no date]. The data

also exclude those who do not join secondary and training institutions who account for a big share of youth [Technoserve 2021]. These, taken together, imply a need for establishing the means for coordinating initiatives targeting youth in agribusiness and generating up-to-date information useful for facilitating the design and implementation of projects/programs facilitating youth engagement in agribusiness for efficient and effective outcomes. Several examples, such as the use of digital self-registration of youth engaged in agribusiness, which could be easily applicable in Tanzania.

viii. Motivation and attitude toward agribusiness:

With all the challenges in the youth agribusiness ecosystem, youth attitude and motivation to engage in agribusiness has remained low. They do

To overcome limited access of loans from banks and value chain finance from buyers to youth may require not only encouraging banks to develop new products but also creating favorable business environment such as allowing the use of movable assets to secure loans and enacting contract farming law.

not consider agribusiness as a source of employment opportunities [URT/MoA, 2020] and improved livelihood. They perceive agribusiness as a risky activity that requires more resources than other activities such as petty trade and fishing [URT/MoA, 2020]. However, when given opportunities and resources, their perception toward farming as a source of income for sustaining their lives in rural areas is positive [Lindsjö et al., 2020, Yami et al 2019].

As observed, limited involvement of youth in agribusinesses is a result of multifaceted challenges [Yami et al 2019]. One challenge has multiplier effects to other challenges. For example, limited access to loans from commercial banks to youth is due to lack of land ownership and bank regulations/practices that require loan applicants to secure their applications with non-movable assets. The absence of a law governing contract farming is associated with weak buyer-producer (farmer) or supplier-producer linkages. Consequently, producers facing unreliable

markets, cannot acquire new technologies and skills from buyers, and may fail to access value chain financing. Thus, to overcome limited access to loans from banks and value chain financing from buyers, youth may require encouraging banks to develop new products, which are appropriate for youth. Also, banks need to create favorable business environment such as allowing the use of movable assets to secure loans and enacting contract farming law to enable youth to have reliable market for generating income to repay the loans. Providing training to youth without addressing other challenges such as land access and unfavorable business environment might result in insignificant outcomes. When organizations are working in isolation to address youth challenges may result in duplication of efforts, ineffectiveness, and inefficiency. These imply the need for several partners in the youth agribusiness ecosystem to work together to address youth challenges [Technical Centre for Agricultural and Rural Cooperation, 2020].

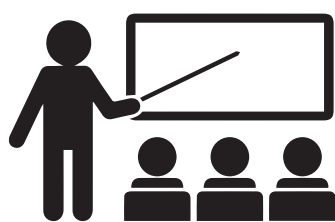
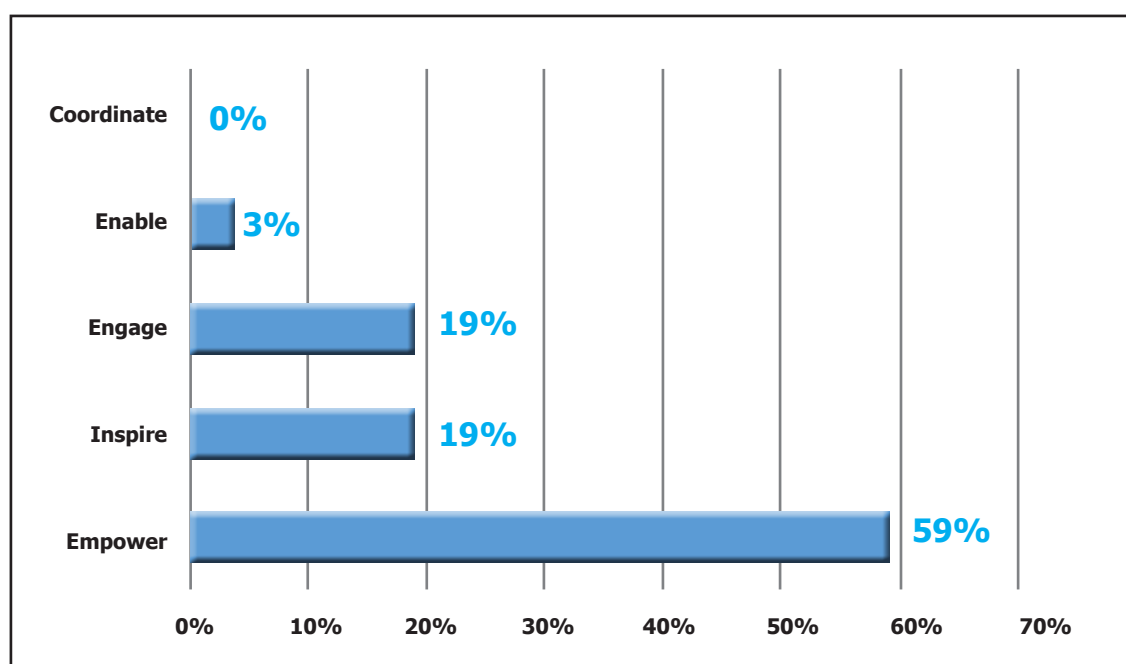


Photo Credit: SUGECO

2.4 Current Youth Initiatives

Development institutions and about 160 NGOs have been promoting youth in agribusinesses. A rapid survey conducted by ASPIRES in May 2022 reveals that 65 NGOs, which responded to the questionnaire, have reached 235,000 youth beneficiaries over the past five years. These NGOs have collectively mobilized USD 62 million. Further analysis reveals that most NGOs' initiatives (59%) focus on enhancing the skills of youth through short-term training (Figure 2). Some (19%) focus on inspiring youth to change their negative perceptions and attitude towards agribusiness but this initiative is less monitored and evaluated. Thus, the effectiveness of the initiative remains unclear.

Figure 2: NGOs' Areas of intervention

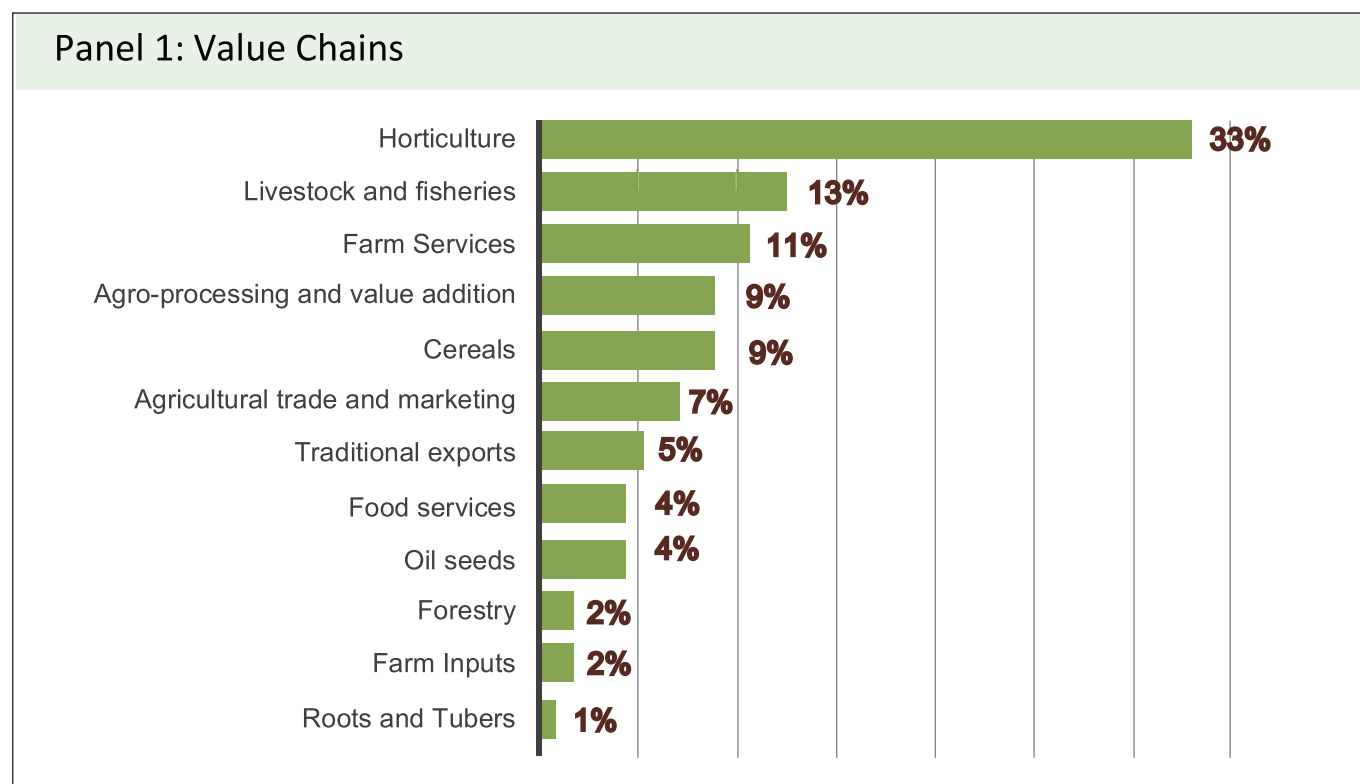
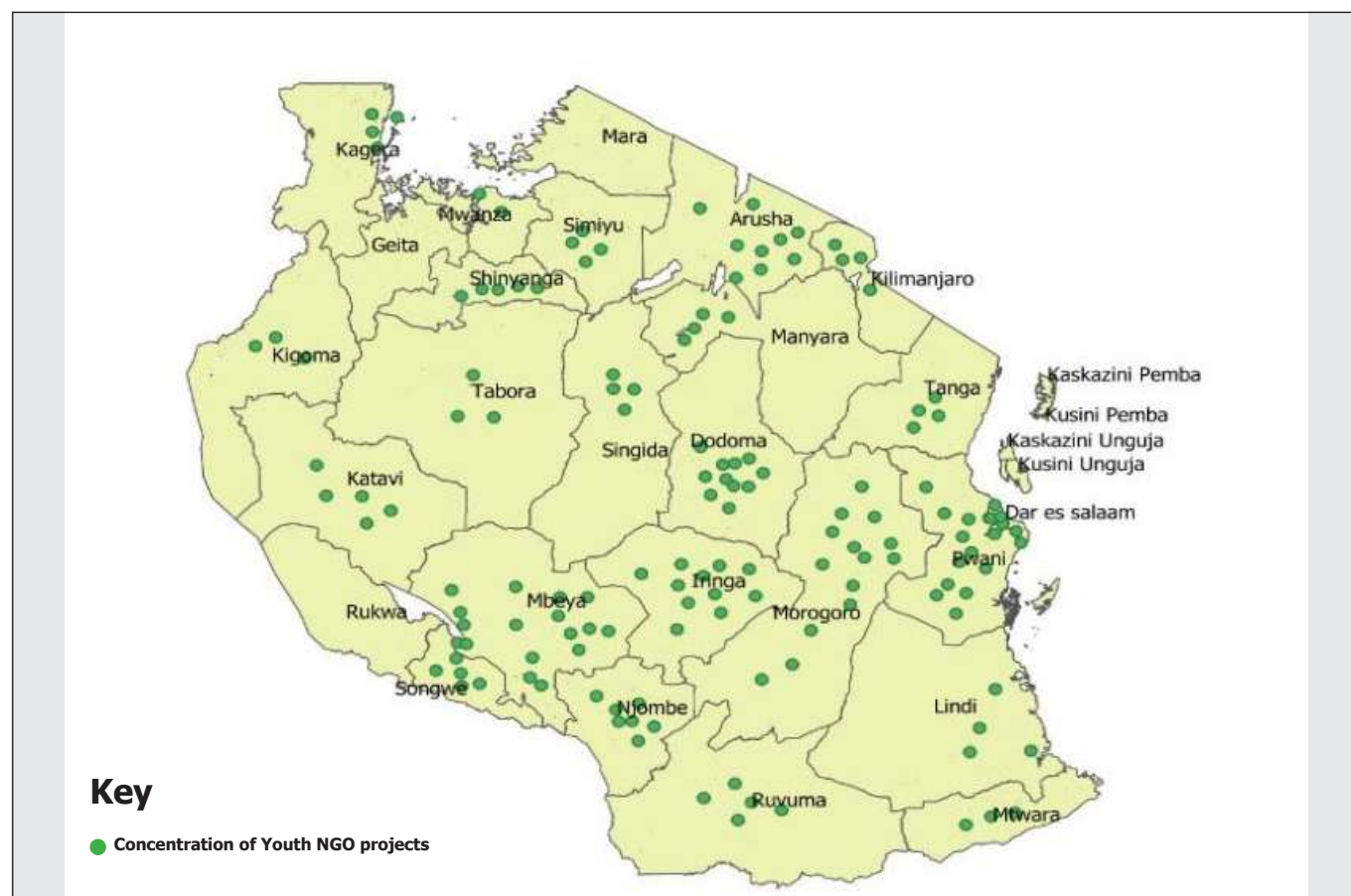


59%

"...majority of NGOs' initiatives focus on enhancing the skills of youth through short-term training."

Very few NGOs' initiatives (3%) facilitate the improvement of the enabling environment and none facilitates coordination and M&E. The Ministry has in place a system to coordinate NGOs' initiatives within the agricultural sector however; management of the NGO database still has some challenges. Thus, NGOs' initiatives have remained fragmentate and partnerships among them have remained low. Consequently, most NGOs' initiatives have either concentrated in horticulture value chain (33%) leaving out

youth in other agribusiness value chain unfacilitated (Figure 3 Panel 1). Additionally, the majority of NGOs' initiatives are concentrated in the Southern Highlands and thus leaving youth in other areas with lack of support (Figure 3 Panel 2; Case study 1). These findings signify a lack of systematic and holistic approach in addressing youth agribusiness challenges. There is also limited coordination of the initiatives. Monitoring and evaluation of initiatives, especially those focusing on inspiring youth, is also weak.

Figure 3: NGOs' initiatives areas of focus**Panel 2: Geographical area**

Source: Field survey

Case study 1: GBRI

Hadija Jabir is one of the successful youth's agri-entrepreneurs in Tanzania. She completed her bachelor's degree in business and accounting at St. Augustine University in 2012. Upon completion of her studies, she did not envision a career in agriculture. Ten years down the line, Hadija has not only carved out a successful career of her own, but also helped local farmers reach global markets, and create jobs for other young people.



She presently owns a horticultural company called GBRI which focuses on producing vegetables and fruits, adding value by sorting and packing them for local and international markets (United Kingdom, Sweden, North Ireland, Germany, Spain and India). As of 2018, GBRI had about 236 youth workers; it has managed to work with more than five thousand (5000) out growers in five different regions in Tanzania.

The message to the youth, *"now a lot of youth are complaining about lack of employment, ...youth who are unable to secure employment may look for opportunities available in the agricultural sector; the agricultural value chain provides vast employment opportunities.... not all people involved in agriculture are engaged in farming activities such as planting seeds We need youth who are engaged in information technology for developing agricultural platforms which can link farmers with their customers; we need mechanical engineers"* said Ms. Jabir.

Source: <https://www.youtube.com/watch?v=7ww5GtlBuM0> and <https://www.youtube.com/watch?v=-qhrULIFT3k>

2.5 The Scope of BBT-YIA Program

BBT-YIA Program intends to guide initiatives aiming to address youth agribusiness challenges in such a way that taking all the interventions together will lead to having a holistic and systemic approach of addressing the challenges. More specifically, BBT-YIA Program is designed to:

- Provide a **Framework for Coordination** of projects supporting youth in agribusiness in Tanzania for a common goal. Through coordination, it establishes a common **Results Framework (RF)** to avoid duplication of effort and promote synergy among public institutions, NGOs, private sector and development partners supporting youth in agribusiness
- Outlines **Potential Areas for Public Interventions** with special attention to the Ministry of Agriculture. Thus, development partners, private sector and NGOs are expected to re-align their projects or design new projects that articulates the BBT-YIA Program
- Helps to **Map out Current Projects** in terms of: geographical focus; nature of activities; target youth groups; number of beneficiaries; value chain; resource allocation; and other attributes. This will facilitate the identification of **Existing Gaps in Agribusiness Youth Support** in terms of geographical focus, project activities, value chain and other attributes
- Identifies Strategic Priority Areas and provides illustrative activities, targets of output, expected outcomes and resources needed for an 8-year-program. The priority areas underscore opportunities for Sustaining and Scaling-up Current Successes in youth projects, developing new projects to fill the existing gaps



Photo Credit: SUGECO

3. THEORY OF CHANGE

Tanzania is one of the countries having the youngest population in the world, with median age of 18 years, and 75% of population aged below 35 years [World Population Review, 2022]. Youth account for more than 56% of the active labor force, of which 51% of those engaged in agriculture are aged between 15 and 24.

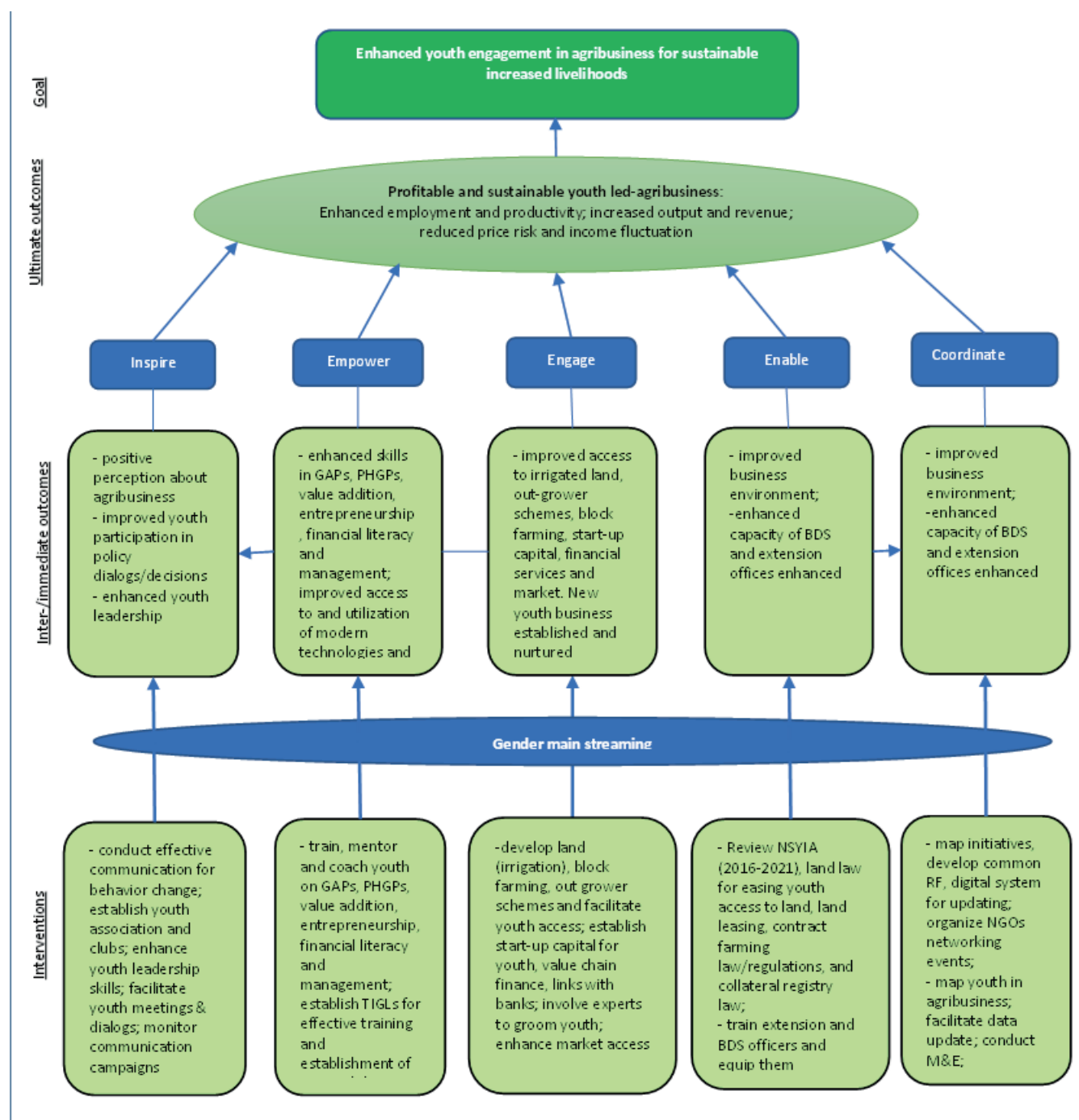


Photo Credit: World Vegetable Centre

This age group of youth engages in agriculture through contributing their labor to their parents' farms. Youth transitioning into independent youth-led agribusiness, particular farming, has been a challenge. Youth participation in independent and profitable agribusinesses is limited by: lack or inadequate skills, limited access to land, capital and markets; and lack of enabling policy environment. Most of the youth and parents also perceive employment and entrepreneurship in the agricultural sector as not being the economic activities that will lead to the generation of high sustainable livelihood. There has been an increase of youth support activities implemented by the public and private sector as well as NGOs. However, their efforts have been uncoordinated leading to duplication of effort, lack of synergy and possibly inefficient and ineffective outcomes.

Therefore, BBT-YIA Program theory of change, first is based on the belief that sustainable livelihoods for youth could be achieved through a systematic implementation of activities that would **Inspire, Empower, Engage** and **Enable** youth-led agribusinesses while creating employment opportunities for others. Moreover, coordination of NGOs serving youth would enhance efficiency and promote synergy. There are over 16 million youth (15-35 years) in Tanzania. While not all BBT-YIA activities (except for Inspire activities) can directly benefit each and every youth, BBT-YIA aims to create **role model** agribusinesses countrywide.

Figure 3: BBT-YIA Theory of change



Second, the theory of change is based on the belief that having a critical mass of successful youth-led agribusiness in the neighborhood would catalyze a spin-over of new enterprises as youth learn from each other. BBT-YIA program therefore, aims to ensure that in 5 years, every village (out of 12,000 villages in Tanzania) would have a profitable and sustainable youth-led agribusiness. This theory brings about the slogan of **"Youth Agribusiness in the Neighborhood"** or in Kiswahili **"Kijana Janjika! Kilimo Biashara ndo Mchongo wa Kitaa"**.

4. BBT-YIA PROGRAM GOAL AND STRATEGIC OBJECTIVES

BBT-YIA's main goal is to promote the engagement of Tanzanian youth in agribusiness for a sustainable improved livelihood. This will be attained through meeting the following specific strategic objectives:

i) **Inspiring (Inspire)** youth to engage in agribusiness through effective communication for changing their negative behavior and attitude toward agribusiness;

ii) **Empowering (Empower)** youth through practical and hands-on agribusiness and entrepreneurship skills development and access to new technologies;

iii) Enhancing the **engagement (Engage)** of youth in agribusiness through facilitating their access to productive resources, finance and markets;

iv) Creating **enabling (Enable)** environment for nurturing the establishment and development of youth agribusiness; and

v) Facilitating **coordination (Coordinate)** and monitoring (M&E) of youth agribusiness support projects for enhancing learning, partnerships/synergy, and efficient and effective utilization of resources.

The attainment of the BBT-YIA objectives will further contribute to the achievement of the main goal of Agricultural Sector Development Program Phase II (ASDP II) which is to transform the agricultural sector (crops, livestock & fisheries) towards higher productivity, commercialization level and increase smallholder farmer income for improved livelihood and guarantee food and nutrition security [URT/MoA, 2017]. It will also contribute toward achieving the aim of the Five-Year Development Plan 2021/22-2025/26, to accelerate inclusive economic growth through poverty reduction and social development strategies as well as productive capacity for youth [URT, 2021]. It will also contribute to the achievement of the Sustainable Development Goals (SDGs) numbers 8.6, which intends to substantially reduce the proportion of youth not in employment, education or training by 2020 (SDGs number 8.6); the commitment of the African Union Member States which is to reduce youth and women's unemployment by 2% annually [ILO, 2012]; and the achievement of two of the five AfDB high priority areas (the High 5s), i.e. feed Africa and improving the quality of life for the people of Africa [Adesina, no date].



The Program Design Focuses on Sustaining and Scaling-up Current Successes in youth projects and filling existing gaps with new initiatives

5. BBT-YIA TARGET BENEFICIARIES AND VALUE CHAIN

5.1 Direct Beneficiaries

5.1.1 Youth

In Tanzania, there are about 16 million youths of which 10 million are aged between 15 and 24 years and 6 million are aged between 25 and 34 years. There are approximately 8 million farming households in 12,000 villages, translating to an average of 667 households per village. Aggregated beneficiaries across agro-ecological zones; Central zone - 1021, Eastern zone - 1089, Lake zone - 3118, Northern zone - 2132, Southern Highlands -2644, Southern zone -1309 and Western zone 1032.



12,000

**Sustainable and
profitable youth led
agribusinesses**

BBT-YIA's 8- year goal is to have at least **one profitable and sustainable youth-led agribusiness** in each of the 12,000 villages. **Therefore, BBT-YIA's 8-year direct beneficiaries are 12,000 youth-led agribusinesses.** BBT-YIA will however, start with a bigger number of youth (i.e. at least 1,500,000 youths), the selected beneficiaries will be categorised into 4 clusters, cluster-1 youth entrepreneurs in established agribusinesses, cluster-2, youth entrepreneurs whose agribusinesses are yet to be established, cluster-3 youth trained to be the workforce in established agribusiness and cluster-4 Youth with no interest in agriculture. Through the inspiring, empowering and enabling initiatives, it will arrive at the estimated number of 12,000 profitable youth-led agribusinesses.

BBT-YIA's approach of focusing on each village is based on the premise that a successful youth-led agribusiness in a village will act as a role model to nearby youth in the village and thus stimulate their engagement in agribusiness. The **youth-led agribusiness beneficiary** may serve as a mentor of other

youth-led agribusinesses in the village. The approach also tries to ensure that every youth living in rural areas and small towns is aware of the BBT-YIA Program and takes interest to learn from a successful youth-led agribusiness in their neighborhood. The approach also ensures a fair coverage of all youth in the country. Under this approach, the BBT-YIA slogan would be **"Youth Agri-business in the Neighborhood"** in Swahili **"Kijana Janjika! Kilimo Biashara ndo Mchongo wa Kitaa"**.

The 1,500,000 youths targeted by BBT-YIA will be those aged between 15 and 40 years. Their levels of education will include primary school, secondary school, and university/college. Apart from the 1,500,000 youth which include the 12,000 youth-led profitable agribusinesses, more youth, e.g. those still schooling and others will benefit from the Inspire component of effective communication for mindset/ behavior change component, and Empower component of teaching program review. The selection of target youth will be gender mainstreamed.

5.1.2 Youth Beneficiaries' Value Chains

BBT-YIA will focus on farming and off-farm but in agriculture and food system (AFS) activities which the majority of youth have been engaging and interested in. With respect to farming, BBT-YIA will focus on short-season crops such as horticulture (vegetables, fruits, and spices), cereals and oil seeds. Regarding the off-farm AFS, BBT-YIA will target agro-processing and value addition, trade of cereals and fresh produce as well as food services.



Photo Credit: MALEMBO FARM

5.2 Intermediate Beneficiaries

Intermediate beneficiaries include the organizations, cooperatives, associations, and NGOs that will participate in the implementation of BBT-YIA. BBT-YIA is expected to coordinate at least 70 NGOs across the regions to ensure the attainment of BBT-YIA targets. Other institutions include SUGECO, Ministry of Ag. Training Institutes (MATIs), Centre for Agricultural Mechanization and Rural Technology (CARMATEC), Vocational Education Training Authority (VETA), Arusha Technical School (ARUSHA TECH), private commercial farms such as Tomoni Farm, Nemes Greenish Farm, Magore Farm and media companies.

6. BBT-YIA HIGH-LEVEL TARGETS

Overall, BBT-YIA aims to achieve at least one profitable and sustainable youth-led agribusiness in each of the 12,000 villages countrywide. This target translates to at least 2000 youth-led agribusinesses enrolled in the Program annually for the first six years of effective implementation. It is expected that each youth-led agribusiness under BBT-YIA will create at least 5 jobs. This will translate to over 60,000 jobs created by youth for youth. The 12,000 youth agri-entrepreneurs will serve as role models for 16 million youth across Tanzania. The achievement of these targets is based on the experience of some successful youth agri-entrepreneurs like Ms. Hadija Jabir (Case study 2).

Case study 2: USAID-Feed the Future Tanzania Advancing Youth (FTFT-AY)

FTFT-AY is a 5-years (2017-2022) USAID-funded project. It aims at enhancing the active engagement of Tanzanian youth in driving growth in rural communities of Mbeya, Iringa, and Zanzibar. This is achieved through increasing their entrepreneurship and workforce readiness skills, opportunities to build



start-ups and existing businesses and improve skills and understanding to make informed decisions. In the course of five years AY has accomplished several achievements including the establishment of the Advancing Youth Advisory Council that ensures partnership in the implementation and ownership of the project's achievements as well as sustainability. Advancing Youth has reached and trained 42,037 youth in entrepreneurship, workforce readiness, leadership and life-skills, facilitated the establishment/improvement of 249 and 5,431 youth rural-SME and rural microenterprises, respectively; created 3,900 formal and informal jobs; facilitated 6,242 microenterprise borrowers of which some are borrowing from LGAs and 5,370 youth participating in group-savings; and increased the income (profit and wages) of 75% of youth beneficiaries. Through improved income, youth in the agribusiness value chains reported to meet the needs of their families. *"...AY has helped me improve my life. I can now afford school fees for my daughter and my basic needs. In the future I plan to take a loan, buy land and build a house for renting,"* said an AY youth beneficiary. AY has also enhanced the leadership of 3,194; improved active participation of 2,006 youth in decision making in their communities; and trained 34,036 youth on health and life skills

Extract from USAID (2022)

High-level targets for each of the BBT-YIA's strategic objectives are as presented below.



Photo Credit: TAHA

BBT-YIA aims to achieve at least 1 profitable and sustainable youth-led agribusiness in each of the 12,000 villages countrywide.

Strategic Objective 1 – Inspire:

Inspire will reach 10% of youth (aged 15-34 years) (i.e. 1,600,000 youth) with effective communication rebranding agriculture as an opportunity for sustainable livelihood in order to change their negative attitude/behavior and mindset for them to have positive perceptions about agribusiness.

Strategic Objective 2 – Empower:

This strategic objective will involve providing training on agricultural, financial literacy and entrepreneurship to 1,500,000 youth; enhancing the practical (hands-on) capacities of 20,000 youth through internship programs; and mentoring and coaching of 1,500,000 youth-led agribusinesses through incubation programs.

Strategic Objective 3 – Engage:

This strategic objective's target is to enhance the engagement of 12,000 youth-led profitable and sustainable agribusinesses to have access to land, participate in block-farming/out-grower schemes, have access to market, financial services and start-up capital.

Strategic Objective 4- Enable:

This strategic objective's target is to improve the business environment for youth-led agribusiness by addressing five (5) constraining policy, legal and regulatory framework. These include NSYIA (2016-2021) review; contract farming; land leasing; land and water security; and use of movable assets as collateral.

Strategic Objective 5- Coordinate:

BBT-YIA targets to coordinate, monitor and evaluate 70 NGOs and other youth agribusiness support (OYASIs) for improved efficiency and facilitating learning and synergy among NGOs and OYASIs

7. BBT-YIA STRATEGIC AREAS OF FOCUS PER OBJECTIVE

This section presents priority areas of focus under each of the five strategic objectives, which partners in the implementation of BBT-YIA Program may need to consider achieving the intended targets. Partners may however expand the areas of coverage in terms of outcomes, outputs, activities and approach provided they still address the youth agribusiness challenges and aim to attain the main BBT-YIA goal.

7.1 Inspire

Inspiring youth in agribusiness will comprise two components:

1) Effective communication for attitude/mindset change

Under this component, Inspire intends to change the negative attitude/behavior of youth toward agribusiness, expose them toward agribusiness opportunities and make them consider agribusiness as one of the opportunities for achieving improved livelihood. This component will target majority of the youth in the country. Intended outcomes, outputs, activities that will be executed, and inputs are as presented below.



Activities	Outputs	Outcomes
<ul style="list-style-type: none"> i. Acquire a consultant to formulate BBT Communication strategy; ii. Establish the BBT Communication Office with facilities (digital system) and employees; iii. Establish link with information sources iv. Collect, re-design information content and quality on agribusiness opportunities and successes stories; v. Establish partnership with private and public media/news companies to conduct campaigns vi. Sensitize youth on how to access agribusiness information from the center/outlet (digital system); and vii. Monitor and evaluate the effectiveness of campaigns. 	<p>A BBT-YIA communication strategy formulated</p> <p>A BBT-YIA communication strategy implemented. Outputs under the implementation of BBT-YIA Communication Strategy will include the following:</p> <ul style="list-style-type: none"> ➤ BBT-YIA Office established, furnished and 2 communication specialists employed/assigned role; ➤ BBT-YIA digital communication facility established and linked to 70 NGOs, agro-input suppliers, skills development firms, buyers, financial institutions, LGAs as sources of information and potential users (youth and key stakeholders) including the media for enhancing outreach of information; ➤ Partnerships with media (TVs, radio, online) operating at national community/regional media established to reach youth ➤ At least 27 months media campaign conducted. ➤ Baseline report, quarterly reports tracking indicators' progress, mid and final evaluations to assess impact prepared and shared to stakeholders. 	<ul style="list-style-type: none"> i. At least 10% of youth (aged 15-34 years) (i.e. 1,600,000 youth) will be reached by effective communication rebranding agriculture as an opportunity for sustainable livelihood and will be aware of the opportunities available in agribusiness. ii. At least 50% of youth reached will change their behavior and have a positive perception about agribusiness

Apart from the intended activities to stimulate the motivation and positive perceptions of youth toward agribusiness, there is a need for a long-term intervention focusing on children and youth in early ages. Good examples are Science Kilimo and Science Kimu courses in primary and secondary schools, which may be used to reorient children and youth toward agribusinesses.

Re-branding Agriculture

PARAMETER	CURRENT	FUTURE
Production	Subsistence	Market driven
Farm, Agribusiness ownership	Middle-aged	Youth – under 35 years
Labour	Menial work	Semi to full mechanized
Export	<ul style="list-style-type: none"> - Predominantly raw cash crops - Low intra-regional trade 	<ul style="list-style-type: none"> - Processed and value-added products - Trade both food and cash crops - Domestic, regional and international trade
Productivity	Low	Medium to high
Sector growth	Resource driven – Land, rain-fed and labour	Driven by technology and innovation, irrigated, value added
Source of food	Own farm	Food markets;
Food/cash crop price	Wide gap	Narrow gap
Consumption habit	Predominantly food grains/ staples Food basket share of hh >50%	Protein and more diverse Food basket share <50%
Farming system	Smallholder; ~2ha, subsistence	Commercial SH; corporation
Investment	Public sector driven	Private sector driven



Photo Credit: TAHA & GOOGLE

2) Enhancing networking, dialogues and joint actions.

Inspires will focus on enhancing communication through networking and enhancing youth dialogs and their participation in decisions making about agribusiness issues affecting their daily activities in their communities and the nation at large. This will be achieved through strengthened communication among youth and between them and other stakeholders including government institutions.

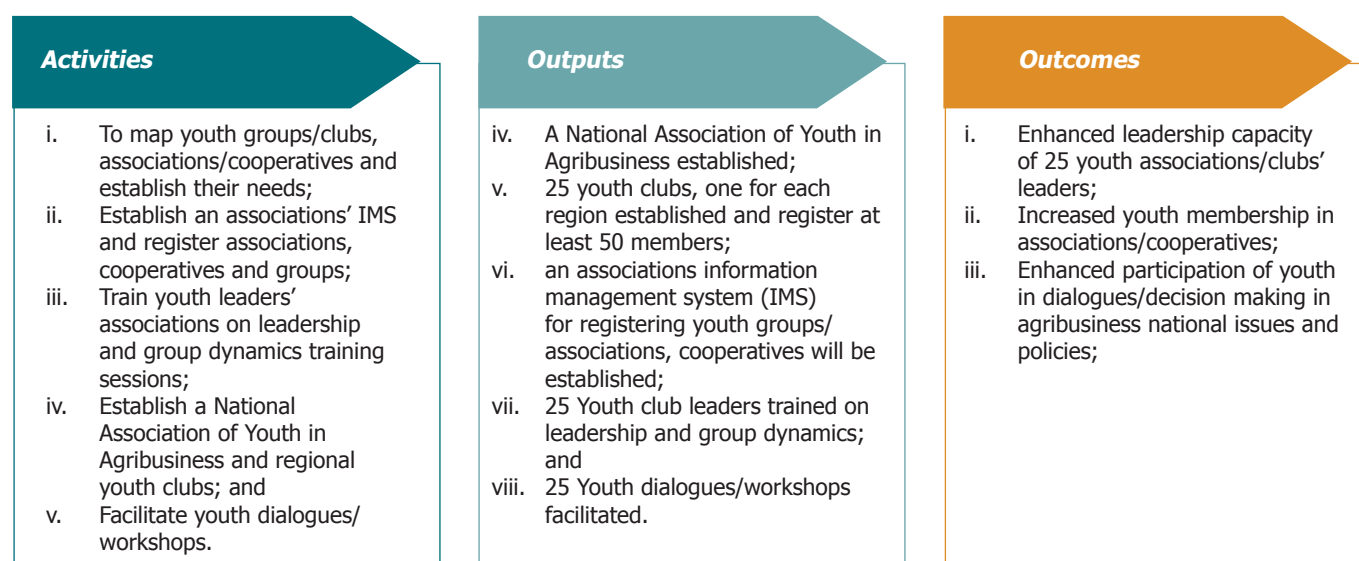


Table 2: Inspire results chain

Inputs	Activities	Outputs	Outcomes
Communication			
Consultant inputs	Hire a consultant to prepare communication strategy	Communication strategy prepared	10% of youth reached
Office space, facilities, ITC	Set aside the office, prepare digital communication outlet	Office and digital system established	5% changed behavior
Human resources	Recruit/assign role to 2 officers,	2 Officers assigned	
Communication officers	Establish links with information sources, design pieces of news	Links with information sources established; pieces of news prepared	
Communication officers	Establish links with information sources	Partnerships with media established	
Air time	TVs, radios, online media air the news	27 month communication campaign conducted	
M&E officer/Independent evaluators	Conduct a national survey to establish baseline and M&E	National survey and subsequent M&E reports	
Networking			
Consultant inputs	Hire a consultant to prepare National Association of Youth in Agribusiness	A National Association of Youth in Agribusiness established	Leadership capacity of 25 youth leaders enhanced
Office space, facilities, ITC	To map youth groups/clubs, associations/cooperatives and establish their needs; strengthen or establish new ones; encourage membership; monitor progress	25 youth clubs, 1 per region established; MIS established	Associations' membership increased
Human resources	Train youth leaders	25 Youth club leaders trained on leadership	Youth participation in dialogs, decision making increased
Communication officers	Facilitate youth dialogs	25 Youth dialogs/workshops facilitated	



7.2 Empower



Empowering youth in agribusiness will involve training, coaching and mentoring youth. It will further focus on developing youth's practical and employable skills through internship programs and nurture the development of their agribusinesses through incubation. It will facilitate the provision of industry needed skills, and stimulate the engagement of youth in agro-tech leasing through partnership with the private sector. It will stimulate the utilization of climate smart agriculture technologies and digital solutions for agribusinesses.

Sustainable provision of industry needed skills, internship and incubation may require the establishment or enhancement of Training Institutions-Industry-Government Linkages (TIGLs). Three areas of focus under TIGLs are: i) partnership in curriculum review/development and short-term training modules (e.g. of industry training needs - operation and maintenance for tractor, drip irrigation system, center-pivot, green house, water pumps, other technologies); ii) partnership in delivering trainings and internship programs; and iii) accessing industries (companies) facilities/technologies needed in the agri-industry for training. Empower may also establish a state-of-art BBT-YIA Incubation Center and improve the already existing incubation centers to offer more space and quality incubation programs. Empower will have two components; training, mentorship and coaching; and leasing agro- technologies supply development.

1) Training, internship, and incubation

Empower will train youth in GAPs, post-harvest good practices (PHGPs), value addition, entrepreneurship, financial management and literacy. Youth will also be trained on how to use digital and modern agribusiness technologies for enhancing the management of agribusinesses, their effectiveness and efficiency. They will also be trained to use climate smart agriculture for achieving better results. After the training, youth will be enrolled in incubation and internship programs for mentorship and coaching. Empower under this component will be structured in such a way that youth will be enrolled in training. Ten percent of those who will graduate from training will go through the internship program. Seventy five percent of graduates from internship will be enrolled in the incubation program. Those enrolled in the incubation program will further get close mentorship and coaching to enable them to improve or establish their businesses which will turn-out to be profitable.



Photo Credit: SUGECO

Case study 3: SUGECO

SUGECO was established in 2011 to overcome the challenges limiting the engagement of SUA graduates in Agriculture. It further expanded its outreach to include graduates from other institutions and youth out of schools. It strives to change the mind-set of youth towards agriculture and offers practical training to youth on entrepreneurship



Photo Credit: SUGECO

and GAPs, through international internships and incubation. In collaboration with the Government and development partners (FAO and AgriHorti Project – Swiss Contact – SET Project) SUGECO has, trained about 6,350 youth, from 2015 to 2018 period, it facilitated 125 interns to Israel; and since 2018 it has facilitated 160 interns to the USA. These two internship programs have been growing and sustainable.

SUGECO's success is based on the belief that... ***"For sustainability, youth initiatives need to have a commercial basis that is why SUGECO youth engage in actual production and marketing while in training and SUGECO finances some of its program through banks.... when we started the internship program, banks in Tanzania refused to give us the loan because they were not used to such programs. Ugandan banks agreed as the internship program in Uganda was far ahead of us"....*** Said Mr. Kimario, SUGECO CEO. SUGECO is now planning to expand the incubation program by providing irrigated land to youth-incubates through leasing.

Source: Field study

Case study 4: PASS Agribusiness Innovation Center (AIC)

AIC is an agribusiness service center, under PASS Trust, mandated to provide business development services to agribusiness enterprises that are growth oriented or with potential to grow, giving special attention to youths and women entrepreneurs in Tanzania. Since 2015 AIC has been implementing three intervention models:

- a) No-Wall Incubation agro-processing enterprises that show potential for rapid growth. The enterprises receive a full set of business development services (BDS) over a three-year period that include strategic management, operations, finance, human resources, markets, technology and product development.
- b) Seed Fund which was established to operate as a mezzanine fund (in-between equity and loan, a form of quasi-equity) for enterprises that AIC is incubating after realizing that accessing commercial loans by SMEs in agriculture is a lengthy and unpredictable process. However, the Seed Fund was not implemented following the enactment of the new Microfinance Act 2018.
- c) Walled Incubation centers established in two locations, in partnership with Sokoine University of Agriculture (SUA), Morogoro and Tanzania Livestock Research Institute (TALIRI), Kongwa. The incubation centers incubate youth in agribusiness enshrined in green growth principles with the aim to achieve youth owned and operated successful agri-enterprises in many agriculture sub-sectors across the country. The incubation centers incubate youths (from all levels of education) in horticulture, agriculture, aquaculture, livestock and agro-processing agribusiness for a 12 – 18 months period. Upon exiting the centre, the youth will be assisted to set up their own agribusiness in their own premises/land. The incubation centers transfer skills on modern agriculture and agro-processing using green houses, drip irrigation, livestock pens/sheds, processed feeds, pest/disease control, efficient use of water, waste management, renewable energy, and recycling, among others. AIC's plan is to expand to new sub sectors in aquaculture using fish tanks and cages, hydroponics for both crops and feed production, poultry farming using cages etc. In 2018, 20 youths (11 males and 9 females) joined the AIC incubator at SUA, Morogoro. In 2019, AIC incubator enrolled 60 youths (50 at SUA and 10 at TALIRI), in 2020 enrolled 132 youths (112 in Morogoro and 20 in Kongwa) while in 2021 it enrolled 88 youths in Morogoro. AIC walled incubations are successful in transforming the mindset of youth beneficiaries on agriculture as the model has shown a great potential and a need to be replicated in other areas of Tanzania. Edina Perfect Kibaya, one of the 2021 youth graduates said, *"before joining AIC SUA in Morogoro, I was engaged in agriculture and livestock keeping, but the difference between what I was doing before and what I am doing here (AIC SUA) is that the latter is agribusiness. Here, I make calculations for everything before, when in the farm and after harvesting as well as selling so as to make profit. This opportunity (incubation) is very useful. Now all my mind is on agriculture, and I am very happy..."*.

Source: Extract from <https://www.pass.or.tz/resource-center/view/kituo-atamizi-cha-kilimobiashara-sua-aic-morogoro-tangazo-kwa-vijana;file:///C:/Users/Ester/Downloads/Annual%20Report%202018.pdf>, <https://web.facebook.com/page/553827574797621/search/?q=AIC>

Activities	Outputs	Outcomes
<ul style="list-style-type: none"> i. Establish TIGLs in the area of curriculum review, training and sharing of technology; ii. Review and update training modules, and improved curriculum developed through TIGLs; organize training sessions; iii. To explore value adding opportunities of agribusinesses along the selected value chains and develop strategies and implement them; iv. To prepare digital solutions and CSA utilization programs and implement it. Sensitize youth on how to use climate smart agricultural tools; v. To develop incubation programs; provide scholarships for incubates; establish BBT-YIA-ITC and support improvement of existing incubation centers; and vi. To develop internship programs, provide scholarships to interns; and to establish partnerships with agribusinesses (including 55 commercial farms) for providing internships. 	<ul style="list-style-type: none"> i. Training modules will be developed/updated; curriculum will be reviewed and offered. ii. 12 days training sessions on GAPs, PHGs entrepreneurship, financial literacy, value addition and lifestyle for 1,500,000 youth will be conducted; additional 48 days training sessions for 12,000 will be organized; iii. At least 1,500,000 youth will be sensitized on how to utilize digital solutions and climate smart agricultural technologies; iv. 6 months internship program for at least 20,000 youth (i.e. 10% of 1,500,000 youth graduates from BBT-YIA training) will be organized; v. 4 months incubation program for 1,500,000 youth (of which some will establish or improve their agribusinesses) will be organized; and vi. Fundable business ideas will be generated. 	<ul style="list-style-type: none"> i. 1,500,000 youth' skills in GAPs, PHGs entrepreneurship, financial management and literacy, value addition and livelihood will be enhanced; ii. Youth's utilization of modern agribusiness technologies, climate smart technology, and digital solutions will be increased; iii. Financial disciplines among youth will be improved, hence savings; iv. At least 20,000 youth graduated from internship program gained hands-on and employable skills; and v. 1,500,000 youth graduated from incubation program gained practical management skills, access to market and input resources, networking opportunities and business skills; vi. 12,000 youth-led profitable agribusinesses start-up or improved and growing; vii. Enhanced training capacity of institutions involving TIGLs. <p>Based on SUGECO and AIC case studies, the established targets are realistic. BBT-YIA is only required to identify and engage organizations which have well developed technical capacity for effective and efficient achievement of outcomes.</p>



One of the 55 commercial farms is Tomoni Farm Limited. The Farm has developed agri-infrastructure such as irrigation and passable roads. The Farm's owner believes that a combination of theories and practice is the best approach for youth to gain skills.

Case study 5: Tomoni Farm Limited

Tomoni Farm Limited, is located in Tomoni Village in Kibiti District (120 km from Dar es Salaam) it was established in 2013 by Franklin Bagalla. The Farm has 201 hectares, of which 82 hectares are well developed with infrastructure (wells/boreholes, water storage and irrigation system powered by solar systems) and passable roads. It has



10 employees and 2 supervisors who are not university graduates. The Farm grows horticultural crops (oranges, lemons, papaya, passion fruit, mangoes, watermelon, pineapples, jackfruits, eggplant, okra and tomatoes) and cashew nuts. Production of horticultural crops (except pineapple which was produced for one season throughout-grower scheme) is throughout the year. The Farm target market is local; however, it exports frozen passion juice to the UAE. The Farm has received several inquiries of frozen pineapples and mangoes from abroad (Europe and Middle East) but has not managed to meet the demand because of limited capacity of its cold storage facility. In 2014 the Farm developed its branded product, *Tomoni Fresh Juice*, processing juice from its grown fruits and selling locally. The success of the Farm is based on, among others, the experience and determination of Mr. Bagalla. *"I am thankful to one of the biggest Tanzanian companies that groomed and taught me how to run a business. Many people start agribusinesses unprepared and when they fail once they give up. One needs to approach agribusiness as a corporate business"*, said Mr. Bagalla. The Farm's goal is to grow a profitable company that will create employment and contribute to food and nutrition. Mr. Bagalla intends to establish an Agribusiness Academy where the Farm will offer theoretical and practical training to youth and incubate them in its 10 hectares of irrigated land.

Source: Field study

2) Leasing agro- technologies supply development

Empower, under this component focus will be on stimulating some of the youth supported under component 'i' above to engage in agro-inputs leasing. Lack of modern machine tools in rural areas is one of the major challenges limiting the engagement of youth in agribusiness but has not been addressed.

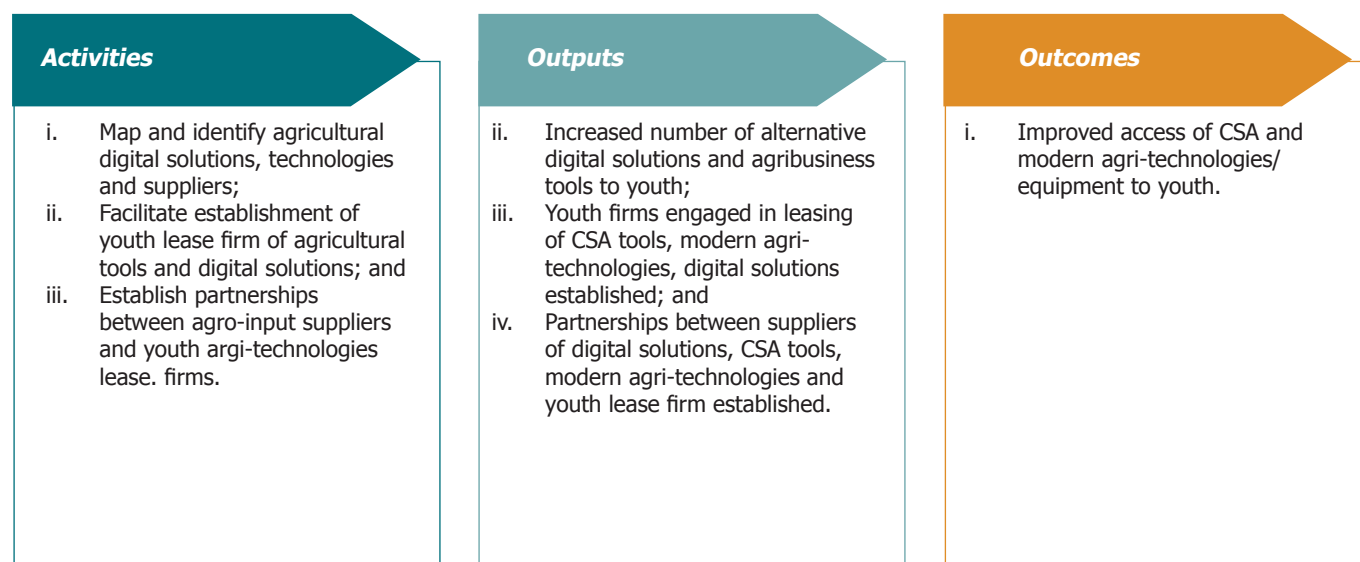


Photo Credit: Ministry of Agriculture

Table 3: Empower results chain

Trainers, training facilities	Review/develop training modules (GAPs, PHGs, entrepreneurship, financial management and literacy, value addition, lifestyle through TIGLs; offer training	Training modules and curriculum reviewed/developed; 12-day training sessions for 1,500,00 youth organized; 48 day training sessions for 12,000 youth organized	Skills of 1,500,00 youth enhanced; Financial discipline of youth improved; practical and management skills of 12,000 youth enhanced
Trainer, ITC tools, CSA tools	prepare digital solutions and CSA utilization program and implement it	1,500,000 youth sensitized on how to use digital, CSA and agrotechnology	Utilization of technology by 1,500,000 youth enhanced
Funds and technical support	develop incubation programs; provide scholarships for incubates; establish BBT-YIA-ITC and support improvement of existing incubation centers	6 months incubation program for 15,000 youth organized; Fundable business ideas will be generated	Entrepreneurial capacity of 12,000 youth enhanced through incubation; youth start-up businesses established
Funds	develop internship programs, provide scholarships to interns; and to establish partnerships with agribusinesses	6 months internship program for at least 20,000 youth graduates organized	Youth gained employable skills
Leasing technologies development	agro-supply		
Facilitators	Facilitate establishment of youth lease firm of agricultural tools and digital solutions	Youth firms engaged in leasing	Improved access of CSA and modern agro-technologies/equipment to youth
	Establish partnerships between agro-input suppliers and youth agro-technologies lease firms	Partnerships between suppliers of modern agro-technologies and youth lease firm established	



Photo Credit: Ministry of Agriculture

7.3 Engage



Engaging youth in agribusiness intends to enhance the engagement of youth agribusinesses which are already in operation by facilitating their access to land, financial services and start-up capital, and market. Engage will also allocate youth agribusinesses (with big potential to grow) to local and international volunteer experts in agribusiness for continued coaching and mentorship. Therefore, Engage will have four components, access to land, financial services, market and advanced mentorship and coaching.

1) Access to land, block farming and out-grower schemes

This component of Engage intends to facilitate access to land by youth. It will involve allocation of land, with developed infrastructure including irrigation, electricity and roads that are accessible throughout the year, development of block farms and allocation of the same to youth and youth related initiatives (incubation and internship programs) and facilitation of leasing of land to youth through, contract farming.

One of the proposed modalities that will be used to develop agricultural land for youth is through Youth Agribusiness Parks (YAP), where in the initial stages of the program, the Ministry shall work closely with the President Office-Regional Administration and Local Government (PO-RALG office) and Ministry of Lands to identify, map, and safeguard sufficiently large productive agricultural land that can be set aside for the youth agribusiness parks. The parks will be established across various agro-ecological zones in the country with Dodoma as a pilot region.

The Ministry will equip the designated land for youth agribusiness parks with the necessary infrastructure for irrigation, water supply, electricity, and transportation (roads) to support the proposed agricultural activities sustainably. Also, a detailed feasibility study will be undertaken, and a land use management plan developed that will inform on the nature of soils, water availability, available pests and ultimately provide recommendations on the type of crops and necessary agronomical practices needed. Additionally, the block farm shall be sub-divided into a number of small farms (e.g., 2 hectares each) with some areas being designated for other needed complementary activities within the park. The complementary activities may include areas for agricultural inputs dealers, sorting and packaging zones, storage facilities, agro-processing and value addition facilities (if applicable), public health amenities, and other basic services. The subdivided blocks will be allocated on a low-cost lease basis to youth who will be selected based on the specified criteria.



Photo Credit: Ministry of Agriculture

Activities	Outputs	Outcomes
<ul style="list-style-type: none"> i. Map land/soil quality, weather and land utilization and identify land for development; ii. Develop land (install irrigation infrastructure and other required facilities) for block farming for utilization by youth and initiatives supporting youth (e.g. SUGECO, JABRI, Tomoni, Soy-bean initiative, Malembo Farm); iii. Facilitated the development of out-grower schemes under the soya bean initiative and initiatives in other crops (e.g. yellow maize, seed oil and horticulture); iv. Develop a framework for the allocation of land and block farms to youth as well as engagement of youth in out-grower schemes; v. Identify and develop partnerships with commercial farms and irrigation schemes for engaging youth in contract farming and out-grow schemes and facilitate leasing of developed land to youth; and vi. Facilitate the formalization of land ownership by youth. 	<ul style="list-style-type: none"> i. Database and report on land utilization and quality and strategies for land allocation to youth will be produced and updated annually; ii. A framework for land allocation to youth will be developed; iii. More than 770,000 ha of land irrigation will be developed and engaged in block farming, of which 77,000 ha will be allocated to youth through block farming; iv. 90,000 out-growers will be facilitated/initiated under soya bean initiative of which 50% of them will be youth; v. More than 55 farms (10% of identified 550 farms by 2021 Agricultural Census) will be identified and engaged in contract farming. These farms are expected to lease land to youth. The Kizimba model could be applied. 	<ul style="list-style-type: none"> i. Engage will enable youth to access more than 77,000 ha of irrigated land through different schemes/initiatives (Soya bean, SUGECO, Tomoni, etc.); ii. Increased number of youths in out-grower schemes and contract farming; iii. Item 'i' will result in increased youth's productivity per hectare and production; and iv. Youth's involvement in block farming and out-grower schemes will further increase the quality of outputs due to easy access to technologies and inputs.

With respect to activity iv, different arrangements could be used to facilitate the allocation of land and block farms to youth. Among the arrangements include the following:

- a) Land or block farms allocated for training should not be allocated permanently to youth for farming after the training as they will be used for training to youth in different intakes.
- b) Land/block farms could be allocated to youth through leasing approach whereby youth will be required to pay lease rent.
- c) Land/block farms allocated permanently to youth in agribusinesses. Youth will be required to pay either by installment or in lump sum.

The money collected from leasing or sale of land to youth in agribusinesses will be used to develop more land/block farms for allocation to other youths.

2) Access to financial services and start-up capital

This component of Engage will facilitate youth agribusinesses to access direct and value chain financing, and other financial services such as savings and micro-insurance. It will also facilitate youth with potential investment ideas to access start-up capital.

Activities	Outputs	Outcomes
<ul style="list-style-type: none"> i. In collaboration with financial institutions, Engage will encourage and coach youth to open bank accounts, to prepare loan applications and submit to financial institutions; establish the mechanisms for guaranteeing youth loans; in partnership with insurance companies and agencies, it will encourage youth to apply for insurance. Engage will also facilitate the development of value chain financing through contract farming/out-growers' schemes and other models. ii. Engage will acquire a consultant to establish BBT-YIA Youth Start-up and Growth Catalyst Fund and related framework to guide the provision of the funds; mobilize funds; organize agribusiness Business-plan Competition for the provision of start-up and growth fund to successful youth. BBT-YIA will mobilize at least TZS. 72 billion in eight years, and will organize business competitions to select 15,000 youth led agribusinesses which will be provided start-up capital. 	<ul style="list-style-type: none"> i. Number of youth with bank account will increase; youth loan applications processed by banks and MFIs will increase; number of youth involved in contract farming/out-grower schemes for facilitation of value chain financing will increase; insurance contracts for youth will be processed; ii. BBT-YIA Startup Fund and related framework for startup fund provision to youth will be developed; at least TZS. 72 billion will be mobilized; and at least 15,000 start-up capital applications will be processed and funded. 	<ul style="list-style-type: none"> i. Access of loans, start-up capital and other financial services (savings and micro-insurance) to youth will increase; ii. Number of business ideas funded by start-up capital will increase; and new youth agribusinesses will be established through accessing startup capital; iii. Engage will enhance the growth of youth agribusinesses revenue and production through expanded investment in production facilities and the use of advanced agricultural inputs/ technologies and mechanized farming facilitated by access to loan and value chain financing; iv. Youth savings will increase due to access to saving facilities and increased revenue; and youth accessing health care for improving their health will increase due to access to health insurance schemes.

Among the issues that may be considered in the framework include: i) the process for selecting the beneficiaries, which should be competitive in nature; ii) the nature of the grant, which could be in form of provision of start-up kits, e.g. farm inputs and equipment; the design of the grant which could involve revolving fund (i.e. interest free loan), multiple funding in course of three years, e.g. Round 1 – start-up capital: small capital to 50 agribusinesses selected competitively, Round 2– Growth capital: modest capital to best performing 10 agribusinesses, and Round 3 – Scale up capital: large capital to the 3 best performing agribusinesses. An ideal fund would have multiple windows e.g. 3 windows for Start-up; Start-up Kits; and Revolving and Growth Fund for on-going agribusinesses. The establishment of Youth Start-up and Growth Catalyst Fund has an opportunity to leverage LGA resources. The Fund would require an independent fund manager and technical committees. The events of start-up and growth funds provision to youth can be used as opportunity for live broadcast to inspire youth.

3) Access to market

Engage, under this component of intervention, will facilitate youth to access markets for their outputs. It will focus on enhancing marketing skills of youth, facilitating linkages with wholesale buyers within and outside the country, and access to storage facilities. Outcomes, outputs and activities under this component are presented below.

Activities	Outputs	Outcomes
<ul style="list-style-type: none"> i. Organize marketing training sessions for youth. The training shall comprise a module addressing the application of online marketing and joint marketing, storage and transport; ii. Provide the market information to youth through the digital system in Inspire; iii. Facilitate the development of links between youth agribusinesses and wholesale buyers and out grower companies/schemes; and iv. Facilitate youth to access storage facilities and modern/ acceptable packaging materials. Engage will also encourage usage of weigh scales instead of volume. 	<ul style="list-style-type: none"> i. Training of youth on marketing strategies including online marketing will be organized; ii. youth linked to wholesale buyers (through engagement in out-grower schemes, contract farming and others) will be increased; iii. Marketing information provided to youth; and iv. Through different arrangements, youth will be allocated storage space/facilities. 	<ul style="list-style-type: none"> i. Youth marketing skills will be enhanced; ii. Market access of youth outputs will be increased thus their revenue will increase; and youth accessing market information will be increased; and iii. Access of storage facilities to youth will be improved and thus decreased post-harvest loss and improved price of outputs.

4) Access to advanced coaching and mentorship

This component of Engage will focus on providing youth in agribusiness with close mentorship and coaching from experienced international and local experts in agribusiness. Mentors will assist youth in agribusiness to discover strategic market opportunities, areas of investment to take advantage of the opportunities, and sources of funds. Mentors will assist youth to link up with productive networks, and run their agribusinesses professionally.

Activities	Outputs	Outcomes
<ul style="list-style-type: none"> i. Develop an Advanced Mentorship and Coaching Program. The issues which the Program document is required to consider include application and selection criteria of mentees and mentors, the role of mentees and mentors, management and coordination of the Program, and sources of funds; ii. Recruit mentors and enroll mentees; iii. Conduct mentorship activities; and iv. Monitor and evaluate the progress and impact of the program. 	<ul style="list-style-type: none"> i. Advanced mentorship and coaching program will be developed; ii. Youth agribusiness will be attached to 50 international and local mentors annually; iii. 150 months of mentorship will be organized; and iv. Monitoring and evaluation reports will be produced and shared. 	<ul style="list-style-type: none"> i. Youth in agribusiness will gain advanced practical and professional skills for growing and sustaining their agribusinesses;

Table 4: Engage results chain

Inputs	Activities	Outputs	Outcomes
Access to land			
Land, equipment, consultants	Develop land (install irrigation infrastructure and other required facilities) for block farming	More than 770,000 ha of land irrigation will be developed and engaged in block farming, of which 10% allocated to youth;	> than 77,000 ha of irrigated accessed by youth
Consultant, funds for logistics	Facilitated the development of out-grower schemes under the soya bean initiative and initiatives in other crops	90,000 out-growers facilitated/initiated under soya bean initiative; youth = 50% of them	Increased number of youths in out-grower schemes
Consultant, funds for logistics	Identify and develop partnerships with commercial farms and irrigation schemes for engaging youth in contract farming	More than 55 farms identified and engaged in contract farming	Increased number of youth engaged in contract farming
Consultant, equipment, funds for logistics	Map land/soil quality, weather and land utilization and identify land for development; establish database	Database and land utilization report produced and updated annually	increased youth's productivity, production and output quality
Access to financial services and start-up capital			
Funds for logistics, human resource	through partnerships and coaching encourage youth to open bank account and apply for loans and insurance schemes, facilitate access of loan guarantee to youth; facilitate value chain financing development	Increased number of youth with bank account, loan applications, value chain financing and insurance contracts	Access start-up capital and other financial services to youth improved
Consultant, funds	establish BBT-YIA Start-up Fund and related framework; mobilize funds; organize agribusiness Business-plan Competition and provide funds to successful youth	BBT-YIA Startup Fund and related framework established; start-up application processed	business ideas funded by start-up capital increased
Access to market			
Trainers, facilities, funds for logistics	Organize marketing training sessions for youth	Training on marketing strategies organized for youth	Youth marketing skills enhanced
Funds for logistics	Link youth to wholesale buyers, Provide the market information to youth through the digital system in Inspire	youth linked to wholesale buyers increased, Marketing information provided to youth	Market access of youth outputs increased and thus revenue; youth with market access increased
Storage facilities, funds for logistics	Facilitate youth to access storage facilities	Storage space/facilities allocated to youth	Access of storage facilities to youth improved and thus decreased loss and improved

Inputs	Activities	Outputs	Outcomes
			price
Advanced mentorship and coaching			
Consultant	Develop an Advanced Mentorship and Coaching Program	Advanced mentorship and coaching program be developed	Improved practical and professional skills of youth for growing their agribusinesses
Project recruitment officer/funds for logistics	Recruit mentors and enroll mentees	Youth agribusiness attached to 50 international and local mentors annually	
International and local experts	Conduct mentorship activities	150 months of mentorship organized	
M&E Officer and funds for logistics	Conduct M&E activities to assess the progress and impact	M&E reports produced and shared	



Photo Credit: USAID Advancing Youth

7.4 Enable



Enabling youth in agribusiness intends to improve the business environment for youth in agribusiness. Enable will involve the review of policies, laws and regulations of, improvement of services offered by government institutions and facilitation of the development of support services.

Activities

- i. Conduct desk research and interviews to establish other policies, laws, and regulations (apart from the five identified ones) and practices which are hindering the engagement and development of youth agribusinesses, and establish areas of improvement;
- ii. Review the documents [NSYIA (2016-2021), land law for easing youth access to land, land leasing, contract farming law/regulations, and collateral registry law] and process their approval; and
- iii. Conduct training needs assessment, prepared training modules and conduct training sessions to enhance the quality of services offered by extension officers and BDS. Equip extension officers and BDS with modern technologies/equipment to facilitate execution of their activities.

Outputs

- i. A report on policies, laws, regulations, practices which need to be reviewed and recommendations will be prepared; at least 5 documents [NSYIA (2016-2021), land law for easing youth access to land, land leasing, contract farming law/regulations, and collateral registry law] prepared and approved; and
- ii. Training sessions for extension and BDS officers will be organized; technical capacity of youth BDS will be enhanced and useful equipment provided to them.

Outcomes

- i. Business environment through the review and development of at least five (5) policies/laws/regulations, including NSYIA (2016-2021), land law for easing youth access to land, land leasing, contract farming law/regulations, and collateral registry law will be accomplished;
- ii. Capacity of BDS in agribusiness will be enhanced for provision of quality and appropriate services to youth in agribusiness. The knowledge capacity of extension officers will also be enhanced.



Photo Credit: ASPIRES

Table 5: Enable results chain

Inputs	Activities	Outputs	Outcomes
Consultant	Conduct desk research and interviews to establish other policies, laws, and regulations practices hindering youth engagement	A report on policies, laws, regulations, practices which need to be reviewed	
Experts	Review the documents [NSYIA (2016-2021), land law for easing youth access to land, land leasing, contract farming law/regulations, and collateral registry law] and process their approval	At least five (5) policies/laws/regulations reviewed, and approved/enacted	Business environment improved
Trainers, equipment	Conduct training need assessment, prepared training modules and conduct training sessions; Equip extension officers and BDS with modern agri-equipment	Training sessions for extension and BDS officers organized; useful technologies acquired and provided to BDS and extension offices	Skills capacity of BDS and extension offers enhanced; and extension officers and BDS equipped with advanced technologies/equipment



Photo Credit: PASS

7.5 Coordinate



Coordinating youth in agribusiness and agri-support youth initiatives (Coordinate) will involve the establishment of the knowledge on youth and agri-support initiatives developments in terms of, among others, their level of engagement and achievement; support Agri-support initiatives, monitor and evaluate their progress. Coordinate will have three components: coordination of agri-support youth initiatives; coordination of youth in agribusiness; and monitoring and evaluation of BBT-YIA.

1) Coordination of agri-support youth initiatives, M&E

This component will support the initiatives undertaken by NGOs and OYASIs to enhance the engagement of youth in agribusiness. The support will be in terms of establishing the avenues for them to interact, exchange experience and collaborate. Coordinate will also collect data to establish the achievements of the initiatives in terms of, for example, number of youth and areas covered by the interventions, the information which is important for new interventions and reduction of duplication of efforts, hence increase effectiveness and efficiency.

Activities	Outputs	Outcomes
<ul style="list-style-type: none"> i. Mapping organizations/ initiatives supporting youth in agribusiness, produce the database and report; ii. Develop a common result framework (RF), and use it to develop an Agri-initiative-IMS; encourage NGOs and OYASIs to update their information in the system and register new ones; iii. Utilize the data in the system and produce quarterly reports; share the reports to stakeholders; iv. Facilitate the organization of NGOs and OYASIs' meetings/ workshops or networking events to facilitate sharing of experiences and possible collaboration among them; v. Facilitate the provision of administrative/political supports needed by initiatives for their expansion or/and smooth operation; and vi. Establish a coordination office at the MoA, equip it with needed facilities and manpower. 	<ul style="list-style-type: none"> i. A common result framework for data collection from NGOs and OYASIs supporting youth in agribusiness will be developed; ii. A report national wide mapping of initiatives undertaken by NGOs and OYASIs will be conducted and a related database will be produced; iii. Agri-support youth initiatives -IMS will be developed; new initiatives will be registered and on-going initiatives will be updated; iv. Meetings/workshops or networking events bringing together stakeholders supporting youth agribusiness will be organized; and v. A coordination office equipped with office facilities and manpower will be established. 	<ul style="list-style-type: none"> i. Efficiency and effectiveness of NGOs and OYASIs' interventions will be enhanced. Indicators such as number of youth reached per unit of input and relevance of interventions will be used to measure this outcome. ii. Awareness/knowledge on initiatives being executed will be created through the production and sharing of national quarterly reports, articles and policy briefs on selected indicators. iii. Networking and collaboration among OYASIs and NGOs promoting youth engagement in agribusiness will be improved, duplication of initiatives will be reduced and outcomes of the initiatives will be strengthened.

2) Coordination of youth in agribusiness

This component of Coordinate will focus on establishing knowledge about youth engagement in agribusiness as well as youth who have been trained and graduated in agribusiness related disciplines/colleges and programs. This knowledge is crucial for continued support of youth in agribusiness. It will establish a database of youth in agribusiness and youth with agribusiness skills. A youth agri-system will be developed and the database will continuously be updated while new graduates will register. The system will be more advanced to facilitate job-placement. The youth agri-system will provide the avenues for organizations/NGOs in Agri-support youth initiatives and potential employers to access youth data for supporting them and employment. Outcomes, outputs and activities under this component are presented below.

Activities	Outputs	Outcomes
<ul style="list-style-type: none"> i. Map youth engagement in agribusiness in BBT-YIA target areas, and produce the database and report; it will organize a stakeholders' workshop to share the report; ii. Develop a youth agri-system with a platform bringing together trained youth and potential employers/ supporters. Link the platform to recruitment firms. Link youth in agribusiness with potential initiatives supporting them; and iii. Encourage youth in agribusiness and those trained in the same area to register and update their information. It will utilize the data in the system to produce quarterly reports which will be shared to stakeholders. 	<ul style="list-style-type: none"> i. Database on youth in agribusiness and youth graduated from training or program in agribusiness will be developed; reports utilizing the database will be produced and shared; ii. A youth agri-system will be developed; an updated system will be maintained; and quarterly reports based on selected indicators will be generated. A digital platform within the system bringing together trained youth and potential employers/ supporters will be established. 	<ul style="list-style-type: none"> i. Knowledge on youth engagement in agribusiness will be enhanced; and the quality /relevance of projects/ programs targeting youth will improve. These will be achieved through accessing national quarterly reports, articles and policy briefs on selected indicators; ii. Increased acquirement of jobs by youth registered in the system; iii. Youth will have improved access to opportunities and support from NGOs/ organizations.



Photo Credit: S UGECO

Table 6: Coordinate results chain

Inputs	Activities	Outputs	Outcomes
Coordination of Agri-support youth initiatives, and M&E			
Consultant	Mapping initiatives supporting, produce the database and report	Mapping report prepared and shared	Enhanced efficiency and effectiveness of NGOs and OYASIs
IT facilities, IT expert, consultant	Develop a common result framework (RF), Agri-initiative-IMS; encourage NGOs and OYASIs to update and register	Common RF, Agri-initiative-IMS developed; NGOs and OYASIs to updated data and new one registered;	Awareness/knowledge on initiatives being executed
Funds for logistics	Produce quarterly reports; share the reports to stakeholders; Facilitate the organization of NGOs and OYASIs meetings/workshops or networking events	Quarterly reports, M&E reports produced and shared; Meetings/workshops or networking events organized annually	Improved networking and collaboration between NGOs and OYASIs and enhanced learning among NGOs and OYASIs
Office space, manpower, equipment	Establish a coordination office	A coordination office established, manned and equipped	
Coordination of youth in agribusiness			
Consultant, funds for logistics	Map youth engagement in agribusiness in BBT-YIA target areas; prepare the report and share; establish the database	Mapping report produced; Database on youth in agribusiness ; reports produced;	Improved knowledge on youth engagement in agribusiness; enhanced quality/relevance of projects/program targeting youth
ICT facilities, IT consultant, communication officer	Develop a youth agri-system with a platform bringing together trained youth and potential employers/supporter; encourage youth to register and update their data; produce reports	A youth Agri-system (with a digital platform bringing together trained youth, NGOs/supporters and potential employers) established, youth registered and data updated continuously;	Increased acquirement of jobs by youth; improved access to opportunities by youth



8. BBT-YIA IMPLEMENTATION FRAMEWORK AND INSTITUTIONAL ARRANGEMENT

8.1 Implementation Framework

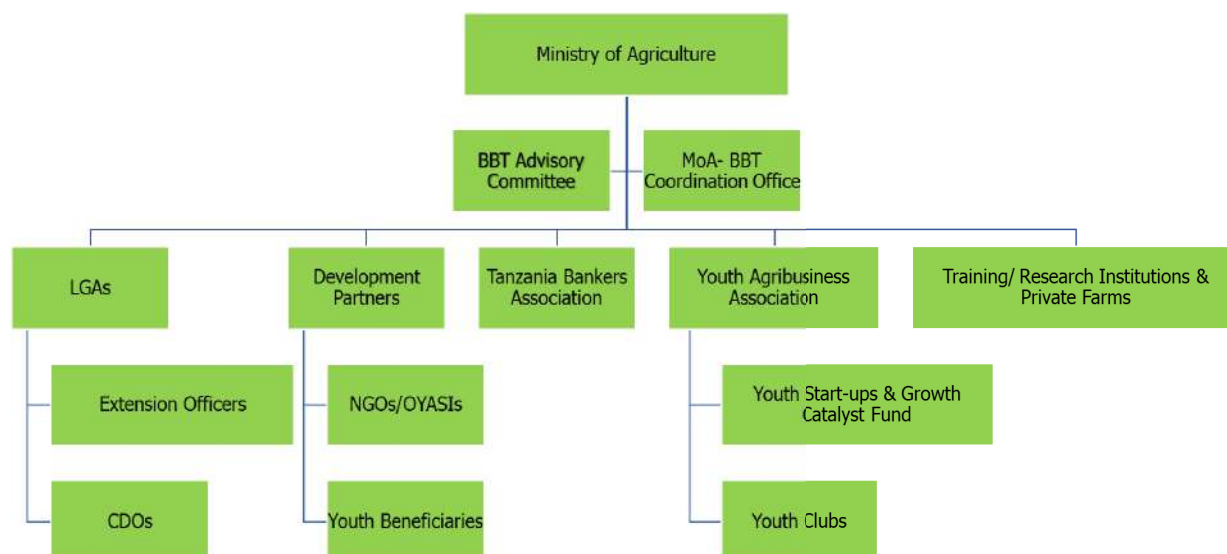
BBT-YIA will be implemented through public-private partnership, whereby the Ministry of Agriculture will partner with NGOs, OYASIs and the private sector in the youth agribusiness ecosystem to ensure the application of a holistic and systemic approach in addressing youth challenges for attaining BBT-YIA main goal. As noted in Section 2.4, most NGOs are currently focusing on Inspire and Empower objectives and very few provide hands-on training such as incubation and internships. Therefore, BBT-YIA will encourage and facilitate them to develop and increase projects focusing on the other BBT-YIA objects that are less or not addressed. BBT-YIA needs to ensure that when the youth in agribusiness initiatives undertaken by NGOs and OYASIs are taken together, all the five objectives are fully addressed. BBT-YIA will coordinate at least 70 NGOs and OYASIs' initiatives to reach out to all 12,000 villages across the country. It will scale-up existing initiatives such as SUGECO, and TAHA, and encourage commercial farms like Tomoni Farm and Nemes Greenish Farm to provide the ground for youth internship and incubation. It will capitalize on field tested models as well as taking advantage of already existing infrastructure for quick and reliable outcomes. It will broaden the scope of VETA, irrigation scheme, Soy-bean partnership. It will leverage LGAs financial and land resources.

8.2 Institutional arrangement

Figure 5 illustrates the structure of the organization of partners that will facilitate the implementation of the BBT-YIA Program. The Program BBT-YIA, will be coordinated by the Ministry of Agriculture. The BBT-YIA will also have an advisory committee whose members will be representative of implementing partners in the five areas of the Program (i.e. Inspire, Empower, Engage, Enable and Coordinate) and other opted members, who could be from the Ministry of Finance and Planning, Ministry of State, Prime Minister's Office (Labour, Youth, Employment and Persons with Disabilities) and Ministry of Education Science and Education.



Photo Credit: World Vegetable Centre

Figure 5: BBT-YIA organizational structure

There will be a BBT-YIA Program Coordination Office which will work full time on facilitating, coordinating, monitoring and evaluating the progress of the Program Responsibilities of other key partners in the implementation of BBT-YIA are presented in Table 7.

Table 7: Role and responsibilities of various institutions

Organization	Key responsibilities
Ministry of Agriculture – BBT Coordination Office	<ul style="list-style-type: none"> ✓ Allocate annual budget to support youth activities ✓ Coordinate OYASIs, NGOs and Partner Activities ✓ Conduct M&E ✓ Support policy enabling activities ✓ Monitor LGAs financial and land resources allocation to youth activities ✓ Organize annual meeting for LGAs ✓ Consolidate Annual BBT-YIA report ✓ Coordinate with Youth Agribusiness Association for the Annual meetings ✓ Facilitate the organization of NGOs and OYASIs meetings/workshops or networking events

Organization	Key responsibilities
BBT Advisory Committee	<ul style="list-style-type: none"> ✓ Advise the MoA about agribusiness strategic issues related to planning, implementation, scaling-up and sustainability of projects addressing five objectives of BBT-YIA program. ✓ Advise project implementers on possible ways to efficiently and effectively achieve BBT-YIA intended outcomes.
Local Government Authorities	<ul style="list-style-type: none"> ✓ Designate appropriately financial and land resources for LGAs ✓ Coordinate NGOs, CDOs and Extension staff at the field
Development Partners	<ul style="list-style-type: none"> ✓ Mobilize funds for NGOs, OYASIs, Youth Growth Start-up and Catalyst Fund and BBT Coordination Office ✓ Provide oversight of NGOs and OYASIs implementing youth activities
Bankers Associations	<ul style="list-style-type: none"> ✓ Facilitate the provision of financial services to youth agribusinesses projects. ✓ Encourage banks to support Youth Start-up and Growth Catalyst Fund through social investment.
Youth Agribusiness Association/Youth clubs/Private Sector	<ul style="list-style-type: none"> ✓ Coordinate activities to grow and sustain Youth-led Agribusinesses ✓ Make a forum for youth to be heard in shaping BBT program for better results ✓ Identify agribusiness enabling challenges for BBT to address ✓ Coordinate Youth Agribusiness Meetings ✓ Coordinate Youth Competitive Start-up and Growth Catalyst Fund Grant
NGOs and OYASIs	<ul style="list-style-type: none"> ✓ Develop Projects that articulates BBT Program Implement BBT projects to achieve BBT targets

Organization	Key responsibilities
Training/Research Institutions (MATIs, VETA, etc.) and Private sector (private farms)	<ul style="list-style-type: none"> ✓ Cooperate with BBT-YIA Implementing Partners ✓ Conduct research for enhancing learning and shaping BBT-YIA Program for achieving targets and scale-up ✓ Provide training, internship, incubation grounds and human resources facilitating the implementation of BBT-YIA
Youth Start-up and Growth Catalyst Fund	<ul style="list-style-type: none"> ✓ Fund mobilization and management ✓ Organization of youth start-up and growth catalyst competitions, awards, debt collection for re-investment ✓ M&E



Photo Credit: TAHA

9. BBT-YIA BUDGET

The BBT-YIA estimated budget is Tanzania Shillings 356.199 billion (USD 148,416,167) of which 24% of the budget will come from the government (MoA and PO-RALG) and the remaining 76% from development partners, NGOs and the private sector.

Table 8: BBT-YIA Budget

OBJECTIVE	ACTIVITIES	TZS.	USD (\$)
INSPIRE	Youth Perception Survey	120,000,000	50,000
	Develop the Communication Strategy	50,000,000	20,833
	Communication Campaign	2,250,000,000	937,500
	Evaluating Communication Outcomes	225,000,000	93,750
	Youth Agribusiness Association and Clubs	5,000,000,000	2,083,333
Sub Total		7,645,000,000	3,185,417
EMPOWER	Curriculum Review and Partnership Formation	120,000,000	50,000
	Training, Coaching and Mentoring	144,000,000,000	60,000,000
		34,560,000,000	14,400,000
	Internship	36,000,000,000	15,000,000
	Incubation	27,000,000,000	11,250,000
Sub Total		241,680,000,000	100,700,000
ENGAGE	Competitive Youth Agribusiness Grant Fund	72,000,000,000	30,000,000
	Contract Farming Facilitation	2,244,000,000	935,000
	Block Farming Facilitation	-	-
	Access to Irrigation Farmland	-	-
	Jobs Placement	1,200,000,000	500,000
	Volunteer Placement – Local and Expatriate	11,250,000,000	4,687,500
Sub Total		86,694,000,000	36,122,500
ENABLE	Youth Strategy Review	60,000,000	25,000
	Contract Farming Law/Regulation	24,000,000	10,000
	Farmland Leasing Law/Regulation	60,000,000	25,000

OBJECTIVE	ACTIVITIES	TZS.	USD (\$)
	Secured Transactions Reforms	24,000,000	10,000
	Business Development Service	1,200,000,000	500,000
Sub Total		1,368,000,000	570,000
COORDINATE	Map-out NGOs and Establish E-Database	60,000,000	25,000
	Program Baseline Survey	240,000,000	100,000
	Program M&E	5,695,800,000	2,373,250
	Develop a Common RF and Database	24,000,000	10,000
	Leverage LGAs Resources	96,000,000	40,000
	Facilitate Annual NGOs and Youth Meetings	3,360,000,000	1,400,000
	Personnel and Administration	9,336,000,000	3,890,000
Sub Total		18,811,800,000	7,838,250
	GRAND TOTAL	356,198,800,000	148,416,167

Table 9, Potential Source of funding for BBT-YIA

Source of financing	Details	Bil TZS/annum	Bil TZS/8 years	Mil USD/8 years	% contribution
MoA	MoA budget for BBT-YIA	3.00	24	10	7
LGA	Half of the 2% of LGA's own source for youth - estimate 2022/23 PORALG Budget speech	7.60	60.78	25.32	17
Private sector	Contract farming facilitation	2.24	18	7.48	5
NGO	Estimated value of youth projects in Agriculture-assuming 50% of youth projects will be engaged in BBT-YIA	14.88	119	49.6	33
DPs	Agriculture, youth and climate change financing	16.8	134.4	56	38
Grand-Total			356.20	148.42	100

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