

Youth in Agricultural Cooperatives

CHALLENGES AND OPPORTUNITIES



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Cover photo: Ingrid Flink

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List of Acronyms

CDI	Centre for Development Innovation	KIT	Koninklijk Instituut voor de Tropen
CRDB	Cooperative and Rural Development Bank	NGO	Non-governmental organizations
EADD	East African Dairy Development	NMB	National Microfinance Bank
EAYIP	East African Youth Inclusion Program	SACCO	Savings and Credit Cooperative Organizations
FAO	Food and Agriculture Organization of the United Nations	TZS	Tanzanian schillings
FGD	Focus Group Discussions	UCA	Uganda Cooperative Alliance
		YPARD	Young Professionals for Agricultural Development

Introduction

Following up on the outcomes of several scoping efforts (e.g. from the [Food & Business Knowledge Platform](#)), seminars organized by CDI, KIT, YPARD in collaboration with AgriProFocus, networking meetings on youth in rural areas and agriculture (e.g. [in May 2016](#) and [in September 2017](#)), and the consortium's (CDI, KIT and YPARD) own experiences and in wider working area of agricultural cooperatives (e.g. FAO and Agricord), what has become more obvious is the need to learn more about youth inclusion in agricultural cooperatives. The present study has been developed in order to scope these learnings and present an insightful overview of the findings. Taking into account the limited amount of literature on youth's perspectives on inclusion in cooperatives, conducting empirical research is crucial to fulfil this need.

There is a clear need to further explore and learn from the realities of youth inclusion in agricultural cooperatives, especially from youth's perspectives on how cooperatives can play a role in providing them with opportunities and support in overcoming barriers. Literature suggests that agricultural cooperatives can play an instrumental and supportive role for youth who are active or would like to become active in the field of agriculture. This specific study aims to unpack whether this is the case also according to youths' perspective. This study contributes to current knowledge by providing insights from youth (including cooperative members, non-members, young women and young men) in Uganda, Tanzania and Rwanda. The case studies presented in this report are analysed from a gendered perspective, highlighting the social

differences amongst young women and young men, which are critical in determining how easily and under what conditions key resources, such as knowledge, land, and finance, can be accessed.

Therefore, the main objective of this study is *to explore youth's perspectives and needs for engaging in agricultural cooperatives*. The following knowledge questions were formulated which we hope to give answers to throughout the report.

KNOWLEDGE QUESTIONS

- 1 **What is the current situation of membership of young women and men in agricultural cooperatives?**
- 2 **What are opportunities and barriers for young women and men to become active members?**
- 3 **How are these barriers currently being overcome? How are opportunities being exploited?**

Outputs of this study can be useful in shaping youth interventions in current projects and activities. Based on the findings of this research, recommendations for organisations working on youth inclusion in agricultural cooperatives and agricultural transformation in general are included in this report. Also, a workshop will be organized for organizations working in this domain to present the research outcomes and allow them to share their experiences regarding youth inclusiveness in agricultural cooperatives.

This report provides highlights from the literature reviewed by the authors during the research process (section 2), providing a general overview of youth in agriculture and the challenges and opportunities related to their engagement in the field of agriculture. Further, the review also includes literature on youth in agricultural cooperatives. The following section (section 3) provides the details of the methodological approach to the research. In section 4, the authors present the findings of the research, looking at each cooperative case study separately and relating the findings back to the initial knowledge questions. Finally, the report also offers concluding remarks and shares relevant recommendations.

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Highlights from the literature review

YOUTH IN AGRICULTURE

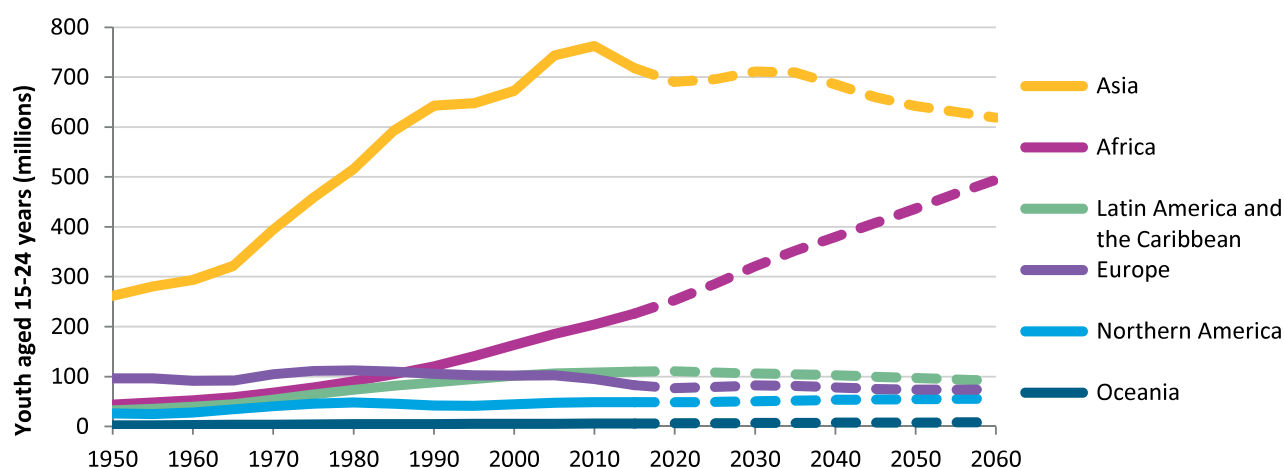
Youth is a constructed identity category referring to the life stage between childhood and adulthood: youth are not considered children anymore, but they are also not yet seen as adults. Their role in society is defined in relation to others. For example, young women and men are often positioned as inferior in relation to adults (Okwany, 2010). As an identity category, youth is defined by culture, tradition and norms, meaning it is subject to change depending on local context and across time (Kristensen & Birch-Thomsen, 2013). For the purpose of this study, a broad age-based definition of youth is considered: young women and men between the ages of 15 to 35. The authors selected the age range based on literature reviewed, which often considers different age ranges, such as 15–24 (UN Definition of youth), 18–25, or even 18–35 (African Union Definition of youth).

Youth are often considered as a homogeneous group with the same needs, aspirations, opportunities and access to resources and networks (Sumberg & Okali, 2013). However, gender differences can affect social relations and inequality amongst youth (Okwany, 2010). Furthermore, age not only intersects with gender, but also with other axes of inequality such as class, religion, ethnicity, geographical location, disability, and so on (Kristensen & Birch-Thomsen, 2013). These various characteristics of a

young person's life (multiplicities of experiences) affect their situational factors: access to key resources (e.g. land, finance, knowledge), different opportunities and needs, and the challenges they face (Dalla Valle, 2012; Kristensen & Birch-Thomsen, 2013; Okwany, 2010; Sumberg & Okali, 2013). In fact, "Young people are socially embedded: their agency and aspirations are shaped by social values, positions and expectations, as well as by their social relationships and immediate political contexts" (Flynn, Mader, Oosterom, & Ripoll, 2016:3). Young women especially face additional barriers due to gender inequalities perpetuated by traditional gender norms prevailing in many patriarchal cultures, limiting their opportunities, for example, to complete formal education or access financial capital (Dalla Valle, 2012; Koira, 2014; Kristensen & Birch-Thomsen, 2013).

In developing countries, over 60% of the population is below the age of 25, and this population of youth is expected to grow (UNDESA, 2013). This so-called youth bulge is especially pressing in Africa. In the graph below, the steady increase in the youth population aged 15–24 is illustrated. In 2015, 226 million youth aged 15–24 lived in Africa, accounting for 19 per cent of the global youth population. By 2030, it is expected that the number of youth in Africa will have increased by 42% (UNDESA, 2015).

FIGURE 1 | Youth aged 15–24 years, by region, 1950–2060



Data source: United Nations [2013] *World Population Prospects: The 2012 Revision*

Even under the most optimistic scenarios, non-farm and urban sectors are not expected to be able to absorb more than two-thirds of youth labour market entrants over the next decade [Jayne, Meyer, & Traub, 2014]. In terms of geographical location, FAO estimates that around 55% of youth worldwide reside in rural areas, this figure being as high as 70% in sub-Saharan Africa and South Asia [Bennell, 2007]. In particular, a significant proportion of rural youth is underemployed or unemployed, has marginal income, or limited career prospects [AGRA, 2015; Bennell, 2007]. Compared to cities, rural areas lack facilities and job opportunities, especially for youth. Even though projections on future urbanisation rates indicate an increase in young people preferring white-collar jobs, the prevalent source of youth employment remains agriculture (57% of 15 to 19 year olds) [Muiderman, 2016].

Often it is assumed that young women and men will be the 'farmers of tomorrow' [Bennell, 2007; Bezu & Holden, 2014; White, 2012]. However, agriculture often has a negative connotation among youth who tend to associate it with hard physical work, low wages and uncertainty. Ever-growing urbanisation and ageing farmers demonstrate that young people vote with their feet: given the opportunity, they move from farming to urban areas looking for a better future. For farming to become a viable option it should be able to provide benefits which outweigh the hard physical labour: stable incomes, possibilities for investments, ability to raise families and have free time, as well as producing and delivering good quality produce. Encouraging youth to engage with agriculture requires thorough understanding of what is necessary to create attractive, meaningful futures in farming.

ACCESS TO KNOWLEDGE, LAND, FINANCE AND MARKETS

Reviewing youth and agriculture literature for the purpose of this study, the following areas have been identified by the authors as key challenges youth face with regards to engaging in agriculture: access to knowledge, land, and finance. While less pronounced from the review, another challenge worth mentioning is youths' access to markets, which is briefly presented at the end of this section.

Insufficient or inadequate access to education, information and technical skills (access to knowledge) can affect the extent to which young women and men are able to participate in the agriculture sector successfully. The majority of youth engaged in this sector practice farming based on learnings from family members and/or

from participating in youth groups [Rutta, 2012]. Training opportunities specific to agriculture do exist; however, a limited amount target, or are accessible to, youth living in rural areas [Giuliani et al., 2016]. Furthermore, whilst general education, agricultural and life-skills training are important for young farmers, these ways of teaching also need to include information regarding land and finance in order to meet the needs of rural labour markets [FAO et al., 2014]. Vocational trainings and extension services can provide learning opportunities [Bennell, 2007]. However, youth have indicated that there is a lack of leadership and business management training, as well as limited apprenticeship opportunities [FAO et al., 2014; UNESCO, 2012]. Female farmers also tend to participate less in trainings and extension activities due to cultural norms, time constraints due to household responsibilities, and the fact that women often reach lower levels of formal education compared to men [FAO, 2011].

Beyond access to knowledge, access to land is essential to starting a farm, contributing to the food security of the household and generating an income. The most common source of land ownership is through inheritance [FAO, IFAD, & CTA, 2014; FAO, 2011; MIJARC, FAO, & IFAD, 2012; Touw & Mbwaga, 2016]. As life expectancy has increased globally, land ownership transfer is occurring much later in the lives of young women and men [FAO et al., 2014; MIJARC et al., 2012] and most commonly passed through 'father to son' customs [MIJARC et al., 2012]. Even though in some countries women have legal rights over land inheritance, the number of women who 'hold agricultural land' are significantly smaller in comparison to their male counterparts [FAO, 2011]. In Sub-Saharan Africa, many customary tenure systems deny land rights to women because women gain user rights through their relationship with a male relative [IFAD, 2017]. Although men inherit land in the more common patrilineal systems, young men have to wait until marriage or when fathers pass away to access and manage plots. Early inter-generational land transfers often do not occur because land serves as a substitute for social protection for elderly landowners whose life expectancy has increased [IFAD, 2017]. Where land obtained from parents through inheritance or gift is the only system of intergenerational land transfer, with each generation, youth are often left with smaller and less viable plots of land [IFAD, 2017]. The realities of youth unemployment in the agricultural sector make it unlikely for young men, and especially young women, to buy land for themselves, as they frequently work for little or no remuneration on family land [FAO et al., 2014;

FAO, 2011). Furthermore, acquiring land brings along challenges (not only for youth) related to ambiguities and costs associated with land transactions through purchase, sale, leasing, and assignment under traditional rules (IFAD, 2017). 'Landlessness' is often cited as the cause of migration, as generally young men search for other sources of revenue (AGRA, 2015). In land abundant countries, improving land rental markets could provide an avenue for greater rural youth engagement in agricultural production (IFAD, 2017).

Related to access to land, another challenge faced by young farmers is access to finance, which is vital for them in order to cover the costs of production; from crop farming and livestock rearing, to paying for marketing and trade to increase productivity (AGRA, 2015). In many cases, youth are considered high-risk to financial services as they often lack collateral, such as land, a home or other fixed assets (Okwany, 2010; AGRA, 2015; FAO et al., 2014; Touw & Mbwaga, 2016). Additionally, there are limited services which provide opportunities and target the needs of young women and men. Whilst a few initiatives providing youth with access to finance exist, they are frequently introduced by development partners therefore dependent on funding from donors (AGRA, 2015; FAO et al., 2014), and often focusing on credit rather than savings. The latter are essential for young farmers to invest in productive assets (AGRA, 2015) and are tremendously important for youth, as they begin to plan for life events and are able to face potential emergencies (MIJARC et al., 2012). In comparison to young men, young women face additional barriers to accessing credit or loans due to restricting societal norms (FAO et al., 2014; MIJARC et al., 2012). Women farmers frequently identify the lack of access and control over credit as one of the major barriers to diversification of livelihood (FAO, 2011).

Before young farmers are even able to access markets, they often face the various challenges described above, including not knowing, or not knowing enough, about markets (e.g. information about prices), how markets work. Local markets are often more accessible for young farmers as there is relatively less competition and simpler logistics; they also require smaller scale production (FAO et al., 2014). These factors make it easier, for example, for young farmers, who have just started their own farm. Given their age, lack of or limited experience and negotiating power, longer marketing chains which involve numerous intermediaries present a greater challenge for young farmers.

Overall, these four types of access (to knowledge, land, finance and markets) are interrelated and often do not present themselves as singular challenges which youth face in their experience with agriculture. Hence, a holistic approach is necessary not only to understand youth's needs and challenges, but also to work towards comprehensive and sustainable solutions with regards to their engagement in agriculture.

ENGAGEMENT IN POLICY DIALOGUE

Many governments in sub-Saharan Africa have developed national youth policies, set out national action plans for youth, and established new institutions to work on 'youth issues' (Lintelo, 2011). International organizations may have had a role in these policymaking processes as they have put 'youth' forward as a key social category to target in project interventions. It is increasingly recognized that youth participation has an important role in decision-making and policy dialogue, and policymakers are urged to work not only for, but with youth: "nothing for us, without us" (Paisley, 2014). Too often, however, young people's participation remains passive (FAO et al., 2014), and policies fail to take the heterogeneity of youth into account, inclined instead to target non-poor men living in urban areas (Bennell, 2007). For example, consultations are often held in urban areas and not in local languages of the country, thus excluding uneducated, rural and poor youth (Lintelo, 2011).

Increasing youth participation in policymaking processes also requires the creation of various 'spaces of participation', fostering exchange between generations, languages, cultural groups and religions (UNESCO 2004). These may bring along different institutional arrangements (including youth organizations, youth councils, youth forums and youth parliaments), but may also refer to more one-time events and activities (such as youth e-discussions, youth information services, training in youth participation in schools, participation in and use of media, and employing ICTs for information and participation purposes) (UNESCO 2004). Formalized and regular processes that bring together youth and decision makers are seen as more effective than informal and irregular consultations (Lintelo, 2011). This recognition of the importance of young people's engagement in policymaking extends to the agricultural sector. For instance, the Young Professionals for Agricultural Development (YPARD) plays a key role in achieving meaningful institutionalisation of young people's involvement in agricultural policy making. YPARD Kenya developed a First Kenyan Youth in Agribusiness

Strategy. The first draft of the strategy was endorsed at the Second Intergovernmental Forum on the Agriculture Sector in November of 2016, providing room for further consultations with all involved stakeholders to finalize the document (Ngore, 2017).

The types of decision-making mechanisms for youth to raise their voices in agricultural cooperatives is discussed in the next section, presenting findings from the literature reviewed on youth and agricultural cooperatives.

YOUTH AND AGRICULTURAL COOPERATIVES

A cooperative is an “autonomous association of persons united voluntarily to meet their common economic, social and cultural needs and aspirations through a jointly owned and democratically-controlled enterprise” (ICA, 2016). Varying depending on legal and local circumstances, cooperatives are built on generic principles, such as voluntary and open membership, democratic member control, member economic participation, education and training, and information (Williams, 2016).

Agricultural cooperatives are often considered key to agricultural development. They have the ability to increase smallholder participation in markets and ensure realization of the economic benefits that come with market participation [i.e. access/affordability to inputs, finance, knowledge exchange, access to NGOs, marketing and bargaining power, etc.]. For youth who are seeking employment (via on-farm and off-/non-farm activities and/or formalisation of informal employment) (FAO, 2012; ILO, 2012), inclusion in agricultural cooperatives can be one way to commercialize their agricultural activities as well as providing an expanded learning space for youth (Hartley and Johnson, 2014). There is growing recognition of the importance of ensuring adequate representation of young people in agricultural cooperatives and their active inclusion in decision-making processes.

Being a cooperative member can offer youth opportunities they would not be able to access as individuals. For example, whilst access to land can be a barrier for a young person, membership in a cooperative could provide youth with the possibility to lease land for agriculture-based activities (AGRA, 2015). Cooperatives may be a viable option for young people as these enterprises typically have low capital requirements (provided youth have access to some funds), limited liability, and, in cases where members are also employees, the flexibility of self-employment.

Youth's membership can also be beneficial for the cooperatives themselves. By ensuring the generational

renewal of memberships and having greater capacity for innovation and entrepreneurship, youth could be the key to the longevity and sustainability of cooperatives (FAO et al., 2014; MIJARC et al., 2012; Plechowski, 2014). In fact, they are often more inclined to work with new technologies, and generally have higher levels of education than older farmers. However, community-based farmer organisations are commonly dominated, managed and led by adult men. There is limited to no involvement of young people – and young women in particular – in key decision-making processes. Such unequal power relations within these cooperatives often leads to youth disillusionment, resulting in the loss of vital youth input to communities (Thomas, 2016). Furthermore, youth, especially young women, face age-specific challenges related to their membership and functioning in cooperatives. The by-laws often do not take into account the challenges that young people may face in accessing and having control over the required resources (e.g. land or funds available) in order to become a member in the first place. In addition, culture and traditions characterised by hierarchical relationships in which young people are expected to obey older community members may complicate youth's participation in agricultural cooperatives (FAO, 2012).

From the perspective of youth, there often seems to be ‘mistrust’ towards cooperatives, due to corruption and discrimination (Giuliani et al., 2016), but also general ‘mistrust’ towards other youth (Rutta, 2012) inhibiting their ability to organise. Literature reviewed frequently emphasises how most young people work as individuals, rarely forming groups. This could be due to their limited knowledge of the advantages of collective action; from generating savings, improving their borrowing power as well as accessing resources to strengthen their voices (AGRA, 2015; FAO et al., 2014; Giuliani et al., 2016; Proctor & Lucchesi, 2012; Rutta, 2012). Despite the mistrust, belonging to a cooperative yields socio-political and cultural benefits, such as status, empowerment, group belonging, protection, social capital, and the formalisation of informal employment. There is growing recognition of the importance of ensuring adequate representation of young people in agricultural cooperatives and their active inclusion in decision-making processes. However, whilst agricultural cooperatives may be accessible to youth, these institutions frequently lack a strategic focus on youth-specific needs (Proctor & Lucchesi, 2012), and may require training or re-training to develop products directly targeting youth (AGRA, 2015).

Methodology

In line with achieving the objective of this study, the research is based on a qualitative methodological approach, grounded in relevant literature. Steps in the research process included:

- ▶ A literature review to identify the current knowledge base, recurring themes, topics, but also potential knowledge gaps;
- ▶ Interviews with key stakeholders and relevant experts in order to collect further knowledge from their field.
- ▶ The literature review and initial interviews informed the development of guiding questions for data collection in the field.
- ▶ Data collection in the field consisted of:
 - Focus group discussions (FGDs) directly with young women and men, both cooperative members and non-members.);
 - Interviews with cooperative board members, management team, and, when possible, with the youth representative in the cooperative (key informant interviews).

The following topics were discussed during the data collection phase of the research: [1] background of cooperative and services offered; [2] opportunities and challenges for youth in the agricultural sector in general; [3] opportunities and challenges of becoming and being a cooperative member; [4] decision-making in the cooperative; and [5] recommendations for the inclusion of youth in agricultural cooperatives. Detailed templates of the research tools can be found in Annex I of this report.

SELECTION OF COUNTRIES, COOPERATIVES AND PARTICIPANTS

The selection of countries and case study cooperatives were based on the following criteria:

- ▶ Similarity in terms of geographical focus
- ▶ Age range of 15–35 years old for youth participants in the research
- ▶ Gender balance
- ▶ Selecting both youth members as well as non-member youth for FGD's
- ▶ Representativeness of Young Professionals for

Agricultural Development (YPARD) network

- ▶ Agricord member target country
- ▶ Focus on a livestock (dairy in this case) and/or horticultural cooperative

These selection criteria were chosen based on the literature review as well as the initial interviews with key stakeholders and relevant experts. For practical purposes, the authors chose to work through local partner organisations (YPARD in Uganda, Heifer in Tanzania and Agriterro in Rwanda), who are in direct contact with cooperatives. The contacts with the local partner organizations were made through the existing networks of the consortium partners as well as through the stakeholder consultations. A more detailed explanation of the cooperatives selection process can be found in Annex II. Furthermore, selection of the participants for the FGDs and key informant interviews were selected following the research criteria and with the support of the local partner organisations.

For the purpose of this study, the authors focused on carrying out FGDs with individual youth. Therefore the research does not include young couples in farming, but rather focuses on opportunities and challenges faced by individual female and male youth and their engagement with agricultural cooperatives. Furthermore, throughout the data collection process the authors aimed to maintain a gender balance, thus choosing to carry out FGDs with male and female youth separately. In order to also understand the dynamics of not opting to join a cooperative and gain insight from a different perspective, non-member youth were asked to take part in a FGD.

DATA COLLECTION

Three FGDs were conducted in each cooperative as part of the data collection process:

- 1 A group of 10 to 12 young adult men (ages 15 to 35) members of the cooperative
- 2 A group of 10 to 12 young adult women (ages 15 to 35) members of the cooperative
- 3 A mixed group (young men and women, aged 15 to 35, +/-10 participants per FGD) who were non-members, but were familiar with the cooperative

In total, 18 FGDs were carried out with female and male youth (15 – 35 years old) members and non-members. In total, 198 youth took part in the FGD's, of which 115 were members and 83 were non-members were interviewed. Of those, 99 were female youth and 99 were male youth. The average age of interviewed female and male youth in Uganda was 22 and 24 years old. The average age of interviewed female and male youth in Tanzania was 21 and 24 years old, similar to Uganda. In Rwanda, the average age of interviewed female youth was higher than in Tanzania and Uganda, namely 26 years old, and the average age for male youth was 25 years old.

Key informant interviews were conducted with board members, management team, and with the youth representative in the cooperative, when possible.

RESEARCH LIMITATIONS

Although we aimed to have a balanced and representative sample of respondents, time and resource limitations for the study did impact the selection process, not only for the cooperatives, but also the participants. In fact, the sample size for the research is small (six cooperatives, two in each of the three countries selected). As a result, findings from this sample cannot be considered as statistically representative. However, focusing on a smaller number of cooperatives allowed us to conduct focus group discussions not only with youth members, but also non-members and to have a more in-depth understanding of their perspective.

It is also key to note that both cooperatives in Rwanda and Tanzania were selected through Agriterro and Heifer, as in each country these organisations were already working together with cooperatives. The advantage for this selection was the existing network and the fact that the cooperatives had already been working with youth or intend to work with youth. This guaranteed youth who most likely had already taken part in trainings and services provided by the cooperative. The disadvantage is that the sample of interviewees was initially selected by the local partners, who contacted the cooperatives, informed them of the requirements and agreed on the final selection. This may have created a selection bias of the participants. The selection of the cooperatives in Uganda occurred through the Uganda Cooperative Alliance (UCA), with the support of the YPARD representative. While this process did guarantee that there would be sufficient youth members to interview, their experience and opportunities through cooperatives were limited in comparison to youth from cooperatives

in the other two countries. This difference was especially noticeable when discussing with youth about what the cooperative can do for them, and recommendations based on their needs and challenges. It is interesting also to note that the challenges and opportunities faced by youth in agricultural cooperatives were similar across contexts, as further discussed in the findings. However, it is important to also recognise the specific socio-cultural and political contexts that do impact the experiences of young people in the countries we selected.

Another limitation was with regards to language, which presented a barrier for some participants. Although the authors worked with local consultants and most participants were able to speak English, on occasion they felt more comfortable answering or explaining their perspectives in their native language. Unfortunately, details and depth of anecdotal examples were often lost in the translation.



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Case studies

This chapter covers the main insights for each of the six cooperative case studies in Uganda, Tanzania and Rwanda, addressing these main topics: *“Key challenges and opportunities for youth in cooperatives”, “Perception of cooperatives and youth membership”, “Access to information, training and networks (human and social capital)”, “Access to land, inputs and finance (Natural, physical and financial capital)”, “Communication, transparency and youth involvement in decision making”* for youth involvement in cooperatives as identified by the youth members and non-members in the FGDs.

BIACE Dairy cooperative, Uganda

KEY CHALLENGES FOR YOUTH IN COOPERATIVES

Meeting the membership criteria is the biggest challenge for youth members in Bushika Integrated Area Cooperative Enterprise (BIACE) Dairy cooperative. Joining a cooperative means being able to adhere to terms and conditions – fees and quantity of yield. In the case of BIACE, one cannot become a member of the cooperative without already being a member of a smaller group (rural producer organisation, SACCO, community based organisation, etc.). These smaller groups require a minimum of five members as well as capital, equipment, land or a cow. The inability to pay membership fees – first as an individual to join a small farmer group and second as a collective to join the cooperative – makes it difficult to join a cooperative for many rural youth. Once a member, the challenge of being able to pay the fees remains a yearly struggle.

Access to land and finance is a major challenge for all youth, members or not, affecting various aspects of the dairy production. Whilst there are other means of working in dairy, owning a cow is the first step to truly controlling the income from the milk. However, cows need a lot of feed, which requires land and/or money. To be involved in the milk industry in the Bushika area, mobility is key for collecting and transporting milk. Traditional gender norms within the community and household contribute to the division of labour favouring young men compared to young women, who have more restrictions on their mobility and carry a heavier burden of unpaid labour in the

household. This has an impact on women’s ability to spend time on their production, transport their goods to markets, to the cooperative’s milk cooler, as well as attending trainings and even employment opportunities.

KEY OPPORTUNITIES FOR YOUTH IN COOPERATIVES

Youth (members and non-members) see cooperatives primarily as a means to access trainings, which would improve their knowledge and skills as well as increase their production and income. For some, especially female members, the trainings also symbolises a specialisation in the dairy sector which would render them more employable for milk handling, collecting and transportation jobs. Male members are more interested in increasing their production by accessing inputs and equipment as well as exposure to different methods through organised tours of neighbouring dairy coops. This is probably due to the fact that young male members are more likely to own their land (currently or in the future), whilst women farmers are most likely to work on someone else’s property.

For some, the two other reasons for joining and maintaining their membership with the cooperative are the access to markets and loans. Additionally, membership also offers mentorships and moments to share experiences and learnings with one another. Youth members see the benefit of being part of a collective as it can alleviate some of the pressures of being a farmer as well as being aware that extension workers and NGOs support groups and not individuals. In some cases, female members (young and old) also benefit from biogas stoves given to the dairy farmers. In BIACE, dairy is mostly dominated by youth as they are usually tasked with the management of animals, this puts the cooperative in a position to cater to youth specific trainings, employment and activities.

PERCEPTION OF COOPERATIVES AND YOUTH MEMBERSHIP

With regards to youth (members and non-members), there seems to be a general mistrust in cooperatives due to a history of government meddling and corruption. This mistrust is also linked to a belief that cooperatives



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are poorly managed and do not hire the right people for certain roles. There is also a strong association of nepotism with the 'paid' jobs within the cooperatives. A BIACE board member believes that the lack of information on how cooperatives function and the involvement of previous governments in putting bans on cooperatives has made youth fearful of joining.

With regards to non-members, the male participants seem to think there is favouritism amongst those who are selected to take on decision-making roles and the female participants perceive female coop members as unable to occupy leadership positions. The youth members have stated that there is even a tendency to mistrust one another within the cooperative, because it is perceived that some benefit more than others. The young men say that there is a lack of transparency in how financial decisions are made and the young women say that information regarding trainings, demo plots, and tours are poorly communicated to all members.

Additionally with regards to the subscription fees one needs to pay to become a member or remain a members, both youth members and non-members believe it to be too high. Interestingly both youth members and non-members also felt that cooperatives should reduce the age limit and make the trainings accessible to all youth within the community in order to increase their capabilities. The general consensus from the discussions was that there is a lack of knowledge on how cooperatives work. Non-members seem unaware of all the advantages of being part of a cooperative, from accessing trainings, loans, employment and tours. Whereas youth members seem unaware of the internal functioning and how decision-making bodies of a cooperative work.

ACCESS TO INFORMATION, TRAINING AND NETWORKS (HUMAN AND SOCIAL CAPITAL)

The dairy cooperative offers training to its members on dairy management, milk handling and transportation to the milk coolers. The trainings are facilitated by Ugandan district extension workers who provide training on general cow hygiene: from how to keep them clean, how to build appropriate shelters as well as how to keep the cows healthy. Additionally, they provide training on how to use certain milk processing machinery and tools. Furthermore, through the cooperative's demonstration (demo)plots the extension workers train dairy farmers about cow feeds, such as growing pasture plants like grass or beans. The cooperative also offers 'tours' for its members to visit other dairy cooperatives, either within Uganda or in neighbouring countries, in order to be exposed to different methods of handling, bulking and processing. Beyond the facilitation of training and tours, the cooperative also fosters a 'farmer-to-farmer' knowledge transfer process in order to increase peer-learning among farmers.

During the discussion with the young female coop members, they explained how they saw the trainings as a means of increasing their knowledge and skills in order to make themselves more employable. Meanwhile, young male coop members see the trainings as a means of improving the quality and quantity of their product. While there is recognition that dairy is mostly youth dominated in this cooperative, there are no specific trainings or activities for youth members. However, there have been some efforts to target the youth members who have been trained. Thirty youth members (15 women and 15 men), are employed by the cooperative for the handling, bulking and testing the quality of milk from other members in order to transport it to the cooperatives milk cooler.

ACCESS TO LAND, INPUTS AND FINANCE (NATURAL, PHYSICAL AND FINANCIAL CAPITAL)

In terms of economic and financial services, the dairy cooperative offers various opportunities for its members. For example, it offers bulking and selling of larger quantity of milk to markets; providing seeds and demos on growing pastures; and covering the costs of medication and vet visits for the cows. Members can also access training in financial management, training in income generating projects and loans. In Uganda, dairy is a sector that is recruiting and giving priority to youth. In fact, this BIACE cooperative offers paid leadership positions to a few of the youth members in order for them to collect the milk from other members. Youth and women are able to derive an income from dairy farming as they are usually tasked with the management of animals.

Being a member of the dairy cooperative means having access to markets and loans, which is often easier than getting a loan from a commercial bank. The cooperative requires a milk supply portfolio whereas commercial banks may require collateral, such as land. Through the small farmer groups, women regularly sell their milk which is considered as a form of record that one earns an income, making them eligible candidates for credit. The young female members agree that the cooperative does facilitate opportunities for them to get loans. However, they often lack capital and cannot access the amount needed to start their own business. Thus, owning a cow is for them the first step to truly controlling income generated from dairy, otherwise the income earned is for the most part shared with the household.

COMMUNICATION, TRANSPARENCY AND YOUTH INVOLVEMENT IN DECISION MAKING

This dairy cooperative has two youth representatives, one female and one male and they sit on the board and speak on behalf of the youth by voicing their opinions and interests during meetings. According to both male and female youth members, youth representatives often act as mobilisers informing others of decisions or when a training will take place, as the decision-making roles are mostly left to the older board members. This occurs due to a sense of hierarchy within their local community. During the discussion with the young male coop members, participants were frustrated with the lack of transparency within the cooperative in terms of finances. Many felt that there should be 'lay and display' in order for everyone to know the prices of the products being sold. Additionally, many wanted to know exactly how the subscription fees were being used for the benefit of the cooperative.

According to the participants there are limited training opportunities coop members can access. It was also mentioned that there is a lack of transparency as to whom is invited to attend certain trainings. Additionally the participants felt that there was poor communication on the cooperative's part to inform all of its members when trainings take place. There are feelings of mistrust amongst some of the youth members, as it is perceived that only a select few benefit from the trainings which in turn builds their capacity and improves their opportunities. For example, during the young female coop member discussion, it was said that extension workers contacted the cooperative to assess how many youth members are interested in entrepreneurship with the objective to train these them on the topic. However, the concern expressed by the young women was that there was no transparency behind the process of who was selected and trained; a few even speculated that not all attendees were actually 'youth'.

KWAPA Onion cooperative, Uganda

KEY CHALLENGES FOR YOUTH IN COOPERATIVES

Lack of finance and access to land are big factors that hinder youth from becoming a member of a smaller farmer organisation. The groups must be registered with the sub-county (cost inquired) before they can join the cooperative. The requirement that cooperative members can only join through groups and not individuals is particularly difficult for youth because they struggle to organise, mobilise and become formally registered.

Time commitment and membership subscription fees seems to be a struggle for non-members and youth members alike as well. Whilst non-members mentioned that they are active in other income generating activities, they could not afford the fees and the youth members confessed that they struggled to be able to pay the fees to maintain their membership. Additionally, non-members and youth members stated that they were concentrating on their studies. For youth members this limits their ability to volunteer their time to the cooperative as well as affecting their opportunities to be selected to attend trainings or tours.

KEY OPPORTUNITIES FOR YOUTH IN AGRICULTURE

As members of KWAPA the youth have access to markets, loans, training and equipment. The cooperative offers bulking and selling of larger quantities of onions to

markets or at a set price to companies. It also offers economic and financial services, such as providing loans for agricultural purpose and inputs (seeds, fertiliser, herbicide, pesticide) to increase members' production. The young female members say that they get priority over men when asking for a loan from the cooperative. The youth members explain that this is because it is easier for men to access other income generating activities.

Whilst land ownership is not necessary, access to land is a prerequisite in order to make a profit from onion farming. This cooperative also rents land to youth groups and hires youth members for voluntary labour. The youth members are aware of the benefits of being part of a collective as they can more creatively address pressing issues, such as climate change. The cooperative was able to seek out NGOs to support them with irrigation equipment as well as provide training on adaptation and mitigation strategies to its members. The tours to other horticulture cooperatives also informed them of different agricultural methods and helped the youth members diversify their agricultural crops.

PERCEPTION OF COOPERATIVES AND YOUTH MEMBERSHIP

For both the youth members and non-members, a general mistrust in cooperatives was expressed during the discussions, as many of the youth knew of, or had heard of, cooperatives which were poorly managed and/or corrupt. The youth members brought up the fact that there is a tendency to mistrust one another within the cooperative, because it is perceived that some benefit more than others. Because there are no activities or trainings that only target youth, when youth members are chosen to be part of a committee or attend a training, frequently the young female members feel that there is lack of transparency in the selection processes. Additionally, the young male coop members expressed their doubts about whether the committee sells produce to the market at a fixed price or whether they make a profit by keeping the surplus for themselves.

The non-members perception of the onion cooperative seemed limited as they were unaware that youth members could take on certain responsibilities within the cooperative, beyond having access to trainings, tours and loans. Whilst one of the KWAPA board members strongly believes that youth want to join the cooperative, but he also recognises that they are unable to meet the subscription fees. Regardless, both members and non-members perceived that subscription fees to be high.



Photo credits: Chloe Vaast

Whilst the same board member could list the various roles youth could take on within the cooperative, he acknowledges that some older members do not value the youth's opinion and this could also be a deterrence for youth to join or take on leadership roles.

ACCESS TO INFORMATION, TRAINING AND NETWORKS (HUMAN AND SOCIAL CAPITAL)

KWAPA focuses on training its members on modern agricultural techniques, in terms of planting, managing and cultivating in order to increase the sustainability of their onion production. This cooperative works towards sensitising and raising awareness amongst community members regarding the effects of climate change. In order to reach these goals, the cooperative trains a select number of its members to become Community Based Trainers (CBTs), who in turn provide support to other members and farmers. For example, through the international NGO Vredes Eilanden Country Office (VECO) East Africa, seven members (of which three were youth) were trained on climate change, mitigation and adaptation in order to sensitise farmers within the community. Along with an agronomist, the CBTs carry out visits to cooperative members to inform them on crops, fertilisers, pesticides and herbicides and issues related to climate change.

According to another KWAPA board member, there is a lot of voluntary work that has to be done for the good of the collective. In this onion cooperative, the youth are 'hired' (either on a voluntary basis or through a small allowance) to transport the onions from farmers to the coop storage. Additionally, the young male members are interested in accessing the machinery and the new

programme activities [e.g. irrigation scheme]. Once trained in a certain skill, the youth members can be tasked with certain jobs that benefit the cooperative members, such as spraying. Along with the trainings and sensitising activities, KWAPA also provides study tours to other horticulture cooperatives in order to foster peer-learning opportunities. A visit to Kenya is what inspired youth members to start harvesting chilli, because it continuously produces throughout the year. The board member feels that the trainings, exposure to different horticulture farming methods and working as a collective are contributing factors which encourage youth to remain involved in the cooperative.

ACCESS TO LAND, INPUTS AND FINANCE (NATURAL, PHYSICAL AND FINANCIAL CAPITAL)

As young farmers do not own land, they mostly rely on their own parents to give them a parcel. During discussions with both young men and women, growing onions is a means for them to start saving. However, the income generated from this parcel is mostly shared with the household. Women face more gendered constraints when it comes to accessing land, as priority is given to male family members. This occurs due to the traditional role expected of men who should provide for the household; thus it is more important for them to start earning and saving from farming. Young female members say that the cooperative prioritises opportunities for them to get loans, as young male members have access to other income generating activities, such as motorcycle taxi driving or charcoal burning.

With the shortage of land and labour, farmers are not always able to cultivate and gain an income. Whilst renting land is an option, it remains too expensive for an individual. Therefore young farmers are forming youth groups or joining agricultural groups in order to rent land as a collective at a lower cost to grow their onions: sharing workload, responsibilities and income. The young female members explain that youth members renting and working the land together benefits everyone, especially as agricultural labour is gendered. Young men prepare the land and plant the seedlings whilst young women pick, dry and package the onions; both are charged with bringing the onions to the cooperative.

COMMUNICATION, TRANSPARENCY AND YOUTH INVOLVEMENT IN DECISION MAKING

The onion cooperative has elected a male and female youth representative who sit on the board level and they are the ones who voice the concerns of youth during meetings. However, a board member explained that youth communication is an issue, as they tend to go to their small farmer groups rather than representatives. One female youth member explains that young farmers interact more freely and directly with their smaller farmer groups, as they are more comfortable to express their opinions in these spaces. In fact, it is the 'leader' of each small farmer group who then either conveys the message to their youth representatives or directly to the KWAPA board during the annual and quarterly meetings. Whilst a youth representative system is put into place, concerns have been raised as to how 'their voices' are being communicated directly to the board, as it was indicated that no meetings are held amongst the representatives and the youth members.

One of the board members interviewed explained that youth can take on several roles within the cooperative, such as treasurer, youth representative and community based trainer. During the FGD a female youth member, voiced her concern as to the transparency of how the board selects certain youth members to take on these roles. Both male and female youth members also consider transparency to be lacking with regard to the input supply: as some members are given seeds, whereas some are sold seeds and other do not have access to seeds at all. Additionally, male members expressed that there is a lack of communication with respect to the cooperative's use of subscription fees as well as the way in which the interest rate from loans contribute to the entire cooperative (and its members).



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Isaima Dairy cooperative, Tanzania

KEY CHALLENGES FOR YOUTH IN COOPERATIVES

The strictness of membership criteria was mentioned as a key challenge by non-member youth but also for youth members, as it prevents them from becoming full active members. Of the 431 members, 14 are 'active' youth members. Active and full membership is defined in the sense that they have paid a membership fee and abide by the membership criteria. In total, Isaima board members state that there are 20 youth members (including active and less active youth members) which accounts for only four percent of total membership.

In terms of the membership criteria, it is expected that members abide by the following criteria:

- 1 have their own livestock
- 2 have 5 shares (20,000 TZS each=8 EURO)
- 3 need to be 18 and older
- 4 one needs to pay an annual membership fee (5000 TZS=2 EURO).

This links to the challenge of gaining access to land and finance, which is perceived as a challenge for both youth members and non-member youth. It was mentioned that it is more of an exception than the norm that their peers own livestock and have their own piece of land. Either they work on their parent's land or they rent land. It is a vicious circle in fact, since due to lack of capital, it is harder to buy land and livestock, which in turn creates a barrier to become a full member of an agricultural cooperative.

Female youth in particular, are hit even harder by the challenges. According to the female youth members, they are perceived as weak and unable to do physical work required on the farm by the community members. In addition, there is often too much work at home (e.g. caring for the children, cooking, washing clothes, cleaning, collection of wood and fetching water) which makes it difficult for them to allocate time to the farm and also joining a cooperative. Moreover, female youth state that they need permission from their husbands to join the cooperative. This leads to a feeling of inferiority compared to male youth.

Male youth members expressed that there is a lack of extension services on modern agricultural practices. Now they are often still using traditional methods like the hand hoe for land preparation. Male and female members voiced that they are also lacking certain

technologies which would improve the milk quality, such as a milk cooling machine.

There are currently no specific decision-making mechanisms in the cooperative for youth, but the cooperative has just selected a male youth representative. It was expressed that youth members feel less secure speaking in general assembly meetings as they feel inferior to elderly members. They would prefer having a space to discuss with peers.

KEY OPPORTUNITIES FOR YOUTH IN COOPERATIVES

Isaima cooperative has the potential to play a key role in training opportunities on modern ways of livestock keeping (feeding formula, preparation of cow sheds) and poultry. Access to training was a key interest for both young men and women to join the cooperative. Since Isaima cooperative is supported under the Heifer initiated programme, East African Dairy Development (EADD) and now also the East African Youth Inclusion Program (EAYIP) *(see Annex III for more information about these programmes)*, youth mention that they are able to acquire training more frequently. Male and female youth members also mention that the cooperative can provide them with more leadership and entrepreneurial skills and networking opportunities.

Male youth members indicate that fertile land, water and pasture availability is not a problem in the Mbeya region where Isaima cooperative has its members. Next to that, there is an availability of market for the selling of their milk, in Mbeya city. Members mentioned that the Mbeya region is a very conducive environment for livestock keepers.

Youth members revealed that although it is difficult to gain access to a loan, the cooperative may support them as they can get it at a minimum interest rate. The cooperative also grants loans to purchase livestock inputs like minerals. This is a service offered to all members. Furthermore, female youth members mentioned that a cooperative can facilitate the linkage to a financial institution.

By the board members, it was stated that youth often have a higher level of education when compared to previous generations and are good at recordkeeping, so they should put youth in these kinds of positions. It was also mentioned that youth are better at finding markets and feel less hesitant to travel to remote areas, so transportation services might also be a unique opportunity for youth as well as marketing.

PERCEPTION OF COOPERATIVES AND YOUTH MEMBERSHIP

The name 'cooperatives' has a negative connotation in Tanzania, to the extent that some cooperatives even prefer to call themselves associations or hubs. This negative perception is historically grounded. In 1925, farmers started informal, unregistered cooperatives. In 1968 the country had the largest cooperative movement in Africa and the third largest cooperative in the world in terms of market share percentage of agricultural exports. After the introduction of socialism by the government, an end was put to all primary cooperatives in 1976, resulting in the failure of unions as well. The whole supply chain was controlled by the government and farmers did not produce enough, resulting in a decrease in export. In 1982 the government tried to re-introduce the primary cooperatives and unions, but there was a lot of mistrust amongst members, cooperatives lost highly trained staff, and the number of members decreased. The repercussions are still felt today, as cooperatives still have quite a lot of challenges in terms of their reputation.

The negative reputation has inevitably trickled down to the younger generation. But next to Tanzanian youth seeing the cooperative as an organisation which is not trustworthy, they are not clear of the added value it has, including the services which it provides. As well as the negative perception of cooperatives, the negative perception of agriculture being seen as a 'poor man's job' is also recurrent. Male youth members mentioned that *'youth are less committed towards livestock and would prefer going into the boda-boda business'*.

ACCESS TO INFORMATION, TRAINING AND NETWORKS (HUMAN AND SOCIAL CAPITAL)

Isaima cooperative offers extension services to all farmer groups through trained Community Agrovet Entrepreneurs (CAVEs) and government extension officers. There is also provision of training from Community facilitator, extension service officers offered by EADD and EAYIP. It also provides personal development to its members through changing their lifestyle and advice.

Youth members expressed that there should be more training opportunities on modern ways of livestock keeping (feeding formula, preparation of cow sheds) and poultry. There are no specific youth-targeted activities in place provided by the cooperative, but it is mentioned by the board members that there is no discrimination towards youth to access inputs and veterinary medicine, and training. However, it is also not clear how the

selection process of receiving the inputs and training is being carried out in the cooperative. Male youth members mentioned that training is crucial but given that technologies, like a milk cooling machine, are available for them to practice on. So without these technologies, it would not be as beneficial to have the training. Female youth members stated that there is a problem of exposure for youth who live further away from the collection centres. It was not explicitly said but it could be the case that the youth who are living more remote may also have less access to training and inputs.

ACCESS TO LAND, INPUTS AND FINANCE (NATURAL, PHYSICAL AND FINANCIAL CAPITAL)

In most cases, youth often hire land at a minimum price of 30,000 TZS (=11 EURO). In terms of land inheritance, youth members expressed that their parents still do not trust their children to take over the land. A reason for this mistrust is that, in some cases, it was stated by youth themselves that they prefer to sell the land for quick money. For young female members the barriers are even



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higher, as they are often neglected when handing over the ownership of the land. Female youth expressed that there is a negative perception towards them as they do not believe females have the power/decision-making like men to own means like land.

Youth members mentioned that although it is difficult to gain access to a loan, the cooperative may support them as they can get it at a minimum interest rate. The loan amount however depends on the shares held and the maximum amount is three times the member shares e.g. if a member had TZS 10,000 (=4 EURO), the maximum amount the member can borrow is TZS 30,000 (=11 EURO). Active members can access inputs in credit. The availability of financial institutions like National Microfinance Bank (NMB) and Cooperative and Rural Development Bank (CRDB) provides an opportunity for a loan, however having collateral remains an issue for youth. Male youth members requested that the government should provide loans and agriculture inputs to the cooperative in order to motivate more youth to engage in cooperative.

COMMUNICATION, TRANSPARENCY AND YOUTH INVOLVEMENT IN DECISION MAKING

There are no specific decision-making mechanisms in the cooperative for youth, except for the newly chosen male youth representative. Young male members did indicate that there was some exposure for three male and two female youth members to represent Isaima cooperative at the EAYIP National launching at Songwe region. Like any other member, they can voice their opinions through a suggestion box and then the points are raised at the general assembly. However, youth members still express their concerns about speaking in meetings. They state they feel more secure to talk with their peers rather than in a room with other elderly members.

Board members mentioned that in particular female youth lack confidence to speak up compared to male youth. Also, it was expressed by the Isaima board members that youth prefer to write their thoughts on paper and present it to the youth representative rather than speaking up at meetings.

MVIWAMBO Dairy cooperative, Tanzania

KEY CHALLENGES FOR YOUTH IN COOPERATIVES

The strict membership criteria is one of the key challenges for young (potential) members of cooperatives as expressed during the FGD's. Board members of MVIWAMBO dairy cooperative shared that youth members may be reluctant to join MVIWAMBO as they have the following criteria:

- 1 It is necessary to own livestock (price of a cow ranges between 700,000-1,000,000 TZS=266-380 EURO)
- 2 Have 5 shares (20,000 TZS for one share=8 EURO)
- 3 One needs to be 18 and older
- 4 Membership fee
- 5 Need to have milk arrive on time
- 6 Quality of milk needs to be at certain standard.

Like the Isaima cooperative, land ownership was also a key challenge for the FGD participants. They expressed similar coping strategies, to deal with the lack of land ownership, in the sense that they often hire the land.

There were some clear challenges for young women in relation to men which were expressed by the FGD participants. Both young male and female members mentioned the inferiority problem of women to join a cooperative as they need to get permission from their

husbands and the husbands often hide their registration. Meetings are often still very much dominated by men, and women have a hard time raising their voice during meetings. Domestic violence in the household was also revealed by both the women and men FGD participants and it creates a lot of fear for women to join the cooperative without their husband's permission.

KEY OPPORTUNITIES FOR YOUTH IN COOPERATIVES

The cooperative can provide youth with knowledge sharing as well as increasing their network. Youth increase their network within the locality and outside the locality and gain exposure for their agricultural activities. They are able to share their experiences with other young members in the form of peer to peer learning but also gain access to the market through the elderly members. Also, through training which is provided by the cooperative, youth can gain leadership and entrepreneurship skills and personal development. They also become less dependent on their parents as they take ownership of their own agricultural activities.

The barrier to request a loan for youth at a lower interest rate is lower if they are part of a cooperative, however the issue of not owning land remains a challenge. Youth also felt that the cooperative could help them access money when they need it.

For young female members, selling milk and inputs as well as marketing is a good employment opportunity.

MVIWAMBO is also shareholder in a milk processing factory, and both female and male members said this could provide a great opportunity for employment. It was mentioned that some youth are working there as marketing agents and have received equipment such as cooling boxes.

Board members stated that young members can ensure the sustainability of the cooperative and the sharing of experience between youth and elderly is of value. They felt that youth that they engage with are active and have new ideas.

PERCEPTION OF COOPERATIVES AND YOUTH MEMBERSHIP

Like with Isaima dairy cooperative, youth members and non-member youth stated that there is a negative perception of cooperatives but also of agriculture in general. Thus, inevitably the latter affects the willingness of youth to become members of a cooperative.

In terms of the negative perception about cooperatives, non-member youth see it as an organisational structure for the elderly. Non-member youth also revealed that parents do not motivate them to join the cooperative, and would rather see them managing the land, instead of them being involved in cooperative activities. Also, board members mentioned the large number of cooperatives in the region, resulting into some competition between them. Hence, they need to differentiate themselves in order to attract youth. Currently, there is still a lack of awareness by youth on the services and added value of the cooperative, as expressed by the board members. This also reflects the very low number of youth membership, only 12 out of 1150 members. Of these 12, only 1 female was a full active member.

ACCESS TO INFORMATION, TRAINING AND NETWORKS (HUMAN AND SOCIAL CAPITAL)

Young women who were interviewed are particularly involved in milk processing as well as milk and yoghurt sales and marketing at the milk collection centre of MVIWAMBO coop. Young female mentioned that this greatly increases their self-confidence. Young male members mostly take care of the livestock. What is important to note however, is that most of the young women interviewed were not officially members of the cooperative as they did not meet the membership criteria (in particular having a cow, and being able to pay the shares) but they were given an employment position at the collection centre.



Photo credits: Ingrid Flink

MVIWAMBO is also shareholder in the milk processing factory (Mbozi Maziwa Ltd), and both female and male members indicated that this could provide a great opportunity for employment. However, it was not revealed whether they needed particular skills to qualify for employment. Currently, there are some youth working as marketing agents and they have received milk cooling equipment.

Male members in particular stated that the cooperative helps them to know how to take care of the cow (feeding) but they would like more technical trainings (in feeding), whilst the female members do not mention any training opportunities in the cooperative. Their reasons to join the cooperative are more financially grounded, for instance benefit from a lower interest rate when receiving a loan.

Both young male and female members indicated that learning from each other and sharing experiences is one reason for joining the cooperative. The cooperative further provides an opening for them to a wider network. They also revealed several times that they do not only consider peer to peer learning but also learning from the elderly members. The board members interviewed also talked about learning a lot from youth as well. They indicated for example that, since most youth have a higher degree of education than they do, they are able to take up positions in recordkeeping.

ACCESS TO LAND, INPUTS AND FINANCE (NATURAL, PHYSICAL AND FINANCIAL CAPITAL)

An important added value of a cooperative which was brought up by male youth members was that they felt that the cooperative could help them access money when they need it. Compared to a loan from the bank, the cooperative understands the need for the loan to be adapted according to the agricultural activity. Male members mentioned it would be an idea if the cooperative has some start-up capital available specifically for youth.

When asked why female youth have joined the cooperative, they came up mostly with economic reasons, low interest rate to get loan, because of loan granted through the shares, good payment rate for dairy.

As noted earlier, land availability does not seem to be a problem in the Songwe region, but parents still often own the land. Young members wanting to start up their own farming business thus often do sometimes hire land

(for 50,000 TZS-70,000 TZS per acre=19-26 EURO). Without land ownership (and proof of ownership in particular) it is difficult for youth to access loans from financial institutions. There are saving groups within the cooperative, but often these savings are used for small investments like paying school fees or inputs.

COMMUNICATION, TRANSPARENCY AND YOUTH INVOLVEMENT IN DECISION MAKING

The MVIWAMBO cooperative does not have a youth council or youth representative on the board. The board members welcomed the idea though and mentioned they would discuss this as an agenda point in their board meeting. Youth members were also very enthusiastic about the youth council but they said that now there are simply too few youth members. If numbers increased it would make more sense, and that would make them more powerful too. Young male members state that in terms of raising their issues, the cooperative now provides a suggestion box. They do not consider this very democratic as board members choose which suggestions to discuss. When asked whether the young women would consider setting up a youth council, or becoming a youth representative in the board, they stated that they felt too insecure to take this position.



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IAKIB Dairy cooperative, Rwanda

KEY CHALLENGES FOR YOUTH IN COOPERATIVES

Access to land is a key challenge for Rwandese youth. In general land is scarce and youth can only access land if they are married. Often young farmers cultivate the land of their parents, but benefits are not equally distributed. Some parents sell part of their land to cover expenses such as school fees, which leaves less land for the children to inherit. You need to be owner of the land if you want to become a member of the cooperative or be able to use your land as collateral.

KEY OPPORTUNITIES FOR YOUTH IN COOPERATIVES

The coping strategy of most youth is to expand their income resources. Most interviewees have multiple jobs, or side jobs and try to save to lease land. In general, the young farmers interviewed were very entrepreneurial, spot a lot of opportunities, and have multiple business ideas. A minority says that even if they would be able to access finance they would not know how to use it as an investment.

When looking at household dynamics, female members believe being a member stimulates a saving culture. Because the cooperative only pays out once a month, farmers have a better idea their cash in and out flow. It enables them to plan their expenses better and save money. Government gender policy require 30% of employees of the cooperative to be women. This offers an opportunity for young female members to become active members of the cooperative.



Photo credits: Judith Jacobs

PERCEPTION OF COOPERATIVES AND YOUTH MEMBERSHIP

In general, the need for young farmers to secure the sustainability of the cooperative is felt. Yet, board members and managers feel that young farmers want to join the cooperative only for quick wins. Managers and members of the board of directors have the feeling young people do not want to go into farming. They would rather have a white collar job. If they do move into farming it is a second option and that affects their motivation.

The youth interviewed underline that young people often go for their own interest, go for short term gains and are reluctant to work in groups because of mistrust. The cooperative board therefore feels youth are insufficiently aware of cooperative principles and need to be trained on these matters. Young farmers are impatient and want to see returns immediately. They have a short-term view, quick wins, do not want to go for longer term investments. This conflicts with the ideas of the cooperatives. There is therefore, on a household level, a need for more awareness of heads of households on the importance of enabling young people to go into farming by providing them with resources in a timely matter. Youth need to be involved from an earlier age to understand the reasoning and functioning of a cooperative.

'If you do not train the youth on the fundamentals of a cooperative, they join and go for quick wins. They will tell the board that they should sell off a car for quick wins. If you involve youth from a young age they will also better understand how the cooperative works'
Fortune Uwizeyimana, Vice President of IABM cooperative (upper left in the picture)



Photo credits: Judith Jacobs



Photo credits: Judith Jacobs

The members who have recently joined (2–3 months) are not yet well informed about the services and activities of the cooperatives. They express that the main reason they became a member is access to affordable veterinary services.

ACCESS TO INFORMATION, TRAINING AND NETWORKS (HUMAN AND SOCIAL CAPITAL)

Young farmers stress that they lack the knowledge on, and the access to, good dairy farming practices. Many young people in this area moved away to complete their education and because of high youth unemployment they move back to their parents' farm without the necessary agricultural knowledge.

Because of alternative future aspirations from an early age and the custom that attendees of farmer trainings (organised by cooperatives) are often only attended by heads of the household, young farmers have not had access to training. The interviewees feel the cooperatives could play an important role in providing agricultural training to young farmers who would like to invest in farming and see it as a business opportunity. Additionally, interviews reveal that young farmers have ideas on farming opportunities, like investing in good breeding cows, piggery or bee keeping, but often fail to access the necessary capital and knowledge to start.

Respondents further express the idea that youth can bring in innovation and new technologies – for example in the development and management of Milk Collection

Centers. Because they are young are more familiar with the internet and social media, they could help improving cooperative marketing and access to market information. Innovations are also more easily adopted as young people are less risk averse. Young farmers do not have the responsibilities of a family yet so are more willing to invest and take risks.

On a household level we see similar dynamics. Often males are members of the cooperative and attend meetings and trainings. Female respondents believe access to knowledge is easier for them. Next to access to knowledge, female respondents value the sense of belonging and the opportunity to get out of (household) isolation.

'A passion for farming is not enough, you need to have the opportunity to learn from others', stated young female farmer during FGD in Rwanda.

Female farmers express that being a member of a cooperative offers them the opportunity to meet other farmers and facilitates peer-to-peer learning by offering a physical space to share knowledge, skills and experiences. The cooperative fulfils an important social role for them including giving them a sense of belonging.

ACCESS TO LAND, INPUTS AND FINANCE (NATURAL, PHYSICAL AND FINANCIAL CAPITAL)

Lack of collateral prevents young farmers from acquiring the investments through official channels. Next to searching for side jobs, young farmers are starting saving groups, but often members do not trust each other or the management of the group so they are not functioning well. Some saving groups are operating well: money is saved in a bank account at the SACCO and the one who has the key to the saving box, does not have the box itself. The money you can lend is linked to the money that is being saved, so these groups only allow to save for small investments like fertiliser. These saving groups are no solution when higher investments are needed.

Access to finance is also a bottleneck to business investments. One young farmer explains that young farmers would like to buy good breeding cows, but they often only have the financial means to buy a cow that gives less milk. Access to inputs and fertiliser is a challenge for young farmers because subsidies are allocated at sector level and it is often older farmers and not young farmers who are registered here.

COMMUNICATION, TRANSPARENCY AND YOUTH INVOLVEMENT IN DECISION MAKING

Voicing within the cooperative is based on equal voting; everyone can vote in the General Assembly meetings. Meetings are held at zonal level for all farmers. Youth are present but less likely to contribute because of perceived hierarchy: young farmers are reluctant to speak up in presence of older, more experienced farmers.

Recently, a youth council was established. Representatives for the youth council were chosen from the youth committees per zone. The youth council has advisory role to the board. Young farmers are happy with the youth council as it provides them with the opportunity to discuss how they can overcome challenges. In being in the youth council some young farmers also like to improve their leadership skills. Young members state that if cooperatives do not give a voice to young farmers, they will not feel heard and they will pursue other opportunities.

IABM Maize cooperative, Rwanda

KEY CHALLENGES FOR YOUTH IN COOPERATIVES

Young Rwandan farmers feel discouraged to move into farming for multiple reasons. The perception (and often reality) of farming being a poor man's job, parents encouraging their children to go find a job outside of agriculture, and social pressure from friends that farming is a last resort. Even though many young people are educated and aspire to better paying, white collar jobs, high youth unemployment rates drive them back into farming.

Even though the interviewees perceive that government policy has recently shifted to be more sensitive to the challenges of youth, they believe policy officers should come to the field more and talk to them. They feel that current and newly introduced policies do not fit their reality.. For example, the one cow per family policy focuses on families. You need land and a shed so the criteria does not fit the situation of many young people who like to start dairy farming. The same applies to the supply of input subsidies. These are allocated at sector level, but it is often older farmers and not young farmers who are registered here. Additionally, the business Development Fund does have less strict criteria and tries to ease access to finance, but you still need collateral.

KEY OPPORTUNITIES FOR YOUTH IN COOPERATIVES

Male farmers in particular see opportunities to increase their farm income, by moving into dairy farming and using



Photo credits: Judith Jacobs

organic manure to increase maize yields, starting cotton farming as rotational crop, starting a piggery, bee-keeping or investing in irrigation systems, but they have trouble accessing finance (and land). IABM provides small loans, but often not enough to start a business. Non-members face difficulties in acquiring the finances needed to pay the capital share. Small investment amounts, like for manure, can be acquired through a saving group.

PERCEPTION OF COOPERATIVES AND YOUTH MEMBERSHIP

In general, trust and (mis)perceptions are factors strongly influencing the decision of young farmers to become members. Non-members mention that the issue of corruption holds them back from becoming a member. The same factors also influence members commitment. Managers and members of the board of directors question the dedication of young farmers, feel they only go for quick wins, are impatient and feel they do not want to work hard or get their hands dirty. Young farmers question the honesty of board members and managers, and feel they are not taken seriously.

There are opportunities for youth to become an active member. The board explains that some functions, like cooperative manager, auditing and agronomist, are currently performed at the moment by non-members and they would preferably see members on these positions.

The majority of households (an estimated 65%) in this area are female headed. In general, the board perceives that women tend to react more quickly when new members are recruited.

ACCESS TO INFORMATION, TRAINING AND NETWORKS (HUMAN AND SOCIAL CAPITAL)

Although member farmers attend cooperative training, they say groups are often large and they do not feel comfortable asking questions in the presence of older and more experienced farmers. Training activities tailored towards young farmers is preferred and not necessarily in the form of formal training. The young member farmers state that their different educational backgrounds, like biology, marketing or veterinary services, offer opportunities for knowledge sharing and for professionalisation of the cooperative by, for example, introducing mobile payment systems or improving access to market information. Board members agree that certain roles in the cooperative like managers or accountant would preferably be filled by [young] member farmers, which is not always the case at the moment.

It is often mentioned that young farmers are stronger, have more energy, can adopt information more easily and are willing to try out new things. Youth feel they can inspire other farmers to adopt better and newer practices and technologies like water harvesting systems. Hence, they can play an important role in cooperative extension services by being trainers themselves. As access to land is a serious challenge in Rwanda, an opportunity to involve youth and increase member commitment is to provide demo plots to young farmers and involve them in farmer-field-schools.

ACCESS TO LAND, INPUTS AND FINANCE (NATURAL, PHYSICAL AND FINANCIAL CAPITAL)

There is an overall problem of land scarcity in Rwanda. In general, plots are very small (around 0.25 Ha.). Currently, the marshland is allocated for maize production under a crop intensification programme of the government. This means that if you own land in this area you need to become a member of IABM and grow maize (though IABM allows for limited form of intercropping). So for young farmers this means you either inherit the membership from your parents or you have to pay the capital share.

Next to access to land, access to finance is mentioned as one of the biggest challenges by all young farmers interviewed. Becoming a farmer requires large

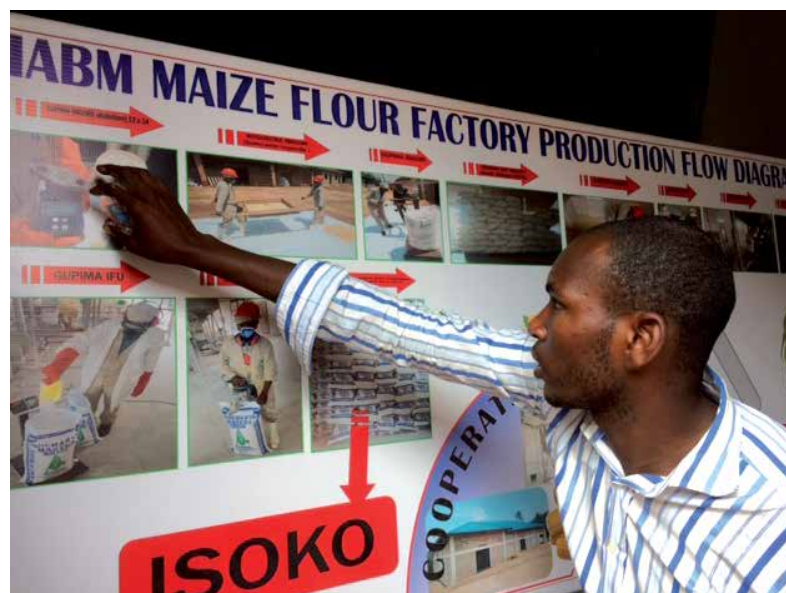


Photo credits: Judith Jacobs

investment capital for land, assets (like cows), and inputs. Youth lack this financial stability as well as the collateral to access loans. Paying the capital share of cooperatives requires even more capital. Access to finance is even more challenging for youth, because most finance providers won't give out loans if you cannot provide a loan security, a guarantee or collateral.

COMMUNICATION, TRANSPARENCY AND YOUTH INVOLVEMENT IN DECISION MAKING

The recently established youth council seems to be a good start to address the issues of misperception and trust. Young farmers did not dare to speak out at the General Assembly meetings and there was only a suggestion box at the main office and not closer by in the zones. The youth council is a good way to collectively voice their concerns and plans and they feel it is also an opportunities to develop their leadership skills. Young male members would like to increase transparency by having someone of the youth council to (passively) attend the board meetings to be aware and informed about the content of discussions.

Conclusion & Recommendations

CHALLENGES FOR YOUTH IN COOPERATIVES

In this study we have observed that there are challenges which are specific to joining an agricultural cooperative, such as the strict membership criteria and negative perceptions. With regards to membership criteria, structural constraints, including access to land and finance, affect youth's ability to engage in agricultural cooperatives. Specifically in terms of the case studies analysed, in all six cooperatives there were differing degrees of flexibility towards youth adherence to membership regulations. For example, in Uganda cooperatives made exceptions for youth groups interested in joining by offering the possibility to pay their membership in instalments. As it stands, none of the cooperatives have youth-specific trainings and the selection process of youth attendance often lacked transparency. Moreover, many of the youth members expressed reluctance to speak-up in the presence of more experienced farmers and only one cooperative had established a youth council.

OPPORTUNITIES FOR YOUTH IN COOPERATIVES

Next to the many challenges young farmers are facing, cooperatives can play an important role in assisting young farmers to seize opportunities to run a family farm as a profitable business. In all three countries, the participants expressed that a key reason to join an agricultural cooperative would be to access trainings and share experiences amongst members. Furthermore, the cooperative grants youth members loans at a minimum interest rate, in order to make small investments. As youth membership is low (but increasing) in all six cooperatives, so are the opportunities for young farmers to be involved in decision-making mechanism. Youth members can currently take on roles such as youth representatives, treasurer and secretary as well as establish youth councils.

PERCEPTION OF COOPERATIVES AND YOUTH MEMBERSHIP

In all three countries, issues related to perception were key in demotivating youth to join the agricultural cooperatives. In Africa, cooperatives have been historically controlled by the state and subject to

mismanagement, corruption and elite capture (Develtere, Pollet, & Wanyama, 2008). In the case of Uganda and Tanzania, mistrusting perceptions of cooperative are historically grounded. In Tanzania, the term 'cooperative' has such a bad connotation, that some cooperatives avoid using the term. In Uganda, the board members acknowledged that there is a general lack of information on how agricultural cooperatives function. An interesting finding in Rwanda is the different perspectives between board members as well as managers and young farmers. During the discussions it came across that the latter questioned the honesty of board members and managers and feel, as young people, they are not taken seriously. On the other hand, board members and managers question the dedication of young farmers, seeing them as impatient, only going for quick wins, not wanting to 'get their hands dirty'.

The cooperatives that were part of this study, have not or only recently started to recognise the importance and potential of youth members for the functioning and sustainability of the cooperative. Member farmers are not always convinced of the reasons to attract and include young farmers in cooperatives. On the other hand, youth are often insufficiently aware of the benefits of being a member of an agricultural cooperative.

Recommendation for cooperatives to increase awareness and youth membership include:

- ▶ Sensitise older members that younger farmers (in some cases also their children) will take over the family farm and growing into the cooperative can provide them with more support.
- ▶ Raise awareness amongst young farmers to the rights, duties and long-term vision of being a cooperative member.
- ▶ Utilise village meetings, church, sports and games, seminars, school clubs and conferences to raise awareness of the cooperatives functioning and services provided to the larger community.
- ▶ Provide flexible membership criteria for youth to facilitate their opportunity to join and contribute to agricultural cooperatives.

ACCESS TO INFORMATION, TRAINING AND NETWORKS (HUMAN AND SOCIAL CAPITAL)

As found in the literature reviewed, cooperatives are seen as 'learning spaces' for young women and men, as they can provide opportunities for mentoring, knowledge and skills building. During the discussions with the participants from all three countries, it became apparent that peer-to-peer learning was highly valued. In the case of Tanzania which supports with the literature reviewed, intergenerational exchange was appreciated. In fact, these encouraging exchanges can contribute to the increasing positive perception of agricultural cooperatives to youth members and non-members.

By joining a cooperative, young farmers may be able to access trainings which would not necessarily be accessible to them as individuals. In all three countries, research participants emphasised that access to knowledge and training was a key motivation for youth to become and remain a cooperative members. In comparison to the literature reviewed, in all three countries the youth members requested mostly technical skills training, such as modern agricultural techniques. Furthermore, in Uganda, there were differences between the value of these trainings for young women and men. Young women perceived the trainings from a social perspective, giving them the opportunity to meet new people, or to make them more employable. Whilst male members were more interested in the trainings from a more technical point of view, in terms of improving the quality and quantity of their product.



Photo credits: Judith Jacobs

Recommendations for cooperative training and extension services include:

- ▶ Provide youth specific-training on good agricultural practices and new technologies. The youth themselves suggested a training programme with a series of sessions building on each other.
- ▶ Guarantee a representative number of model farmers to be youth members.
- ▶ Offer demonstration plots to groups of motivated young farmers where they can learn, implement and practice new techniques.
- ▶ Consider trainings at a household level, this would involve young male and female farmers in cooperative activities. This form of exposure could bring awareness to how a cooperative functions and the benefits of being a member from an early age.
- ▶ Facilitate a peer-to-peer or mentor system where (groups of) older farmers and young farmers learn from each other. Young female farmers stressed the need to meet other (female) farmers, to have a sense of belonging and have the chance to share their experiences.
- ▶ Utilise new mediums of communication to facilitate peer-to-peer learning like WhatsApp and Facebook.

ACCESS TO LAND, INPUTS AND FINANCE (NATURAL, PHYSICAL AND FINANCIAL CAPITAL)

The barriers in acquiring land or other assets (such as cow for the dairy sector) can make joining an agricultural cooperative difficult if it is a prerequisite for membership. Land ownership remains a key barrier for youth in accessing loans from financial institutions, as found in the literature review. Furthermore, to be able to pay the cooperative share value, youth members need even more capital. In Rwanda, youth explain that they diversify their income sources by having multiple jobs so they can save for land lease. Agricultural cooperatives do offer some opportunities for youth to access loans at a lower interest rate. However, these loans are often not enough to start-up their own business, rather only enough for purchasing inputs.

From a gender perspective, young female members in Uganda face mobility constraints and household responsibilities which contribute to making it harder for them to transport goods to markets, to the milk cooler, as well as attending trainings and employment opportunities. In Tanzania, young women were perceived as weak and often too heavily burdened with household work to join the cooperative, thus decreasing their opportunities

to gain access to financial services. In Rwanda, female respondents expressed that whilst the cooperative did encourage a savings culture, they still felt more risks in paying the capital share due to their household responsibilities.

Recommendations for cooperatives to improve access to finance include:

- ▶ Facilitate meetings with MFIs, banks and youth members to discuss the possibility of developing tailored financial services.
- ▶ Lobby with local government about loan products tailored to young farmers' needs.
- ▶ Explore the possibilities for internal lending and pay-back schemes tailored to youth members, such as repayment through deductions from supply.
- ▶ Consider loaning (in cash or kind) to a group, made up predominantly of youth members.
- ▶ Assist enterprise development through combined support in business plan development, access to loans and training (with assistance of NGOs) for a group of motivated young farmers.
- ▶ Provide job opportunities (with allowance) suitable for youth within the value chain (e.g. milk transportation).
- ▶ Consider purchasing land in order to lease to youth members and young family farmers.
- ▶ Consider purchasing livestock for the cooperative and have the youth manage one. As a form of payment, the livestock's offspring will go to the youth who took care of it.

COMMUNICATION, TRANSPARENCY AND YOUTH INVOLVEMENT IN DECISION-MAKING

Poor communication with regards to access to trainings, inputs, or even assigning paid jobs to specific members has led to mistrust amongst youth members, as well as towards the board members. In both Uganda and Tanzania this was discussed by participants as a key issue, as there is no transparency behind the selection and training process. In addition, in Uganda, young male members mentioned there was poor communication in how financial decisions are made, and how resources are used within the cooperative. In Tanzania the male members, expressed that although cooperatives are meant to be democratic, the transparency of the cooperatives priorities is not always clear as it more frequently matches that of the board members.

In terms of decision-making mechanisms, only one out of the six cooperatives who took part in this study

had established a youth council. In Rwanda, the youth members perceived the founding of a youth council to be an effective way to collectively voice concerns. Additionally the youth council board perceived their new position as an opportunity to develop leadership skills. For Tanzania, the youth participants cited the low number of youth members, difficulties to mobilise themselves and a general lack of self-confidence as contributing factors to not having established a youth council. In Uganda, the cooperatives had two youth representative (one female and one male) sitting at the board.

Recommendations for cooperatives to improve communication and transparency include:

- ▶ Facilitate the establishment of youth council to increase the voice of young farmers.
- ▶ Provide youth members with trainings in soft skills such as leadership, negotiation and marketing.
- ▶ Explore the possibilities with the youth council and youth members on how young farmers can help in training and knowledge sharing activities.
- ▶ Lobby and advocate the interest of youth members with local government as new policy (international and national) moved towards supporting young farmers.



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Annex I: Methodology tools

FGD YOUTH MEMBERS

ICEBREAKER Questions

A1-How and when did the cooperative emerge?

A2-As a young farmer, what are the (economic, political and social) challenges you are facing? And what opportunities do you see? Are there differences between the challenges for male and female youth?

A3- (How) does your cooperative help you in overcoming these challenges and are there differences between opportunities given by the cooperative for male and female youth?

A4-What kind of activities and services are offered? (input supply, lobby and advocacy etc)?
Is youth benefitting and are there specific activities targeting youth?

MEMBERSHIP Questions

Questions	Probing Questions
B1-Why are you a member of the cooperative?	Does it provide you opportunities for personal development (member of community, leadership skills), selling products at better price? Access to land, markets, knowledge, finance, other
B2- What are the barriers/challenges to youth of becoming a member? Are there differences between the challenges for male and female youth?	Why are there so low numbers of youth members? Is it difficult to become a member? Is the cooperative not relevant enough for young people?]
B3- What are the barriers/challenges to youth in being a member? Are there differences between the challenges for male and female youth?	Is it in accessing certain services, participating in activities, other?

DECISION-MAKING Questions

C1- How is youth involved in decision making?

C2- Are there special mechanisms in the cooperative for youth to influence decisions (ex: youth council, youth representative in board)?

C3- Are there any obstacles for youth to influence decision making?

RECOMMENDATION Questions

D1 - Do you believe the participation of youth in your cooperative is important? Why?

D2- What would be needed to include more youth in cooperatives?

FGD YOUTH NON-MEMBERS

ICEBREAKER Questions

A1-As a young farmer, what are the (economic, political and social) challenges you are facing? And what opportunities do you see? Are there differences between the challenges for male and female youth?

A2-Are you a member of farmer group -formal or informal? And in what way being member of this group helps them overcome challenges?

MEMBERSHIP Questions

Questions	Probing Questions
B1-Why are you not a member of the cooperative?	
B2- What do you see as the barriers/challenges to youth of becoming a member of a cooperative? Are there differences between the challenges for male and female youth?	Why are there so low numbers of youth members? Is it difficult to become a member? Is the cooperative not relevant enough for young people?]
B3- What do you see as the barriers/challenges to youth in being a member of a cooperative? Are there differences between the challenges for male and female youth?	Is it in accessing certain services, participating in activities, other?

Recommendation Questions

Questions	Probing Questions
D1-Do you believe the participation of youth in a cooperative is important? Why?	
D2-What would be needed to include more youth in cooperatives?	What would need to change in current cooperatives for you to become a member? If you could set-up a cooperative, what would it look like? How would it be structured? What would they do for youth?

BOARD MEMBER INTERVIEW

COOPERATIVE SERVICES Questions	
Questions	Probing Questions
A1-Why do farmers become a member of your cooperative?	
A2- What are reasons to not become a member?	1 Economic services [i.e. input, supply, collective marketing] 2 Lobby and advocacy on behalf of members (main themes and subjects) 3 Access to financial services 4 Innovation, training and information services 5 Development programmes and projects 6 Business services - income generating (processing activities, transport etc.) 7 Social inclusion
A3 - What does the cooperative do for its members? What kind of activities/services?	

YOUTH MEMBERSHIP Questions	
Questions	Probing Questions
B1-Do young farmers, compared to other member farmers, face specific challenges in farming? Or have specific opportunities? Are there differences between the challenges for male and female youth?	Access to land Access to finance and markets Access to knowledge/coaching/training
B2-Do young farmers, compared to other member farmers, have specific opportunities? Are there differences between the opportunities for male and female youth?	ICT knowledge (whether data-market information) or newest technology
B3-Are young farmers interested in becoming a member of your cooperative? Why/why not?	Certain obstacles: ability to pay membership fees? Interest? Do they see added value? Setting up their own cooperative?
B4-Do you see youth having a specific role in your cooperative? How would you describe their role?	
B5-Does your cooperative have specific activities targeting youth?	

DECISION-MAKING Questions	
C1-Is youth involved in decision making? How?	
C2-Are there special mechanisms in the cooperative for youth to influence decisions (ex: youth	
C3-Are there any obstacles for youth to influence decision making?	

RECOMMENDATION Questions	
D1 - Do you believe the participation of youth in your cooperative is important? Why?	
D2- What would be needed to include more youth in cooperatives?	

REASONS FOR LOCAL PARTNER SELECTION

Concerning the need for a representativeness of YPARD network, this was chosen based on their role of providing a 'youth lens' and access to cooperatives in the country.

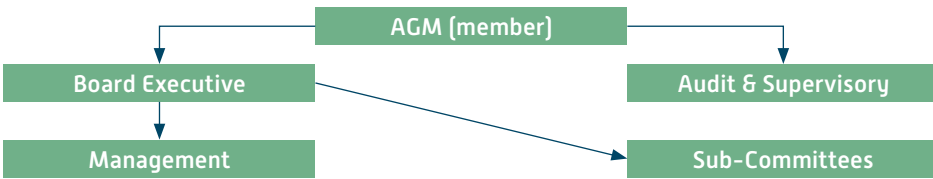
Similar to YPARD, the Agricord network involves organisations which work directly with cooperatives, for example, Agriterra (as an Agricord network member) helped the research in selecting cooperatives in Rwanda.

F&BKP recommended the research team to get in touch with Heifer as they recently started a new innovative program East African Youth Inclusion Program (EAYIP) which will help provide employment and enterprise development opportunities specifically for (25,000 and an additional 75,000 indirectly) youth in the dairy sector in Tanzania and Uganda. They are supporting members of cooperatives to manage business hubs (centres for milk bulking, cooling, processing and selling, which also serve as one-stop shops for inputs, services, information and training). In EAYIP, they are now looking into forming youth-only hubs, as they noticed that youth

face challenges which were not always addressed in the more "general" hubs. In each country, two cooperatives (horticulture and dairy) were selected for a total of six cooperatives included in the research as case studies. In Tanzania, two dairy cooperatives were selected as Heifer Tanzania mainly works with dairy cooperatives. Livestock (dairy in this case) and/or horticulture focused cooperatives were chosen based on the interviews with the resource persons and the literature review. It was said that there is high youth engagement in these two sectors, due to the fact that, horticulture in particular requires less capital and makes quick returns, which attracts youth. Dairy on the other hand, does require a substantial amount of capital (for cows, feed, veterinary services etc.), but once the investments have been made, it provides year-round income for youth, whereas crop farming employment is seasonal. Other livestock like poultry provide easy entry conditions in terms of starting capital, quick returns, and a short gestation period of poultry. Due to time constraints and dependency on the local partner in making the selection of the cooperatives, we did not look at other livestock focused cooperatives.

Annex II: Case Studies Portfolio

BUSHIKA INTEGRATED AREA COOPERATIVE ENTERPRISE (BIACE), UGANDA

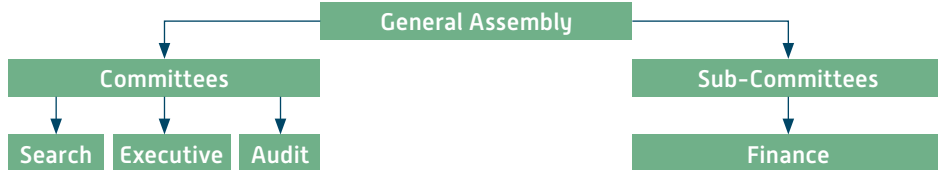
Key Parameter	
Foundation year and background	<p>BIACE started in May 2010 with 10 primary societies. Now the cooperative is made up of 38 organizations, 22 primary societies, 11 Community Based Organizations (CBOs), 3 Sacco's & 2 primary schools. A total of 3040 members.</p> <p>Reasons for founding Cooperative:</p> <ul style="list-style-type: none"> a Bulking members milk and then looking for market b Accessing farmer/member good breeds of dairy animals c Offering trainings to dairy farmers d Promoting study tours to other dairy farmer cooperatives e Involving youth/women in dairy enterprise f Establishment of demonstration cites to dairy farmers
Legal status and registration	Officially registered under the cooperative societies regulations 1992 by the ministry of trade and cooperatives. They were registered as a secondary level cooperative on February 9th, 2015 with Reg. Number Certificate 108b5/RCS.
Constitutional bodies	 <pre> graph TD AGM[AGM (member)] --> Board[Board Executive] AGM --> Audit[Audit & Supervisory] Board --> Management[Management] Board --> Sub[Sub-Committees] </pre> <p>year, where all dairy farmers/members come together to discuss and address certain issues with cooperative. In the meeting they discuss how the dairy business has been running as well as how certain members (women, men, youth) are involved. They highlight the improvements, the set back and come up with solutions to move forward.</p>
Organisational levels (tiers)	<p>It is a secondary level cooperative in which community based organizations and primary level cooperatives join as members.</p> <ol style="list-style-type: none"> 1 Village – Kibiisi 2 Parish – Bunabutiti 3 Sub county – Bushika 4 County – Manjiya 5 District – Bududa 6 Region – Eastern 7 Country – Uganda
Mission statement	To become exemplary member centered area cooperative enterprise that encourages integrated empowerment of its members.
Main objectives	To promote mutual economic interest of its members in accordance with the cooperative principles
Membership base	38 Organizations: 22 primary societies, 11 Community Based Organizations (CBOs), 3 Sacco's & 2 primary schools.

Member characteristics	No discrimination based on gender or disabilities Age requirement: 18 and older Payment of membership fees: 20,000 UGX (approx. 5 EUR) Annual subscription fee: 50,000 UGX (approx. 12 EUR) At least 2 shares at 100,000 UGX (approx. 24 EUR)
Female members and gender ratio	1195 female members
# of members who are youth	882 Youth members (age 18-35): Female – 316 Male – 462
Geographical coverage	Members are from 7 sub-counties under the Bududa district.
Area characteristics	Bududa is a coffee growing area. Land is known to be fertile, but because of heavy rainfall there are many landslides and floods.
Member characteristics (socio-economic)	The BIACE members are predominantly coffee grower next to dairy. The members also farm passion fruit and process honey. <ul style="list-style-type: none"> ▶ According to the National Population and Housing Census 2014, more than two thirds of households in the Bududa district derived their livelihoods from subsistence farming as the main source of earning
Relevant country policy and programmes	The Dairy Master Plan adopted in 90s is still the main document guiding development of Uganda's dairy industry. <ul style="list-style-type: none"> ▶ The government through regulatory organs like the Dairy Development Authority which aims to stimulate the dairy sector. http://www.dda.or.ug/

Activities and Services

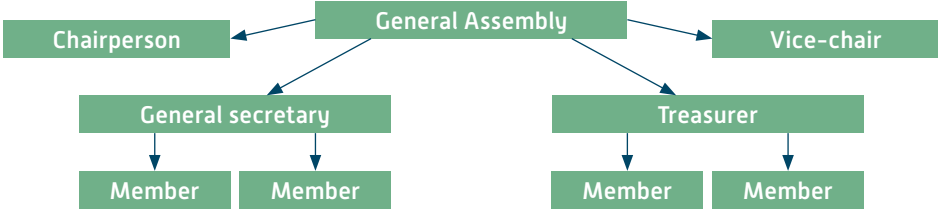
Key result areas / main activities	<ul style="list-style-type: none"> a Bulking (collecting milk from dairy farmers) b Testing the quality of milk c Chilling of milk d Marketing of the farmers milk to potential buyer e Value addition to milk by making of yogurt, ghee & cheese f Training of farmers in the dairy management g Training farmers in the milk handling and transport to chilling plant
Economic services	<ul style="list-style-type: none"> ▶ Bulking (collecting milk from dairy farmers) and selling collectively in larger quantity to markets ▶ Provides seeds and demos on how to grow pastures for feeding cows ▶ Covers the cost of medication and vet visit for the cow(s) – to be reimbursed in milk
Lobby and advocacy on behalf of members	<ul style="list-style-type: none"> ▶ Cooperatives lobbies for financial services, professional training and input supply (extension/advisory services) for its member ▶ Lobby for business partnership and linkages
Financial services	<ul style="list-style-type: none"> a Training in financial management b Provide loans to dairy farmers c Training dairy farmers in income generating projects
Innovation, training and information services	<ul style="list-style-type: none"> a Training in handling, bulking and testing the quality of milk b Training in making yogurt, ghee & cheese
Development programs and projects	The project currently aims to train all dairy farmers on proper dairy management and milk handling to increase the quantity of milk and to avoid spoilage and losses in the business.
Youth-specific services	The cooperative has hired 30 youth members (15 M/15 W) to collect the milk from other dairy farmers/members who live too far away from the cooler/refrigerator. <ul style="list-style-type: none"> ▶ Whilst there is a recognition that 'dairy' is mostly youth dominated, no specific activities or services are dedicated to the youth.

KWAPA COOPERATIVE SOCIETY (KWAPA), UGANDA

Key Parameter	
Foundation year and background	<p>Kwapa Cooperative Society was founded in 2013 as a RPO (CBO). Now the cooperative is made up of 30 farmer groups/RPOs. A total of 1034 members.</p> <p>Reasons for founding Cooperative:</p> <ol style="list-style-type: none"> Bulking and marketing of farmer produce Reduce exploitation from middlemen Offering trainings to farmers Providing study tours to other horticulture cooperatives Involving youth into onion/pepper enterprise
Legal status and registration	Officially registered as an ACE in 2014 under the by-laws and cooperative act. Kwapa is governed by the Uganda Cooperative Alliance
Constitutional bodies	 <pre> graph TD GA[General Assembly] --> C[Committees] GA --> SC[Sub-Committees] C --> S[Search] C --> E[Executive] C --> A[Audit] SC --> F[Finance] </pre>
Organisational levels (tiers)	<p>It is a secondary in which in which community based organizations and RPOs join as members.</p> <ol style="list-style-type: none"> Village – Kwapa Parish – Kanyakor Sub county – Kwapa & Mella District – Tororo Region – Eastern Country – Uganda
Mission statement	To have a well-focused and developed community through bulking and creation of market linkages.
Main objectives	To promote the mutual economic interest of its members in accordance with the cooperative principles.
Membership base	30 RPOs in the villages of two sub-counties; Kwapa & Mella. 13 Social economic groups, 5 Youth groups, 8 Women groups & 4 community based organizations.
Member characteristics	<p>No discrimination based on gender or disabilities</p> <p>Age requirement: 18 and older</p> <p>Payment of membership fees: 5,000 UGX (approx. 1 EUR)</p> <p>Payment of share capital: 10,000 UGX (approx. 2.50 EUR)</p> <p>Annual subscription fee: 15,000 UGX (approx. 3.50 EUR)</p>
Female members and gender ratio	618 Female members
# of members who are youth	<p>109 Youth members (age 18-35)</p> <p>Female – 66</p> <p>Male – 43</p>
Geographical coverage	Members are within 2 sub-counties of Tororo district; Kwapa & Mella.
Area characteristics	Tororo mostly grows millet, miaze and sunflower. Onion is the cash crop. Change in climate and limited irrigation makes traditional farming method much less reliable.
Member characteristics (socio-economic)	<p>The KWAPA members are onion and chilli pepper farmers.</p> <p>► According to the National Population and Housing Census 2014, agriculture is the backbone of Tororo district economy and subsistence farming as the main source of income for households.</p>
Relevant country policy and programmes	The Uganda Cooperative Alliance (UCA) is a national umbrella body of all co-operatives in Uganda. http://www.uca.co.ug/

Activities and Services	
Key result areas / main activities	<ul style="list-style-type: none"> a Growing of onion and chili peppers b Bulking of produce and selling to market c Trainings offered to members on modern agricultural d Saving and credit in Sacco within the cooperative
Economic services	<ul style="list-style-type: none"> ▶ Provision of inputs (seeds) at fair prices to members ▶ Giving loans to members for agricultural purpose for the security of their produce
Lobby and advocacy on behalf of members	<ul style="list-style-type: none"> ▶ Cooperative lobbies for financial services from NGOs (i.e. VECCO water irrigation program) ▶ Lobby for projects such that mitigate the effects of climate change
Financial services	<ul style="list-style-type: none"> a Offers loans to members at lower interest (5%) b Negotiates for markets to benefit the farmers produce c Links farmers to IMM
Innovation, training and information services	<ul style="list-style-type: none"> a Training of CRPS7 in number to sensitize community members of the effects of climate change b Training of CBTs (community based trainers) to support members/farmers c TOT trainings on effects of climate change d Training of BOD members e Employment and support of extension workers (agronomist, business manager and SACCO staff) f Trainings of farmers/members on GAP (good agricultural practices)
Development programs and projects	The development programs intend to expand the irrigation scheme to all members/ farmers – beyond the current pilot in one of the neighbouring villages. The cooperative will acquire land and a tractor for the benefits of the cooperative members. The aim is also to invest in a truck for the transportation of onions and chilli peppers from members land to cooperative storage, to facilitate transportation challenges.
Youth-specific services	No specific activities or services are dedicated to the youth.

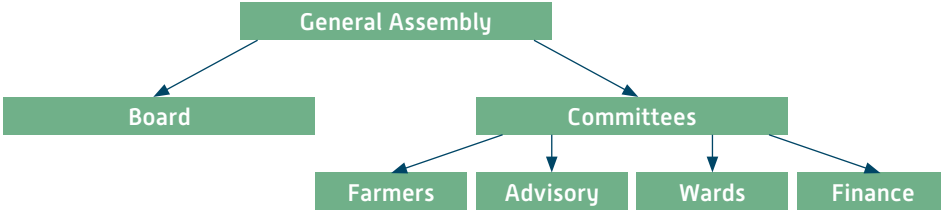
IYUNGA MAPINDUZI (I) SANTILYA (SA) ILEMBO (I) MASOKO (MA) (ISAIMA) COOPERATIVE, TANZANIA

Key Parameter	
Foundation year and background	<p>The cooperative was formed in 2014 and was registered in 2015 under the Cooperative Act of United Republic of Tanzania.</p> <ul style="list-style-type: none"> ► The cooperative formed after obtaining the advice from the East African Dairy Development Program (EADD) to all livestock keepers that it's better for livestock keepers to sell their milk in lump sum in order to obtain more money compared to single sales.
Legal status and registration	Officially registered in 2015 under the Cooperative Act of United Republic of Tanzania.
Constitutional bodies	 <pre> graph TD GA[General Assembly] --> CP[Chairperson] GA --> VC[Vice-chair] GA --> GS[General secretary] GA --> TR[Treasurer] GS --> M1[Member] GS --> M2[Member] TR --> M3[Member] TR --> M4[Member] </pre>
Organisational levels (tiers)	Regional
Mission statement	To Eradicate poverty and improve living standard of livestock keepers
Main objectives	As formulated in constitution or strategic plan
Membership base	Livestock keepers
Female members and gender ratio	83 female (19 %)
# of members who are youth	14 are active youth members (in the sense that they have paid a membership fee and abide by the membership criteria). 20 in total youth members (4%)
Geographical coverage	<p>ISAIMA cooperative is operational in Mbeya region in the following wards:</p> <ul style="list-style-type: none"> ► Santilya ► Iyunga Mapinduzi ► Itawa ► Isuto ► Iwiji ► Ilembo ► Masoko
Area characteristics	<p>Mbeya Region has a subtropical highland climate with humid summers and dry winters. The general range of temperature is between –6 °C in the highlands and 29 °C on the lowlands. The weather from June until October, is dry and cold. The heaviest rainfall occurs during the months December to March.</p> <ul style="list-style-type: none"> ► The area around Mbeya town (especially in Tukuyu) enjoys abundant and reliable rainfall which stimulates abundant agriculture on the rich volcanic soils. Average rainfall per year is around 900 mm (35 in). The rainy season is from March to May. The main economic activity is agriculture and major crops grown are: <ul style="list-style-type: none"> a Pyrethrum b Potatoes c Maize d Wheat e vegetables and beans f livestock keeping

Member characteristics (socio-economic)	<p>There are 431 active members in the cooperative, the majority being adults (average age of members is 45 yrs). Main activities of members are dairy production, selling of input like minerals, animal feed. The average size of land holdings occupies around 2-5 acres. Members are able to collect 280-300 liters of milk per week. Other agricultural activities which members were involved in is in piggery, and poultry as well as maize, coffee, groundnut, Irish potatoes and other fruits (banana) and vegetables (tomatoes, green cabbage). Youth members in particular were also doing some off-farm activities such as marketing and sales of milk and manure. Non-member youth mentioned food vendors, small businesses, handicraft. Youth also keep poultry and cultivate maize and beans and some vegetable production.</p>
Relevant country policy and programmes	<p>The cooperative movement in Tanzania has undergone a lot of changes throughout history. In 1925, farmers started informal, unregistered cooperatives. In 1968 the country had the largest cooperative movement in Africa and the third largest cooperative in the world in terms of market share percentage of agricultural exports. After the introduction of socialism by the government, an end was put to all primary cooperatives in 1976, resulting in the failure of unions as well. The whole supply chain was controlled by the government and farmers did not produce enough, resulting in a decrease in export. In 1982 the government tried to re-introduce the primary cooperatives and unions, but there was a lot of mistrust amongst members, cooperatives lost highly trained staff, and the number of members decreased. This is still seen now, as cooperatives still have quite a lot of challenges in terms of their reputation. In 2005, the Cooperative Reform and Modernization program was launched to get an overview of the registered cooperatives and what they do for their members and this reform seemed to have attracted more members to the cooperatives.</p> <p>Tanzania does have a youth policy currently. Its 1996 national youth policy in 2007 was overhauled as it was subject to a lot of critique, in particular concerning the lack of awareness and evidence of youth's demands and absence of up-to-date statistics. [1] The national youth development policy (2007), policy encloses 29 issues and policy statements that targeting youth development and empowerment through various sectors; e.g. education, agriculture, HIV, ICT, financial services, employment, family life etc. Other Tanzanian policies with focus on youth are:</p> <ul style="list-style-type: none"> ▶ The SME development policy (2003); the policy acknowledges that youth are disadvantageous in economic activities by limited access to resources. ▶ Employment policy (2008); the policy notes that the youth constitute the majority of active labour force not fully utilized and considerable variation across gender and geographical division. ▶ National agriculture policy of 2013. The policy recognized youth role in increased economic development through their involvement in Agriculture.

Activities and Services	
Key result areas / main activities	<ul style="list-style-type: none"> ▶ Milk bulking and selling of milk and yoghurt at the hub level and are able to collect 280-300 liters of milk per week. ▶ Collective purchase and sale of Agro-Vet inputs to farmers ▶ Market linkage (they sell their milk at SOWETO -Mbeya city)
Economic services	See financial services
Lobby and advocacy on behalf of members	These milk breeding groups from wards (Santilya, Iyunga Mapinduzi, Itawa, Isuto, Iwiji, Ilembo and Masoko) collaborate with East Africa Dairy Development (EADD) inspiring each ward to have 1 representative in the board in order to inspire the community (through community meeting and community event) to join cooperative and buy products provided by cooperative especially centre of milk Ilembo. Coop leaders lobby with government to use government building as their office and meeting centre.
Financial services	Granted loan of inputs to its member like minerals
Innovation, training and information services	<ul style="list-style-type: none"> a Extension services to all PO groups through trained Community Agrovet Entrepreneurs (CAVEs), government extension officers and groups which are members of the hub. b Provision of training from Community facilitator, extension service officers by EADD and East African Youth Inclusion Program (EAYIP) c Personal development to its members through changing their lifestyle and advice
Development programmes and projects	They have a milk shop at Ilembo where they sell milk and inputs.
Youth-specific services	No, it is more our objective to add more youth member in cooperative (All activities within cooperative is for the service of all types of farmers)

**MTANDAO (M) WA VIKUNDI (VI) VYA WAFUGAJI(WA) MBOZI (MBO) (MVIWAMBO)
COOPERATIVE, TANZANIA**

Key Parameter	
Foundation year and background	The MVIWAMBO cooperative was formed in 2002 as the network of livestock keepers in Mbozi, and registered in 2004 as an association. In 2017 members agreed that the network should be re-registered as a cooperative, the registration of the cooperative is in progress. The proposed name is Songwe Dairy Farmers Cooperative Joint Enterprise.
Legal status and registration	Following realization of challenges that MVIWAMBO (as an Association) could not enter legally binding business contracts with different partners, efforts were initiated to transform its status to a cooperative. Thus, Songwe Dairy Farmers Cooperative Joint Enterprise secured its registration in 2016.
Constitutional bodies	 <pre> graph TD GA[General Assembly] --> B[Board] GA --> C[Committees] B --> F1[Farmers] B --> A[Advisory] B --> W[Wards] B --> Fi[Finance] C --> F2[Farmers] C --> A2[Advisory] C --> W2[Wards] C --> Fi2[Finance] </pre>
Organisational levels (tiers)	Regional
Mission statement	To improve the livelihood of individual dairy farmers in Songwe region by providing ready market for milk produced.
Main objectives	<ul style="list-style-type: none"> ▶ Selling of milk ▶ Improving the standard of living of community members ▶ Assurance of markets
Membership base	17 registered farmer groups and additional 9 new farmer groups have been formed and are at registration stage. Total registered members is 1150.
Female members and gender ratio	MVIWAMBO is still organizing their data so it is not clear what the gender composition is.
# of members who are youth	No track of ages, thus it was difficult to tell the ages and to track the existence of youth in the hub. In interview the estimation was 12 youth members, which is only 3 %.
Geographical coverage	The head office of MVIWAMBO is located at Vwawa town, Mbozi District. Currently the cooperative serves 11 wards in Songwe region.
Area characteristics	Songwe is a region of Tanzania created in 2016 from the western half of Mbeya Region divided into the districts of Ileje, Mbozi, Momba and Songwe, as well as the town of Tunduma. The major ethnic groups in terms of their numbers are Wanyiha and Wanyamwanga. SDFCJE is found in Mbozi District. The population distribution pattern in the district is influenced by land fertility and climatic conditions. Songwe has tropical type of climate with clearly distinguished rainy and dry seasons. The rainy season usually starts in October and ends in May. The climate condition is moderately hot during the months of August- December. Cold weather June and July and remaining months average warm. Out of the total area of 967,000 hectares in Mbozi 79.2% or 766,640 hectares are suitable for agricultural or livestock keeping activities.
Member characteristics (socio-economic)	Average size of land owned by individual farmer is 2.0 acres. Agriculture and livestock keeping are the major economic activities for farmers in Mbozi. The district produces a substantial percentage of the total regional production of beans, maize and cassava, Other crops grown include coffee, sunflower, tobacco, cotton, paddy, sorghum, finger millet, sweet potatoes and simsim and vegetables. Livestock keeping is [Cattle, sheep and goats] ranked second as a vital economic activity in Mbozi, the agriculture sector is the major employer of the district's labour force, employing about 90% of the active working population

Relevant country policy and programmes	<p>The cooperative movement in Tanzania has undergone a lot of changes throughout history. In 1925, farmers started informal, unregistered cooperatives. In 1968 the country had the largest cooperative movement in Africa and the third largest cooperative in the world in terms of market share percentage of agricultural exports. After the introduction of socialism by the government, an end was put to all primary cooperatives in 1976, resulting in the failure of unions as well. The whole supply chain was controlled by the government and farmers did not produce enough, resulting in a decrease in export. In 1982 the government tried to re-introduce the primary cooperatives and unions, but there was a lot of mistrust amongst members, cooperatives lost highly trained staff, and the number of members decreased. This is still seen now, as cooperatives still have quite a lot of challenges in terms of their reputation. In 2005, the Cooperative Reform and Modernization program was launched to get an overview of the registered cooperatives and what they do for their members and this reform seemed to have attracted more members to the cooperatives.</p> <p>Tanzania does have a youth policy currently. Its 1996 national youth policy in 2007 was overhauled as it was subject to a lot of critique, in particular concerning the lack of awareness and evidence of youth's demands and absence of up-to-date statistics. [1] The national youth development policy (2007), policy encloses 29 issues and policy statements that targeting youth development and empowerment through various sectors; e.g. education, agriculture, HIV, ICT, financial services, employment, family life etc. Other Tanzanian policies with focus on youth are:</p> <ul style="list-style-type: none"> ▶ The SME development policy (2003); the policy acknowledges that youth are disadvantageous in economic activities by limited access to resources. ▶ Employment policy (2008); the policy notes that the youth constitute the majority of active labour force not fully utilized and considerable variation across gender and geographical division. ▶ National agriculture policy of 2013. The policy recognized youth role in increased economic development through their involvement in Agriculture.
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Activities and Services	
Key result areas / main activities	<ul style="list-style-type: none"> a milk bulking and processing through Mbozi Maziwa Milk Processing Plant and selling b collective purchase of inputs and animal feeds c provision of artificial insemination services to hub members. d Other functions of the hub are milk processing and trainings on animal management to Producer Organization groups
Economic services	Provision of financial services through Saving and Credit activities at group level. Assurance of market linkages.
Lobby and advocacy on behalf of members	No relevant lobby/advocacy activities carried out by MVIWAMBO.
Financial services	Provision of financial services through Saving and Credit activities at group level.
Innovation, training and information services	Extension services
Development programmes and projects	<ul style="list-style-type: none"> ▶ Mbozi Maziwa Ltd is a shareholding Company with Dutch Kuungana Foundation (Netherlands) and Songwe Dairy Farmers Cooperative Joint Enterprise (formerly called MVIWAMBO) as shareholders. Installed capacity is 1000LPD, with current processing standing at 500 LPD. Product lines include Fresh pasteurized milk and Cultured milk ▶ Milk bar/restaurant
Youth-specific services	There are no specific activities organized for youth. Youth can benefit from the general services provided to their members.

KOPERATIVE IHUZA ABOROZI BA KIJYAMBERE BAFATANYIJE (IAKIB), RWANDA

Key Parameter	
Foundation year and background	IAKIB first started in 2003 as an association of dairy farmers . The dairy cattle farmers Cooperative “ Koperative Ihuza Aborozi ba Kijyambere Bafatanyije”(IAKIB) with its head offices in Gicumbi District was established officially in 2017. Its main objective is to unite dairy farmers for a collective responsibility aimed at streamlining the dairy industry business in their areas of operation. ► More detail on IAKIB background at http://www.newtimes.co.rw/section/read/206910/
Legal status and registration	Officially registered on 31st March 2017
Constitutional bodies	General Assembly (GA) which consists of 50 elected member delegates; the Board of Directors (The Board is headed by the chairperson, vice chairperson; treasurer; the secretary and two advisers); the Supervisory Committee plus the Disciplinary and arbitration committee.
Organisational levels (tiers)	There are 12 other dairy cooperatives in the Gicumbi district with a total number of 2400 members. The total number of dairy farmers is 9600. Hence the organization rate is 25%. There is one dairy union, the Gicumbi Livestock Farmers Union. IAKIB is a member.
Mission statement	To improve and strengthening of member dairy farmers by empowering them to be able to own and manage their cooperative businesses collectively and efficiently. a Improve the competitiveness of smallholder milk producers to provide milk of better quality to consumers b Increased income and food security for its members and other related stakeholders in the milk value chain through sustainable development of the market oriented dairy industry. c Ending poverty and malnutrition at household level through increased milk production, d Empowering change in skills, knowledge and attitudes of beneficiaries to sustainably integrate dairying into their livelihood systems as well as providing organizational development support. e To create new income generating enterprise whilst improving capacity and management of existing ones. f To invest into processing of milk in various types of dairy products g To contribute strongly to the GDP through creation of economically strong business oriented-cooperative union.
Main objectives	Increased production of high quality milk, improved breeds of dairy cows that produces more milk; provision of outstanding services to members and poverty reduction by improving the livelihoods of the producers engaged in dairy production industry.
Membership base	Total number of members used to be 704, but due to the recent mobilization of members the total number of members is now 2364.
Female members and gender ratio	111 women out of 704 members (15%) – no recent data on new members
# of members who are youth	Used to have 15% young members, but at the moment the number is difficult to estimate as the total number of members is growing.
Geographical coverage	IAKIB covers 19 sectors of the Gicumbi district
Area characteristics	Gicumbi is an area of tea growers, a cash crop with good benefits.

Member characteristics (socio-economic)	<p>60% of IAKIB members is a tea grower next to dairy farmer. Other member farmers also grow vegetables, maize or potatoes.</p> <ul style="list-style-type: none"> ▶ As a result, household income is relatively large and a fairly large percentage of youth enjoyed higher education (up to college and bachelors level). Because of the high youth-employment ratio in the country they return to their parents farm.
Relevant country policy and programmes	<p>One cow per poor family program 'Girinka' (http://www.minagri.gov.rw/index.php?id=28)</p> <p>Business Development Fund (BDF) of Rwanda Development Board (http://www.rdb.rw/departments/sez-and-exports/business-development-centre.html)</p>

Activities and Services

Key result areas / main activities	<p>a Milk collection (through Milk Collection Centres, MCCs) and collective marketing</p> <p>b Milling of maize (a-grade) and production of animal feed (lower grades)</p>
Economic services	<ul style="list-style-type: none"> ▶ Pay out dividend ▶ Access to veterinary services
Lobby and advocacy on behalf of members	<ul style="list-style-type: none"> ▶ Lobby for veterinary services to come to the farmers again ▶ Improve of accessing pasture ▶ Information provision on outbreak and spread of diseases to Rwanda Agricultural Board ▶ Lobby for flexibility in Umuganda: farmers can first transport the milk and conduct Umuganda at a later stage
Financial services	<p>a Provide small loans that can be deducted from supply</p> <p>b Input credit (medicines for animals, salt blocks, animal feed, milk cans)</p> <p>c Provision of guarantees to access loans (for example to buy a better breeding cow)</p>
Innovation, training and information services	<p>Training on good farming practices i.e. on hygiene and milk handling</p>
Development programs and projects	<p>IAKIB has the ambition to start a yoghurt processing factory for which they need approval at district level. The district holds approval until IAKIB enlarges its social-economic by enlarging its membership base (in line with the socio-economic objectives of the district). With the support of Agriterro, IAKIB launched an awareness campaign to recruit new dairy farmers. The sensitization campaign started in June 2017, and initially 5764 farmers showed interest to become members.</p> <p>Main bottleneck for new members however is the share value, which was RWF 300.000. IAKIB decided to reduce the amount to RWF 50.000 and allowed this amount to be paid in installments. Window for paying the first installment for new members is 1-5 months. Existing members would be compensated for the loss in share value.</p> <p>During the field visit, 10th of October, the total number of farmers that paid the first installment was 2100. At least 3520 new members are needed to pay the total compensation value for the 704 old members (RWF 250.000 per person) 3520.</p> <p>Provision of health insurance</p> <ul style="list-style-type: none"> ▶ Maize flower on credit
Youth-specific services	<p>None yet, but they are in the process of forming a youth council. And they are planning to use young model farmers to train other young member farmers on good agricultural practices.</p>

ITERAMBERE RY'ABAHINZI BOROZI BA MAKERA (IABM) COOPERATIVE, RWANDA

Key Parameter	
Foundation year and background	<p>IABM started as a maize association in 2007 and got officially registered on 15th January 2009 (after merge with other maize associations in the sector)</p> <ul style="list-style-type: none"> ▶ Main reason to get organized was to improve market access and their bargaining power (farmers faced the challenge of needing to sell their produce at any price because of lack of storage facilities). Around that time, government also pushed for associations to get registered as cooperatives
Legal status and registration	Officially registered as a cooperative on 15th January 2009
Constitutional bodies	<p>The constitutional bodies of IABM are: The General Assembly; The Board of Directors; The Supervisory Committee.</p> <p>Other Cooperative Organization's committees are on marketing, procurement, gender, youth council, conflict resolution, recovered loans, lead farmers committee</p> <p>The cooperative has established 8 zones to efficiently work with members who elect their delegates to the AGM. The zones are subdivided in 73 teams</p>
Organisational levels (tiers)	A maize union is recently formed. IABM is member of this newly established union. There is one additional maize cooperative in the geographical area where IABM is active, called Kurubeho (664 members). The district asked IABM to support this cooperative because they are suffering from mismanagement.
Mission statement	Improving the maize production in the Southern Province and ensure the socio-welfare of its members.
Main objectives	<p>Promote and educate members to focus on farming as a business</p> <p>To meet that objective the cooperative focuses on:</p> <ul style="list-style-type: none"> ▶ bring harvest accessories near to the farmers ▶ the distribution of good quality seeds ▶ promote a saving culture amongst their members
Membership base	764 maize farmers are members of IABM. 764 of whom 499 (65.3%) females and 265 (34.7%) males. Besides the current members IABM has 1,011 potential members (supplying maize and seeds to IABM) 3% youth, average member age: 40.
Female members and gender ratio	499 female, 65.3% of the total cooperative members
# of members who are youth	70-75 young farmers- 9-10%
Geographical coverage	IABM operational in Muhanga district, in 3 sectors: Muhanga, Nyamabuye, Cyeza.
Area characteristics	<p>On the total area designated for maize production, the average yield for maize is 4 tons/ha, of which 2.5 tons/ha are hybrid (OPV) seeds and 1.5 tons/ha is for maize consumption. Between the seeds and hybrids a stroke of land is needed for isolation. Here member farmers grow soy beans. The average yield for soy is 8 tons/ha of which 6 tons/ha are seeds and 2 tons/ha is for consumption.</p>
Member characteristics (socio-economic)	<p>The average maize farming household owns two plots of 0.05 Ha each. The average yield per plot is around 175 kg, but can reach up to 250 kg per plot. Farmers grow both maize seed (OPV) which sells at RWF 400/kg and for hybrid seeds (RWF 1000/kg). After sorting the lesser quality goes for consumption at RWF 250-300/kg</p> <p>Maize farming is often intercropped with vegetables (carrots, green beans, soy, cabbage, sweet potato, eggplant). And farmers also try to combine maize farming with livestock farming as the organic manure is used to boost yields for both maize and vegetable production</p>
Relevant country policy and programmes	<p>One cow per poor family program 'Girinka'</p> <p>http://www.minagri.gov.rw/index.php?id=28</p> <p>Business Development Fund (BDF) of Rwanda Development Board</p> <p>http://www.rdb.rw/departments/sez-and-exports/business-development-centre.html</p>

Activities and Services	
Key result areas / main activities	<ul style="list-style-type: none"> a Collection and collective marketing (of both maize for consumption and selected seeds to Rwanda Agricultural Board) b Maize milling – dividend distribution c Drying facilities (solar panels) and storage d Protecting supply
Economic services	<ul style="list-style-type: none"> ▶ Collective purchasing of inputs and distribution (seeds and organic fertiliser) ▶ Sell fertiliser to agri-processors ▶ Renting-out equipment
Lobby and advocacy on behalf of members	<ul style="list-style-type: none"> ▶ Lowering tax on land ▶ Lobby for irrigation pumps ▶ Sensitisation of weather issues like floods
Financial services	<ul style="list-style-type: none"> ▶ Provide guarantees ▶ Input credit
Innovation, training and information services	<ul style="list-style-type: none"> a Training on good agricultural practices (land preparation, planting, disease control, harvesting and post-harvest handling) b Training on record keeping and accounting
Development programmes and projects	<p>Provision of health insurance</p> <p>Maize flour can be bought on credit and paid back after harvest (deducted from supply)</p> <p>Provide loans in times of emergency (have an emergency fund) – i.e. for school fees or burial ceremony. Money is deducted again later from supply)</p> <p>Allows growing rotational crops – advice on which crops to grow</p>
Youth-specific services	<p>None yet, but a youth council has been recently established which will advise the board on youth specific activities. Cooperative does mobilise older farmers with more than 3 plots to give one to their children.</p>

Annex III: Stakeholder Consultations

Amandine Schlur (FERT, Agricord member)

Amandine Schlur has been working for FERT for 5 years. Fert is a French association for international cooperation for agricultural development in developing and emerging countries. It is one of the Agricord member agencies, a network of 10-12 agri-agencies/NGO's (in Europe, Canada, Senegal and the Philippines). Each organization has the same origin, in the sense that they were started by farmers in their own country and each has the same objective: to improve farmer organizations.

They have 3 local offices (Madagascar, Tanzania, Burkina Faso) but work in 12 countries, including East Europe. Their main partners are farmer organisations (FO's) (informal/formal) so they do not only work with cooperatives. FERT does not work with French Farmer organisations but they do try to mobilise French FO's. They are much smaller than Agriterra, but do try to do exchanges between French FO's and FO's in developing countries. FERT: French version of Agriterra. They often work together with "*jeunes en agriculture*" (a Dutch NAJK¹). In Agricord, they are starting to have little working group who want to work on the theme of youth inclusion in cooperatives. Last October 2016, they started to work together. All agri-agencies do have the same objective and similar ways in working, but do not have projects together, but it is important to have the exchange on common subjects.

The youth subject is very important and they are starting to share experiences. Agriterra is not part of group. There are only 5 agri-agencies which are part of the group so far: FERT (France), AFDI (France), TRIAS (Belgium), Asiadhra (Philippines), FFD (Finland).

FERT is involved in two activities regarding youth:

- 1 Promote youth in FO's: How to include youth in governance/decision-making?
- 2 Help youth to be farmers (aspiring young farmers): help them to have business plan and set up their farming activities, then maybe eventually they will be member of FO.

FERT is just starting on the topic of youth in agriculture. In that sense, TRIAS are a bit more advanced on this topic. TRIAS have created diagnostic tool, to understand the role of youth in cooperatives and what the cooperatives can do to support the promotion of youth.

For donors, there is more interest in the subject of youth inclusion in cooperatives. Also, for the local partners in different countries, there is a lot of discussion about ageing cooperatives. The majority of the members are 50 years old and above. Cooperatives realize they need to attract more young people to be sustainable. The local partners don't really know what to do however, in how to include youth. FFD, is momentarily asking a local consultant to document a case study in Nicaragua on a cooperative created by youth in April/May. The key question they would like to be answered is: Why create a new cooperative just by and with young people?

Amandine mentions that cooperatives can help youth to be proud of work, recognizing their value and changing the perspective of agriculture: "Farming is not the last resort".

If cooperatives have specific services, then this could be interesting for youth, i.e. facilitate linkages with Micro-finance Institutions. A concrete activity to attract youth could be good, for example, new services involving ICT (this is a still a challenge for older cooperatives, but could be an opportunity to involve youth).

¹ <https://www.najk.nl/>

Jos Bijman is Associate Professor at Wageningen University. He investigates horizontal and vertical coordination in agrifood value chains. Horizontal coordination relates to the role of cooperatives and producer organisations (POs) in improving quality, productivity and inclusiveness. Vertical coordination relates the role of contract farming arrangements in enhancing quality, productivity and inclusiveness in agrifood value chains.

In his view, the focus on young people in cooperatives should be part of a larger programme on enhancing member commitment. Cooperatives that set up youth activities do not do so because they are so fond of youth, but because they need youth to be involved in the cooperative, now and in the future. Thus, member commitment is the starting point for such policies, not youth as such.

Also, we need to be cautious not to make the Dutch problem, a global problem. In developing countries, the older generation is seen as having a lot of respect, a voice, wisdom, property, so we cannot just say, “all the elderly should go away” (this conflicts with the local culture). However, having youth and women represented in cooperatives also benefits the democratic decision-making.

There is a clear correlation with the negative image that agriculture has by youth and their membership in cooperatives. Setting up youth councils is definitely one very concrete and low-profile way (more is needed) to give youth a voice with good spin-off and it is also a good breeding ground for future board members. It is easy to institutionalize but needs to be further institutionalized, in the sense that it should be brought to the attention by national organisation of cooperatives. Youth councils basically would have an advice role, and does not affect the authority of the board. Together they can collect their advice and go to the board. Since cooperative by-laws are rather old-fashioned as well, youth councils can be more innovative and dynamic (making use of ICT for example).

Member commitment is a general challenge for cooperatives and it is a challenge that is increasing, i.e. that members are not side-selling but committed to the cooperative and would like to invest in the cooperative. Commitment consists of three elements:

- 1 Transaction: loyalty in selling
- 2 Identification with cooperative/positive feeling towards coop/recommending to others
- 3 Effort to invest in cooperative.

Many differences between Africa, Asia and Latin America; cooperatives are locally embedded. They usually start as community based organisations and lead to cooperatives, so it is important to keep the cultural facets into account. There is not a blue-print. Cooperative principles are now very general, and not context-bound. They are made general, so each cooperative is able to make it adapted to their own context. One of the challenges for Agriterria is that they aim to develop tools which a broadly applicable, but this may sometimes be tricky according to different contexts. In West Africa, the relationship between the government and cooperative is very strong, whilst in East Africa (with the exception of Ethiopia), the government sets more general policies. In Latin America, cooperatives and the government are also strongly related.

In relation to hubs, networks, associations, the definition of cooperatives is more clear (for the government as well). Other more “vague” organisation forms, are questioned for their legitimacy and legal status.

Gijs Paaimans (Heifer)

Gijs Paaimans works for Heifer Nederland. It is already existing since 1999 and is part of a broader international network. They have country programmes in 30 countries. In Netherlands, they play more of a knowledge collection and sharing role and aim to facilitate links with companies in Netherlands and Europe. Youth inclusion is increasingly a theme of Heifer's agenda.

An example of how Heifer puts these ideas in practice is the East Africa Youth Inclusion Program. This program is a spin-off from an ongoing program, the East Africa Dairy Development Program (EADD). Through the program EADD over 200,000 farmers have become members of dairy associations who run business-hubs: centres for milk bulking, cooling, processing and selling, which also serve as one-stop shops for inputs, services, information and training. These centres give a boost to local employment as they create a range of low and high skill, formal, informal and mixed, on- and off farm, entrepreneurial and wage labour opportunities.

The East Africa Youth Inclusion Program (EAYIP) will build upon the success of Heifer's East Africa Dairy Development (EADD) project, which has improved dairy production and market access for more than 1 million farmers since its inception in 2008. The programme will help provide employment and enterprise development opportunities specifically for (25,000 and an additional 75,000 indirectly) youth in the dairy sector in Tanzania and Uganda.

After evaluation of the EADD program, it was discovered that youth participation was lower than expected, because not many youth can afford to own dairy cattle. Their participation has always been supporting parents/guardians to take care of animals. Furthermore they learned that youth were facing particular challenges, including difficult access to capital and land, mismatch between skills and requirements, and lack of decision-making power in hub management structures.

The project is still in an early stage. Heifer Tanzania and Uganda are currently mobilising youth to form self- help groups, which in turn will form youth-led hubs as well as expanding existing hubs. EAYIP is using existing EADD hub structures to mobilise youth into Self Help Groups and mentoring youth. Such structures include Community Facilitators, Hub members, Hub management, Project Management Committees. The EADD hub model will be a nucleus for youth enterprise development – youth will be able to organize themselves around the hubs both dairy hubs and other hubs focusing on other agriculture value chains. There are currently no youth engaged in the hubs through the interventions of EAYIP yet, though there may be some existing EADD hubs that have youth members – though it would not be due to an intentional "youth inclusive hub design", and it is not sure of how concentrated the numbers of involved youth would be.

In addition to dairy, the hubs will expand with more "quick and easy" value chains (poultry, vegetables, staple crops, apiculture) that generate jobs and entrepreneurial opportunities for youth. Areas which are under discussions to engage youth includes: 1) provision of transportation services of milk from farmers to collection centers; 2) provision of transportation services from milk factories (where they exist) to schools under the school milk feeding programme being promoted by EADD; 3) Provision of other services needed at EADD hubs e.g. CAVes, Service Providers of Artificial Insemination, establishing animal feed mills to supply/distribute much needed animal feeds; establishing fodder farms and process it for sale to farmers especially during dry season when fodder became scarce. 3) Establishing and manage milk bars where youth could be selling fresh milk and yogurt. All these areas will attract the attention of youth in the dairy value chain.

Els Lemeire (TRIAS, Agricord member)

Els Lemeire is Thematic Coordinator Inclusivity & Environment at TRIAS. She is specifically in charge of promoting the inclusivity of youth and women. Their local counterparts are based in Africa, Latin America and Asia.

TRIAS does not exclusively focus on cooperatives, but they call them membership-based organisations. For TRIAS, when you are 18 you can become a member of a coop. Also, the organisations they work with do not always focus around one value chain. For most of the agricultural cooperatives that TRIAS works with, you can become a member of a coop when you are 18 years old.

In El Salvador, Els mentions that it was interesting to see how mixed coops can learn from a women's coop. *"Could we also learn from youth groups? Or can youth groups learn from women's groups?"*

Some of the challenges youth face in general are migration from rural-urban areas and the fact that the skills training is often not appropriate and lack of education. But this varies from country to country. Els also mentions that youth do have the challenge of speaking up in front of elderly people in the coop (due to socio-cultural norms). She also mentions how youth's decisions are also very influenced by their social relationships. Parents push sons and daughters out of agriculture (as it is not seen as an attractive sector).

Currently, TRIAS is focusing on youth entrepreneurial programs, for example in Uganda and the Philippines. They look at an interactive and participatory way to give a leadership training. In the Philippines they pay specific attention to youth participation in trainings. They take a step to step process in including youth.

In terms of youth's decision-making in the cooperative, installing a youth representative is a sensitive process in the cooperative and setting up a youth council is even more sensitive (according to the more elderly member's perspective).

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