Opportunities for Youth in Africa

Zambia Action Plan
2021-2024

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Food and Agriculture Organization
Zambia
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<tr>
<td>AfDB</td>
<td>African Development Bank</td>
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<td>AGRA</td>
<td>Alliance for a Green Revolution in Africa</td>
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<td>FAO</td>
<td>Food and Agriculture Organization</td>
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<td>FISP</td>
<td>Farmer Inputs Support Program</td>
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<td>FRA</td>
<td>Food Reserve Agency</td>
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<td>CEDORA</td>
<td>Crusher of Edible Oils and Refiners Association</td>
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<td>CFU</td>
<td>Conservation Farming unit</td>
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<td>CGA</td>
<td>Cotton Gainers Association</td>
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<td>COMACO</td>
<td>Community Markets for Conservation</td>
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<td>CSO</td>
<td>Central Statistical Office</td>
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<td>DAZ</td>
<td>Dairy Association of Zambia</td>
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<td>GDP</td>
<td>Gross Domestic Product</td>
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<td>GRZ</td>
<td>Government Republic of Zambia</td>
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<td>E-FISP</td>
<td>Electronic Farmer Input Supply Program</td>
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<td>IAPRI</td>
<td>Indaba Agricultural Policy Research Institute</td>
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<td>ILO</td>
<td>International Labour Organization</td>
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<td>ICT</td>
<td>Information, Communication Technology</td>
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<td>IMF</td>
<td>International Monetary Fund</td>
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<td>MoA</td>
<td>Ministry of Agriculture</td>
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<td>Ministry of Fisheries and Livestock</td>
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<td>MoYSA</td>
<td>Ministry of Youth, Sport and Art</td>
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<td>NAP</td>
<td>National Agriculture Policy</td>
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<td>NGO</td>
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<td>NYDC</td>
<td>National Youth Development Council</td>
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<td>OYA</td>
<td>Opportunities for Youth in Africa</td>
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<td>PEPZ</td>
<td>Private Enterprise Project Zambia</td>
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<td>RATSA</td>
<td>Road Transport Safety Agency</td>
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<td>SAIOAMA</td>
<td>Strengthening Agricultural Inputs and Outputs Markets in Africa</td>
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<td>SCReBS</td>
<td>Strengthening Climate Resilience in the Barotse Sub-Basin</td>
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<td>SDF</td>
<td>Skills Development Fund</td>
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<td>SDG</td>
<td>Sustainable Development Goal</td>
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<td>SME</td>
<td>Small and Medium Enterprises</td>
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<td>SWOT</td>
<td>Strengths, Weaknesses, Opportunities and Threats</td>
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<td>TEVETA</td>
<td>Technical Education, Vocational and Entrepreneurship Training Authority</td>
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<td>TRALARD</td>
<td>Transforming Landscapes for Resilience and Development in Zambia</td>
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<td>YEFI</td>
<td>Young Emerging Farmers Initiative</td>
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<td>UNIDO</td>
<td>United Nations Industrial Development Organization</td>
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<td>UNDP</td>
<td>United Nations Development Program</td>
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<td>UNZA</td>
<td>University of Zambia</td>
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<td>ZATAP</td>
<td>Zambia Agribusiness and Trade Project</td>
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<td>ZASTA</td>
<td>Zambia Seed Traders Association</td>
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<td>ZNFU</td>
<td>Zambia National Farmers Union</td>
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<td>Zambia Revenue Authority</td>
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Executive Summary

Youth profile and situation in Zambia.

- **General country context.** Zambia is one of the world’s youngest countries by median age. It is experiencing an unprecedented rise in youth unemployment due to economic pressures, population growth and inability of industries to create enough job opportunities. However, the country is confronted with a high poverty rate, stagnating gross domestic product (GDP), and increasing unemployment especially among women and youth. Overall, the agricultural sector is the main employer although it decreased its contribution to Zambia’s GDP in the past decade from 11.6% in 2009 to 2.7% in 2019. In addition, most of workers in the agriculture sector engage in the informal sector where their job is not prominently sustainable.

- **Present youth employment.** While Zambia’s unemployment levels remain relatively high compared to other neighbouring countries, youths are affected more significantly. Zambia’s youth unemployment rate was higher at 17.9% compared to 10.0% unemployment in 2012.

- A gender issue is recognised by high figures (youth unemployment rate for females at 18.5% compared to 17.4% of males). Moreover, rural youths are also increasingly unemployed due to a lack of employment opportunities in the rural areas and lack of education.

- Youth involvement in agriculture has decreased from 56% in 2012 to 22% in 2019 since they perceive agriculture generates low income but requires intensive labour. Youths face several challenges: informal jobs, limited access to capital and finance, limited opportunities for and the quality of training, COVID-19 disruption against the labour market and limited policy supports.

Challenges and opportunities for job creation for youth in the agriculture and agribusiness sector.

- **The characteristics of the agriculture and agribusiness sector.** Zambian agriculture employs most of the rural poor and depends on dominant rain-fed crop namely maize, therefore the sector shows vulnerability of production and struggles with low productivity. The 7th National Development Plan (NDP) emphasised crop diversification for further growth of the industry. However, Smallholder farmers, the main contributors to agriculture, face challenges to diversify production and increase productivity, in marketing, finance, technology and pest and disease outbreaks etc.

- **Private sector and SME’s role.** On one hand, the sector is occupied with smallholder farmers (approximately 400,000) engaged in production. On the other hand, it is vertically integrated by large scale commercial companies. The outgrower programmes are the largest source of loans to the farmers covering 9.7% of total loans floated to the smallholder producers.
• **Entrepreneurial ecosystem.** Zambia is one of the highest early-stage entrepreneurship rates globally (GEM, 2012). However, business development service providers are not reachable for those who live in rural areas.

• **Opportunities of the agriculture sector.** Having several challenges, agriculture sector shows high potential in employment for youth. Strong urban demand for agri-foods, expensive imported food, excess processing capacity and digitalisation are the upward trends of increasing value in the sector.

**Selected value chains.**

• **Key points specific to youth employment.** There are some key points which need to be considered when looking at options for creating jobs for the youths namely; Small initial investment cost, quick and high ROI, growth potential and demand, sector support service, high degree of innovation and resilience.

• **Target value chains.** Regarding key points above, OYA in collaboration with another FAO initiative called Incentivising Public and Private Investments Programme (IPPIP) in sustainable food systems and agri-business promotion in Zambia selected 2 value chains in line with the priority from MoA and MoFL: Soybeans and Aquaculture.

**Background of OYA programme.**

• **Joint Programme between FAO and UNIDO.** In the spirit of "Delivering as One", the Food and Agriculture Organization of the United Nations (FAO) and the United Nations Industrial Development Organization (UNIDO) have joined forces to develop the “Opportunities for Youth in Africa” (OYA) programme, in collaboration with the African Union Commission (AUC). The programme aims to catalyze greater investments in youth in agriculture in Africa. It was launched in August 2019 during the Seventh Tokyo International Conference on African Development (TICAD7). OYA targets six pilot countries: Ghana, Cape Verde, Democratic Republic of Congo, Kenya, Zambia, and Tunisia.

• **Synergy.** Leveraging on the wealth of tools and solutions developed by both FAO and UNIDO, OYA proposes an integrated approach for the creation of quality on- and off-farm employment and self-employment opportunities through improved individual skills and competencies, strengthened agricultural value chains, and reinforced institutions supporting youth employment and entrepreneurship development.

**Project alignment.**

• **Strategic fit.** The programme objectives align with the strategy in national policies: the 7th national Development plan, National youth policy 2015, ZUNSDPF 2016-2021, Zambia Decent Work Country Programme (ZDWCP), Zambia vision 2030, FAO Zambia Country Programming Framework, UNIDO Country Programming Framework and Sustainable Development Goals (SDGs).
Intervention strategy.

- **Project areas.** Potential focus areas will be (i) Central and Eastern Provinces for Soybeans (ii) Northern, North Western, and Luapula Provinces for Aquaculture where the production suits agro-ecological conditions. The focus areas will be determined by the Government line ministries (Ministry of Youth, Sport and Art, Ministry of Agriculture, Ministry of Education and the Ministry of National Development Planning).

- **Target groups.** The programme has a three-tiered approach as follows: (i) macro level: national institutions such as governmental institutions (ii) meso level: higher learning institutions, youth associations and private sector (iii) micro level: trainers and youths.

- **Target pathways.** The programme pursues three different pathways to create jobs for youth:
  - **Employment pathway.** This pathway will identify employment opportunities in collaboration with employers for young people who have left the formal education system, and for students and graduates.
  - **Entrepreneurship pathway.** This pathway will be operationalised through the identification of entrepreneurship opportunities accessible to youth with different asset profiles and the targeting.
  - **Business development pathway.** This pathway will capacitate identified existing youth entrepreneurs such as youth-led agribusinesses, IT and SMEs for expansion of their businesses in the selected value chain areas.

- **Approach.** The OYA programme will apply two approaches:
  - **Partnership approach.** Partnerships will be set-up with training institutions for provision of training and private sector employers for co-development of youth-inclusive business models.
- **Value chain development approach.** To improve youth employment, profitability of the selected value chains must be enhanced. Therefore, the programme will profoundly analyse the two value chains and establish possibly youth-inclusive business models and call for private sector to be involved. The OYA programme action plan outlines key milestones in the course of activities as follows: (i) inception, diagnosis and stakeholder engagement phase (ii) capacity building phase (iii) pilot phase (iv) adjustment phase and (v) scale up phase.

### Goal, objective and outcomes.

- **The overall goal:** to contribute to poverty reduction by promoting decent employment and self-employment opportunities for African youth through agribusiness development.

- **Development Objective:** Increased decent employment and self-employment opportunities in agriculture (on- and off-farm) and agribusiness for young women and men in rural, peri-urban, and urban areas.

- **Outcome 1:** Employability (on- and off-farm) and self-employment capabilities of youths in agriculture and agribusiness are enhanced.

  This outcome is related to capacity building provided by training institutions under TEVETA. Once the programme identifies the value chains, required skills will be examined by an assessment, then customised training programmes for beneficiaries will be developed and implemented. Additionally, access to job opportunities will be enhanced by apprenticeship programmes.

- **Outcome 2:** Existing and emerging youth-led agribusinesses and SMEs in agriculture have increased access to finance and are better integrated into local, regional and international markets.

  The outcome will facilitate youth-led agribusinesses and SMEs to access business development services and develop their own business models to sustain and expand youth employment. Partnerships will be made with private sector firms to enhance access to markets and finance.

- **Outcome 3:** Agricultural value chains and agri-food systems that create decent employment and self-employment opportunities for youths are strengthened.

  The outcome targets value chain development through (i) strengthening the linkages between value chain actors (ii) partnering with private sector to co-develop youth-inclusive business models and employ youths (iii) establishing a stakeholder platform to enhance public-private collaboration for youth inclusion. The rationale is that value chain development will lead to more job creation chances for youths.

- **Outcome 4:** Policy, institutional and programmatic frameworks are strengthened at the national level to support decent youth employment creation and entrepreneurship development in agriculture and agribusiness.
The outcome aims at facilitation of the youth policy to be refined based on youth voices and private sector demands and to be enforced in a coordinated way within the governmental institutions. This is led by following activities: (i) establishment of the coordination committee (ii) youth networks strengthened to streamline youth priorities (iii) capacity building of national institution.

COVID-19 recovery and resilience
- COVID-19 impacts. COVID-19 effects are estimated in both agriculture and the labour market. The programme aims at mitigating the negative impacts by (i) increasing quality of labour supply (ii) increasing demand for labour through value chain development (iii) enhancing entrepreneurial environment and (iv) policy development.

Programme principles
- The programme proposes a participative and integrated approach for the promotion of quality rural on- and off-farm employment and self-employment opportunities for youth in agriculture and agribusiness in Africa.

Innovative tools of the programme
- Innovation to eliminate the barriers. The OYA programme will develop innovative tools to address primary issues in youth employment including: access to training programmes, access to finance, access to market, knowledge, skills and experiences and policy coordination.
- Value chain selection. The OYA project carefully decided 2 value chains largely based on a degree of innovation potential.

Gender promotion
- Gender sensitive approach. The OYA programme is expected to contribute to FAO’s and UNIDO’s gender mainstreaming objectives of ensuring equal opportunities for women and men. The programme includes sex-disaggregated target and data collection, gender-sensitive analysis and the representation of both men and women among the stakeholders and beneficiaries throughout implementation.

Environmental sustainability
- Environment-sensitive approach. The project promotes climate-smart interventions and good agricultural and agribusiness practices on environmental resource management. Additionally, thorough examination on environmental feasibility and impacts of the value chains will be conducted.

South-South cooperation and regional economic partnerships
- Collaboration and knowledge-sharing mechanism. The OYA programme has been piloted in 6 countries in Africa. South-South cooperation is strengthened through this platform in partnership with the African Union.

Stakeholder consultations
- Stakeholder identification and alignment. The programme is expected to draw broader attention from multiple institutions for comprehensive approach to youth employment in agriculture. The possible stakeholders include the government, youth associations, service providers, value chain actors, development partners, research institutions and academia.
Programme governance

- **Principle of the Programme Governance.** The programme governance ensures the results to be delivered with different level of consultations. Besides, the programme is expected to build synergies on comparative advantages of each stakeholder.

- **Organisational Setup and Responsibilities.** Four levels of consultations with organisational structure will be established; (i) programme level - a Programme Steering Committee (ii) project level - Technical working groups (iii) Implementation level - Programme Implementation Team (iv) regional level - FAO-RAF and UNIDO-HQ consultation.

Communication and visibility

- **Objective, responsibility and target.** Communication is to ensure all programme beneficiaries, governmental institutions and other target groups to be well informed of the programme vision, objectives, activities and achievements while valuing the role and contribution of donors and international organisations with partners involved in the implementation of the programme. The programme will hire a Communication Officer and target specific groups with related key messages to achieve the expected result.

Risk assessment and management

- **Risks and mitigation measures.** A number of key risks have been identified and mitigation measures designed. The risks include (i) limited capacity of training institutions (ii) limited adoption of trained skills (iii) limited interest from private sector (iv) factors affecting businesses (v) insufficient targets identified (vi) an unfavourable economic condition (vii) insufficient data available. The measurements are considered accordingly.

Monitoring and evaluation

- **Reporting, monitoring framework and external evaluation.** FAO and UNIDO will be regularly reporting on progress on implementation and financial management. The monitoring framework will provide performance indicators, data sources, collection methods and frequency, responsible actors and baselines and targets for each result. External midterm and final evaluations are planned.
2 Introduction

2.1 General Country Context

- **Growing population.** According to the World Bank (2020), Zambia is experiencing a large demographic shift and is one of the world’s youngest countries by median age. Its population, much of it urban, is estimated at about 17.9 million and growing rapidly at 2.8% per year, partly because of high fertility, resulting in the population close to doubling every 25 years. The population is projected to grow by 40% in the next 15 years from 16 million in 2015 to approximately 27 million in 2035. This trend is expected to continue as the large youth population enters reproductive age, which will put even more pressure on the demand for jobs.

- **Stagnating economy and poverty.** Despite of many strategies for Zambia’s economic growth, the country still faces a depressed economy. Based on the 2015 Living Conditions Monitoring Survey by the Governments Central Statistics Office, an estimated 54.4% of Zambians live in extreme poverty. Rural poverty (at 76.6%) is more than three times the 23.4% of urban poverty. Zambia’s real Gross Domestic Product (GDP) slowed to an estimated 1.4% in 2019 down from 4% in 2018 due to a combination of factors including the economic melt-down and the negative effects of climate change (Ministry of Finance, Budget speech, 2021), a situation which has led to more job losses, especially among women and the young people.

- **Geographic discrepancy in employment.** National unemployment was estimated at 13.2% with Copperbelt, Muchinga, Northern, North-western, Western and Luapula Provinces having higher than the national average rates (Figure1). The Eastern province along with Central, Copperbelt and Muchinga are among the top four commercialized provinces while Western and North-Western are less commercialized. The Eastern province has lower rates of unemployment because many of its households are involved in commercial farming as indicated by the Household Commercialization Index (HCI) which is 33.4% (RALS, 2019). On the other hand, both the Western and North-western provinces have higher unemployment rates partly due to low crop commercialization of smallholder farmers at 11.2% for the Western and geographic disadvantages such as its scarce owned land size to commercialize (average 1.9 ha per household) and longer distance to farm for the North-western. Northern and North-western Provinces are traditionally recognized as not agriculturally focused areas causing the lower commercialization rate, hence the immediate results by the project intervention may not be realized.

![Figure 1: Unemployment rate by province, Zambia (LSFR, 2019)](image-url)
• **Dominant agricultural employment with informality.** According to the World Bank (2020), agriculture decreases its contribution to Zambia’s GDP in the past decade from 11.6% in 2009 to 2.7% in 2019. However, in terms of employment in Zambia, the agricultural sector is the main employer at 71% although the mining sector has been the main driver of economic growth (CSO, 2019). A total of 605,009 people is employed in agriculture out of an estimated 2,912,092 people in employment representing 21%. A World Bank report (2016) indicates that agriculture and agro processing contributed 52% of non-service jobs in 2010 compared to mining (25%) and other manufacturing at only 23%. As one of the main drivers of Zambia’s economy, agriculture therefore offers great potential in generating job opportunities for its youth along several high potential value chains. On the other hand, Zambia Labour Force Survey Report (LFSR) (2019) emphasised that 80.8% of workers in the industry engage in an informal sector where their job is not prominently sustainable and no stable income is guaranteed.

2.2 **Demographic profile and distribution of youth**

• **Fast growing youth population.** According to CSO (2020), youth population in 2019 was 5.9 million accounting for 33% of the total population in Zambia. It is projected to drastically increase by 71% to 10.1 million by 2035. In 2019, the youth population contributed to 86% of the number of national labour force (LFSR, 2019).

• **Migration to urban areas.** Figure 2 shows distribution of youth population across Zambia by Province. It is clear that the most urbanised areas such as Lusaka and Copperbelt have the highest percentage of residence of youth whilst the more rural areas such as Muchinga and North-western Provinces have less percentage. Youth migration has been captured in the research indicating 44% of youth are migrating from urban to urban areas while 17% of that are migrating from rural to urban areas for seeking jobs (IAPRI, 2019).

![Figure 2: Youth distribution by Province (Zambia Census data, 2015)](image)

2.3 **The level of education of youth**

• **Poor educational background.** The research revealed that the educational level for youths has remained low; 58% of youths completed secondary education while only 2% of youths completed higher education (IDRC, 2015).

2.4 **The present employment situation of youth**

• **Youth unemployment accelerated.** Zambia’s unemployment levels remain relatively high with as much as 12.5% of Zambians not in employment, which was 7.8% in 2012 (LFSR,
2012, 2019). As of 2019, Zambia’s youth unemployment rate was higher at 17.9% compared to 10.0% unemployment in 2012.

- **Gender.** Youth unemployment is also higher among females at 18.5% compared to 17.4% among their male counterparts. Youth employment by gender has been leaning on male side as the employment rates are 60% and 40% for male and female respectively (LFSR, 2019).

- **Urban vs Rural.** Rural youths are also increasingly unemployed due to a lack of employment opportunities in the rural areas and lack of education. It is estimated that only 36% of the rural youths are employed compared to 64% of their urban counterparts, even though the numbers of youths in both areas are similar (48% living in urban areas whilst 52% in rural areas) (CSO, 2016 and LFSR, 2019). Rural youths have confronted issues of job access due to poor infrastructure such as internet connectivity and social network.

![Figure 3: Comparison between youth population and youth employment proportion by area (1: CSO, 2016, 2: LFSR, 2019)](image)

- **Youths not attracted to agriculture.** Recent surveys showed youths have distanced from agriculture sector in the past decade. In 2012, 56% of youths engaged in agriculture while in 2019 it stands at 22%, representing 34% reduction in only 7 years. The main reasons lie in the condition of work; agriculture generates low income but requires intensive labour. LFSR (2019) identified that in terms of average monthly earnings, there is a huge discrepancy between non-agriculture and agriculture sectors (4,403 ZMW and 2,038 ZMW respectively). Recently, 29% of youths are engaged in wholesale and retail, 7% in manufacturing, 5% in education, 5% in construction etc.

- **Dominancy of informal jobs in agricultural production.** 81% of jobs youths are engaged in are informal (LFSR, 2019) and a majority of those informal jobs are created in the production stage. 90% of youth workers in agriculture work in production while 7% are in services and 3% in processing.

- **Lack of access to affordable capital (cash, land, finance etc).** The study from IDRC (2015) illustrated that almost half (49%) of youths are in poverty with little income. Together with low educational level, youths have difficulties in investing in opportunities for better employability. Additionally, under circumstance of poverty, youths are not managing to access financial loan easily for starting up their small-scale business. Even land property is normally not equipped with youths therefore they are expected to rent a land.
• **Lack of practical experiences/skills from TEVETA.** Insufficient capacity of TEVETA programmes hinders access to practical experiences and skills. TEVETA targeted 42,000 youth students to be trained in 2013 while 282,000 were not able to enter into the training programme nation-wide (IDRC, 2015). It merely accounts for 13% of the potential workers who could get proper support from the institution. Moreover, skills development through TEVETA programmes has been a challenge in youth employability as many employers cited the lack of practical skills and work experience as the main reasons for shunning youth labour. Unmatched training programmes from the industry demands have been discussed by industries. Training programmes need to be well coordinated to answer to industry requirements and stimulate more interest in agriculture among youths.

• **Limited coordination in education systems.** Agricultural universities and colleges over produce youth graduates more than the industry requirements. The current education system does not prepare youths adequately to work on farms. According to Mr Simon Zimba (Vice Principle at the NRDC), although interest in studying agriculture is increasing judging from the number of applications (average of 3000 applications per year compared to only 500 in the late 1990s), students come into agricultural colleges and universities without prior high school knowledge of agricultural sciences. To address this problem, the Ministry of General Education has already indicated its intention to make agriculture science as a compulsory subject all the way up to grade 10 to make agriculture more appealing among all the youths.

• **COVID-19 has worsened the labour market situation.** Unemployment rates have also gone up during the COVID-19 pandemic, especially in the hospitality sector where restaurants and hotels were closed up. It has been estimated by many economic commentators that between February and May 2020, 28% of the jobs lost nation wide were from the agriculture sector. As a response to this economic operational and financial stress, most employers let go of youths and women employees before extending the exercise to their men and older counterparts. The hospitality industry is an important off-taker of most agricultural products, and its closure not only directly negatively impacted on employment both in hotels and restaurants, but also in processing and on farms.

• **Youth policy coordination and actualisation.** The National Youth Policy of 2015, which has been the main youth policy developed by Ministry of Youth, Sport & Art, was informed by the TEVETA policy of 2009 aims at achieving empowerment for the youth and clearly highlights target groups among the youths. The country has several policies that support youth empowerment in particular.
  o National Employment and Labour Market Policy (2005)
  o Zambia Development Agency Act (2007)
  o National Youth Policy (2015 revised)
  o Seventh National Development Plan (2017)
  o National TEVETA policy (2020 revised)

Whilst there broadly appears a focus on youth empowerment in several policies, key themes exist in the policy documents that point to aspects of job creation. Broadly speaking, an adequate policy context for youth employment does exists in Zambia but this will need further
coordination and strengthening. At the moment, the many policies in place lack clear solutions and therefore difficult to implement. Additionally, lack of adequate finance for youth projects account for low implementation rates resulting in low interest among youths and low awareness about youth policy interventions.

3 Challenges and opportunities for job creation for youth in the agriculture and agribusiness sector

3.1 The characteristics of the agriculture and agribusiness sector in Zambia

- **Low productivity of dominant rain-fed crops.** Although Zambia’s agriculture sector employs most of the rural poor (more than 60%), the sector remains largely underdeveloped. Its contribution to GDP averaged 9.8% in the period 2006-2015, way below the national aspiration of 20%. One of the major reasons for this low contribution is the predominantly rain-fed production and emphasis on maize as a cash crop (Figure 4) supported by two large government programmes, the Farmer Input support Program (FISP) and the Food Reserve Agency (FRA). This is in spite of the 7NDP emphasizing on diversification away from maize to other high value crops coupled with agro-processing as being essential to socio-economic development, with the expected outcome of a diversified and export oriented agricultural sector.

![Figure 4: Top 10 Crops by Production in thousand MT (2013 – 2018) (MoA, 2019)](image)

- **Diversification of produce.** There is need therefore, to diversify away from maize and out of crops into the livestock sector and aquaculture to grow the contribution of agriculture to the GDP and also create the much-needed jobs. A horticultural value chain study conducted by IAPRI indicated that gross margins for crops other than maize such as horticultural crops were much higher, as much as 219 times for cabbage, 179 times for tomatoes and 138 times for onions. Livestock is another important sector largely contributing to the nations GDP. The national census (CSO, 2018) recorded 1,638,423 households involved in raising livestock of which 347,031 own cattle (includes dairy and beef). 1,049 cattle raising ‘establishments’ (emergent and commercial farmers) were also identified (MoFL, 2018). Out of the national herd of 3,714,667 cattle, 3,474,095 head (93 per cent) are kept by smallholders and 240,572 (seven per cent) by establishments. Just like the crops sector, livestock also faces some challenges especially diseases and effects of climate change (e.g lack of water and pasture for the animals on free range grazing).
• High levels of informality and poor access to market. This is a challenge particularly experienced in the horticultural value chain dependent on informal markets, for example at the Soweto Market in Lusaka, where market agents and other politically connected cartels insist on selling farm produce on behalf of farmers, a situation which leads to reduced profit margins among the producers and consequently less opportunity to employ more farm hands on farms.

• Limited access to financial service. According to FAO (2020) survey in Districts, only 15% of cooperatives can access financial services for further investment such as mechanisation which increases productivity. Most farmers confront difficulties in (i) provision of collaterals (ii) high interest rate (iii) monthly repayment (iv) financial illiteracy. Hence, development of financial products customised for smallholder farmers and financial training will enhance access to credits.

• Lack of access to technology and better farming technologies (including ICT). General lack of transferrable skills among youths in agriculture in technology dependent operations such as high-value combine harvesters and high value precision tractors forces commercial farm owners to rely on more experienced older workers to safeguard their investments. The rate of technology advancement is slow (e.g. the drone technology in Zambia is restricted and still requires a long process of clearance (for example by the defence forces), yet this is an attractive space for the youths). Particularly in rural areas, infrastructure is not developed enough for all people to access internet and this undermines the opportunities of local innovation.

• Strong government intervention in food security. The country continues to experience low investments in agriculture especially from the public sector. An analysis by IAPRI (2021) of the agriculture budget revealed that expenditure in agriculture continues to be dominated by two flagship government programmes, the Farmer Inputs Support Program (FISP) and the Food Reserve Agency (FRA) at 86.3% of the total agricultural budget. Less funding is still allocated towards Research and Development, Irrigation and Extension services at less than 1% as recommended by the African Union. It is a well-known fact that most value chains are motivated by profits and therefore no profits equate to no investments, no jobs and ultimately no economic growth for the country.

• Pests and disease outbreaks. The negative effects of climate change are also expressed in the frequent outbreaks in new agricultural pests and disease outbreaks namely the Fall Army worms, Tuta Absoluta in tomato production and also the recent outbreak of the African Migratory locusts in many countries including Zambia.

3.2 The private sector and SME’s role in the Food System
• Cooperatives are a platform of agriculture production for over 400,000 smallholder farmers. As of 31st December 2017, the Department of Cooperatives had 46,424 cooperatives country-wide on the cooperative register of which 61% are on agricultural and 26% on livestock (MCTI). The cooperatives can access the government subsidy programme (FISP) including seeds and agrochemicals mainly for maize production.
• **Aggregation is the common SMEs’ role.** The small-scale traders called briefcase traders are the most dominant form of the aggregation in the rural Zambia. IAPRI illustrates that as high as 30% of the total crops trade in rural Zambia is done through them. The traders reach to the households and buy produce from them, aggregate these and sell to the large commercial buyers including those of commercial traders-processors as well as the government food reserve (FRA).

• **Vertical integration by large companies.** Compared with many African countries, Zambia has a well-developed agribusiness industry with many opportunities where over 400,000 smallholder farmers are linked to agribusiness firms through vertically integrated outgrower programmes primarily cotton and to a lesser extent sugar, tobacco and soybeans. The outgrower programmes are the largest source of the loan to the farmers covering 9.7% of total loan floated to the smallholder producers. A number of large firms are engaged in various agro-processing efforts in the country including Zambeef (dairy, beef and poultry), Mt Meru (soybeans crushing and cake), Parrogate Group (soybeans and cotton), Yamara Group (canned beans and soy-corn blends) and 260 Brands which is involved in ready to cook soy snacks and drinks. However, these large agribusinesses do not offer a large number of employment opportunities due to under-utilization of their processing capacity and also reduced market demand resulting from the economic melt-down in the country. Therefore, opportunities in agribusiness lie in the development of food and beverages for Small and Medium Enterprises (SMEs) to promote primary level processing at local level.

### 3.3 The entrepreneurial ecosystem

• **Entrepreneurial culture.** Zambia is one of the highest early-stage entrepreneurship rates among the countries (GEM, 2012). Labour statistics from IDRC (2015) show that larger segment of employed youth in agriculture are self-employed individuals. Especially youths find entrepreneurship positive and 80% of all youth subjects answered they have a strong perception of good opportunities for starting a business (GEM, 2012).

• **Poor regional reach of business supporting institutions.** Most of the business development service providers are based in the capital Lusaka and have very limited reach to entrepreneurs in rural areas. For instance, Luapula, Northern, Muchinga, Eastern, Central and Western Provinces have less than 4 entrepreneurship supports from the private sector. Online training and mentoring programmes and e-platforms, online solutions remain a challenge due to network connectivity and lack of engagement.

• **High concentration on idea and early-stage interventions.** The recent report on IT entrepreneurship support in Zambia discovers that a majority of the support institutions in the ecosystem provide support to entrepreneurs at idea and early stages. At these stages, business training and coaching opportunities to build skills and knowledge of entrepreneurs are widely available. However, the report identifies a gap in the provision of soft and technical skills that are crucial for start-ups when managing and growing effectively their business. Training opportunities focused on building skills
in areas such as business traction, pitching, team and financial management are very limited, even if they are key factors in attracting investors (ZICTA, 2020).

**Figure 5: Tech ecosystem actors by category and business stage (extracted from ZICTA, 2020)**

- **Soft skills training.** Training and coaching opportunities to build soft skills and knowledge such as pitching, getting commercial traction, managing a team, management reporting and planning and budgeting financial resources is limited in the current entrepreneurship support offer in Zambia. Skills and knowledge on such areas is crucial especially when approaching local and international investors (ZICTA, 2020).
• **Mentoring programmes.** Several mentoring programmes are currently provided by entrepreneurship support institutions in Zambia. However, they tend to encounter limitations in pairing relevant and committed mentors with aspiring entrepreneurs, and entrepreneurs rarely manage to take full advantage of these programmes. This gap in mentoring services in the ecosystem is partly due to the lack of pre-match training and coaching opportunities to build entrepreneurs’ skills on how to work appropriately and effectively with mentors.

• **Limited connections to investor.** Some initiatives aiming at establishing angel business network and crowdfunding platform are emerging in the country at the time of this report, but these initiatives remain limited and funding opportunities are still scarce. Only a few support institutions offer venture capital funds and seed capital funds, and family and relatives still remain the main source of financial support for aspiring entrepreneurs (ZICTA, 2020).

• **Limited access to funds.** In regard to financial support, Zambian entrepreneurs suffer from poor connections to funding opportunities and investor networks. Access to finance remains one of the biggest challenges at all stages of development, from starting a business to driving growth and expanding existing businesses (ZICTA, 2020). Recently, Zambia has started to think about alternative financing solutions and some support institutions have taken the initiative to start working on the creation of a first Zambian business angel network to support early-stage entrepreneurs. In this process, they are collaborating with the African Business Angel Network (ABAN)1, an association providing support to angel investing network across Africa to maximise their impact.

• **Information and networks.** Some initiatives aiming at establishing angel business network and crowdfunding platform are emerging in the country at the time of this report, but these initiatives remain limited and funding opportunities are still scarce.
Only a few support institutions offer venture capital funds and seed capital funds, and family and relatives still remain the main source of financial support for aspiring entrepreneurs (ZICTA, 2020).

3.4 Opportunities of the Agriculture sector

- **Strong Urban demand for agri-foods.** There is an upward trend of increasing demand for agri-foods in some commodities such as fruits and vegetables, dairy products and poultry. Recent estimates by the South African Poultry Association (2015) show that demand for some product categories such as poultry, tripled only between 2012 and 2015 (from 3 kg per capita to 9 kg per capita). On average, food demand in Zambia has grown at least 100 % from 2000 to 2019.

- **Domestic demands increasing as imports get more expensive.** Due to disruptions in supply chains of imported foods due to the COVID-19 pandemic resulting from closure of some borders, food imports have become much more expensive, and local retailer shops such as Food Lovers, Shoprite and Choppies are now willing to purchase locally a wide range of food categories, as long as quality standards and quantity requirements can be reliably met by local producers, both farmers and downstream agribusinesses. This offers an opportunity for off-season irrigated crops such as specialty vegetables (peppers, cucumbers, watermelons etc) and down-stream employment opportunities.

- **Excess processing capacity in some key value chains.** As indicated above, the excess processing capacity of many processors in Zambia offers an enormous opportunity for agro-based SMEs to take advantage of and generate the much-needed income and employment. On top of soyabean and dairy, excess demand for commodities has also been observed in sunflower (for oil), sorghum (for brewing), cassava (for processing), fruits (to dry) and many other products in Zambia.

- **Digitalization.** According to the private agricultural companies, Zambia has not yet developed the ITC although there would be a huge potential to improve the productivity. For example, a precise agricultural practice, prediction of yield, prediction of occurrence of pest and disease and an e-platform for mechanization service provision and sales market have been developed in other countries such as Trotro Tractor in Ghana and Tulaa in Kenya. It is expected to be a game-changer of the industry.

3.5 Identified agricultural value chains presenting economic potential for youth

- **Key points specific to youth employment.** There are some key points which need to be considered when looking at options for creating jobs for the youths namely;
  - **Small initial investment cost.** Youths do not have money and find it hard to access finance.
  - **Quick and high ROI.** Youths cannot wait for a long term to get income.
  - **Growth potential and demand.** Youths can sustainably capture local demand and create employment.
  - **Sector support services.** Youths need support services to compensate for their limitation such as finance, knowledge, inputs access.
- High degree of innovation. To maximise comparative advantage of youths in high adaptation nature to new technologies.
- Resilience. Youths are vulnerable and do not have sufficient financial capacity to endure externally inevitable factors such as pest and disease, climate change.

- 2 value chains have been selected: Soybeans and Aquaculture. OYA in collaboration with another FAO initiative called Incentivising Public and Private Investments Programme (IPPIP) in sustainable food systems and agri-business promotion in Zambia selected 2 value chains in line with the priority from MoA and MoFL: Soybeans and aquaculture. The value chain selection workshop was held on 27th May 2021 attended by both public and private sector representatives. The participant list, the detailed selection criteria information and the detailed value chain analysis for both industries are included in Annex 3 and 4.
- Rationale of the selection. Soybean and Aquaculture both scored high in top 3 were selected as they were identified as Value Chains that are compatible and guarantee synergy. Value addition was considered as important in selecting the two value chains as scope for generating more value adding products through processing is guaranteed. Nutrition is another important element to consider as the two value chains are a source of nutrition. This would enable the OYA Programme to meet youth employment, food security and nutrition objectives, respectively. The two value chains generate high market demand offering youths opportunity to generate income, profit maximization, and enable the project to fulfil gender equality aspirations.

4 Summary of Key Constraints and Possible Interventions
According to the findings, 4 thematic areas for the programme intervention to address key constraints are identified: (i) vocational training for skill development; (ii) value chain development; (iii) entrepreneurship for self-employment; and (iv) policy development.

Table 1: Summary of key constraints and possible interventions

<table>
<thead>
<tr>
<th>Fact</th>
<th>Constraint</th>
<th>Cause</th>
<th>Possible Intervention</th>
<th>Thematic area</th>
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<tbody>
<tr>
<td>Low level of labour supply (especially rural youths and women)</td>
<td>• Limited skills and experiences with youths</td>
<td>• Limited access to the training programmes</td>
<td>• Development of a remote training system</td>
<td>Vocational training for skill development</td>
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<tr>
<td></td>
<td></td>
<td>• Unmatched training programmes with industry demands</td>
<td>• Revision of the training programmes</td>
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<td></td>
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<td></td>
<td>• Improved skills anticipation</td>
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<td></td>
<td></td>
<td>• Limited capital to invest in skill development</td>
<td>• Provision of capacity building training</td>
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<td></td>
<td>• Limited linkage with employers</td>
<td>• Limited sources of communication</td>
<td>• Development of an apprenticeship programme in partnership with private sector</td>
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<thead>
<tr>
<th>Fact</th>
<th>Constraint</th>
<th>Cause</th>
<th>Possible Intervention</th>
<th>Thematic area</th>
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</thead>
</table>
| Low demand from employers to hire youths (especially rural youths and women) | • Limited economic capacity | • Underdeveloped business model in agriculture  
• Negative external factors affecting the business  
• Limited access to finance  
• Limited access to market  
• Limited capability of digitalisation for enhancement of effectiveness | • Establishment of an upgrading strategy  
• Develop youth-targeted product and services in partnership with financial service providers  
• Development of marketing tools  
• Provision of training | Value chain development |
| | • Lack of incentives to hire youths | • Limited support mechanism to hire youths  
• High turnover rate of youths (low engagement in agriculture)  
• Limited linkage with youths  
• Lack of bilateral platform | • Provision of resource for partnership  
• Supplying opportunities for youths to access job information  
• Development of an apprenticeship programme in partnership with private sector | |
| Few successful youth entrepreneurship cases | • Entrepreneurial/business capacity is low | • Limited opportunities to receive training on entrepreneurial/business skills  
• Limited connection and knowledge sharing  
• Limited access to business development services | • Provision of training  
• Development of entrepreneurs’ platform  
• Provision of training from business development service providers  
• Provision of training | Entrepreneurship for self-employment |
| | • Business linkages and partnerships are scarce | • Limited knowledge of partnership development | | |
| | • Limited financial access | • Limited capacity of making business plans | • Development of incubation activities/acceleration | |
5 Background of OYA Programme

- **Joint Programme between FAO and UNIDO.** The Food and Agriculture Organization of the United Nations (FAO) and the United Nations Industrial Development Organization (UNIDO) developed this joint programme “Opportunities for Youth in Africa (OYA)” in response to a dedicated call for accelerating efforts in the area of job creation for African youth, especially through agribusiness and entrepreneurship development. This programme provides an opportunity to strengthen the collaboration between FAO and UNIDO, and to position both agencies jointly on decent rural employment creation, agribusiness and value chain development, and support to small- and medium-enterprises (SMEs) in agriculture. By coming together, FAO and UNIDO will leverage on their strengths as knowledge organizations as well as technical agencies with extensive experience on decent employment creation and entrepreneurship development.

- **FAO expertise.** FAO seeks to develop a strong enabling environment in which youth can thrive and seize decent rural employment opportunities. In particular, FAO works to: i) Develop innovative and field-tested approaches that address the constraints rural youth face in accessing decent work; ii) Support governments in the design and implementation of strategies that more effectively target rural youth, as well as to integrate youth issues into National Agricultural Investment Plans; iii) Generate more country-specific research to advise stakeholders about employment conditions and opportunities in their respective countries; and iv) Advocate and further rural youth needs at global level.

- **UNIDO expertise.** The achievement of SDG 9 is at the heart of UNIDO’s interventions: achieving inclusive and sustainable industrial development (ISID), as promoted by UNIDO, seeks to realize the opportunities generated by industrialization, given the momentum it generates for modernization through innovation and improved livelihoods by increasing generational incomes. Aligned with the Sustainable Development Goals, youth is at the centre
of ISID, which seeks to create shared prosperity and improve economic competitiveness while preserving the environment. In addition, the development of SMEs and entrepreneurship, particularly under the leadership of young women and men, in manufacturing and their related service sectors have proven to be key drivers of job creation, innovation and increased socio-economic prosperity. Achieving ISID involves paying special attention to young women and men who face serious and specific challenges in achieving their social and economic potential, including the challenges of finding decent employment. Not providing adequate production opportunities for young women and men has far-reaching consequences, especially as today’s young men and women will be the engine of the future economy and most of the working-age population.

- **Synergy.** Following each Agency’s mandate, the intervention will benefit from FAO’s expertise in decent rural employment creation in agriculture and agribusiness, and from UNIDO’s key role on enterprise and entrepreneurship development and investment promotion. Each agency will create synergies with on-going interventions (if any), thereby complementing existing investments carried out towards addressing youth employment and entrepreneurship development challenges. This will ensure mainstreaming of youth employment and entrepreneurship development in the work of both FAO and UNIDO, at the same time avoiding duplication of efforts and maximizing the expected impact of both agencies’ interventions.

### 6 Programme alignment and Strategic Fit

**Table 2: Summary of programme alignment with policies/priorities**

<table>
<thead>
<tr>
<th>Policy/Priority</th>
<th>Details</th>
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<tbody>
<tr>
<td>7th national Development plan</td>
<td>Zambia’s Seventh National Development Plan (7 NDP)</td>
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<tr>
<td></td>
<td>Pillar 1: Economic Diversification and Job Creation; result area 3.9 Enhanced Decent job opportunities in the economy. Project will contribute to achieve the national aim of creating decent and inclusive job opportunities in the rural areas through enabling businesses to increase productivity. The project will be closely aligned to the following program envisaged by the 7 NDP:</td>
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<tr>
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<td>• Strategy 1: Promote Industrialization and Job Creation; Program (d): Value addition and value chain diversification and development.</td>
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<td></td>
<td>• Strategy 2: Facilitate Micro, Small and Medium Enterprise development; Program (b): Business and market linkage promotion; Program (e) Capacity development</td>
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<tr>
<td></td>
<td>• Strategy 6: promote entrepreneurship skills training and Development; Program: Entrepreneurship zeal mentorship and talent cream skimming support</td>
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<tr>
<td>National youth policy 2015</td>
<td>The project is specifically aligned to the Youth employment and entrepreneurship development objective of national youth policy 2015:</td>
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<tr>
<td></td>
<td>• Objective 1: Reduce poverty and vulnerability among the youths</td>
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<td></td>
<td>• Objective4: promote the expansion of the subsectors that have relatively high employment opportunities</td>
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<tr>
<td>ZUNSDPF 2016-2021</td>
<td>Pillar 2 of the Zambia-United Nations Sustainable Development Partnership Framework (ZUNSDPF 2016-2021) which states “Environmentally Sustainable and Inclusive Economic Development: A road to a more equal and Prosperous middle-income Zambia” the project further aims to contribute both indicators of the pillar</td>
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<tr>
<td>Policy/Priority</td>
<td>Details</td>
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<tr>
<td>• Indicator 2.1: By 2021, Productive sector expand income earning opportunities that are decent and sustainable, especially for youths and women</td>
<td></td>
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<tr>
<td>• Indicator 2.2: By 2021, women, youth and other vulnerable groups are empowered to participate in economic opportunities that are decent and promote sustainable livelihoods</td>
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</table>
| Zambia Decent Work Country Programme (ZDWCP) | Priority 1 of the Employment opportunities for all. The project particularly contributes to the following outcomes:  
• Outcome 1: sustainable enterprise development;  
• Outcome 3: Entrepreneurship development for women, youths, PWDs and PLWHIV/AIDS |
| FAO Zambia Country Programming Framework | Priority 1: Production and productivity improvement in crops, livestock and fisheries  
Priority 4: Improved market access and sanitary measures  
• Outcome 1: To sustain increased agricultural production, productivity and value addition of major crops, livestock, forest products and fisheries based on comparative advantage in different agro-ecological regions in the country.  
• Outcome 4.1: To create an enabling environment that will improve the functioning of agricultural markets and increase private sector participation in agricultural marketing and promote value addition |
| UNIDO framework | (Mr. Maziko will fill out) |
| Zambia vision 2030 | Zambia agriculture sector vision: An efficient, competitive, sustainable and export-led agriculture sector that assures food security and increased income by 2030. Relevant goals are:  
• Increase agricultural productivity and land under cultivation by 2030;  
• Increase exports of agricultural and agro-processed products by 2030;  
• Increase livestock population; and  
• Increase fish population  
Zambia Employment and Labor sector vision: Sustained full Employment. Relevant goal is:  
• Maintain unemployment rate to below 10 per cent of the total labor force by 2030; |
| Sustainable Development Goals (SDGs) | While youth is integral to the overall global agenda and the Sustainable Development Goals (SDGs), youth employment is also an explicit goal on the global development agenda.  
• SDG 1: End poverty in all its forms everywhere  
• SDG 2: Zero hunger  
• SDG 8: Full and productive employment and decent work for all  
• SDG 9: Industry, innovation and infrastructure |

7 Country framework for youth (FAO and UNIDO)  
• **Youth component in FAO Country Programming Framework.** The 2017-2021 FAO Country Programming Framework (CPF), which hinges on 4 priority areas with consideration to gender, youth and social protection.  
  o **Priority 1:** Improve production and productivity of crops, livestock, fisheries and forestry
Priority 2: Sustainable management of the natural resource base and increasing resilience and Uptake of Climate Smart Agriculture

Priority 3: Enhance food security and nutrition status

Priority 4: Improved market access and sanitary measures

Youth is a cross-cutting issue that FAO Zambia must address in all priority areas. FAO is realising that youth is a source of skilled labour to increase productivity, future leaders to manage environmental resources, custodians for food security and innovators for agribusiness.

Current FAO Youth project “YAPASA” (2013-2018). Most recently, ILO and FAO consortium implemented (4+1) year project focussing on the rural youth employment in Zambia since 2013. The project was funded by Swedish International Development Agency (SIDA) through grant funding mechanism to ILO. ILO and FAO then came together to work on the pass-on grant arrangement for this project. The project initially aimed at creating decent job for 3,000 youths through the improvement of 5,000 enterprises. For this project initially focused on the soybean and aquaculture value chains as entry point interventions. To date project has so far been able to reach up to 3,747 smallholder farm enterprises with the creation of job equivalent of 2,484 out of which 38 percent were youth enterprises and 41% of employment created was for youths.

Lesson learnt.

i) Rural agricultural activities in Zambia are primarily rain-fed activities. Crop failure due to the climate vulnerabilities often leaves the producers in miserable condition.

ii) Perception of agriculture as the last resort for youths in terms of career option results in the low motivation of youths to engage in the agriculture enterprises. Limited innovation in terms of products, farming technologies and market exacerbate the lack of motivation and effort to deploy financial and human resources to exploit the opportunities in the sector.

iii) Agricultural markets in rural area are largely an informal market. Contractual measures to develop linkages amongst the value chain actors is not effective.

iv) Social actors including media, faith-based organizations, traditional leadership, business associations and government agencies have important role in promoting youth entrepreneurship in agriculture sector.

v) Market expansion and linkages for agricultural commodities by engaging market players at various levels (large traders/processors, Local traders) would result in the better demand pull and more incentive to engage and improve productivity of agricultural activities.

vi) Cost of doing business is relatively high in and with the largely scattered rural agricultural producers. Effective approach specifically for youth regarding their disadvantages is the priority consideration.

UNIDO Country Programming Framework (UNIDO part by Mr. Maziko).

Intervention Strategy

8.1 Project area and target

Project areas.
Potential focus areas will be (i) Central, Copper-belt and Eastern Provinces for Soybeans (ii) Northern, North Western, Copper-belt and Luapula Provinces for Aquaculture where the production suits agro-ecological conditions. The focus areas will be determined by Ministries (Ministry of Youth, Sport and Art, Ministry of Agriculture, Ministry of Education, Ministry of Small and Medium Enterprises and the Ministry of National Development Planning).

- **Target groups.** The OYA programme offers a three-tiered approach as follows:
  - **Macro level.** The national institutions such as MoA, MoHE, MoCTI, MoYSC will be benefitted to foster robustness, efficiency and competitiveness of the national agribusiness systems and be capacitated to identify bottlenecks, design and harmonize and implement policies, strategies and investment programmes supporting youth employment and entrepreneurship development.

  - **Meso level.** To achieve the projected number of youths to be supported, the project will interact with higher learning institutions such as TEVETA and 10 vocational training institutions for improvement in training programmes. In addition, at least 10 private sector value chain actors can get benefits from business linkages and improved agribusiness systems through the project interventions. Moreover, business development service providers at a local level will get training to strengthen their service capability.

  - **Micro level.** At the micro level, the project will directly benefit 5,000 youths (50% female), 100 youth-led agribusinesses and SMEs to improve employability, entrepreneurship skills and business development competency by provision of vocational and technical training, apprenticeship, business development services etc. Youths are categorised as follows:
    - Students and graduates from school
    - Unemployed youths / Self-employed youth
    - Youth-led agribusinesses and SMEs

In the process above, the project also targets 100 trainers in the vocational training institutions.

### 8.2 Targeting pathways

- **Employment pathways.** The activities and interventions identified in the OYA programme are oriented towards supporting the interests of multiple types of targets to ultimately increase youth employment. Thus, different pathways for job creation in youths are identified as follows:
  - **Employment pathway.** This pathway will identify employment opportunities in collaboration with employers for young people who have left the formal education system and for students and graduates. Programme interventions will support employment generating value chain investments, and orient young people towards decent employment, including through apprenticeship. The mapping and networking exercises will also enable the programme to identify investments that generate labour, identify employment options beyond the narrowly agricultural and expand expectations of ‘appropriate’ sectors of employment for women and youth. The main target groups will include poor and vulnerable youth in the establishing and established age brackets.
Entrepreneurship pathway. This pathway will be operationalised through the identification of entrepreneurship opportunities accessible to youth with different asset profiles and the targeting of these through: (i) a simple outline of the opportunities and risks; (ii) value chain brokering to support backward and forward linkages; (iii) technical capacity building through possible coaching and mentoring programme; (iv) support with access to land and finance and; (v) the development of an enabling policy environment. These enabling measures will ensure that business models and opportunities relevant to all rural youth target groups are supported, although the main target group is likely to be vulnerable and emerging youth in the establishing and established age group.

Business development pathway. This pathway will capacitate identified existing youth entrepreneurs such as youth-led agribusinesses, IT and SMEs for expansion of their businesses in the selected value chain areas. The interventions will support entrepreneurs by: (i) capacity building training in entrepreneurial skills; (ii) business development services; (iii) partnership with value chain actors; and (iv) coaching and mentoring programme. This will lead to enhancement of business profitability to strengthen the resilience of youth entrepreneurs in the existing market and improve the long-term economic opportunities in youth inclusive business model.

8.3 OYA Theory of Change

- Rationale. OYA aims at creating opportunities for youth to build their economic livelihoods through entrepreneurship or gainful employment thereby increasing their contribution to sustainable and inclusive rural transformation. This is expected to assist in incentivizing a new generation of farmers, youth entrepreneurs and value chain players that will drive a modernization of agriculture and ensure that, through improved rural livelihoods, migration is a livelihood option rather than a necessity.
8.4 Action Plan

- **Approach.**
  - **Partnership approach.** Partnerships will be set-up with training institutions (including TEVETA, advanced entrepreneurial and business institutions, etc) for enhancement of soft, technical, entrepreneurial and digital skills, and with private sector employers to co-develop youth-inclusive business models and increase youth employment. In addition, the programme will establish contacts with value chain supporting actors (physical inputs and non-financial service providers) with facilities and financial institutions to enhance access to capital and productive resources for youth. Meso-level organizations (e.g. business associations, labour unions, trade offices, etc) will be involved as well in the programme activities. Relevant government institutions will provide indications on targeting of beneficiaries and communities as well as strategic directions for implementation of activities.

  - **Value chain development approach.** To improve youth employment, contribution from existing value chain actors in private sector is immense. Following capacity building training to youths, application of an upgrading strategy in the selected value chains needs to be implemented by the value chain actors to increase profitability, thus increase employment. The programme, therefore, will profoundly analyse the value chains and establish possibly youth-inclusive business
models and call for private sector to be involved. This eventually can be an exit gateway for youths to be trained.

- **Key milestones.** The OYA programme action plan outlines key milestones in the course of activities.
  - **Inception, diagnosis and stakeholder engagement phase.** This phase will be devoted to: (i) setting up the organisational structure, including MoUs with government counterparts and all partners, as well as hiring service provider(s); (ii) developing programme tools and approaches; (iii) carrying out mapping studies at the District level and setting up District multi-stakeholder platforms; (iv) selecting participating TEVETA institutions and mobilise youths; (v) initiate preparatory activities in outcomes; and (vi) designing the M&E system and preparing capacity building;

  - **Capacity building phase.** Training activities to vocational institution trainers, youths and youth-led agribusiness and SMEs will be initiated in the target Districts for the first batch (Outcome 1 and 2). Private sector partnership processes in the selected value chains will be carried out (Outcome 3).

  - **Pilot and PDCA phase.** After taking training for targeted skills, pilot projects will be conducted: apprenticeship programme (Outcome1), digital technology application, financial product development (Outcome2) and implementation of youth-inclusive business models (Outcome3). The pilot activities will be reviewed for achievements and it will orient further programme implementation.

  - **Adjustment phase.** The following batches will start activities after review and recommendations identified.

  - **Scale up phase.** Accumulating achievements and lessons learnt, the OYA programme will consider scale up through political frameworks for the programme sustainability (Outcome4). With engagement of all stakeholders, capacitated national institutions will initiate dialogues for development of adjusted policies to enhance youth employment in agriculture sector. Additionally, the programme must consider the possibility of the next stage programme implementation.

With regard to the approaches and key milestones, priority interventions of the OYA programme are proposed to take the following plan:

**Outcome 1:** Employability (on- and off-farm) and self-employment capabilities of youths in agriculture and agribusiness are enhanced.

**KPI for Outcome 1 (target number):**
- # of agriculture/ agribusiness skills stakeholder coordination platforms formed for skills anticipation (1)
- # of TEVETA agriculture and agribusiness courses reviewed and/or developed (5)
- # of TEVETA institutions supported as centres of excellence (10)
- # of TEVETA trainers received advanced training (100)
- # of youths enrolled in TEVETA accredited training institutions and participated in training (5,000)

Output 1.1: Platform & systems for improved skills coordination, collaboration, and skills anticipation within the agriculture (including aquaculture) and agribusiness sectors
   Activity 1.1.1 Facilitate an agriculture/ agribusiness skills stakeholder coordination platform formation.
   Activity 1.1.2 Support to operationalize the platform; semi – annual meetings.
   Activity 1.1.3 Support to collaborative efforts for skills anticipation within the agriculture/ agribusiness sectors.

Output 1.2: Improved TEVETA certified training in agriculture and agribusiness; entrepreneurship; soft skills; ICT and digital skills
   Activity 1.2.1 Facilitate review and update agriculture and agribusiness TEVETA training curriculum.
   Activity 1.2.2 Support to transform entrepreneurship training to stand-alone competence based courses
   Activity 1.2.3 Support to develop competence based soft skills training curriculum
   Activity 1.2.4 Support to develop competence based ICT & digital skills training curriculum
   Activity 1.2.5 Support TEVETA to roll-out new curriculum and training courses to affiliate training institutions offering agriculture and agribusiness training.
   Activity 1.2.6 Support TEVETA and its affiliate training institutions to undertake tracer studies to improve the review and design of future offers.

Output 1.3: Centre’s of excellence for agriculture and agribusiness training in priority provinces (staff training of trainers) established
   Activity 1.3.1 Build capacity of selected training institutions to become TEVETA certified centres of excellence in agriculture and agribusiness training (materials, equipment support and Training of Trainers).
   Activity 1.3.2 Link centres of excellence to agri-business industry through MOU’s (guest lecturers, practical learner-ships, agriculture market trends, modern equipment, materials and tools....)
   Activity 1.3.3 Support the centres of excellence with necessary equipment’s, materials and tools
   Activity 1.3.4 Support TEVETA and affiliate training institutions to expand their training offers through developing virtual learning platforms to offer blended learning in agriculture and agribusiness.
   Activity 1.3.5 Support TEVETA and affiliate training institutions (centres of excellence) to improve branding and marketing of the trade and craft certificates in agriculture and agri-business
   Activity 1.3.6 Support TEVETA and affiliate training institutions (centres of excellence) to offer employment services especially for short term specialized contract type employments.

Output 1.4: Life-long learning pathways in agriculture & agri-business established through support to TEVETA
   Activity 1.4.1 Build capacity of selected secondary schools to offer TEVET training in agriculture & agri-business (two-tier system)
**Activity 1.4.2** Strengthen the Recognition of Prior Learning (RPL) in agriculture and agribusiness through linking the established centers of excellence to TEVETA as skills and competences assessment centers.

**Activity 1.4.3** Support to TEVETA and its affiliates and the NYDC to link to industry through MOU’s for purposes of apprenticeships, internships and other learner-ships.

**Output 1.5** Expanded and scaled-up training in soft skills; ICT and digital skills

**Activity 1.5.1** Review study of the youth focused informal trainings in soft-skills, ICT, digital skills to identify leverage points for scale-up

**Activity 1.5.2** Identify suitable scale-up partners for training of youth in soft-skills, ICT and digital skills and sign-up partnership agreements

**Activity 1.5.3** Capacity support of scale-up partners to set-up and expand presence and activities in five new provinces

**Outcome 2**: Existing and emerging youth-led agribusinesses and SMEs in agriculture have increased access to finance and are better integrated into local, regional and international markets.

**KPI for Outcome 2:**
- # of SME focussed BDS providers received capacity support (10)
- # of youth youth –led SME’s received the business support services in targeted VC (100)
- # of business partnership between youth-led agribusiness and financial and non-financial service providers (20)
- # of youth-led small enterprise BDS centre’s established (5)
- # of youth-led SME’s mobilized & linked to BDS (5,000)

**Output 2.1** Youth-led agribusinesses, youth-led IT companies and SMEs in agriculture are effectively mobilized through existing associations of SME’s

**Activity 2.1.1** Review the most suitable business oriented SME association or organizations that is also focussed on youth-led agribusinesses and sign partnership agreements.

**Activity 2.1.2** Support member recruitment/ mobilization of youth-led IT companies, youth-led agribusinesses, and youth-led SME’s in agriculture through the existing SME’s associations

**Activity 2.1.3** Support capacity building of SME association to ensure robust membership database, improved membership services offer and association viability.

**Output 2.2** Private BDS providers focused on SME’s (including youth-led SME’s) capacity built

**Activity 2.2.1** Facilitate market study or review of the SME BDS market in Zambia (in partnership with other players e.g. ZDA).

**Activity 2.2.2** Disseminate study or review findings to stakeholders especially BDS providers.

**Activity 2.2.3** Identify apex organizations for BDS providers in Zambia to reach BDS providers.

**Activity 2.2.4** Capacity build private SME BDS providers through training – with a focus on clarifying their offers, digitization, business modelling, product development, marketing and customer relationship.

**Activity 2.2.5** Facilitate capacity building of SME BDS providers through linkages to empowerment programs, agriculture commodity aggregators, buyers, financial institutions, NYDC and other public institutions.

**Activity 2.2.6** Support SME focused BDS providers to deliver their services to youth-led SME’s - digitization, business modelling, product development, marketing and customer relationship.

**Activity 2.2.7** Support SME BDS provider’s apex organization M & E functions.
Output 2.3 Current modalities, toolkits and approaches to youth SME access to BDS, Finance and Markets within public institutions (ZDA, CEEC, ZBTC, MA, MFL, MCTI) reviewed and enhanced
   Activity 2.3.1 Review the current SME offers for BDS, Finance and Market access through a study
   Activity 2.3.2 Facilitate a review of the current modalities for BDS & entrepreneurial training of SME’s (ZDA, CEEC, MA, MFL, MCTI……)
   Activity 2.3.3 Support to harmonize BDS and entrepreneurial training modalities through stakeholder consultations.
   Activity 2.3.4 Support roll out of revised BDS, Finance and Market access modalities among stakeholders including small private BDS.

Output 2.4 Establishment of pilot youth-led small enterprise BDS centre’s to offer advice, entrepreneurial skills, linkages, information, mentorship, counselling and other BDS supports to youth-led SME’s
   Activity 2.4.1 Review to identify host organization and support to facilitate stakeholder consultations in specific locations (through public-private partnerships – PPP’s) on the establishment of such business development centres.
   Activity 2.4.2 Support the review of current virtual/physical BDS, Finance and Market access offers targeting youth-led agribusiness in Zambia (including virtual and brick-and-mortar business incubators, accelerators and others)
   Activity 2.4.3 Support signing of MOU’s with relevant private and public institutions to set-up, upgrade and operationalize such centre’s (both physical and virtual)
   Activity 2.4.4 Technical support for delivery of regular BDS activities as scheduled (physical and virtual), including linkages for access to finance and markets.

Output 2.5 Improved youth awareness of entrepreneurial and BDS opportunities, and Finance and Market access offers through strengthened media programming
   Activity 2.5.1 Facilitate media expert review of media offers for BDS, Finance and Market access offers.
   Activity 2.5.2 Expert programming and content development with selected media channels – youth awareness of BDS, Finance and Market access.
   Activity 2.5.3 Launch of & support to media awareness programmes targeting youth-led
   Activity 2.5.4 Identify suitable market players – influencers (aggregators, traders, buyers, input suppliers, public institutions) with capacity and incentives to promote increasing youth entrepreneurship in agriculture and agri-business.
   Activity 2.5.5 Capacity building and support to market influencers – package and market entrepreneurial opportunities for youths in agriculture and agribusiness.

Output 2.6 Improved youth organization and youth agri-preneurs access to BDS, Finance and Markets through support to youth organizations.
   Activity 2.6.1 Support & capacity building to the NYDC and its affiliates to mobilize entrepreneurial youth across the country.
   Activity 2.6.2 Support & capacity build the NYDC and other youth organizations to understand the market opportunities for youth in BDS, Finance and Commodity markets.
   Activity 2.6.3 Support financial literacy training – (including savings groups formation and operations) through the NYDC and its affiliate youth organizations.
Activity 2.6.4 Support & capacity build the NYDC & youth organizations to undertake entrepreneur promotion activities among would be youth agripreneurs in partnership with BDS providers, mentors, entrepreneurship coaches, training institutions – boot camps, business plan competitions, peer-to-peer learning, coaching, mentorships, seminars and others.

Activity 2.6.5 Link NYDC and other youth organizations to market influencers – surface market entrepreneurial opportunities for youths in agriculture and agribusiness.

Activity 2.6.6 Link NYDC and other youth organizations to local and international sources of finance, Value Chain Finance, Asset financing and others.

Outcome 3: Agricultural value chains and agri-food systems that create decent employment and self-employment opportunities for youths are strengthened.

KPI for Outcome 3:
- # of high potential value chains supported (2)
- # of meso-level organisation supported (business associations, labour unions etc.) (5)
- # of business partnerships established by agribusinesses and SMEs (5)
- # of a multi-stakeholder platform strengthened (1)

Output 3.1: Action research & promotion of appropriate technologies with regards to low cost smallholder production models in aquaculture

Activity 3.1.1 Develop TOR’s for research on low cost but commercial smallholder production models in aquaculture through partnerships
Activity 3.1.2 Undertake research and disseminate results
Activity 3.1.3 Promote low-cost smallholder but commercial aquaculture production models in partnership with the DOF, NGO’s and others
Activity 3.1.4 Promote other fish breeds apart from Tilapia e.g. catfish.

Output 3.2: Sector stakeholder platforms (e.g. ADAZ, SOPAG) established or strengthened to encourage coordination, collaboration, technology promotion, public information dissemination and sector growth.

Activity 3.2.1 Agree on MOU’s to specify scope of partnership to promote aquaculture and soybeans agribusiness in Zambia especially among youth’s
Activity 3.2.2 Promote aquaculture and soybeans agribusiness opportunities as business cases among youth organizations and entrepreneurs
Activity 3.2.3 Promote inclusive collaborative business models between commercial operators and youth smallholder SME’s in both the aquaculture and soybeans sectors
Activity 3.2.4 Promote modern aquaculture and agriculture technologies through demonstrations and even virtually.

Output 3.3: Robust and extended input supply chains embedded with support services and technical information developed.

Activity 3.3.1 Partner with private input service providers to promote quality input use among youth smallholder farmers (soybeans and aquaculture).
Activity 3.3.2 Support the MA to undertake intensive mobile training courses in soybeans production methods and sustainable agriculture.
Activity 3.3.3 Support the DOF to undertake intensive mobile training in low cost aquaculture production and sustainable land use management (water conservation and sustainable wetland management)

Activity 3.3.4 Develop suitable partnership to develop free online teaching materials on soybeans and aquaculture production.

Activity 3.3.5 Support improved access to quality low cost soya beans seeds, inoculum and aquaculture fingerlings.

Output 3.4: Strengthened and extended smallholder inclusive business models established for mechanized services and equipment’s in rural areas through support to mechanization, & equipment/service providers.

Activity 3.4.1 Sign MOU’s with mechanization and equipment service providers and agriculture equipment leasing companies for the promotion of appropriate agriculture equipment’s among youth farmers.

Activity 3.4.2 Facilitate mechanization equipment promotional activities and demonstrations in the targeted areas through the signed MOU’s.

Activity 3.4.3 Link local agro-dealers to equipment service providers for last mile distribution and focusing on appropriate technologies.

Activity 3.4.4 Facilitate and develop mechanization service providers business models targeting SME’s in partnership with equipment manufacturers, national distributors and other commercial service providers.

Output 3.5: Youth inclusive supply chains developed through support to agro-processors, aggregators and trader (including the soybeans & aquaculture value chains) Activity 3.5.1
Review the current vertical business models and build a business case for youth inclusive business models for agro-processing and grain aggregation.

Activity 3.5.2 Support and facilitate pilot youth inclusive business models for agro-processing and aggregation in selected sites.

Activity 3.5.3 Support scale-up of successfully piloted business models.

Output 3.6: The warehouse receipt system reviewed and strengthened to avert pricing and aggregation risks and promote youth entrepreneurship

Activity 3.6.1 Facilitate a review of the warehouse receipt system especially for soybeans and identify opportunities for scale-up.

Activity 3.6.2 Partnership with ZAMACE and other warehouse receipt system stakeholders for expansion of the receipt system in the project areas.

Activity 3.6.3 Support the scale up of the warehouse receipt system.

Outcome 4: Policy, institutional and programmatic frameworks are strengthened at the national level to support decent youth employment creation and entrepreneurship development in agriculture and agribusiness.

KPI for Outcome 4:
- # of in-depth baseline research on policies (1)
- # of national institutions trained for institutional strengthening (4)
- # of youth networks and associations strengthened (4)
Output 4.1: Agriculture policy and programmes streamlined to create enabling environment for soybeans sector growth

Activity 4.1.1 Facilitate sector stakeholder consultations on the agriculture policy & agriculture marketing bill to promote transparency and predictability in agriculture trade policy

Activity 4.1.2 Facilitate the review of the FISP (including e-FISP) to promote effective policy advocacy and enactment contributing to competition, diversification, and reducing input market distortions

Activity 4.1.3 Facilitate the review of the agriculture policy to include employment targets.

Output 4.2: Youth policy and programmes streamlined to create enabling environment for youth employment and entrepreneurship

Activity 4.2.1 Facilitate the review of the 2015 NYP.

Activity 4.2.2 Support to strengthen existing youth empowerment & employment coordination, collaboration platforms and mechanisms (especially with regards to employment and empowerment targets).

Activity 4.2.3 Facilitate, review and strengthen the institutional mandate of the NYDC to re-focus and streamline its operations.

Activity 4.2.4 Support to strengthen, and to align and harmonize the youth policy and its strategic plan for youth employment and empowerment to skills development programmes

Output 4.3: SME Policy and programmes streamlined to create enabling environment for youth-led SME’s and youth employment

Activity 4.3.1 Enhance youth’s position in the SME policy through facilitating review of the 2019 draft SME policy in the new ministry of SME’s, youth SME policy research and review the institutional framework for youth SME support.

Activity 4.3.2 Support to align and harmonize SME Policy and institutional frameworks to youth employment and empowerment programmes.

Activity 4.3.3 Support the promotion and recognition of inclusive business models in the SME policy and associated implementation plans for preferential considerations.

Output 4.4: Youth skills development policy, institutional frameworks and programmes streamlined to enhance skills development in agriculture and agribusiness

Activity 4.4.1 Support to repeal the old apprenticeship Act to make it current and relevant.

Activity 4.4.2 Harmonize training curriculum between the Ministry of Agriculture training institutions and TEVETA affiliated training institutions.

Output 4.5: Capacity built for policy reviews, development, implementation, monitoring and evaluation for youth employment in agriculture and agribusiness

Activity 4.5.1 Identify key stakeholders, policies & policy gaps for youth employment and empowerment in agriculture and agribusiness.

Activity 4.5.2 Support policy awareness among key stakeholders on the relevant youth employment and empowerment policies.

Activity 4.5.3 Support capacity building for agriculture related youth employment and empowerment policy reviews, development, implementation, monitoring and evaluation

Activity 4.5.4 Support capacity building for policy lobby and advocacy and policy awareness
8.5 COVID-19 recovery and resilience

- **COVID-19 impacts in agriculture sector.** The report from APRA in 2020 December says regarding COVID-19 impacts on food systems and rural livelihoods in Zambia:
  - **Farming activities.** 47% of farmers reduced participation in farming activities and businesses as availability of key agricultural services and access to markets decreased.
  - **Agricultural services.** Approximately 50% of respondents say availability of land to rent, farm inputs, extension services, loans and credit, and contractual arrangements reduced.
  - **Production costs.** Costs of farm labour and transportation of produce increased.
  - **Market access.** 86% of them say the number of buyers coming to the villages decreased, meaning access to market became challenging for smallholder farmers.
  - **Food security and nutrition.** Availability of key foods got scarce, thus food prices increased and this change compromised the household food and nutrition security.

- **COVID-19 impacts on labour market.**
  - **Demand for employment.** According to World Bank (2020), overall economy is estimated to be contracted by 1.2% in GDP. This potentially leads to reduction in job opportunities as private companies would decrease costs by lay-off or reducing working hours.
  - **Investment.** Due to unfavourable conditions of economy with restrictions to movement and regulation of trade, agricultural investment from the private sector can be shrunk.
  - **Education and training.** Since schools and training facility are a potential epicentre of COVID-19, many of them had been closed. This resulted in delay or absence of training to be employed.

- **COVID-19 impact mitigation plan.** The project mitigates negative impacts from 4 aspects:
  i) **Increasing quality of labour supply.**
    - **Access to capacity building.** Skills are critical elements for employers to determine employment. The project will strengthen competency of youths in soft skills and specialised skills in collaboration with training institutions in an effective way to reach out to rural areas where youths rarely access training opportunities.
    - **Coordination between employers and training institutions.** Throughout the interviews with employers in the industry, it was often said that training that youths have received unmatched the industry demand. The project will fill in this gap in partnership with training institutions so that they can send youths as desired labour force.
    - **Apprenticeship programme.** Lack of learning experience has also caused the gap between expectation from employers and a performance level of youths. The project will facilitate partnerships to bridge employers in the private sector and youths to create an ecosystem of youth employment.
  ii) **Increasing demand for labour through value chain development.**
    - **Innovative approach in business model.** Conducting an in-depth analysis will provide key constraints and key drivers for upgrading the value chain. With the strategy, the project will establish the youth-inclusive business model for value addition to increase market demand, leading to job creation.
Facilitation of linkages between value chain actors. The project is designed to promote youths to deal with value chain actors by creating an interactive platform and customised products and services for youths in collaboration with private partners so that youths can access necessary inputs and market.

Robustness, efficiency and competitiveness. Youths have competency in ICT/digitalisation which is promised to address drawbacks in Zambian agriculture sector.

iii) Enhancing entrepreneurial environment.

Business development service/incubation activities. Regarding the fact that a demand for employment has decreased in the private sector, the project will encourage entrepreneurship to youths for self-employment. In partnership with Business development service providers, entrepreneurial skills will be strengthened and the business plan will be elaborated through coaching and mentorship.

Access to funds. Even though general investment motive gets lower under COVID-19 circumstance, innovative businesses can receive funds. The project will support development of bankable business plans and connection with financial providers.

iv) Policy development.

Multi-stakeholder platform. To trigger more investments in the COVID-19 situation, the governmental intervention is crucial. The multi-stakeholder platform including both public and private sectors will be established to facilitate dialogues within value chain actors to stimulate economic growth.

8.6 Programme principles

Principles. The programme proposes an integrated approach for the promotion of quality rural on- and off-farm employment and self-employment opportunities for youth in agriculture and agribusiness in Africa. Technical assistance will be provided following a three-folded approach to:

i) Increase employability of prospect employees and capabilities of self-employed youth through improved transversal competencies and technical, entrepreneurial, business, and digital skills related to on- and off-farm business development and to better access to productive resources (especially finance);

ii) Strengthen the competitiveness of targeted agricultural value chains and agri-food systems, meaning the robustness (viability), the efficiency, and the level of innovation (i.e. new technologies introduced, products developed, partnerships established), towards the creation of decent employment and self-employment opportunities and the establishment and upgrading of youth-led agribusinesses and SMEs in agriculture; and

iii) Support more conducive policy, institutional and programmatic frameworks in Zambia through enhanced capacity and knowledge of institutions to support decent youth employment creation and entrepreneurship development in agriculture and agribusiness.

8.7 Innovative tools of the programme

Innovation to eliminate the barriers for youth employment. The OYA programme will develop innovative tools to address primary issues in youth employment such as:

Access to training programmes: Development of remotely accessible materials with digital technology etc
Access to finance: Development of youth-specific products and services, acceleration programme etc
Access to market: Contractual arrangements with market players, a market platform utilising new technologies etc
Knowledge, skills and experiences: Apprenticeship programme, mentoring and coaching programme, knowledge sharing platform etc
Policy coordination: Youth data collection through graduates trace analysis etc

- **Degree of innovation potential of the value chains.** The OYA programme carefully decided 2 value chains largely based on a degree of innovation potential in the selection period. The definition is to assess if innovations in the value chains can solve the short to long-term challenges of productivity and sustainability: (i) increase of productivity; (ii) decrease of greenhouse gas emissions; (iii) increase efficient use of natural resources; and (iv) increase resilience.

8.8 Gender promotion

- **Gender sensitive approach.** The OYA programme is expected to contribute to FAO’s and UNIDO’s gender mainstreaming objectives of ensuring equal opportunities for women and men. It promotes inclusion of gender-sensitive markers with the collection of sex-disaggregated data in all relevant regulatory frameworks in Zambia. A gender-sensitive analysis will be conducted during the inception phase. This will include the collection of sex-disaggregated data at the value chain level, the definition of baselines and of targets. The programme will ensure the representation of both men and women among the stakeholders and beneficiaries, for meeting events and training, to support the advancement of women’s equal participation with men as decision makers.

- **Sex-disaggregated target.** Trainings and other programme activities will be developed in a gender-responsive manner, including consideration of location and safety, training of female trainers, gender-sensitive facilitates, etc. to promote female participation. To this end, recruitment of the programme staff/team will target gender balance and staff will be sensitized on gender equality and women economic empowerment. 50% of the targeted beneficiaries at country level will be female. In addition, the programme will aim to at least 40% female participation in trainings, workshops and dialogue platforms and will aim to support at least 30% female-led businesses in targeted agricultural value chains and food system.

8.9 Environmental sustainability

- **Environment-sensitive approach.** With respect to the environmental issues, Zambian agriculture sector is vulnerable to the impacts of climate change, which threatens the sustainability of agricultural production and potentially affects the livelihoods of farmers and other actors involved in the development of the value chains. Industrialisation can also have a negative environmental footprint. The project promotes, for example, climate-smart interventions and good agricultural and agribusiness practices on environmental resource management.

- **Profound examination on environmental feasibility and impacts of the value chains.** The 2 value chains selected in the workshop for the project was examined for its
environmental feasibility (e.g. ecosystem capacity and available natural resources, environmental & biological risks) and impacts (e.g. carbon footprint, biodiversity and ecosystem management).

8.10 South-South cooperation and regional economic partnerships

- **Collaboration and knowledge sharing mechanism.** The OYA programme has been piloted in 6 countries in Africa: Cape Verde, Ghana, Kenya, DRC, Tunisia and Zambia. South-South cooperation is strengthened through this platform in partnership with the African Union in the way of sharing best practices on job creation approaches with youth-led agribusinesses, entrepreneurs, training institutions and the government counterparts.

9 Stakeholder consultations

- **Stakeholder identification and alignment.** Stakeholder engagement is critical for project success, thus alignment of interests and expectations must be conducted. Additionally, since youth inclusion is a cross-cutting issue, the programme is expected to draw broader attention from multiple institutions for comprehensive approach to youth employment in agriculture. The project has identified and communicated with a number of stakeholders at an initial stage of the pilot project “TCP/RAF/3802 Multi-country support to promote youth employment opportunities in agribusiness in Africa” to assess the involvement of these different partners and their level of engagement. Most stakeholders have already been aware and participated in the official launch of the TCP project (October 8th 2020) in agreement of the involvements. The list below shows the potential stakeholders approached/to be approached.

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<tr>
<th>Category</th>
<th>Expected support</th>
<th>Institutions (TBD)</th>
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| Government | -To authorise and take a lead of project implementation  
- To enhance coordination and capacity in actualisation of youth-related policies | Ministry of Agriculture  
Ministry of Fisheries and Livestock  
Ministry of Youth, Sport and Art  
Ministry of Commerce, Trade and Industry  
Ministry of Gender  
Ministry of Labour and Social Security  
Ministry of Higher Education  
Zambia Development Agency  
TEVETA and private vocational training institutions |
| Youth association / incubator / business development service provider | - To represent youth perspectives to improve the situation of youth  
- To advise on information and connection in youth network  
- To promote youth activities to increase awareness | National Youth Development Council  
Impact hub  
SensX Africa, Jacaranda Hub etc |
| Value chain actors | - To advise on value chain specific matters for youth  
- To advise on financial accessibility of youth | Zambia Chamber of Small and Medium Business Associations  
Zambia Federation of Associations of Women in business  
Global Commodities Advisory  
AfDB  
Zambia National Commercial Bank |
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<th>Category</th>
<th>Expected support</th>
<th>Institutions (TBD)</th>
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<tbody>
<tr>
<td>Development partner</td>
<td>-To advise and share information on thematic areas of the project</td>
<td>ILO</td>
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<td></td>
<td>-To mobilise funds for implementation of the project</td>
<td>IFAD</td>
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<td>-To monitor and supervise the project progress</td>
<td>EU</td>
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<td>The Embassy of Italy</td>
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<td>SIDA</td>
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<td>JICA</td>
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<tr>
<td>Research / academia</td>
<td>-To support youth-specific data collection</td>
<td>IAPRI</td>
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<td></td>
<td>-To advise on transformation from study to work for increasing employability</td>
<td>MUSIKA</td>
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<td>Universities</td>
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10 Programme Governance

10.1 Principle of the Programme Governance

- **Assurance of the expected results.** The programme governance is to ensure the programme results to be delivered.

- **Different levels of consultation.** To ensure the expected results, the programme governance comprises different levels of consultation to ensure the participation, ownership and sustainability with stakeholders: Programme, Project, Implementation and Regional levels.

- **Synergy on comparative advantages.** Implementation of activities under the programme will be based on a partnership between key stakeholders building synergies on their comparative advantages in factors affecting creation of youth employment in selected value chains in Zambia.

- **FAO and UNIDO.** 2 Agencies will provide the overall coordination for the implementation of the project. This includes technical, administrative, financial and operational coordination among partners under the project.

- **Government of Republic of Zambia Ministries and Departments.** MoA will be the primary government counterpart during the implementation of this project, as MoA sent its expression of interest to join the programme on the 8th of December 2019. The Ministry will play a leading role in providing its research and extension network for implementation of this project, policy direction and leadership through their various departments at national, provincial district and field level in all targeted locations.

- **Vocational training institutions.** Vocational training institutions will be engaged to support capacity building of youths in required areas of skillset. Applicable institutions will be selected according to their comparative advantages in addressing issues of youth employment in consultation with TEVETA.
• **Value chain actors in private sector.** The programme is designed to partner with value chain actors to strengthen value addition activities in the selected value chains to eventually create youth employment. In this regard, a private sector engagement strategy will be made for selection, responsibility and expected deliverables.

• **Youth associations and academia.** Engagement of the youth associations and academia are key for the programme success. Representativeness from youth associations will be ensured to provide youth networks and information on the ground.

• **Research institutions.** Since youth-related data is hardly found in the industry, it will be of importance for foundation of youth status in employment. The research institutions will be engaged for collecting data with its expertise for the sake of provision of advice on how to improve youth employment in the selected value chains.

### 10.2 Organisational Setup and Responsibilities

• **Programme level.** At overall “Opportunities for Youth in Africa (OYA)” Programme level, a Programme Steering Committee (PSC) will oversee the overall strategic direction and policy of this programme. It will be chaired by MoA and MoFL and will include representatives of concerned line ministries, MoHE, MoYSC, MoCYI, MoLSS, cooperating youth partners and private sector representative and the donor institution. Under this PSC, a project specific Technical working groups (OYA-TWG) will be established. It will meet quarterly or according to needs.

• **Project level.** Oversight and reviews of the project will be assured by the OYA-TWG. This TWG will be chaired by FAO Representative and UNIDO Country Director, and will include representatives of the donor institution and direct partners. OYA Programme Coordinator will assure the secretariat of the OYA-TWG.

• **Implementation level.** Implementation of the project will be the responsibility of the OYA programme implementation team (PIT). Led by the Programme Coordinator, it will comprise all technical officers involved in the project implementation at FAO, UNIDO, MoA and MoFL. The team will be directly responsible for the technical scope of the project activities. Selected members of the OYA-TWG, and the donor as an observer, will form the PIT Committee that will meet on a quarterly basis or according to needs, to review implementation progress and address technical and administrative issues of the project.

• **Regional level.** At regional level, the project will be supported by the FAO-RAF and UNIDO-HQ based on their extensive experience in project implementation. RAF will liaise with the FAO Representative in Zambia, the Programme Coordinator for the OYA, MoA and the OYA-TWG on a regular basis to ensure smooth and timely implementation of the project.

### 11 Communication and Visibility

• **Objective.** Communication plays a critical role in the programme as youths have been relatively not fully aware of youth benefitting activities and policies. Communication is to ensure all programme beneficiaries, governmental institutions and other target groups to be
well informed of the programme vision, objectives, activities and achievements while valuing the role and contribution of donors and international organisations with partners involved in the implementation of the programme.

- **Responsibility.** Communication actions will be aligned with corporate communication strategy, as well as the donor’s communication and visibility requirements, and benefit from the existing expertise and facilities of the Organisation’s Office for Communication, Partnerships and Advocacy (OCP). Communication activities will focus on the processes, outputs and outcomes of the project, targeting general and specific audiences in Zambia and in the donor institution. A fulltime Communication Officer will be contracted by the project to manage the communication and visibility strategy of the programme.

- **Target.** The table below indicates the specific target groups of this action, the related key messages and expected communication objectives:

*Table 4: Summary of communication strategy*

<table>
<thead>
<tr>
<th>Target Group</th>
<th>Key message</th>
<th>Expected result</th>
</tr>
</thead>
</table>
| **Beneficiaries** (Male and Female youths) | • Agriculture has potential to increase income so that it leads to improvement in their livelihoods  
• Training opportunities are available to increase employability of youths and enhance entrepreneurial skills for self-employment  
• Women and men both in rural and urban areas are equally treated in the labour market  
• The government is hearing a voice from youths for policy development which supports vulnerable youths to get a decent job  
• OYA programme is jointly implemented by FAO and UNIDO funded by donors and supported by all other partners | • Beneficiaries are engaged in agriculture sector  
• Beneficiaries receive training opportunities  
• Beneficiaries are informed of importance of gender mainstreaming in OYA activities  
• Beneficiaries are informed of government’s policies towards youth employment  
• Beneficiaries are informed of the vision, objectives, activities and achievements of the OYA programme and the roles of FAO, UNIDO, donors and all other partners |
| **Private sector** (Agro dealers, Input suppliers, Retailers, Out-growers) | • Youths have sufficient skills through vocational training for contribution to value addition process  
• Sustainability and reliability of agricultural input demand and availability of marketable surplus is dependent on efficient private sector network  
• Policies supports economic development of the agricultural industry in collaboration with private sector | • Strengthened private sector and youths linkage  
• Private sector gets fully involved and offer reliable services to youths  
• Strengthened private and public sector engagement |
| **Partners** (Training institutions, TEVETA, Business service) | • Effective collaboration and coordination among training practitioners is critical for enhancing youth employment | • Coordinated and harmonised approaches to provision of training enhanced among partners |
providers, research institutes)

**Academia**
- Effective school-to-work transition is essential for youth to get a decent job after graduation
- Enhanced knowledge and understanding of industry demands
- Enhanced adoption of learning programmes

**Policy Makers (Senior Government Officials)**
- Harmonised research and policy development enables acceleration of youth employment
- A consistent national policy in both agriculture sector and youth empowerment is essential to guide national youth employment to balance demand and supply
- Harmonised youth employment promotion and process of policy development among all practitioners
- A national agricultural strategy focusing on youth inclusion developed

**Donors**
- Effective collaboration with the government and international organisations enables improvement in youth employment
- The role and contribution of donors are recognised by beneficiaries
- Coordinated approaches to implementation of the programme enhanced
- Beneficiaries recognise the role and contribution of donors through the OYA

**General Public**
- OYA is being conducted by FAO, UNIDO, the government, donors and all other partners to support youth employment
- Agriculture has potential to increase income so that it leads to improvement in their livelihoods
- Visibility and recognition of OYA increased
- Beneficiaries are engaged in agriculture sector

### 12 Risk Assessment and Management

**Table 5: Summary of risk assessment and management strategy**

<table>
<thead>
<tr>
<th>Results</th>
<th>Risks</th>
<th>Probability</th>
<th>Mitigation measures</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Outcome 1:</strong> Employability (on- and off-farm) and self-employment capabilities of youths in agriculture and agribusiness are enhanced</td>
<td>-Training institutions refuse or are slow to take up recommendations from the project.</td>
<td>Medium</td>
<td>-Engagement of the stakeholders and implementing partners from the onset of the project through national and local meetings</td>
</tr>
<tr>
<td></td>
<td>-Limited adoption of trained skills by youths</td>
<td>Low</td>
<td>-Demand creation through identifying constraints and undertaking appropriate catalytic activities</td>
</tr>
<tr>
<td><strong>Outcome 2:</strong> Existing and emerging youth-led agribusinesses and SMEs in agriculture have increased access to finance and are better integrated into local, regional and international markets</td>
<td>-Private financial service providers refuse to support youths</td>
<td>Medium</td>
<td>-Establish win-win partnerships with key institutions at country level from design phase</td>
</tr>
<tr>
<td></td>
<td>-Youth-led agribusinesses fail to upgrade and take business opportunities</td>
<td>Medium</td>
<td>-Use participatory approaches to train and mentor youths and facilitate platforms for engaging with external stakeholders</td>
</tr>
</tbody>
</table>
### Results

<table>
<thead>
<tr>
<th>Risks</th>
<th>Probability</th>
<th>Mitigation measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>-An insufficient number of women and women-led businesses is identified to meet targets</td>
<td>Medium</td>
<td>Mobilize their networks to ensure the greatest number of female beneficiaries</td>
</tr>
</tbody>
</table>

#### Outcome 3: Agricultural value chains and agri-food systems that create decent employment and self-employment opportunities for youths are strengthened

<table>
<thead>
<tr>
<th>Risks</th>
<th>Probability</th>
<th>Mitigation measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>-Low interest among private sector to offer financing to youths.</td>
<td>Medium</td>
<td>-Engagement of the private sector from the onset of the financing design</td>
</tr>
<tr>
<td></td>
<td></td>
<td>-Co-development of financial products, monitoring and management tools with private sector.</td>
</tr>
<tr>
<td>-An unfavourable socio-economic situation hampering the achievement of the expected outputs (Natural disaster, restrictions on movement for COVID-19 containment etc)</td>
<td>Medium</td>
<td>-Regularly watch for overall sector risks</td>
</tr>
</tbody>
</table>

#### Outcome 4: Policy, institutional and programmatic frameworks are strengthened at national, sub-regional and continental levels to support decent youth employment creation and entrepreneurship development in agriculture and agribusiness

<table>
<thead>
<tr>
<th>Risks</th>
<th>Probability</th>
<th>Mitigation measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>-Insufficient data are available</td>
<td>Medium to High</td>
<td>-Baseline and multi-sectorial studies are conducted at inception phase</td>
</tr>
</tbody>
</table>

### Monitoring and Evaluation

- **Regular reporting.** It will be an integral part of M&E for systematic and timely provision of information. FAO and UNIDO will be regularly reporting on progress on implementation and financial management. A schedule for narrative and financial reporting to donors will be developed.

- **A comprehensive Monitoring Framework.** It will be developed by FAO and UNIDO as an integral part of the programme, highlighting the performance indicators, data sources, collection methods and frequency, responsible actors and baselines and targets for each result (objective, outcomes and outputs), including age- and sex-disaggregated data. It will be developed in collaboration with partners and with technical support from the monitoring and evaluation sections of the three entities. Monitoring activities will involve both the outcome and output levels: monitoring at output level is to be conducted at least quarterly, while it will take place semi-annually at outcome level. Financial monitoring will be conducted on a regular basis for effective financial managements and monitoring of delivery targets.
• **External mid-term evaluation and a final evaluation.** The mid-term evaluation will take place during the third year of implementation, while the final external evaluation will be conducted at the end of the programme.

14 Budget (Attachment)
15 Annex

15.1 Annex 1 Value chain selection workshop participants list

Representatives from:
- Government Ministries [i.e. focal points and alternates from Ministries of Agriculture, Water Resources and Regional Development; Fisheries and Livestock; Energy and Industry; Economy and Finance, Employment, Environment, etc]
- Regional bodies and Chamber of commerce
- Value sector actors: from farm (e.g. producer associations) to plate (consumer associations) and support services
- National financial sector (i.e. Commercial banks, Credit Union, etc)
- Civil society and non-governmental organizations (NGOs)
- Academia and research institutions
- UN Agencies (FAO, UNIDO) and international organizations (EC Delegation and World Bank).

15.2 Annex 2 Value chain selection criteria

Ten value chains were identified and shortlisted by the government: aquaculture; dairy; goat; maize; onion; pineapple; potatoes; soybean; sunflower; and wheat. These value chains were scored in the Workshop of 27 May. The workshop was a hybrid using both face to face in Lusaka (Zambia) and online format.

The scoring was based on 12 criteria of feasibility - examines whether the current context would support value chain upgrading. Answering the question: how easily can something be changed? - and 11 criteria of impact - examines the nature and scale of the potential impacts through a potential value chain development intervention. Answering the question: what impacts will the changes have? The Annex provides with the selection criteria used in this Workshop.
<table>
<thead>
<tr>
<th>Criterion</th>
<th>Criteria category</th>
<th>Unit Chosen</th>
<th>Comments, details</th>
</tr>
</thead>
<tbody>
<tr>
<td>FEASIBILITY</td>
<td></td>
<td></td>
<td>Examine whether the current context would support value chain upgrading. Answering the question:</td>
</tr>
<tr>
<td>Criterion 1</td>
<td>Market demand</td>
<td>Economic</td>
<td>Likert</td>
</tr>
<tr>
<td>Criterion 2</td>
<td>Competitive advantage</td>
<td>Economic</td>
<td>Likert</td>
</tr>
<tr>
<td>Criterion 3</td>
<td>Engagement and linkages of value-chain actors</td>
<td>Economic</td>
<td>Likert</td>
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<tr>
<td>Criterion 4</td>
<td>Innovation</td>
<td>Economic</td>
<td>Likert</td>
</tr>
<tr>
<td>Criterion 5</td>
<td>Market &amp; logistical risks</td>
<td>Economic</td>
<td>Likert</td>
</tr>
<tr>
<td>Criterion 6</td>
<td>Level of stakeholder coordination and management structures</td>
<td>Economic</td>
<td>Likert</td>
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<tr>
<td>Criterion 7</td>
<td>Government support</td>
<td>Societal and political</td>
<td>Likert</td>
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<tr>
<td>Criterion 8</td>
<td>Doster &amp; partner support</td>
<td>Societal and political</td>
<td>Likert</td>
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<tr>
<td>Criterion 9</td>
<td>Sector support services</td>
<td>Societal and political</td>
<td>Likert</td>
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<tr>
<td>Criterion 10</td>
<td>Social inclusiveness, including socio-political risks</td>
<td>Societal and political</td>
<td>Likert</td>
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<tr>
<td>Criterion 11</td>
<td>Ecosystem capacity &amp; natural resources</td>
<td>Environment al</td>
<td>Likert</td>
</tr>
<tr>
<td>Criterion 12</td>
<td>Weather-related, environmental &amp; biological risks</td>
<td>Environment al</td>
<td>Likert</td>
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</tbody>
</table>
Examines the nature and scale of the potential impacts through value chain development. Answering the question: What impacts will the changes have?

Criterions

<table>
<thead>
<tr>
<th>Criterion</th>
<th>Job creation and livelihoods</th>
<th>Economic</th>
<th>Likert</th>
<th>Criterion</th>
<th>Profit</th>
<th>Economic</th>
<th>Likert</th>
<th>Criterion</th>
<th>Governance and policy reform intensity</th>
<th>Economic</th>
<th>Likert</th>
<th>Criterion</th>
<th>Consumer benefits</th>
<th>Economic</th>
<th>Likert</th>
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<tr>
<td>13</td>
<td>Based on the current number of actors involved, and comparing the sector to others similar VCs in-country, regionally or internationally, what is the potential number of new jobs that could be created through VC upgrading? (consider formal and informal jobs created along the core and extended VC and mentioning gender, age, and skill level, where possible)?</td>
<td>Based on increased productivity, technology adoption, access to financial services, capacity development, waste management or reduced food loss and waste, energy efficiency?</td>
<td>Would consumers be willing to pay higher prices for better quality products (e.g., safer, better packaging)?</td>
<td>What is the potential number of new entrepreneurs/enterprises (consider created along the core and extended VC)?</td>
<td>What is the potential to increase in tax revenue through VC upgrading? (e.g., formalization of agribusinesses; increase in licenses, permits and certificates related to increase of inputs and resources; fees/levies on imports and exports)?</td>
<td>What would be the potential tax generation through agribusiness formalization - based on an estimated number of businesses that could be created or formalised through VC value chain development and current fees associated with the formalization of businesses (e.g., US$5, business registration etc.)?</td>
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<td>What is the expected impact potential on resilience against, for example, COVID19, Pest and Disease, Climate change effects</td>
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<td>23</td>
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</table>

15.3 Annex 3 Value chain selection workshop final scoring

<table>
<thead>
<tr>
<th>No</th>
<th>VALUE CHAIN</th>
<th>FINAL SCORE</th>
<th>FEASIBILITY</th>
<th>IMPACT</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>SOYBEAN</td>
<td>2.26</td>
<td>1.65</td>
<td>1.10</td>
</tr>
<tr>
<td>2</td>
<td>ONION</td>
<td>2.10</td>
<td>1.15</td>
<td>0.95</td>
</tr>
<tr>
<td>3</td>
<td>AQUACULTURE</td>
<td>2.08</td>
<td>1.16</td>
<td>0.92</td>
</tr>
<tr>
<td>4</td>
<td>DAIRY</td>
<td>1.82</td>
<td>1.00</td>
<td>0.82</td>
</tr>
<tr>
<td>5</td>
<td>GOAT</td>
<td>1.81</td>
<td>0.95</td>
<td>0.86</td>
</tr>
<tr>
<td>6</td>
<td>POTATOES</td>
<td>1.75</td>
<td>0.94</td>
<td>0.81</td>
</tr>
<tr>
<td>7</td>
<td>SUNFLOWER</td>
<td>1.63</td>
<td>0.88</td>
<td>0.75</td>
</tr>
<tr>
<td>8</td>
<td>WHEAT</td>
<td>1.60</td>
<td>0.82</td>
<td>0.78</td>
</tr>
<tr>
<td>9</td>
<td>PINEAPPLE</td>
<td>1.34</td>
<td>0.72</td>
<td>0.62</td>
</tr>
<tr>
<td>10</td>
<td>MAIZE</td>
<td>0.94</td>
<td>0.72</td>
<td>0.22</td>
</tr>
</tbody>
</table>

Soybean (the highest value chain score) and Aquaculture (third highest value chain score) were selected as they were identified as Value Chains that are compatible and guarantee synergy. Value addition was considered as important in selecting the two value chains as scope for generating more value adding products through processing is guaranteed. Nutrition is another important element to consider as the two value chains are a source of nutrition. This would enable the OYA Programme to meet youth employment, food security and nutrition objectives, respectively. The two value chains generate high market demand offering youths opportunity to generate income, profit maximization,
and enable the project to fulfil gender equality aspirations. Although a lot more work is required to be done for upgrading the value chains, the benefits outweigh the disadvantages. Onion which had the second highest score was not selected due to its inability to generate value addition as production is the primary focus and not processing. It was also identified as not offering any opportunity for synergy with other value chains and may not generate more employment opportunity specifically for youths.

15.4 Annex 4 Detailed value chain analysis (Soybeans)

- Soybeans value chain
  - OVERVIEW
    Soybeans is one of Zambia’s upcoming value chains offering a range of back and forward linkages, thus making it a catalytic sub-sector for the needed economic growth and poverty reduction. Soybean represents around 6% of Zambian agricultural output and is a growing commodity market in-country, regionally, and globally. Commercial farmers are responsible for 60% of the country’s production. About 40% (USD 56 million worth) of Zambia’s soybeans is grown by smallholder farmers. Soybeans sustains a total of 295,000 jobs, i.e. 174,000 producers; 3,000 people employed by the crushers and refineries; 5,000 employed by the stock feeds sector. Smallholder farmers are constrained by knowledge and affordability of high-quality inputs, irrigation, and mechanization. Soy processing capacity growth in Zambia has far outpaced production in the country. Failure to improve soybean yields has significantly hampered the poultry and livestock industries, which rely on high-protein soymeal cake for feed. Zambian soybean, maize and poultry value chains are faced with a litany of challenges stifling transformation and/or upgrades. Lack of tailored, more risk-bearing and fairly priced financing; poor technical skills and husbandry practices; high and volatile stock feed prices; inadequate value addition; and a host of marketing challenges are negatively affecting the much-needed Zambian smallholder soybeans, maize and poultry transformation – commercialization and integration. Poor productivity and lack of on-farm value addition are also limiting smallholder soybeans and poultry value chains integration. Meagre yields and inability to process soybeans into cake for their livestock feeds is slowing down smallholder diversification.
  - MAIN VALUE CHAINS ACTORS
    The soybeans value chain is largely private sector driven. With respect to production, the soybeans value chain makeup enjoys a dual production system incorporating a mix of small scale, and emergent farmers – and the large-scale commercial farmers. Although previously dominated by large commercial farmers, smallholder farmers are currently contributing a significant proportion (40%) to overall national soybeans production. Large scale farmers now contribute 60% of the national soybeans output. There are several actors in the soybeans sub-sector including the following:
      ▪ Soya Producers: Previously dominated by large scale farmers. Smallholders have since entered into soybeans production in the last 10 years commanding at least 40% of total national production;
      ▪ Soya Traders: Soybeans is typically traded by large scale traders and SMEs, while small scale traders also referred to as assemblers often set their buying points closest to farmers for onward delivery to large traders or even directly to off takers. In a number of cases contract growing has become a norm. The
main target market for large traders is the domestic market with surpluses delivered into export markets;

- Processors: The bulk of soybeans is utilized for its soya cake used as an input in the livestock sub-sector, while a smaller share is edible oils production. Noteworthy, there has been growth in the processing capacity of edible oils with new entrants such as Mount Meru, Parrogate, Global oils and Gourock Industries. Nevertheless, the supply still falls far behind the demand. Only a small share goes toward human consumption, but notable growth is taking place for soy-based nutritional products due to demand. In terms of oil crushers, most of the processing companies belong to the Crushers of Edible Oils and Refiners Association (CEDORA) of Zambia.

- Support providers - Input suppliers: Inputs typically include certified seeds, plant protection chemicals and fertilizer predominantly supplied by private sector players and the Farmer Inputs Support Program (FISP). In addition, soybeans require inoculum for root nodulation, which is also supplied by private sector chemical companies and the Zambia Agricultural Research Institute (ZARI). Other enabling actors in the soya value chain include the Seed Control and Certification Institute (SCCI) which is important in the inspections and certification of soy seeds produced by various seed companies. The Zambia Agricultural Research Institute (ZARI) provides some breeders seed of soy beans to the sector and the Zambia Seed Traders Association (ZASTA) supports the trading enabling environment of soya seed traders.

POLICE AND INSTITUTIONAL SUPPORT

The soybean value chain falls within the mandate of the Ministry of Agriculture (MoA) under the crops department. Only one key government policy in Zambia – the crop diversification policy and value addition policy – directly supports the growth of the soya beans value chain in the country. Contrary to the Zambian maize which historically experiences significant Government interventions across the value chain, soybean is only now starting to be subsidized by the Government through the FISP. However, the government frequently imposes grain export bans.

PRODUCTION

- Soybeans has become an important income earner in recent years, drawing large numbers of smallholders (over 170,000) in its production. The crop is now grown primarily for cash by smallholder farmers in Zambia mainly in Eastern, Southern, Central and Copperbelt Provinces. Smallholder soybeans production has increased to around 40% since 2016/17 farming season. Smallholder farmers have essentially been able to increase their household income and also diversify their incomes sources, which has had important spill over effects into other aspects of their lives such as paying school fees for their children and increase household spending on other key necessities such as health and food security.

- Average production of soybean in Zambia is around 300,000 tons/year. After South Africa, Zambia leads in soybeans production (averaging 300,000 metric tons annually for the last three seasons) in the Southern Africa region. Malawi is the other neighbouring country producing significant soybeans volumes
currently at about 208,000 metric tons annually. Zimbabwe produces between 60,000 and 80,000 metric tons, while Tanzania produces around 10,000 metric tons of soybeans (Technoserve, 2015).

- Declining average yields: From 2013-2019 area harvested has had an average percent increase of 12% while tons harvested has only increased and average of 5% in the same time period (FAOSTAT). Area cropped under soy in 2018 was 200,000 ha (0.8% of agricultural land in Zambia.) Nearly all of the country is suitable for cultivation, but the Eastern province is responsible for 42% of the country’s production.

<table>
<thead>
<tr>
<th>Year</th>
<th>Area Planted (Ha)</th>
<th>Expected production (MT)</th>
<th>Yield</th>
<th>Percent Change (Area Planted)</th>
<th>Percent Change (Production)</th>
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<tbody>
<tr>
<td>2021</td>
<td>326,282</td>
<td>411,115</td>
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</tr>
<tr>
<td>2020</td>
<td>7,196</td>
<td>296,866</td>
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<tr>
<td>2019</td>
<td>235,179</td>
<td>281,873</td>
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<tr>
<td>2018</td>
<td>205,508</td>
<td>302,721</td>
<td>1.47</td>
<td>-12.71</td>
<td>-16.09</td>
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<tr>
<td>2017</td>
<td>231,630</td>
<td>351,416</td>
<td>1.52</td>
<td>37.07</td>
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<tr>
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<td>145,763</td>
<td>289,728</td>
<td>1.99</td>
<td>11.15</td>
<td>21.88</td>
</tr>
</tbody>
</table>

Source: Ministry of Agriculture

- Production not keeping pace with rapid growth in crushing capacity (~400,000 tons/year) from domestic and foreign investment in processing plants, usually integrated back from poultry feed companies and oil refiners.
- Smallholders constrained in production by 3: (i) lack of irrigation, which is estimated to double yields for commercial processors; (ii) poor agronomic practices due to lack of extension services; (iii) lack of affordable inputs: inoculum for seeds to enhance nitrogen fixation and high-yield seed varieties are nearly exclusively imported.

- MARKET TRENDS AND TRADE
  - Global demand for soy is growing at a compound annual growth rate of 3.4%, outpacing global production growth. Soybean oil is second after palm oil in the international vegetable oil market and soymeal dominates the international protein meal market at 77% of traded volume. Production in Sub Sahara Africa contributes less than 1% of global production, of which Zambia’s production contributes about 11%.
  - Zambia is a net importer of soybean oil, and a net exporter of raw soybean for processing, particularly to South Africa, into Zimbabwe and to some extent Tanzania.
  - Soybeans marketing is mainly through private sector buyers. Expansion of the crushing capacity by off takers has significantly added to its demand. About 260,000 MT (80%) soybeans are sold locally while 30-50,000 MT is exported. Locally marketed soybeans are processed into 135-169,000 MT soya cake and 24-31,600 MT of edible oil annually. This translates into 66% soybeans
processing capacity utilization. Poultry consumes 126,000 MT (90%) of soya cake. Soya cake exports vary but averaged 30,000 MT.

- Feed to poultry VC 1: Already, the local poultry sector uses about 126,000 metric tons (75%) of the total 169,000 metric tons of soya cake processed as a stock feed ingredient, while soya cake-based products for human consumption uses 8,000 metric tons of the processed soya cake. Some significant volumes (up to 39,000 metric tons) of soya cake is also exported mainly to Zimbabwe and Tanzania

- High opportunities to process soya bean cakes exist in the feed to poultry value chain as poultry is rapidly growing in Zambia (25 per cent from 2010 to 2014). Three large buyers are identified: Mt Meru, Zamanita and Gourock Industries Ltd. These firms usually hire aggregators across the country to collect raw material as well as processed produce for their sales
  - Poultry is rapidly growing in Zambia (25 per cent from 2010 to 2014), around 60% via small-scale production. Feed costs contribute 60-65% of poultry production costs.
  - Growth of the poultry industry in the region is significantly hampered by continued regional deficits in soybean production.

- Smallholders constrained in marketing by: (i) poor storage practices mean sales happen during market gluts; (ii) High transportation costs lead to difficulties with cooperation and aggregation, larger more profitable markets inaccessible to small scale producers and (iii) Lack of trust between producers and traders leading to inefficiencies on both sides

o SUSTAINABILITY ASSESSMENT
A) ECONOMIC
  i. Soybeans are a base for an approximately USD 830 million industry in Zambia employing about 295,000 people. As a key stock feed ingredient, soybeans production and processing are poised to grow in tandem with the developing livestock sector, particularly the poultry and fisheries sector which are expected to continue growing in line with the projected rapid population and per capita income growth.

  ii. Zambia produces about 300,000 metric tons of soybeans on average annually, generating close to USD 140 million for farmers, 40% (USD 56 million) of which is grown by smallholder farmers and the balance (USD 84 million) is by large scale farmers. Soybeans crushers and refineries generate about USD 176 million from their valued added soy products; and the stock feeds subsector further generates about USD 202 million, with the poultry industry generating USD 312 million. Both soya cake and edible oil outputs provides a number of industries with vast potential for contributing to economic and poverty reduction by integrating smallholders in production.

  iii. The inclusiveness of soybeans also extends to job creation as the industry’s growth promises to create significant jobs downstream the value chain as well as contribute towards industrialization. The Soybeans value chain creates and helps sustaining a total of 295,000 jobs, i.e. through 174,000 producers; 3,000 people employed by the crushers and refineries; the 5,000 employed by the stock feeds sector and helps sustain the over 80,000 jobs created by the
poultry sector. More jobs are expected as the aquaculture subsector grows as it demands soy in its feed industry. Soybean VC offers potential for inclusive employment generation: (i) Mechanization creates opportunities for youth in machine maintenance and repair businesses; (ii) Development of input production and delivery services good opportunity for youth entrepreneurship and (iii) Pro-female business development and entrepreneurship opportunities for the production and sale of soy-based foods in markets, particularly through small-scale processing to reduce labor.

iv. Zambian soybeans production is competitive regionally, notwithstanding the marginal profitability of its large-scale producers. Zambia’s soybeans competitiveness is on account of higher average yields and thus its relatively lower cost per MT; reasonably significant exportable volumes; and depreciated local currency. Zambia’s soybeans processing is relatively competitive in comparison with its regional peers such as Zimbabwe, Malawi and Tanzania. Zambian soybeans processing is also relatively competitive against its regional peers such as Zimbabwe, Malawi and Tanzania.

v. As regards cost of production, Zambia has a very high cost of production per hectare (large-scale soybeans), e.g. USD 1,140 total/Ha, including USD 877 variable costs (according to recent surveys). The high cost of production/ha are fuelled by higher inputs prices and price volatility. Prices of certified seeds, fertilizers and most fungicides have kept on increasing and are at times very volatile. Apart from the seeds, other soybeans inputs such as inoculant, fertilizers, herbicides and fungicides are imported, thus their prices volatility once the local currency depreciates.

vi. Zambia has one of the lowest production cost per MT (large-scale soybeans) in Southern Africa. This is due to higher yields, 2.8 MT/Ma (large-scale soybeans). Zambian smallholder soybeans are also profitable (on cash cost basis) and competitive. At 0.8 MT/Ma average yield, production cost per MT is at about USD 330 (including USD 250 variable). Lower cost per MT due to higher yields makes Zambian soybeans competitive in South Africa, Zimbabwe and Tanzania among other regional neighbours. However, frequent grain export bans imposed by the government every year makes the soy bean value chain uncompetitive in the region.

vii. Market support in the soy beans is provided by forward contract farming offered by the main soy crushing companies. Product differentiation in the sector is achieved through soy oil, soy cake and soy chunks which have become popular as a source of protein among many households in Zambia.

B) SOCIAL

i. For human consumption, soybeans are rich in protein and can be processed into shelf-stable Textured Vegetable Protein (TVP), tofu for use in kebab and locally produced snacks, and oil with potential for fortification, all of which are growing markets. The growth of the soya beans sub-sector also draws in its value chain the marginalized and nutrition insecure households in society such as women and youth, thus helping to create employment and job opportunities for those in nutrition enhancing products. A small but growing proportion of soya beans is utilized for human consumption, popular as a high protein food source. About 8,000 metric tons of the national soya cake output
is being used for value added soy products for human consumption. This is also gaining popularity even among the high-income earners as a healthy product. In this way soybeans are also contributing significantly to food security and household nutrition.

ii. Commercial processing of soy for human consumption in (1) Textured vegetable protein (TVP) - small but growing demand with increased consumer knowledge of the low cost and high protein content; and (2) Corn-Soya Blend (CSB) - used in UNICEF and WFP feeding programs. Zambia has 3 CSB production facilities.

C) ENVIRONMENTAL
   i. At production level, soy has minimal environmental impacts as it uses very limited external inputs. Soybean production by smallholder farmers does not use much fertilizer. However, in return, soy is very good to the soil as it has nitrogen fixing properties.
   ii. Climate risk. Changes in precipitation patterns will require increased information transfer and support to rain-dependent farmers regarding planting timing and strategies to improve soil moisture retention (zero-till, mulching). Increased access to irrigation may help mitigate irregular rainfall, but drought is still a risk. Soy prices are linked with maize prices and thus subject to market volatility resulting from shocks to maize production as well. Investment in storage facilities may help smooth this volatility.

O PRINCIPAL CHALLENGES
   ▪ Access to affordable inputs: Currently very low domestic production of inoculum and chemical fertilizers/pesticides mean inaccessibly high prices for imported inputs. Smallholders prefer open pollinated varieties of seed which can be saved from year to year but are less invested in for yield and distribution due to low profitability for seed suppliers. Opportunities include agriculture extension for better education about best practices and distribution of inputs, development of local production of inputs, access to irrigation and mechanization through cooperatives or tractor-share business models.
   ▪ Lack of finance. Small aggregators lack financing allowing them to buy from small scale producers, challenged by: (i) Ownership of vehicles/ carts to transport soybeans, auxiliary services to maintain vehicles and (ii) Maintenance of storage facilities, capacity to develop storage business models.
   ▪ Lack of selling power: Poor infrastructure, lack of cooperation among small producers, and lack of trust within value chain increases transaction costs for smallholders and inhibits their participation in more profitable markets. Opportunities include aggregation and bulking cooperatives, training on market and sale negotiation, building storage capacity, and strengthening linkages between small producers and profitable value chains.
   ▪ Participation of women: Female-headed HH suffer yield deficits due to lower input use than male-headed HH despite similar areas of land planted with soybean. Non-mechanized harvest is very labor intensive and physically demanding. Small scale processing of soybean for local consumption is done largely by women and very labor intensive work. Mechanization may reduce this labor, but could result in a shift away from female control of the profitable and nutrient-rich product.
15.5 Annex 5 Detailed value chain analysis (Aquaculture)

- Aquaculture value chain
  - OVERVIEW
    - Although Zambia’s fisheries sector contributes only 3% to the GDP, it is important for employment, earnings, and as a source of food and nutrition. According to the FAO, fish contributes 53 percent of animal protein in the diets of Zambians and fish consumption in the country is rising. However, a fish value chain study conducted by WorldFish estimated a fish supply deficit of 57,000 metric tonnes. This deficit is bound to increase with rapidly increasing fish demand and declining natural fisheries stocks, unless production from aquaculture in Zambia can be increased. Due to significant pressure on the natural fish stock, capture fisheries are unable to meet growing consumer demand. The rapid increase in farmed fish consumption and imports during the last ten years signals the readiness of the value chain to expand to cover the existing demand gap and enhance the availability of affordable proteins for both the rural and urban population. Zambia has significant potential for expanding the development of aquaculture into a viable business sector that can sustainably fill the supply gap while creating inclusive employment along the value chain.
  - VALUE CHAIN ACTORS
    - Input suppliers include producers of fingerlings in small scale operations and larger fingerling hatcheries. In addition, a growing sector of the aquaculture inputs supply in Zambia is the production of fish feed. Zambia is now a growing production centre for fish feed due to the abundance of locally grown raw materials namely soy beans and maize.
    - Fish producers in Zambia are classified into three main categories namely small scale pond producers (5 – 100Mt per annum), large scale pond producers (average of 1300 Mt per annum) and large scale cage farmers (average of 2000 Mt per annum).
    - Some fish producers also operate as fish retailers, especially among the large operations operated by companies such as Yalelo, Lake Kariba Harvest and
    - Fish retailers in Zambia are mostly urban women who trade in fresh, frozen and dried fish. Hawkers travel to fish retailers to order fish stock for resell in butcheries and urban open markets. Fish retailing is a source of livelihoods for many women headed households. In addition, many women run small restaurants where they sell and serve fish dishes. Fish is also retailed in specialized fish outlets run by business franchises or the producers themselves.
    - Processing of fish in Zambia is limited to largely freezing and filleting by all the 3 large cage producers (Yalelo, Lake Kariba Harvest and Chani Fisheries).
    - The implementation of the Zambia Aquaculture Enterprise Development Project (ZAEDP), whose aim is to develop the aquaculture sector into a viable and inclusive business through enhanced production and productivity for improved livelihoods, offers an opportunity for increased participation of small scale farmers in the sectors. This has a positive impact on livelihoods and increased production. With the implementation of the Zambia Aquaculture Enterprise Development Project, some producers have organized themselves
into producer cooperatives as a way of accessing loans from the implementing agency the CEEC.

- **POLICY AND INSTITUTIONAL SUPPORT**
  - The sector has received recognition through the Seventh National Development Plan and other cooperating partners who are implementing initiatives to improve productivity through financing by the Citizen Economic Empowerment Commission (CEEC) and African Development Bank (AfDB). The government has provided the necessary enabling environment for aquaculture through the creation of the Zambia Aquaculture Development Fund which has a lot of political will and also supports inclusive youths’ participation. In addition, there is a recognition of aquaculture as a contributor to employment creation and economic diversification in the Seventh National Development Plan (7NDP) making its implementation consistent with national development planning.

- **PRODUCTION**
  - Aquaculture contributes about 27% to the total fish production in the country. Recently, the sector has experienced some increase in production from 12,988 metric tonnes in 2012 to about 32,888 metric tonnes in 2017; this increase is mainly attributed to the commercialization of the sector which has led to the increase in the number of small holder farmers venturing into fish farming and the increase in private sector investment. However, the increase in the number of small-scale fish farmers has not significantly helped reduce the deficit in demand.
  - Zambia is the sixth largest aquaculture producer in sub-Saharan Africa with strong growth trends in recent years. Production increased from 12,988 metric tons (MT) in 2012 to 32,888MT in 2017, comprised almost entirely of tilapia. Small-scale farmers (SSFs) provide 10-20% of supply, with the rest coming from commercial farms (CFs).
  - Over 10,000 SSFs across all 10 provinces engaged in fish production in 2018, with the largest numbers in Northern, North Western, and Luapula Provinces. SSFs utilize pond-based systems, which are typically family-based, labor extensive, on farms < 0.5 ha, with annual yields of 1-2MT/ha, and 6-9-month cycles. Profitability analysis reveals that investment in aquaculture production in Zambia is a viable business opportunity for small-scale farmers. In recent years, the Government of Zambia’s (GZ) policies have attracted companies to operate large-scale, intensive, cage-based CFs.
  - The aquaculture VC covers a broad range of stakeholders, including hatcheries, feed producers, farmers, traders, processors, distributors, and retailers. Studies find low participation rates of women in fish farming; however, women are actively involved in the marketing and processing of fish.

- **MARKET TRENDS AND TRADE**
  - The aquaculture sector has a large demand gap that is currently filled by imports, despite Zambia’s abundance of water resources. Trends in import data show a more than 15-fold increase in fish imports to Zambia between 2006 and 2016, nearly entirely comprised of farmed tilapia. Between 2013 and 2016, imports rose from 32,244MT to 126,345MT. Zambia’s largest import partners are Namibia (83% by value) and China (10%).
Markets differ across geographic locations, fish quality characteristics, and the wealth status of consumers. SSFs and CFs operate in parallel markets where SSFs consume their own production and/or sell in local markets, and CFs supply commercial outlets with value added products (i.e. frozen) in urban areas. Fish production is largely for the domestic market.

Exports of fishery products are limited and have decreased 76% (by value) between 2011 and 2018 to $3.8m, with most exports (75%) destined for the DRC. Regional markets show strong import substitution potential if Zambia can sufficiently expand domestic production. Zambia is the largest producer of fish among neighbouring Zimbabwe, Tanzania, and Malawi, and the biggest producer of tilapia in the Southern African Development Community (SADC). Favourable trade protocols in the Common Market for Eastern and Southern Africa (COMESA) and the SADC create a conducive trade environment.

**SUSTAINABILITY ASSESSMENT**

**A) ECONOMIC**

i. Sale price and costs of production. Generally, farmed fish from the commercial sector is categorized into three different grades. ‘Grade one’ describes fish that weighs more than 300 gram (g), and is currently sold for 24–27 Zambian Kwacha (ZMW) (~$2.55 United states Dollar [USD] per kilogram [kg]); ‘grade two’ comprises fish of 100 g to 300 g and is sold at 18 ZMW per kg ($1.8 USD/kg); ‘grade three’ is fish of a weight less than 100 g and sold at around 8 ZMW per kg ($0.8 USD/kg). Prices were reported to reach a maximum of 28 ZMW per kg ($2.80 USD/kg) for domestically farmed fish and 22 ZMW per kg ($2.20 USD/kg) for imported tilapia of a similar size in 2016. Some smaller sized imported tilapia (100–200 g) can retail at 17.5 ZMW/Kg.

ii. ZMW per kg ($1.75 USD/kg). The implementation of the E-voucher system gives an opportunity for farmers to take up aquaculture as their income generating activity because they are able to use the FISP program to redeem aquaculture inputs such as fingerlings and feeds.

iii. Value addition. Most large-scale producers do not own distribution and retail functions, and therefore sell to commercial fish traders, such as Capital Fisheries Ltd., who supply cold store logistics and who conduct further value addition (e.g. filleting and packaging).

**B) SOCIAL**

i. Improving diets. Fish provides the majority of animal protein, about 53%, consumed by Zambians and is often the only accessible and/or affordable animal-source food for resource poor people in rural areas.

ii. Gender: Women feature in the value chain, particularly at the retail stage. The smallest grade tilapia produced by the domestic commercial sector enjoys high demand, mostly by women retailers who purchase fish from depots in Lusaka, Kitwe and Ndola and distribute it to fish markets throughout urban areas low-income consumers. This is estimated to be around 5–10% of the total production of the large producers.

**C) ENVIRONMENTAL RISKS**
i. Increased run-off from the slopes due to poor farming activities hence threatening the life of the fish and the fish-ponds

ii. Removal of vegetation due to pond construction: There is anticipated increase in clearing of vegetation during the construction of ponds, roads, markets and fish processing infrastructure. Such activities can be mitigated through advanced planning of investment and infrastructure to protect local biodiversity

iii. Environmental pollution: Fish feeds, hormones and other chemicals used for treatment of fish may contaminate the natural water systems if water from the ponds is drained and released into the natural water systems

**PRINCIPAL CHALLENGES**

- While the demand for farmed fish in Zambia might be high, SSFs struggle to reach these markets because of poor infrastructure (i.e. transport, cold storage facilities), inadequate financing and extension services, and long distances to markets. Poor fish handling, poor fish farming husbandry techniques, inadequate nutrition education, and insufficient value addition compound the problem.

- Zambia’s National Aquaculture Strategy 2014-2024 and other national strategies show GZ’s commitment to invest in the aquaculture sector to increase its contribution to the national economy and promote resilience and agricultural diversification; however, disbursement rates are low at 30%.

- The sector provides income for 1,000,000 people either directly as fish farmers or indirectly as traders, processors, and other service providers along the value chain. Value chain growth brings potential for job inclusiveness, particularly among youth, women, and workers in remote rural areas, and is a value chain characterized by strong linkages to labour-intensive crops, such as inputs into feed.

- A higher intake of fish can have a positive impact on human health by helping reduce the high prevalence of chronic and acute malnutrition in Zambia.
## 15.6 Annex 6 Detailed action plan and timeline of the activities

### Outcome 1: Employability (on- and off-farm) and self-employment capabilities of youths in agriculture and agribusiness are enhanced

#### Output 1.1: Platform & systems for improved skills coordination, collaboration, and skills anticipation within the agriculture (including aquaculture) and agribusiness sectors

<table>
<thead>
<tr>
<th>Activity</th>
<th>Sub-activity</th>
<th>Responsible</th>
<th>Partners</th>
<th>Timeline</th>
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</thead>
<tbody>
<tr>
<td>Activity 1.1.1</td>
<td>Facilitate an agriculture/ agribusiness skills stakeholder coordination platform formation</td>
<td>National Consultant, Skills Development</td>
<td>Ministry of Education (MoE), Ministry of Agriculture (MA), Technical Education Vocational &amp; Entrepreneurship Training Authority (TEVETA), Zambia National Farmers Union (ZNFU), Aquaculture Development Association of Zambia (ADAZ), TEVETA affiliated training institutions, Ministry of Agriculture colleges, Zambia Association of Manufacturers (ZAM), Technology Development Advisory Unit (UNZA-TDAU), Ministry of Technology &amp; Science, Ministry of Labour, Zambia Association of Manufacturers (ZAM), Bongohive, IAPRI</td>
<td>Yr1 Yr2 Yr3 Yr4 Yr5</td>
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<td>Activity 1.1.2</td>
<td>Support to operationalize the platform; semi – annual meetings.</td>
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<td>Activity 1.1.3</td>
<td>Support to collaborative efforts for skills anticipation within the agriculture/ agribusiness sectors</td>
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#### Output 1.2: Improved TEVETA certified training in agriculture and agribusiness; entrepreneurship; soft skills; ICT and digital skills

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<thead>
<tr>
<th>Activity</th>
<th>Sub-activity</th>
<th>Responsible</th>
<th>Partners</th>
<th>Timeline</th>
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</thead>
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<tr>
<td>Activity 1.2.1</td>
<td>Facilitate review and update agriculture and agribusiness TEVETA training curriculum</td>
<td>International Consultant, Skills Development</td>
<td>Ministry of Education (MoE), Ministry of Agriculture (MA), Technical Education Vocational &amp; Entrepreneurship Training Authority (TEVETA), Zambia National Farmers Union (ZNFU), Aquaculture Development Association of Zambia (ADAZ), TEVETA affiliated training institutions, Ministry of Agriculture colleges, Zambia Association of Manufacturers (ZAM), Technology Development Advisory Unit (UNZA-TDAU), Bongohive,</td>
<td>Yr1 Yr2 Yr3 Yr4 Yr5</td>
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<tr>
<td>Activity 1.2.2</td>
<td>Support to transform entrepreneurship training to stand-alone competence based courses</td>
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<tr>
<td>Activity 1.2.3</td>
<td>Support to develop competence based soft skills training curriculum</td>
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<td>Activity 1.2.4</td>
<td>Support to develop competence based ICT &amp; digital skills training curriculum</td>
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<td>Activity 1.2.5</td>
<td>Support TEVETA to roll-out new curriculum and training courses to affiliate training institutions</td>
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<td>Activity 1.2.6 Support TEVETA and its affiliate training institutions to undertake tracer studies to improve the review and design of future offers.</td>
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</tr>
</tbody>
</table>

**Output 1.3: Centre’s of excellence for agriculture and agribusiness training in priority provinces (staff training of trainers) established**

| Activity 1.3.1 Build capacity of selected training institutions to become TEVETA certified centres of excellence in agriculture and agribusiness training (materials, equipment support and Training of Trainers) | International Consultant, Skills Development |
| Ministry of Education (MoE), Ministry of Agriculture (MA), Technical Education Vocational & Entrepreneurship Training Authority (TEVETA), Zambia National Farmers Union (ZNFU), Aquaculture Development Association of Zambia (ADAZ), TEVETA affiliated training institutions, Ministry of Agriculture colleges, Zambia Association of Manufacturers (ZAM), Technology Development Advisory Unit (UNZA-TDAU) |

| Activity 1.3.2 Link centres of excellence to agribusiness industry through MOU’s (guest lecturers, practical learner-ships, agriculture market trends, modern equipment, materials and tools…) | International Consultant, Skills Development |

| Activity 1.3.3 Support the centres of excellence with necessary equipment’s, materials and tools | International Consultant, Skills Development |

| Activity 1.3.4 Support TEVETA and affiliate training institutions to expand their training offers through developing virtual learning platforms to offer blended learning in agriculture and agribusiness | International Consultant, Skills Development |

<p>| Activity 1.3.5 Support TEVETA and affiliate training institutions (centres of excellence) to improve branding and marketing of | International Consultant, Skills Development |</p>
<table>
<thead>
<tr>
<th>Activity</th>
<th>Output</th>
<th>Implementer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activity 1.3.6 Support TEVETA and affiliate training institutions (centres of excellence) to offer employment services especially for short term specialized contract type employments.</td>
<td>Output 1.4: Life-long learning pathways in agriculture &amp; agri-business established through support to TEVETA</td>
<td>Ministry of Education (MoE), Ministry of Agriculture (MA), Technical Education Vocational &amp; Entrepreneurship Training Authority (TEVETA), Zambia National Farmers Union</td>
</tr>
<tr>
<td>Activity 1.4.1 Build capacity of selected secondary schools to offer TEVET training in agriculture &amp; agri-business (two-tier system)</td>
<td></td>
<td>International Consultant, Skills Development</td>
</tr>
<tr>
<td>Activity 1.4.2 Strengthen the Recognition of Prior Learning (RPL) in agriculture and agribusiness through linking the established centers of excellence to TEVETA as skills and competences assessment centers.</td>
<td></td>
<td>International Consultant, Skills Development</td>
</tr>
<tr>
<td>Activity 1.4.3 Support to TEVETA and its affiliates and the NYDC to link to industry through MOU’s for purposes of apprenticeships, internships and other learner-ships.</td>
<td></td>
<td>International Consultant, Skills Development</td>
</tr>
<tr>
<td>Output 1.5 Expanded and scaled-up training in soft skills; ICT and digital skills</td>
<td>Activity 1.5.1 Review study of the youth focused informal trainings in soft-skills, ICT, digital skills to identify leverage points for scale-up</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Activity 1.5.2 Identify suitable scale-up partners for training of youth in soft-skills, ICT and digital skills and sign-up partnership agreements</td>
<td></td>
</tr>
</tbody>
</table>


### Outcome 2: Existing and emerging youth-led agribusinesses, youth-led IT companies and SMEs in agriculture have increased access to finance and are better integrated into local, regional and international markets.

**Output 2.1 Youth-led agribusinesses, youth-led IT companies and SME's in agriculture are effectively mobilized through existing associations of SME's**

<table>
<thead>
<tr>
<th>Activity Sub-activity</th>
<th>Responsible</th>
<th>Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activity 2.1.1 Review the most suitable business oriented SME association or organizations that is also focussed on youth-led agribusinesses and sign partnership agreements</td>
<td>National Consultant, Specialist in partnerships</td>
<td>Zambia Chamber of Small and Medium Business Associations (ZCSMBA), Zambia Chamber of Commerce and Industry (ZACCI), Business Development Services Association of Zambia (BDSA), Zambia Development Agency (ZDA), Citizens Economic Empowerment Commission (CEEC), Zambia Business &amp; Technology Centre (ZBTC), Youth Development Fund (YDF), Ministry of Agriculture (MA), Ministry of Commerce Trade and Industry (MCTI), Zambia Federation of Associations of Women in Business (ZFAWB), Aquaculture Development Association of Zambia (ADAZ),</td>
</tr>
<tr>
<td>Activity 2.1.2 Support member recruitment/mobilization of youth-led IT companies, youth-led agribusinesses, and youth-led SME’s in agriculture through the existing SME’s associations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Activity 2.1.3 Support capacity building of SME association to ensure robust membership database, improved membership services offer and association viability</td>
<td></td>
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</tr>
</tbody>
</table>

**Output 2.2 Private BDS providers focused on SME’s (including youth-led SME’s) capacity built**

<table>
<thead>
<tr>
<th>Activity Sub-activity</th>
<th>Responsible</th>
<th>Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activity 2.2.1 Facilitate market study or review of the SME BDS market in Zambia (in partnership with other players e.g. ZDA)</td>
<td>National Consultant, Specialist in Market Research</td>
<td>Business Development Services Association of Zambia (BDSA), SME focused Financial Associations, Zambia Chamber of Small and Medium Business Associations (ZCSMBA), Zambia National Farmers Union (ZNFU), Zambia Federation of Associations of Women in Business (ZFAWB), Aquaculture Development Association of Zambia (ADAZ),</td>
</tr>
<tr>
<td>Activity 2.2.2 Disseminate study or review findings to stakeholders especially BDS providers</td>
<td></td>
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</tr>
<tr>
<td>Activity 2.2.3 Identify apex organizations for BDS providers</td>
<td>National Consultant,</td>
<td></td>
</tr>
</tbody>
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**Activity 1.5.3 Capacity support of scale-up partners to set-up and expand presence and activities in five new provinces**
| Activity 2.2.4 Capacity build private SME BDS providers through training – with a focus on clarifying their offers, digitization, business modelling, product development, marketing and customer relationship | National Consultant Specialist in SME business modelling |
| Activity 2.2.5 Facilitate capacity building of SME BDS providers through linkages to empowerment programs, agriculture commodity aggregators, buyers, financial institutions, NYDC and other public institutions. | National Consultant, Market Systems Specialist |
| Activity 2.2.6 Support SME focused BDS providers to deliver their services to youth-led SME’s - digitization, business modelling, product development, marketing and customer relationship | |
| Activity 2.2.7 Support SME BDS providers apex organization M & E functions | National Consultant, Market Systems Specialist |

**Output 2.3 Current modalities, toolkits and approaches to youth SME access to BDS, Finance and Markets within public institutions (ZDA, CEEC, ZBTC, MA, MFL, MCTI) reviewed and enhanced**

<p>| Activity 2.3.1 Review the current SME offers for BDS, Finance and Market access through a study | International Consultant Specialist in SME development |
| Activity 2.3.2 Facilitate a review of the current modalities for BDS &amp; entrepreneurial training of SME’s (ZDA, CEEC, MA, MFL, MCTI….) | International Consultant Specialist in SME development |
| Activity 2.3.3 Support to harmonize BDS and | International Consultant | Zambia Development Agency (ZDA), Citizens Economic Empowerment Commission (CEEC), Zambia Business &amp; Technology Centre (ZBTC), Youth Development Fund (YDF), Ministry of Agriculture (MA), Ministry of Commerce Trade and Industry (MCTI) |</p>
<table>
<thead>
<tr>
<th>Output 2.4 Establishment of pilot youth-led small enterprise BDS centre’s to offer advice, entrepreneurial skills, linkages, information, mentorship, counselling and other BDS supports to youth-led SME’s</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Activity 2.4.1</strong> Review to identify host organization and support to facilitate stakeholder consultations in specific locations (through public-private partnerships – PPP’s) on the establishment of such business development centres. <strong>National Consultant</strong>, <strong>Specialist in public private partnerships for business development services</strong></td>
</tr>
<tr>
<td><strong>Activity 2.4.2</strong> Support the review of current virtual/physical BDS, Finance and Market access offers targeting youth-led agribusiness in Zambia (including virtual and brick-and-mortar business incubators, accelerators and others)</td>
</tr>
<tr>
<td><strong>Activity 2.4.3</strong> Support signing of MOU’s with relevant private and public institutions to set-up, upgrade and operationalize such centre’s (both physical and virtual)</td>
</tr>
<tr>
<td><strong>Activity 2.4.4</strong> Technical support for delivery of regular BDS activities as scheduled (physical and virtual), including linkages for access to finance and markets</td>
</tr>
<tr>
<td><strong>Output 2.5 Improved youth awareness of entrepreneurial and BDS opportunities, and Finance and Market access offers through strengthened media programming</strong></td>
</tr>
<tr>
<td><strong>Activity 2.5.1</strong> Facilitate media expert review of media offers for <strong>International Consultant</strong></td>
</tr>
<tr>
<td>Activity 2.5.2 Expert programming and content development with selected media channels – youth awareness of BDS, Finance and Market access.</td>
</tr>
<tr>
<td>Activity 2.5.3 Launch of &amp; support to media awareness programmes targeting youth-led SME’s</td>
</tr>
<tr>
<td>Activity 2.5.4 Identify suitable market players – influencers (aggregators, traders, buyers, input suppliers, public institutions) with capacity and incentives to promote increasing youth entrepreneurships in agriculture and agri-business.</td>
</tr>
<tr>
<td>Activity 2.5.5 Capacity building and support to market influencers – package and market entrepreneurial opportunities for youths in agriculture and agribusiness</td>
</tr>
</tbody>
</table>

**Output 2.6 Improved youth organization and youth agri-preneurs access to BDS, Finance and Markets through support to youth organizations.**

<p>| Activity 2.6.1 Support &amp; capacity building to the NYDC and its affiliates to mobilize entrepreneurial youth across the country | National Consultant, Market Systems Development Specialist |
| Activity 2.6.2 Support &amp; capacity build the NYDC and other youth organizations to understand the market opportunities for youth in BDS, Finance and Commodity markets. | National Youth Development Council (NYDC), Alliance for Youth Entrepreneurs (AYE), Young Emerging Farmers Initiative (YEFI), Zambia Emerging Farmers Association (ZAYEFA), Agripreneur Foundation, Zambia Association of Manufacturers (ZAM), Crushers &amp; Edible Oils Refiners Association (CEDORA), Business Development Services Association of Zambia (BDSAZ), ZedFarmer, Mukasa Fisheries, The Radical Farmer, TEVETA accredited Centres of Excellence in agriculture &amp; agribusiness, DLN Institute, Munyumba Mutwale, Mubita Nawa, Kenny Sinyangwe, Chibamba Kanyama, Abel Hangoma… |
| Activity 2.6.3 Support financial literacy training – (including | National Consultant, |</p>
<table>
<thead>
<tr>
<th>Activity</th>
<th>Sub-activity</th>
<th>Responsible</th>
<th>Partners</th>
<th>Timeline</th>
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<tr>
<td><strong>Outcome 3:</strong> Agricultural value chains and agri-food systems that create decent employment and self-employment opportunities for youths are strengthened.</td>
<td></td>
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<tr>
<td><strong>Output 3.1:</strong> Action research &amp; promotion of appropriate technologies with regards to low cost smallholder production models in aquaculture</td>
<td></td>
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</tr>
<tr>
<td>Activity 3.1.1</td>
<td>Develop TOR’s for research on low cost but commercial smallholder production models in aquaculture through partnerships</td>
<td>National Consultant, Specialist in Agriculture Research</td>
<td>Smallholder aquaculture farmers Kasaka Fisheries, WFC,</td>
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<tr>
<td>Activity 3.1.2</td>
<td>Undertake research and disseminate results</td>
<td>Smallholder aquaculture farmers Kasaka Fisheries, WFC,</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Activity 3.1.3</td>
<td>Promote low-cost smallholder but commercial aquaculture production models in partnership with the DOF, NGO’s and others</td>
<td>DOF, NGO’s and others</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Activity 3.1.4</td>
<td>Promote other fish breeds apart from Tilapia e.g. catfish.</td>
<td>DOF, NGO’s and others</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Output 3.2:** Sector stakeholder platforms (e.g. ADAZ, SOPAG) established or strengthened to encourage coordination, collaboration, technology promotion, public information dissemination and sector growth

<table>
<thead>
<tr>
<th>Activity 3.2.1</th>
<th>Agree on MOU’s to specify scope of partnership to promote aquaculture and soybeans agribusiness in Zambia especially among youth’s</th>
<th>National Consultant, Market System Development Specialist</th>
<th>ADAZ, NYDC, SOPAG &amp; affiliate youth organizations, BDS Providers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activity 3.2.2</td>
<td>Promote aquaculture and soybeans agribusiness opportunities as business cases among youth organizations and entrepreneurs</td>
<td>ADAZ, NYDC &amp; affiliate youth organizations, BDS Providers</td>
<td></td>
</tr>
<tr>
<td>Activity 3.2.3</td>
<td>Promote inclusive collaborative business models between commercial operators and youth smallholder SME’s in both the aquaculture and soybeans sectors</td>
<td>ADAZ, NYDC &amp; affiliate youth organizations, BDS Providers</td>
<td></td>
</tr>
<tr>
<td>Activity 3.2.4</td>
<td>Promote modern aquaculture and agriculture technologies through demonstrations and even virtually.</td>
<td>ADAZ, NYDC &amp; affiliate youth organizations, BDS Providers</td>
<td></td>
</tr>
</tbody>
</table>

**Output 3.3:** Robust input supply chains embedded with support services and technical information developed.

<table>
<thead>
<tr>
<th>Activity 3.3.1</th>
<th>Partner with private input service providers to promote quality input use among youth smallholder farmers (soybeans and aquaculture).</th>
<th>National Consultant, Market Systems Specialist</th>
<th>Soybeans seed and inoculum producers (ZARI, Syngenta, Zamseed), Fingerling producers (Pakayeloba Hatcheries, Mukasa Fisheries, Sindazi Wiza, DOF) Feedstock manufacturers, (Farmfeeds, Novatek) low-cost fish cage producers; Various agro-dealers and nursery operators, MA extension staffs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activity 3.3.2</td>
<td>Support the MA to undertake intensive mobile training courses in soybeans production methods and sustainable agriculture</td>
<td>Various agro-dealers, lead farmers and MA extension staffs</td>
<td></td>
</tr>
<tr>
<td>Activity 3.3.3</td>
<td>Support the DOF to undertake intensive mobile training in low cost aquaculture production and sustainable land use management</td>
<td>MA – DOF, Various agro-dealers, lead farmers and MA extension staffs</td>
<td></td>
</tr>
</tbody>
</table>
### Output 3.4: Strengthened and extended smallholder inclusive business models established for mechanized services and equipment’s in rural areas through support to mechanization, & equipment/service providers.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.3.4</td>
<td>Develop suitable partnership to develop free online teaching materials on soybeans and aquaculture production</td>
</tr>
<tr>
<td>3.3.5</td>
<td>Support improved access to quality low cost soya beans seeds, inoculum and aquaculture fingerlings.</td>
</tr>
</tbody>
</table>

**Participants:**
- TEVETA, MA-DOF, ADAZ, Soybeans inputs suppliers, ZQA
- MA-ZARI, MA-DOF, Local seed growers associations

### Output 3.5: Youth inclusive supply chains developed through support to agro-processors, aggregators and trader (including the soybeans & aquaculture value chains)

<table>
<thead>
<tr>
<th>Activity</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.5.1</td>
<td>Review the current vertical business models and build a business case for youth inclusive business models for agro-processing and grain aggregation</td>
</tr>
<tr>
<td>3.5.2</td>
<td>Support and facilitate pilot youth inclusive business models for agro-processing and aggregation in selected sites</td>
</tr>
<tr>
<td>3.5.3</td>
<td>Support scale-up of successfully piloted business models</td>
</tr>
</tbody>
</table>

**Participants:**
- National Consultant, Market Systems Specialist
- Equipment suppliers (SARO, CAMCO, Rent to Own…), Equipment manufacturers (John Deere, Massey Ferguson, Landini…)
- Agriculture Equipment Leasing Companies (AgLeaseCo, Commercial Banks)
- Commercial Agriculture Equipment Renters
- Agro-processors, aggregators and traders

### Output 3.6: The warehouse receipt system reviewed and strengthened to avert pricing and aggregation risks and promote youth entrepreneurship

<table>
<thead>
<tr>
<th>Activity</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.6.1</td>
<td>Facilitate a review of the warehouse receipt system especially for soybeans and identify opportunities for scale-up in the project areas</td>
</tr>
</tbody>
</table>

**Participants:**
- National Consultant, Supply Chain specialist
- Warehouse operators, Grain Traders Association of Zambia (GTAZ), Zambia Commodity Exchange (ZAMACE)
<table>
<thead>
<tr>
<th>Activity</th>
<th>Sub-activity</th>
<th>Responsible</th>
<th>Partners</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activity 3.6.2</td>
<td>Partnership with ZAMACE and other warehouse receipt system stakeholders for expansion of the receipt system in the project areas</td>
<td>National Consultant, Market Systems Specialist</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Activity 3.6.3</td>
<td>Support the scale up of the warehouse receipt system</td>
<td>National Consultant, Market Systems Specialist</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Activity Sub-activity Responsible Partners Timeline

**Outcome 4: Policy, institutional and programmatic frameworks are strengthened at the national level to support decent youth employment creation and entrepreneurship development in agriculture and agribusiness**

#### Output 4.1: Agriculture policy and programmes streamlined to create enabling environment for soybeans sector growth

<table>
<thead>
<tr>
<th>Activity</th>
<th>Sub-activity</th>
<th>Responsible</th>
<th>Partners</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activity 4.1.1</td>
<td>Facilitate sector stakeholder consultations on the agriculture policy &amp; agriculture marketing bill to promote transparency and predictability in agriculture trade policy</td>
<td>International Consultant, Trade Policy Specialist</td>
<td>MA, FRA, IAPRI, Crushers &amp; Edible Oils Refiners Association (CEDORA), ZAMACE</td>
<td></td>
</tr>
<tr>
<td>Activity 4.1.2</td>
<td>Facilitate the review of the FISP (including e-FISP) to promote effective policy advocacy and enactment contributing to competition, diversification, and reducing input market distortions</td>
<td>National Consultant, Agriculture Policy Specialist</td>
<td>MA, Musika</td>
<td></td>
</tr>
<tr>
<td>Activity 4.1.3</td>
<td>Facilitate the review of the agriculture policy to include employment targets</td>
<td>International consultant, Employment Specialist</td>
<td>MA, MLSS, IAPRI</td>
<td></td>
</tr>
</tbody>
</table>

#### Output 4.2: Youth policy and programmes streamlined to create enabling environment for youth employment and entrepreneurship

<table>
<thead>
<tr>
<th>Activity</th>
<th>Sub-activity</th>
<th>Responsible</th>
<th>Partners</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activity 4.2.1</td>
<td>Facilitate the review of the 2015 NYP</td>
<td>National Consultant, Youth Policy Specialist</td>
<td>MYSCD, NYDC, ILO, UNDP</td>
<td></td>
</tr>
<tr>
<td>Activity 4.2.2</td>
<td>Support to strengthen existing youth empowerment &amp; employment coordination, collaboration platforms and mechanisms (especially with regards to</td>
<td>National Consultant, Employment Policy Specialist</td>
<td>MYSCD, NYDC, MoNDP, ILO, UNDP, Smart Zambia, MA, MLSS,</td>
<td></td>
</tr>
<tr>
<td>Activity 4.2.3 Facilitate, review and strengthen the institutional mandate of the NYDC to re-focus and streamline its operations</td>
<td>National Consultant, Youth Policy Specialist</td>
<td>MYSCD, NYDC, ILO, UNDP</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Activity 4.2.4 Support to strengthen, and to align and harmonize the youth policy and its strategic plan for youth employment and empowerment to skills development programmes</td>
<td>International Consultant, Employment Policy Specialist</td>
<td>MYSCD, MONDP, MOF, NYDC, ILO, UNDP</td>
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</table>

**Output 4.3: SME Policy and programmes streamlined to create enabling environment for youth-led SME’s and youth employment**

| Activity 4.3.1 Enhance youth’s position in the SME policy through facilitating review of the 2019 draft SME policy in the new ministry of SME’s, youth SME policy research and review the institutional framework for youth SME support | International Consultant, SME Specialist | MYSCD, MONDP, MOF, NYDC, ILO, UNDP, MA, MFL |
| Activity 4.3.2 Support to align and harmonize SME Policy and institutional frameworks to youth employment and empowerment programmes | International Consultant, SME Specialist | MYSCD, MONDP, MOF, NYDC, ILO, UNDP, MA, MFL |
| Activity 4.3.3 Support the promotion and recognition of inclusive business models in the SME policy and associated implementation plans for preferential considerations | International Consultant, SME Specialist/Inclusive Business Specialist | MYSCD, MONDP, MOF, NYDC, ILO, UNDP |

**Output 4.4: Youth skills development policy, institutional frameworks and programmes streamlined to enhance skills development in agriculture and agribusiness**

| Activity 4.4.1 Support to repeal the old apprenticeship Act to make it current and relevant | National Consultant, Youth Policy Specialist | MYSCD, NYDC, ILO, Ministry of Education, TEVETA |
| Activity 4.4.2 Harmonize training curriculum between the Ministry of Agriculture training institutions and TEVETA affiliated training institutions | National Consultant, Skills Development Specialist | MA, Ministry of Education, TEVETA |
### Output 4.5: Capacity built for policy reviews, development, implementation, monitoring and evaluation for youth employment in agriculture and agribusiness

<table>
<thead>
<tr>
<th>Activity 4.5.1 Identify key stakeholders, policies &amp; policy gaps for youth employment and empowerment in agriculture and agribusiness</th>
<th>International Consultant, Employment Policy Specialist</th>
<th>MYSCD, MLSS, MA, MFL, NYDC, TEVETA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activity 4.5.2 Support policy awareness among key stakeholders on the relevant youth employment and empowerment policies</td>
<td>National Consultant, Employment Policy Specialist</td>
<td>MYSCD, MLSS, MA, MFL, NYDC, TEVETA</td>
</tr>
<tr>
<td>Activity 4.5.3 Support capacity building for agriculture related youth employment and empowerment policy reviews, development, implementation, monitoring and evaluation</td>
<td>MYSCD, MLSS, MA, MFL, NYDC, TEVETA</td>
<td></td>
</tr>
<tr>
<td>Activity 4.5.4 Support capacity building for policy lobby and advocacy and policy awareness</td>
<td>MYSCD, MLSS, MA, MFL, NYDC, TEVETA</td>
<td></td>
</tr>
</tbody>
</table>

### Activity Sub-activity | Responsible | Partners | Timeline
|---|---|---|---|
| **Outcome 5: Program Management and Monitoring & Evaluation (including independent mid-term and terminal evaluations).**

*Output 5.1 - Establishment of a Program Management Unit (PMU) ensuring implementation of activities, coordination, and liaison with stakeholders and resource partners*

Activity 5.1.1 – Establish the Program Management Unit, leveraging on existing FAO and UNIDO structures and comparative advantages | International Senior Program Coordinator | UNIDO, FAO, MA, MYSCD |

*Output 5.2 - Monitoring & Evaluation (M&E) of activities, outputs and outcomes and self-evaluation at national level conducted*

Activity 5.2.1 Ensure monitoring of activities, outputs and outcomes and self-evaluation at national, sub-regional and continental levels throughout the project | 4 Program Officers | UNIDO, FAO, MA, MYSCD |
| Activity 5.2.2 Carry out independent mid-term and terminal evaluations and share results with key stakeholders | Independent Audit Company |  |  |  |  |  |