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## **YOUTH ENGAGEMENT IN LEADERSHIP FOR AGRICULTURAL MARKETING CO-OPERATIVE SOCIETIES SUSTAINABILITY IN KARAGWE AND KYERWA DISTRICTS, TANZANIA**

**Angelina Lucas Nkilijiwa<sup>1</sup> & Richard A. Msuya<sup>2</sup>**

<sup>1</sup>Asisstant Lecturer, Moshi Co-operative University (MoCU),  
Email: [angelinalucas173@gmail.com](mailto:angelinalucas173@gmail.com)

<sup>2</sup>Lecturer, Moshi Co-operative University (MoCU), Email: [halleluyarichard@gmail.com](mailto:halleluyarichard@gmail.com)

### **ABSTRACT**

*Despite their potential for sustaining cooperative societies, youth involvement in cooperative leadership is still limited. The purpose of this study was to evaluate youth leadership participation for long-term cooperative success. Specifically, researchers aimed to identify strategies used to engage youth in co-operative leadership and the role of youth leadership in sustaining Agricultural Marketing Co-operative Societies (AMCOS). The study conducted in two Districts namely; Karagwe and Kyerwa, with 252 board members collecting data through descriptive questionnaires and interviews. Researchers used both descriptive and narrative analysis tools for data analysis. The findings revealed that there were weak institutional strategies designed to engage youth in co-operative activities, such as policy and/or practice guidelines supporting youth engagement, strategic planning for youth engagement, financial and non-financial resources to support youth participation, youth forums to address their needs as managers and leaders. Youth-adult relationships do exist, but only in the sense that youth are considered as co-operative participants. Furthermore, in the two districts, the role of youth leaders in maintaining AMCOS is rarely in supporting and defending policies, attaining goals, or building interpersonal skills. It was concluded that, youth engagement agenda in co-operative leadership can only be archived if institutional procedures and strategies for including youth in leadership roles are in place and this needs agriculture and marketing co-operatives (AMCOS) making conscious efforts to design appropriate strategies to engage youth to occupy leadership positions and to encourage more youth to join co-operatives as active members. It was recommended that District Co-operative Officers educate the elderly about the importance of youth as leaders in sustaining cooperatives and provide training on how to engage them in AMCOS.*

**Keywords:** Agricultural Marketing Co-operative Societies (AMCOS), Sustainable Co-operative, Youth-Co-operative Leadership.

### **1.0 INTRODUCTION**

Numerous scholars have documented the impact in cooperative sector to the global economy. It makes a difference by increasing members' income, lowering their risks, and providing an open door for them to participate in community activities (Birchall, 2003). According to Hartley and Johnson (2014), the sector employs more than 250 million people around the world, despite this, co-operatives have expanded in number, and there are currently a billion co-operators worldwide under the umbrella of the International Co-operative Alliance (ICA). Notwithstanding the ups and downs of cooperative enterprises, limited youth involvement in co-operative enterprises has become a rising controversy in the current co-operative industry. Youth make up a significant section of the global population, and they confront a variety of socioeconomic challenges, such as being unemployed, having a low income, or having limited professional opportunities (Honwana, 2014).

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The World Bank's (2007) research on youth's future prospects focused on the nature of young agency in the circumstances in which they live. Co-operatives were considered as a potential chance for youth to improve their livelihoods and income while also providing them with their own leadership training ground. Youth participation in cooperatives has been shown to have a favourable impact on youth development and the long-term sustainability of cooperatives. Co-operatives can provide chances for young people that they might not otherwise have access to. The benefits of youth involvement in cooperatives extend not only to the youth, but also to cooperative institutions, as youth in cooperatives help to maintain (aging) cooperatives by bringing new ideas and technology to cooperative governance, Hartley & Johnson, (2014) and Flink *et al.* (2018). Furthermore, Hartley & Johnson, (2014) argues that youth are commonly underrepresented in and excluded from decision-making processes in mixed cooperative firms with adults and youth as members. Youth's restricted participation in cooperative organisations limits their potential to raise new issues that threaten the cooperative's long-term sustainability.

According to Rankin and Russell (2005), A sustainable cooperative is the one that is financially successful and able to compete with other cooperatives and the private sector. A sustainable cooperative has been considered in characteristics of sociological and economic productive behaviour, (Jones, 2004). With the regard of this scenario, the definition of Rankin and Russell (2005) is used in this study. AMCOS's long-term viability is described as the cooperative's potential to be profitable while also serving the interests of its members. Sustainability in relation to youth engagement in cooperatives is viewed in six factors, according to the current study and various literatures, such as achieving organisational goals, ability to plan for the future, promote and defend available policies, capability to mobilise resources, networking and ability to see opportunities and being creative.

One of several studies on youth participation in cooperative companies in Sub-Saharan Africa, Okwany *et al.* (2010) gathered data on the barriers to youth participation in leadership and some of their attributes/roles in sustaining SACCOS from several SACCOS in Africa; the report revealed that, more than half of youth do not participate in leadership because of management stereotypes and other barriers such as generational disparities between elders and youth. Their participation in co-operatives leadership cohorts, for example, 31-35 (40%), 26-30 (32%), 21-25 (20%) and 16-20 (8%), reports their absence from SACCOS leadership. This means that as they become older, they would be more likely to take on leadership roles and vice versa. In addition, to co-operative where youth were involved in leadership the following were some examples of successful stories; young leadership has been connected to their attributes for sustaining co-operatives, youth leadership has been linked to their involvement in motivating others to join SACCOS, fresh leadership ideas, dynamism, adaptability, innovation, energy, risk-takers and resources were among their characteristics and youth leaders were linked to information transmission to other youth.

In a study conducted in Tanzania in agricultural marketing co-operative societies (AMCOS) situated in Iringa, Njombe and Mbeya by Touw and Mbwaga (2017), it was discovered that youth are excluded from leadership positions in these societies. By definition AMCOS is farmers' business organisations, organised by farmers who produce a specific crop and sell their products collectively, it enables producers to collaborate on tasks that they could not do on their own. Furthermore, farmers in AMCOS are expected to have access to other collective services such as purchasing farm supplies, sharing expensive equipment, or providing services such as storage or transportation that would be impossible for an individual to access. The study by Touw and Mbwaga (2014) found that board members aged 25–35 years accounted for 9%; 35–45 years accounted for 35%; 45–55 years accounted for 39%; and > 55 years accounted for 17%, implying that most agricultural co-operatives are governed by adults having experience and who are trusted by members. In their studies on youth participation, Okway *et al.* (2010) and Accord, (2020) recommend that when youth are given opportunities to join cooperatives and participate in co-operative governance, they can give meaning to life, which in turn increases self-employment and industrialization for national building and development. With these considerations in mind, the purpose of this article is to analyse youth leadership engagement for the long-term viability of Tanzanian cooperative organisations.

The National Youth Development Policy of 2007 defined youth in Tanzania as those aged 15 to 35 years old, and this definition has been utilised in reference to this study. In 2015, 76.5 percent of the country's population was under the age of 25. (World Bank, 2016). This means that youths aged 15 to 35 are the largest segment of the community, and Tanzania's population is expected to grow by 78.7% in 2020 and 81.5 percent by 2050 (World bank, 2016). This means that there is a wealth of opportunity to be exploited in youth, particularly in agricultural cooperatives in Tanzania, but their involvement is currently limited.

In Tanzania, some methods have been implemented to ensure that young engagement in the development sector is achieved, as they play an active role in decision-making and may influence the sector's sustainability. The

government of the United Republic of Tanzania, for example, is attempting to engage young people in the agricultural industry in a variety of ways: First, 72 out of 185 districts have set aside 84037 acres for youth entrepreneurs; second, 113 district councils have established youth SACCOS; and third, the government has put aside 3.9 billion Tanzanian shillings as a credit for youth in fiscal year 2016/2017 (The Citizen, 2016); Fourth, in response to low member participation, weak leadership, and management in co-operatives, the government launched the Co-operative Reform and Modernisation Programme (CRMP) in 2005. CRMP aimed to engage members through youth participation, decision making, planning, control and good governance (Shaw,2006).The strategies and policies appear to be beneficial to youth inclusion and, in particular, agricultural cooperatives. However, it's possible that a lack of appropriate implementation is to blame for these initiatives' failure to produce beneficial results, particularly in terms of youth participation.

Despite evidence from various scholars about insufficient youth inclusion in cooperative leadership, factors affecting youth in cooperative leadership, and Tanzanian government efforts for youth participation in cooperative leadership, the current study used the British Columbia Ministry of Children and Family Development's (2013) Youth Engagement Toolkit to assess youth participation in cooperative leadership. The toolkit examines indicators across five themes of youth engagement, but this study only looked at three themes namely: organisational readiness, youth-adult partnerships, and youth decision-making. Because there is little research on the role of youth cooperative leadership in sustaining AMCOS, and there isn't enough scholarly evidence, the toolkit is used to assess youth engagement in cooperative leadership. Therefore specifically the study strains to archive the following objective a case of AMCOS in Karagwe and Kyerwa Districts-Kagera region in Tanzania;

- i. *To describe the strategies used in cooperative societies to engage youth in co-operative leadership.*
- ii. *To evaluate the role of youth leadership in sustaining AMCOS.*

In order to empower youth in agricultural productivity and employment, they must be involved in co-operative marketing societies. The outcomes of this study provide as suggestions for implementing hands-on techniques to engage youth in leadership and as evidence for how youth may sustain their cooperatives. Furthermore, the study contributes to the United Nations Sustainable Vision 2030, which focuses on improving the global community's social welfare, as well as Tanzania's Sustainable Vision 2025, which aims at industrialisation, with youth as the target in agricultural productions as far as AMCOS and youth engagement is concerned.

## 2.0 RESEARCH METHODOLOGY

The study took place in the Karagwe and Kyerwa Districts in Kagera Region, which is located in Tanzania northern western corner on the western edge of Lake Victoria. The research area was chosen because it has a long history and experience in running coffee-related AMCOS, making it a relevant case study because of its experience in involving various age groups in cooperative leadership, including youth.

The study's target population was 675 board cooperative members, with 57 Karagwe AMCOS and 78 Kyerwa AMCOS, for a total of 135 AMCOS. Each AMCOS is made up of an average of five board members (Regional Assistant Co-operative Registrar-2020).The sample sizes of board members were arrived using Yomane formula (1967). The established level of confidence will be 95% whereby the degree of variability=0.05 and level of precision (e) is = 0.05.

Therefore:  $n = \frac{N}{1+Ne^2}$  as suggested by Yamane's mathematical formula, where n is sample size, N is the total number of study population (675)

$$n = \frac{675}{1+(675)0.05^2}$$

n= 252 respondents

Therefore the sample size taken was 252 board members. Moreover, the total sample from each district was arrived using proportional to sample size techniques from which 252 board members were selected from each district. Basing on experiences the researchers used simple random sampling techniques to select one to two board representatives per each AMCOS under the study to collect data from 252 respondents. Further a total of 2 key informants namely District Co-operative Officers were taken from Karagwe and Kyerwa District and purposive sampling applied to select 2 Districts Co-operative Officers. To eliminate research bias, the researchers utilised simple random procedures and purposeful sampling (Kothari, 2004). The Questionnaires with closed and open-

ended questions were used to capture both board members' youth leadership participation strategies and perceptions of youth leaders to the AMCOS's sustainability from the 252 respondents.

Personal interview was also administered to a total of 2 Districts Co-operative Officers from Karagwe and Kyerwa Districts. The types of data captured were related to both youth leadership participation strategies used by board members and sustainability of AMCOS under youth leadership. The interview was semi-structured to allow the collection of wide information from the respondents for the familiar of the subject in hand. Researchers recorded the data using a notebook so as to retrieve it when needed for qualitative analysis. The reason for using personal interviews was that they enable the researchers to collect information from well-experienced respondents as they execute day-to-day functions relating to the subject under study (Kothari, 2014 and Sounders' *et al.* 2012).

Researchers used both qualitative and quantitative data analysis as follows: Qualitative method specifically adopted narrative analysis to analyse data from interview of District Co-operative Officers. Narrative analysis aims to pull together the big picture of the experiences or events under discussion as they are understood by the participants by listening to them tell stories and analysing what they mean (Riessman 1993). These data helped to enrich the quantitative information. Moreover, quantitative method applied descriptive analysis to summarise the outcome of background variables (sex, age, working experience and level of education) and the summary of the outcome of the empirical variables for objective one and two. The summaries were presented in terms of percentages as shown in findings and discussion. However, before the analysis the study defined and explained how the variables should be measured as shown in Table 1.

**Table 1: Variable used in data collection and analysis**

S/N	Aspects involved	Variable
Objective I: To describe the strategies used in cooperative societies to engage youth in co-operative leadership		
1	Organisational readiness	Availability of legislation, policy and/or practice guidelines supporting youth engagement, Presence of a strategic plan for youth engagement Managers and leaders most closely understand and support youth engagement initiatives Allocation of Financial and non-financial resources to support the active involvement of youth
2	Youth-Adult partnership	Availability of youth forums to address their needs to management and leaders Availability of Mentorship opportunities exist so that adults and youth can share their knowledge and abilities Youth are provided with opportunities to access training and skill building workshops Youth have access to managers and leaders who can address their concerns
3	Youth decision-making	Youth are involved in developing, reviewing and updating relevant policies and processes Youth have input over budgets associated with co-operative activities Youth have opportunities to build relationships and network with other youth and organizations, Availability of policy requirements for youth presentation in the board
Objective II: To evaluate the roles of youth co-operative leadership in sustaining AMCOS Sustainability		
		Ability to achieve organisation goals Ability to plan for future Promote and defend available policies Capability to mobilize resources Networking (Maintaining link with buyers and suppliers in market) Ability to see opportunities and being creative

### 3.0 FINDINGS AND DISCUSSION

#### 3.1 Background Variables

Table 2 shows the background information used in the current investigation, which comprised sex, age, and educational level. Background variables were used to discuss the presentation of youth in leadership because they could impact other variables in the study.

The gender of the respondents was divided into two categories that are male and female. According to the results, men had more leadership positions in the AMCOS board than women, with 94% of men and 6 % of women, as shown in Table 2. The findings imply that women, whether adults or youth, are underrepresented on cooperative boards. This could be due to social restrictions such as gender inequity, which prevent women from being represented on AMCOS boards in the two areas. Women in Africa traditionally do not own land and are ruled by their husbands; therefore, it is difficult for them to join because they lack membership qualities.

The respondents' ages were calculated using the number of years since their birth, 20 years, 21-25 years, 26-30 years, 31-35 years, 36-40 years, 41-45 years, and > 46 years were the indicative values. The results revealed AMCOS are governed more by adults, that as one's age increased, the likelihood of being included in the AMCOS

leadership positions increased as presented in Table 2. This link could be explained by the fact that youth make up a small percentage of the membership, hence they aren't represented to compete for leadership positions during election sessions. On the other hand, youth under the age of 20 to 30 years old do not have permanent land for coffee cultivation, as do the elderly. To make afford their living, youth turn to short-term, high-profit agri-production such as bean production whereas the AMCOS' business is irrelevant to them. These findings are in line with the study done by Touw and Mmbaga (2014) which revealed that co-operatives are governed by adults having experience and who are trusted by members.

The level of education of the respondents was measured by the high level of education attained by the respondents ranging from primary education, secondary education and college level. The findings showed that most of the board members had primary education 188 (75%), followed by secondary education 37 (14%), and college education 27 (11%), as shown in Table 2. This implied that most AMCOS were run by elderly board members with low education levels, which is something that might risk the sustainability of their AMCOS. The likely reason might be the nature of subsistence agriculture as a sector, which can be run by anyone who is active enough to engage in farming operations. Most of AMCOS's elder board members were elected to hold their position based on their expertise, although education remains an essential factor in administering today's agricultural institutions. Due to changing educational policies in Tanzania, the majority of young people aged 18 to 35 now have secondary education skills, which is important to be included in AMCOS in order to develop new abilities.

**Table 2: Background Variables of the Respondents**

Variables	Values	Frequency	Percent (%)	Cumulative Percent (%)
Sex	Male	237	94	94
	Female	15	6	100
		<b>252</b>	<b>100</b>	<b>100</b>
Age	<20 years	00	00	00
	21-25years	2	1	1
	26-30 years	7	3	4
	31-35 years	18	7	11
	36-40 years	25	10	21
	41-45 years	69	27	48
	>46 years	131	52	100
			<b>252</b>	<b>100</b>
Education level	Primary	188	75	75
	Secondary	37	14	89
	College	27	11	100
		<b>252</b>	<b>100</b>	<b>100</b>

### 3.2 Strategies used in cooperative societies to engage youth in co-operative leadership

The first objective was to describe the various leadership strategies utilised by cooperative board members to engage youth in cooperative leadership. As shown in Table 3, the study examined leadership strategies by looking at three components of the study: organisational readiness, youth-adult cooperation and young decision-making.

Starting with organisational readiness, the goal was to determine whether AMCOS makes youth participation a reality by evaluating the types of practices existent in AMCOS and used by board members. As demonstrated in table 3, there was no legislation, policy and/or practice guidelines, or strategic plans in place to facilitate youth engagement in AMCOS at the time of the study. There were also no youth forums where they could express their concerns to management and leaders.

However, it showed few AMCOS where about 11 participants (4%) allocated financial and non-financial resources to support the involvement of youth. Furthermore, most board members declared that managers and leaders most closely understand and support youth engagement initiatives as they are considered like other members of a co-operative. The above findings are in line with interview findings when one interviewee said:

*"...in the provision of services youth are treated as other members, all members are treated equally, whether youth or elderly. Actually, there are no special policies or guidelines which directly lead the AMCOS board to focus on youth engagement (Interview, Kyerwa District) .*

This implies that youth involvement in cooperatives remains a question, as AMCOS internal environment and culture do not encourage youth participation. The lack of direct and active institutional strategies, on the other hand, has a significant impact on youth participation in AMCOS, both as leaders and as members in general. This situation could be due to institution leaders' lack of knowledge of the importance of youth engagement in their AMCOS, as well as the fact that co-operative stakeholders have not properly stressed the problem of youth engagement in already established co-operative institutions. Golombek, (2002) in 'What Works in Youth Participation, Youth' emphasizes that institutionalising youth engagement in settings and practices that young people experience on a regular basis is key to training youth to participate, as is focusing on issues relevant to youth. According to Okwany *et al.* (2011), cooperative policies and procedures adapted to individual cooperative members have an impact on their engagement in cooperatives.

Moreover, as shown in Table 3, the second aspect was to assess the youth-adult partnership in order to see if there was a willingly established common responsibility for developing young learning, skills and experiences. The findings revealed that adult and youth can share their knowledge and abilities through mentorship. This was accomplished through member general meetings and other cooperative activities, as 174 (69%) of the participants testified. Nevertheless, access to training and skill-building seminars for youth appeared to be limited, since 244 (97%) of respondents stated that their AMCOS did not offer any. In addition it was verified youth have access to managers and leaders who can address their concerns. It was also confirmed that youth have access to managers and leaders who can help them with their concerns. The conclusion of these findings is that youth adult interactions do exist in AMCOS, but they are treated as generic adult-adult relationships rather than being focused on youth and their needs. Leaders and young members of AMCOS have no idea what they are learning or how they are learning it. Furthermore, there is no true youth participation because board members, as crucial participants, are unaware of their responsibilities. However, no training or seminars are provided to youth to enhance their ability due to a lack of financial resources and the absence of organisational strategy on young participation. Umsobomvu Youth Fund (2003) argues that integrating them with adults allows them to learn from experienced collaborators. That was confirmed by one of the interviewees who argued that:

*"In order to have a vibrant young inclusion in AMCOS, it is necessary to plan and deploy strategies that are in line with youth preferences. To encourage youth to join and actively participate in co-operative activities but additional resources are needed, they should be inspired, informed, and viewed as an integral component of the co-operative (Interview, Karagwe District).*

Similarly as shown in Table 3 above, the study covered the facet of Youth decision-making where by an evaluation focused on assessing the strategies used to engage youth members in decision making. It was found that all AMCOS in study, the board members declared to involve youth in developing, reviewing and updating relevant policies and processes as members. In some few AMCOS results showed youth had opportunities to build relationships and network with other youth and organisations but no policy available which state the presentation of youth in the board to all AMCOS which means in both Kyerwa and Karagwe run blindly with no such policy. Moreover this brings a chance for repeatedly elders/adult in the board. These findings did not concur with the past study by Okway *et al.* (2010) who found that in some of African co-operatives there were established policies of one-third of youth leaders' participation in leadership.

**Table 3: Leadership Strategies used by Co-operative Board Members in Engaging Youth in Co-operative Leadership (n=252)**

Aspects	Variables	Responses					
		Yes	%	No	%	TOTAL N	%
Organisational readiness	➤ Availability of legislation, policy and/or practice guidelines supporting youth engagement	0	00	252	100	252	100
	➤ Presence of a strategic plan for youth engagement	0	00	252	100	252	100
	➤ Managers and leaders most closely understand and support youth engagement initiatives	207	82	45	18	252	100
	➤ Allocation of Financial and non-financial resources to support the active involvement of youth	11	04	241	96	252	100
	➤ Availability of youth forums to address their needs to management and leaders	0	00	252	100	252	100
Youth-adult partnership	➤ Availability of Mentorship opportunities exist so that adults and youth can share their knowledge and abilities	174	69	78	31	252	100
	➤ Youth are provided with opportunities to access training and skill building workshops	8	03	244	97	252	100
	➤ Youth have access to managers and leaders who can address their concerns	252	100	00	00	252	100
Youth decision-making	➤ Youth are involved in developing, reviewing and updating relevant policies and processes	252	100	00	00	252	100
	➤ Youth have input over budgets associated with co-operative activities	252	100	00	00	252	100
	➤ Youth have opportunities to build relationships and network with other youth and organizations,	137	54	115	46	252	100
	➤ Availability of policy requirements for youth presentation in the board	00	00	242	100	252	100

### 3.3 The Role of Youth Leadership in Sustaining the Agricultural Marketing Co-operative Society

Objective two aimed to evaluate the role of youth co-operative leadership in sustaining the Agricultural Marketing Co-operative Society based on the perception and understandings of key participants. Sustainability of the AMCOS means being able to continue serving the interests of the members based on youth's attributive role as leaders, defined by the following scope of measurement: Ability to achieve organisational goals, plan for the future, promote and defend available policies, mobilise resources, network (maintaining links with buyers and suppliers in the market), and see opportunities and be creative.

The findings in Table 4 showed that youth leadership is perceived to rarely sustain AMCOS in the two districts in terms of achieving goals, planning for the future, promoting and defending policies. The findings imply that board members do not overtly see the potential of youth in their AMCOS since their contribution is unknown for the reason that they are less represented in membership and leadership positions. Moreover, such findings might be explained by the fact that board members lack experience of working with youth in the board and their negative perception that youth are their opponents and traditional loyalties exist in that case leadership belongs to the elders. The finding contradicts previous research (Anania, 2016; Okway *et al.* 2010), which found that in cooperatives, youth in leadership were linked to their ability to sustain their cooperatives through defending policies, strengthening interpersonal relationships and achieving goals.

The findings also showed that most board members did not agree that youth are capable of mobilising AMCOS resources, whether they can create networks (maintaining links with buyers and suppliers in the market), or whether they are able to see opportunities and be creative. The findings imply that most board members have not yet experienced working with youth in their board, thus they do not know their attributes. Moreover, past studies' findings are contrary to the current study's findings, since they report that youth in leadership have also been connected with their ability to mobilise savings, facilitate decision making, decision compliance, as well their ability to see a lot of opportunities (Okway *et al.* 2010; Anania and Rwekaza, 2016; Johnson and Hertleys, 2013). The reason for the findings might have been explained by different factors, including the unwillingness of most AMCOS and SACCOS to have strategies to work with youth as identified by Rwekaza *et al.* (2018) in Bukoba and

Moshi. Also, the findings might have been explained by representation barriers of elders' vertical movement that hinder them from working with youth.

**Table 4: Perception on Youth Leadership in Sustaining AMCOS (n=252)**

	Strongly agree	agree	Disagree	N
Ability to achieve organisation goals	25	46	181	252
Ability to plan for future	37	54	161	252
Promote and defend available policies	48	37	167	252
Capability to mobilize resources	22	35	195	252
Networking (Maintaining link with buyers and suppliers in market)	39	71	132	252
Ability to see opportunities and being creative	42	66	144	252

## 4.0 CONCLUSION AND RECOMMENDATIONS

### 4.1 Conclusion

The question of young participation in cooperatives has recently become a hot topic in the cooperative business as a strategy to ensure the co-operatives' long-term existence. Despite the importance of young people participating in co-operatives, this study indicated that co-operative boards have not developed appropriate youth engagement methods, either in leadership or membership. The agenda for youth engagement in co-operative elements can only be archived if institutional procedures and strategies for including youth in leadership roles are in place. Having a youth policy, making special presentations to the cooperative board, and giving education are just a few examples. Because of this, even the efforts of youth in cooperatives are unnoticed by co-operative members. This necessitates agriculture and marketing co-operatives (AMCOS) making conscious efforts to devise appropriate strategies to engage youth to occupy leadership positions and to encourage more youth to join co-operatives as active members.

### 4.2. Recommendations

The following actions are advised in order to address the identified obstacles impeding youth engagement in leadership for agricultural marketing co-operative society's sustainability:

- AMCOS boards should have defined goals, objectives and internal policy implications in their organisation, and their organisation's capacity to implement initiative by dedicating resources for youth participation in co-operatives.
- Stakeholders in cooperatives should advocate on the development of youth cooperatives that reflect the needs, interests and economic circumstances of youth.
- Both Kyerwa and Karagwe Districts Co-operative Officers should provide co-operative education on the role of youth leadership and membership in general in co-operatives, as well as appropriate ways for engaging youth as leaders in their AMCOS.

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