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YOUTH ENTREPRENEURSHIP AND INNOVATION PROGRAM

PROJECT FINAL REPORT

MARCH 2023

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The table below shows activities performance

Activity Name	Status
<ul style="list-style-type: none"> Activity 1: Recruitment of at least 300 youth This includes the creation of recruitment criteria, advertising, field outreach, collating entries, entries screening first-round selection for the hackathon, communication, and feedback to the selected youth innovative entrepreneurs, and final cohort selection. 	Done
<ul style="list-style-type: none"> Activity 2: Curriculum Development 	Done
<ul style="list-style-type: none"> Activity 3: Regional Advisory Boards Creation 	Done
<ul style="list-style-type: none"> Activity 4: Hackathon training on business basics and Assessment (team & jury) 	Done
<ul style="list-style-type: none"> Activity 8: Identification and selection of mentors. 	Done
<ul style="list-style-type: none"> Activity 8.1: Baseline Survey, 	Done
<ul style="list-style-type: none"> Activity 8.2: Execution of pre and post-training assessments (Hackathon), 	Done
<ul style="list-style-type: none"> Activity 8.3: Data quality assessment and data validation (Q1). 	Done
<ul style="list-style-type: none"> Action 8.4: First Quarterly report 	Done
<ul style="list-style-type: none"> Activity 4: Capital Readiness Assessment completed by 150 young entrepreneurs in a Boot camp. 	Done
<ul style="list-style-type: none"> Activity 5: BDS Training on Strategy, business models, sales and marketing, operations, finance, and compliance completed by 75 young entrepreneurs. 	Done
<ul style="list-style-type: none"> Activity 6: Facilitation of one-to-one personalised strategic consulting support. 	Done
<ul style="list-style-type: none"> Activity 8.2: Execution of pre and post-training assessments 	Done
<ul style="list-style-type: none"> Activity 8.3: Data quality assessment and data validation (Q1). 	Done
<ul style="list-style-type: none"> Activity 9: Mentoring sessions 	Done
<ul style="list-style-type: none"> Activity 9.1: Identification of Businesses received proposals and grants disbursement 	Done
<ul style="list-style-type: none"> Activity 9.2: Final Report Submission with a summary of key achievements per AKF reporting format. 	Done

01. Project Background

1.1 Overview

Youth Entrepreneurship and Innovation Support programme, is a programme aimed at providing business development services to young innovative enterprises in Dar es Salaam, Mwanza, Lindi and Mtwara so that they can address the impact of Covid-19 and other critical challenges impeding access to life-improving products and services in Tanzania. Entrepreneurs were provided with skills, networks and tools to improve their businesses operation, de-risked and facilitated with capital to support the growth of their businesses.

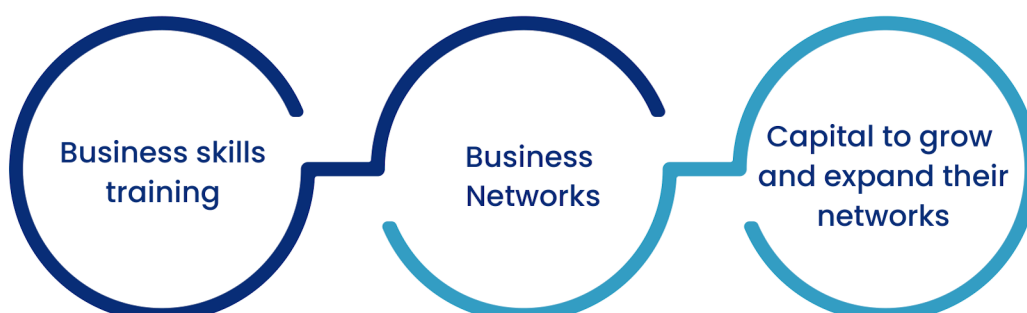
The main objective of the programme is;

To provide business development services and affordable capital to 150 youth entrepreneurs in Mwanza, Dar es Salaam, Lindi and Mtwara

In responding to the effects of COVID- 19 pandemic on the growth and scaling of small businesses run by innovative young entrepreneurs in Tanzania, the programme was designed to provide them with business skills, tools, networks and capital to minimize the effects of the pandemic to their businesses and to accelerate their growth.

The programme provided opportunities for innovative entrepreneurs - from the regions of Dar es Salaam, Mwanza, Lindi and Mtwara - that are tackling major social challenges in the following sectors: Agriculture, Education, Health, Energy, Information, Communication and Technology (ICT), and Water, Sanitation and Hygiene (WASH).

The programme focused on providing each entrepreneur with knowledge and tools on the best way to run and grow their businesses and consequently increase income. This includes;



1.2 Program Phases

The programme had five phases:



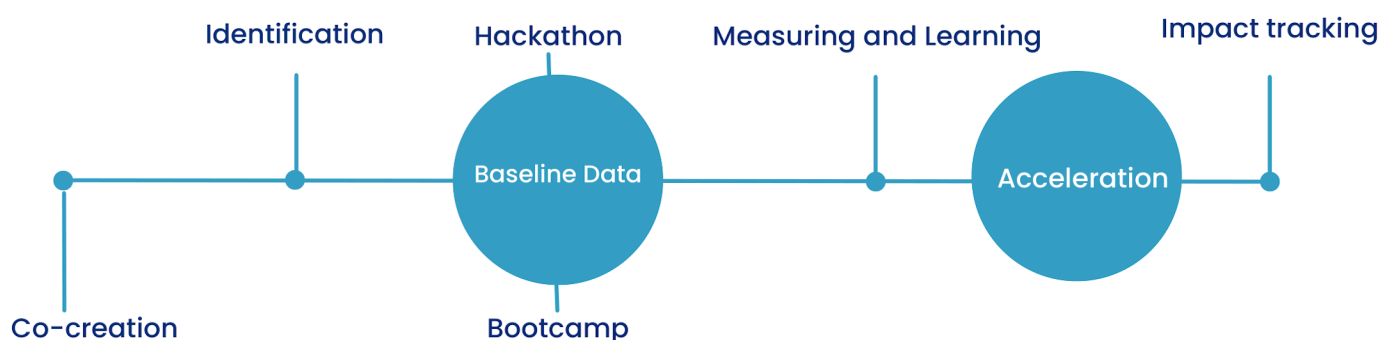
- **Application and recruitment:** A call for applications for the “Youth Entrepreneurship and Innovation support” program was launched on 24th May 2022. This opportunity was shared through social media, radio broadcasting, banners, and the distribution of virtual and physical application forms to Innovation Hub managers, district and municipal youth and development officers, and Anza alumni. The program targeted to reach out to at least 600 entrepreneurs from the 4 regions (150 from each region).
- **Business Hackathon:** 300 entrepreneurs participated in a 3-day business hackathon where they had the opportunity to present their businesses to various stakeholders with knowledge and experience in the business sector. From the Hackathon, 150 businesses (50 per region, e.g. Dar Es Salam, Mwanza and Mtwara/Lindi region) were selected to participate in the second phase of the programme (the Bootcamp)
- **Training camp (Bootcamp):** 150 entrepreneurs selected from the first phase of the programme (Hackathon), participated in a 5 days business training camp where they were trained on basic business skills to help them clearly articulate their businesses, identify the problems they are addressing, identify the target market and develop sustainable and profitable business models. Entrepreneurs presented their businesses to a panel of judges, and 77 businesses are selected to participate in the third phase of the programme (The Business Foundation Accelerator Programme)

- **Business Foundation Accelerator Programme:** 77 entrepreneurs were selected to participate in a programme to accelerate business growth for six months. This programme consists of 4 workshops (3 days each) that provide entrepreneurs with training and resources to grow and scale their businesses. Entrepreneurs received mentoring sessions and one-on-one business consultations that provided customised support as per the need of their businesses. Anza also recommended businesses for the flexi-fund, and together with the AKF team conducted due diligence on 53 businesses in the four regions, out of which 44 were facilitated with the funds.
- **Capital Facilitation.** Anza in collaboration with the Anza Growth Fund (AGF) and the AKF team identified and conducted due diligence for entrepreneurs and recommended entrepreneurs to receive grants to improve and expand their business operations. Businesses were selected based on their progress throughout the program and were assessed using the capital readiness assessment tool developed by the AGF team. The capital readiness assessment focused on four key business areas which are; finance, sales and marketing, business formalization, and business compliance.

02. Human-Centered Design Approach In AKDN Regional Eastern Africa Covid.

*Human-centered Design (HCD) is a way of thinking that places the people you're trying to serve and other important stakeholders at the center of the design, innovation, and implementation process.*¹

Anza HCD's approach to this program included co-creation meetings with AKF whereby intervention approaches and data disaggregation points were identified. Following co-creation meetings, potential young innovative entrepreneurs were identified through online and offline application channels. Baseline data was then collected and used to track their business status and needs. The hackathon was then designed for young innovative entrepreneurs to receive basic business training and showcase their businesses, allowing them to suggest topics to be included in the program. Hackathon involved pre and post-program surveys that acquired feedback from participants on how we can improve the program in future stages.



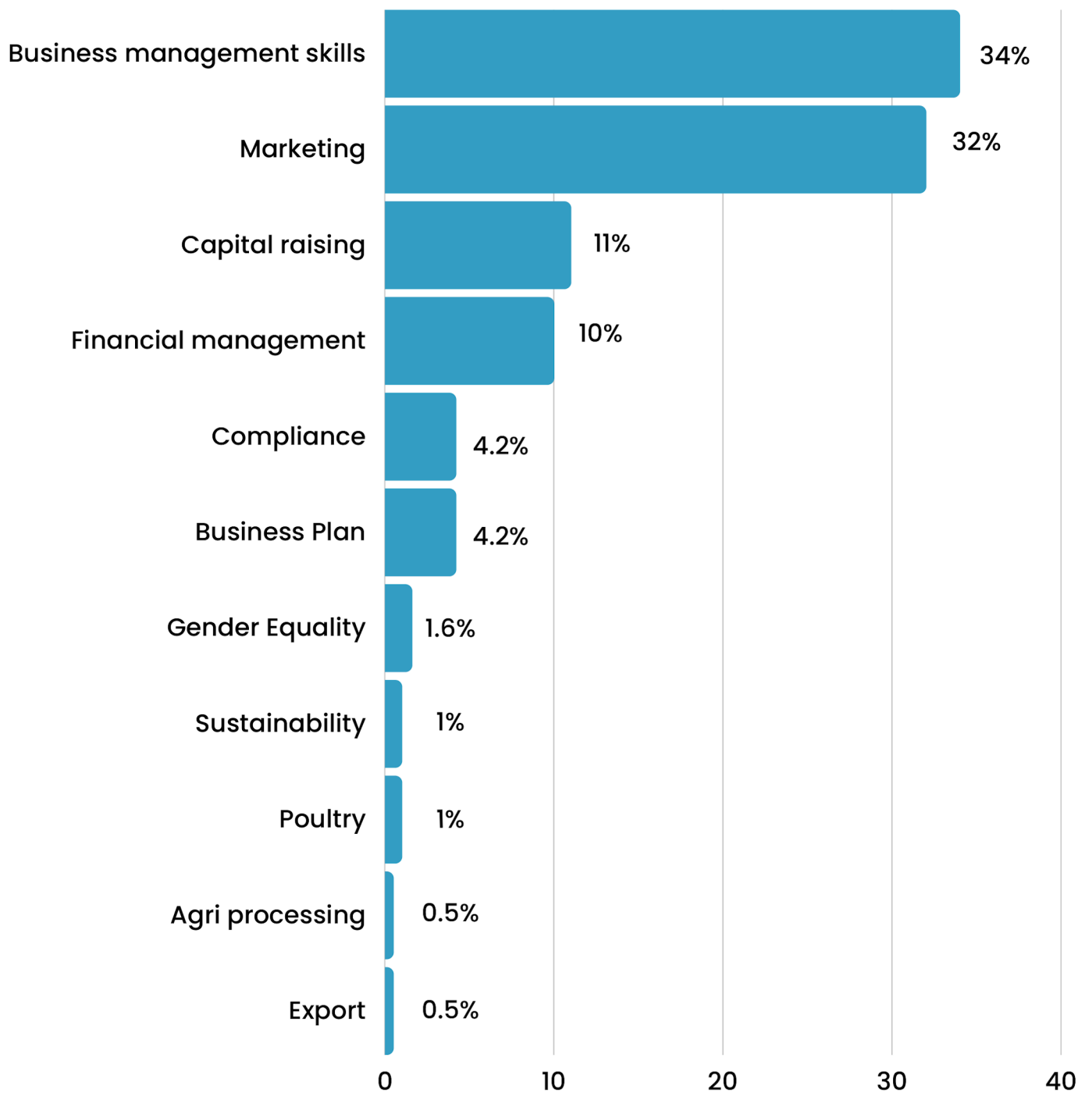
For this project, youth with innovations (final product or services, or part of the supply chain) that target customers representing the large base of the community, were prioritized. They also had to be operating in the following sectors: **Agriculture, Education, Healthcare, Clean Energy, Water, Technology, and Hygiene and Sanitation (WASH).**²

During the Recruitment Phase, regional community needs such as insufficient food products, limited access to healthcare services, and inadequate WASH services and products were also taken into account when assessing each region's application pool. Young innovative entrepreneurs were asked to suggest topics to be covered during the hackathon and here are their findings;

1. <https://dalberg.com/what-is-human-centered-design/>

2. See Application form and application data as part of the annexes of this report.

Suggested Topics by Participants



During the Hackathon phase, participating youth were trained and supported to use tools that helped them articulate their businesses' current and potential impact.

The training included topics³ suggested by young innovative entrepreneurs, for example, general business management was suggested by 34% and so business plan which was suggested by 4.2% of entrepreneurs. Other selected topics will be included in the next stage(s) of the program (the boot camp and accelerator)



Isaac Ndassa - Community Development officer (Mwanza)



Anna Maricca - Community Development officer (Dar es salaam)



Faraji Nayopa - Community Development officer (Mtwara)

The program also engaged regional entrepreneurship and innovation ecosystem players as external judges⁴ to utilize their geographical and sectoral expertise in selecting the best youth suited to have an impact on specific regional community needs. Besides selecting participants for the next phase, the jury gave specific recommendations to each business after their pitching session. The jury's ranking tool took into account some parameters that were suggested by the participants during the pre-program survey for example business compliance, marketing, and sales as well as a business plan.

Scoring Criteria						
Business Model	Social Impact	Innovation	Entrepreneur	Number of customers	Number of jobs created and value chain	Compliance Initiatives
Market Viability	Significance of problem	Innovation (new or improved)	Commitment	(Sales potential)		(Local offices, BRELA, tax, etc)
Track Record	Depth of solution		Background			
Sustainability	Scalability		Skill traction			

3. See list of topics covered and evolution of Hackathon participants knowledge as part of the annexes of this report

4. See list of Hackathon external judges per region as part of the annexes of this report.

Participants selected for the boot camp phase participated in the pre-assessment exercise that seek to identify their thematical state on the modules expected to be trained as well as their training expectations. Participants demystified their ideal topics, modules, and how they can help them in building up their businesses while at the same time serving the communities they serve. The survey gave them a space to view their businesses as catalysts for the improvement of critical services and availability of the most-demanding products in the community.

Moreover, the questionnaire encompassed questions that elaborate on their potential in job creation and improvement of household economies through their interventions and revenue streams. In the course of training sessions, the participants had a chance to participate in group discussion sessions that aimed at sharpening their ideas and making them practical. Each participant would then present in front of others and gain some insights from their peers. This supported them in the articulation of how their solution(s) are impactful to their communities.

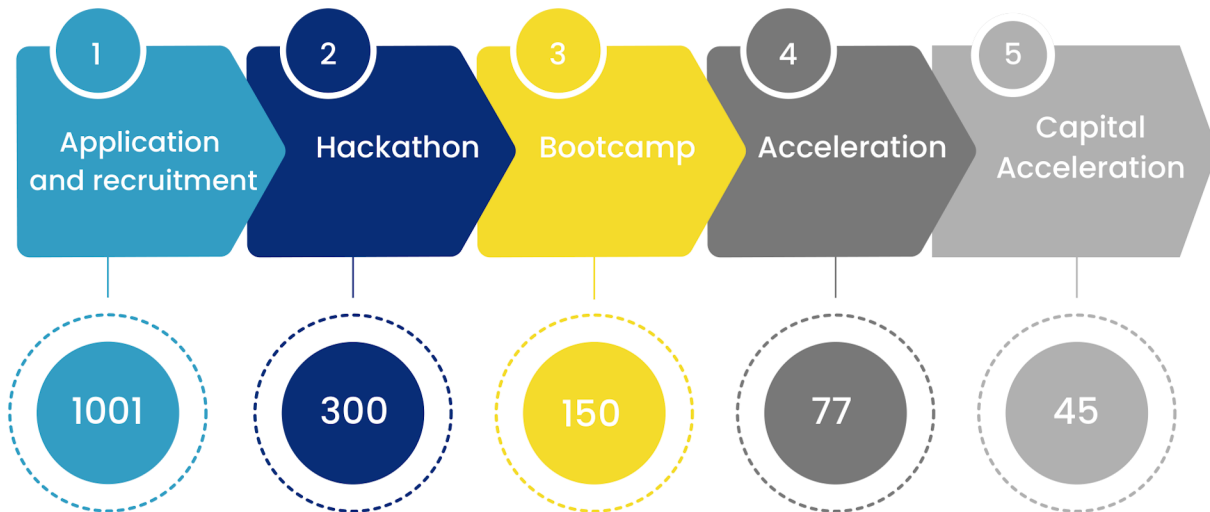
Like in the hackathon phase, the boot camp engaged sectoral authorities and innovation ecosystem players as members of the jury to select more viable businesses while at the same time delivering wide-ranging insights that encourage business growth to all participants. The invited judges also took customized advisory roles based on their sector, geography, and expertise even after completion of the boot camp. For example, we have multiple cases where businesses received support on compliance, market information, and access to capital.

In the 6-Months accelerator program, similar to all previous phases, business self-assessments were carried out accordingly. Entrepreneurs would identify their business gaps and suggest the appropriate thematical approach to be taken towards mitigating them. Post-program, entrepreneurs continue to receive customized business support from Anza Business Development services that aim at improving their businesses and expanding their community reach.

On the capital facilitation aspect, the due diligence process includes the impact domain that measures how a business is creating an impact on its operating area. This encompasses environmental impact, job creation, improvement of household economies, and extension or increased access to critical and life-improving products and services to the Tanzanian families as a means to respond to the community covid 19 challenges.

03. Project Performance

Key numbers



3.1 Application and Recruitment

A call for applications for the “Youth Entrepreneurship and Innovation support” program was launched on 24th May 2022. This opportunity was shared through social media, radio broadcasting, banners, and the distribution of virtual and physical application forms to Innovation Hub managers, district and municipal youth and development officers, and Anza alumni.

Anza Business Development Advisors (BDA) and selected local focal personnel made physical visits to networks of micro, small, and medium entrepreneurs, cooperative groups, and vocational institutes. Between 24th May and 17th June 2022, a total of 1,001 entrepreneurs submitted their applications to participate in the program:

The program targeted to reach out to at least 600 entrepreneurs from the 4 regions (150 from each region). As a result of strong collaboration between Anza and other stakeholders, 1001 entrepreneurs applied for a spot to participate in the program.

Targeted

600

Reached

1001

3.1.1 Applicant's profiles

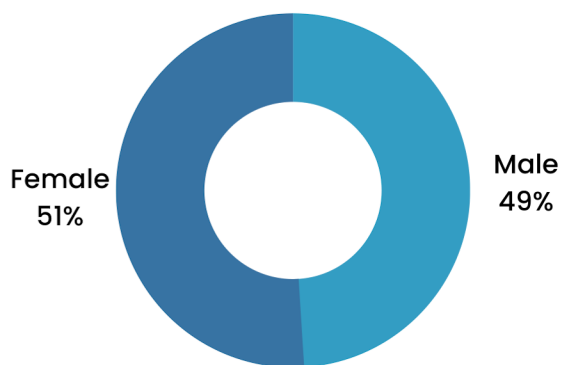
- Demographic information

Among the applicants in all regions, 51% were females and 49% were males, most participants (76.72%) being in the age group between 18–35 years. 37% of all participants were from Lindi, followed by Dar es Salaam (23%), Mwanza (22%), and Mtwara (18%).

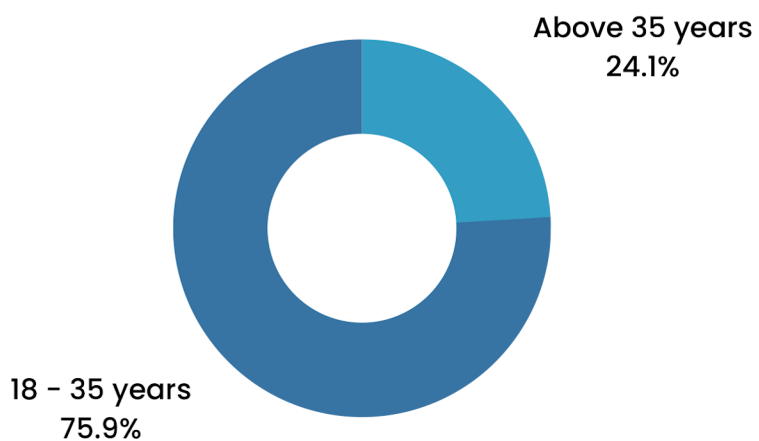
Female
51%

Youth
76%

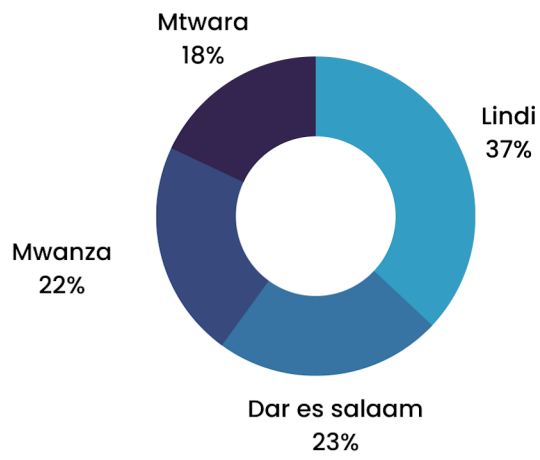
Gender



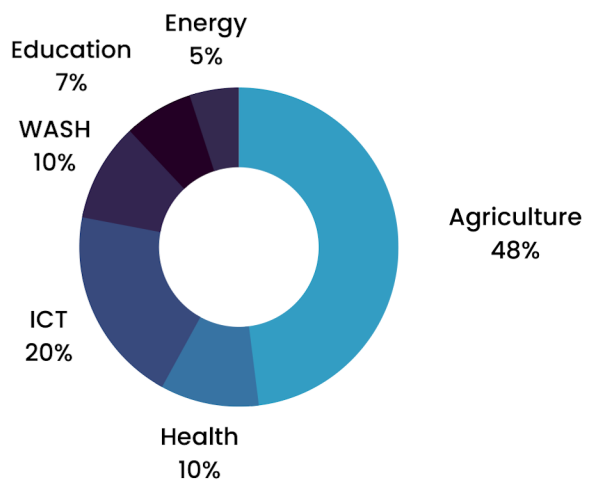
Age



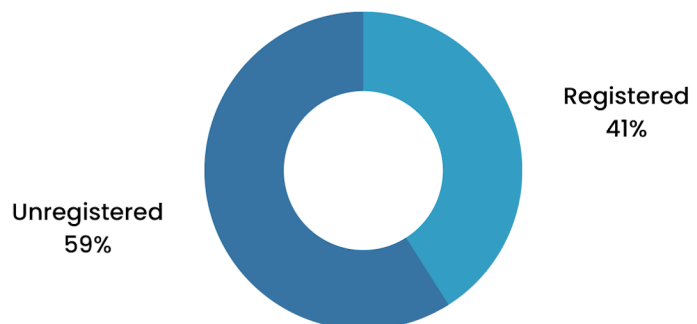
Location



Business Sector



Business Formalization



3.1.2 Screening and selection

300 entrepreneurs were selected out of the 1001 applicants to participate in the hackathon. The selection was done by the Anza team with support from the AKF team. The selection was done based on the following criteria:

- Innovation: Businesses that helps improves the value chain and distribution to reach low-income people and improve their lives through services and products.
- Age: Between 18–35 years
- Business Sector: Agriculture, Education, and Health, Renewable energy, ICT, Water, and sanitation
- Sales: The business has started operations and is confirming both sales and customers
- Business stage: Ideation, Prototype, Revenue
- Job creation: 1 to 3 employees including the owner if she/he works in the business
- Customers: Businesses whose products or services aim to reach the end user or provide a solution to solve a challenge for the bottom users
- Impact: The business must have an impact to its community
- Customers (Businesses whose products or services aim to reach the end user or provide a solution to solve a challenge for the bottom users)
- The impact that the business has on its community

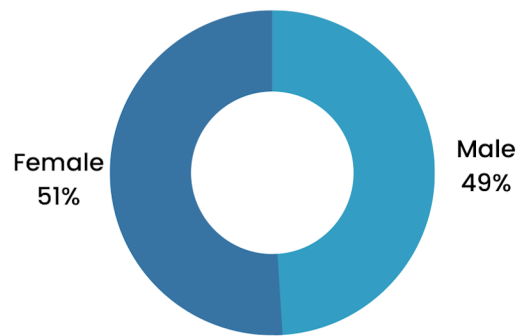
Among the selected 300 entrepreneurs, 53% were women and 47% were men. 15% were from Lindi, 19% from Mtwara, 33% from Mwanza, and 33% from Dar es Salaam.

In regards to business sectors; a majority (45%) were from the agriculture sector, followed by the health sector (18%), ICT (11%), WASH (10%), education (8%), and clean energy (8%).

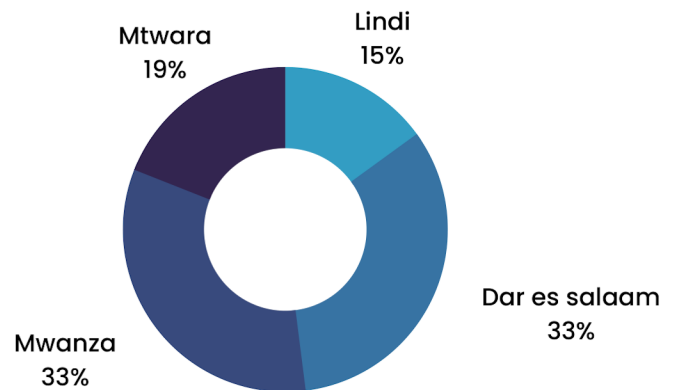
3.2 Hackathon

3.2.1 Hackathon participants profile

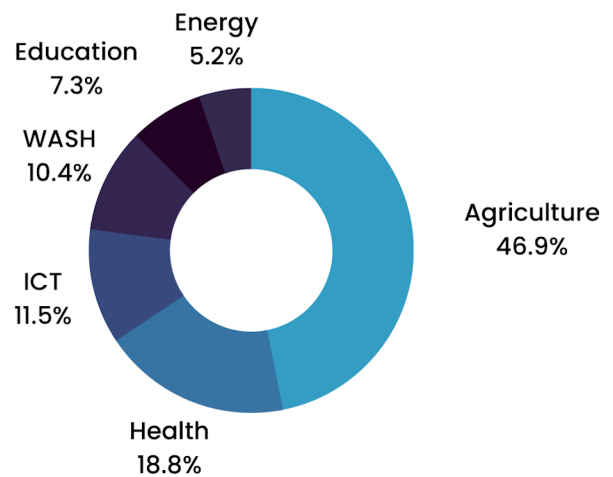
Gender



Location



Business Sector



3.2.2 Hackathon Curriculum and Training

Anza's hackathon is an initial stage of the Business Foundation Accelerator. The hackathon screens the businesses and selects the most viable to proceed to the next stage of the program (the boot camp). It is a three (3)-days workshop that gathers the selected applicants in order to get a better understanding of entrepreneurs' businesses and stimulate them to discover the entrepreneurial dream and thrive. Within this first step of the program, both Anza and the entrepreneurs have the opportunity to understand whether each individual business is providing the right solutions to the right customers. The workshop was set to support young innovative entrepreneurs to conduct assessments of their business models so that it can focus on the right customers.

The hackathon was designed to provide selected participants with basic business skills and help them articulate their ideas. The hackathon includes 3 days of business training, mentoring, and pitching sessions. The hackathon includes the following business topics;

- Entrepreneur's dream (Entrepreneurial story, Vision, Mission)
- Value Proposition
- Product
- Business Model
- Business pitching

The first two (2) days of the Hackathon prepared entrepreneurs to understand and articulate their business model. On the third day, they were given the opportunity to pitch their businesses to a panel of juries (Government authorities' representatives, Entrepreneurs Supporting Organization representatives, successful entrepreneurs, and financial institutions representatives).

Each business was assessed on the following criteria: -

- Business model: Market viability, track record & sustainability.
- Social impact: Significance of tackled issue(s), solution's viability, and scalability.
- Innovation: New/improved solution
- Entrepreneur: Commitment, background, skill traction.
- The number of customers: Sales potential.
- The number of jobs created and value chain.
- Compliance initiatives are taken e.g. Local office, Tax, BRELA, etc.
- Presentation skills.

Following the pitching and ranking exercise, hundred and fifty (150) innovative businesses with social impact and potential to grow and scale - were selected to participate in the program's second stage (the boot camp).

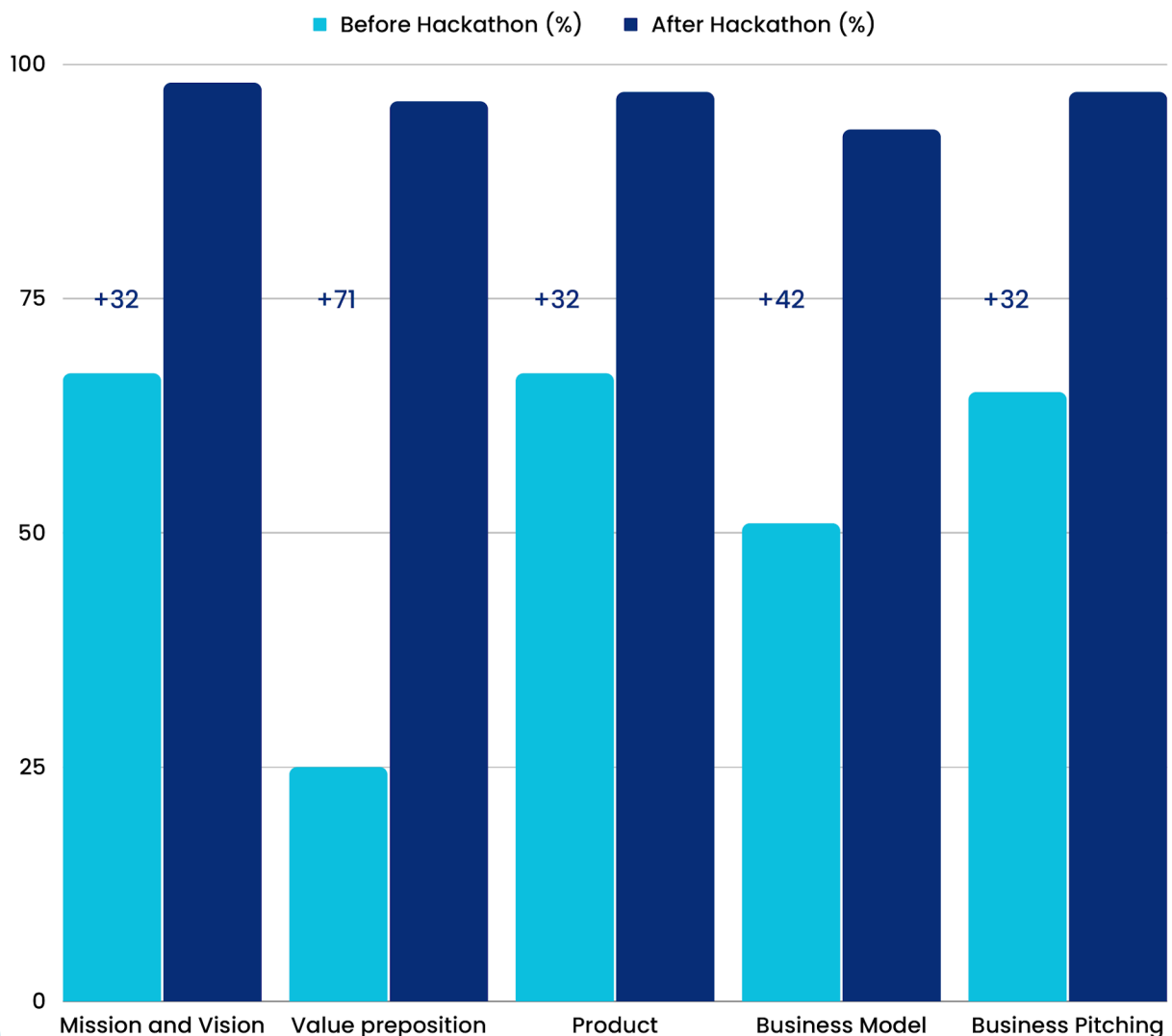
3.2.3 Hackathon Assessment

Assessments were done before and after the hackathon to identify areas of focus during and after the sessions and to measure participants' progress.

Pre and post-hackathon data indicated that entrepreneurs improved their theoretical and practical knowledge of basic business aspects. Group discussions, in-training activities, and presentations have been crucial in enhancing learning among entrepreneurs and most businesses attained a thematic shift from where they were.

For example, before the hackathon, over 70% of entrepreneurs did not have a clear understanding of what problems their businesses are addressing and the value they are proposing to their customers. Overcoming this gap Anza put much focus on these areas during the sessions and 95% were able to prepare and present their problem statement and value proposition during pitching sessions.

Evolution of participants knowledge per topic



3.3 Bootcamp

Bootcamp is an accelerated 5 days intensive training program that enable participants to learn the in-demand skills. The selected 150 entrepreneurs from the hackathon stage of the program, in Dar es Salaam, Mwanza, Lindi, and Mtwara participated in a 5-day business training camp. The training focused on providing entrepreneurs with basic business skills and tools that will help them clearly identify and define their customer's problems, identify their target customers, further develop their business goals, develop business models that are profitable and sustainable, and develop their business strategies.

Implementation dates for the boot camps in the four regions were as follow;

- Dar es Salaam: 15th – 19th August 2022
- Lindi & Mtwara: 15th – 19th August 2022
- Mwanza: 29th August – 2nd September 2022

3.3.1 Bootcamp participants profile

A total of 134 entrepreneurs participated, with a majority being women (52%).

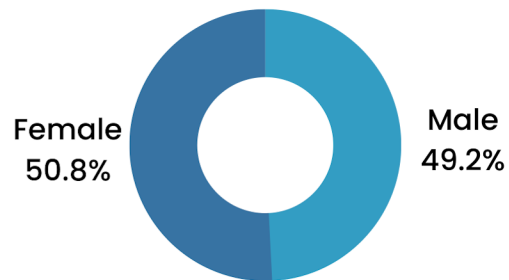
- In Dar es Salaam a total of 44 entrepreneurs attended the workshop; 50% were women and 50% were men;

- In Mtwara 45 entrepreneurs participated in the workshop; 52% were women and 48% were men;

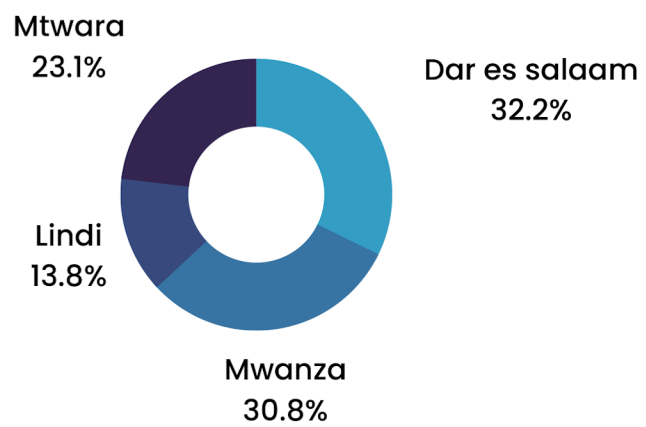
- And in Mwanza 45 entrepreneurs attended the workshop; 50% were women and 50% were men.

60% of all selected entrepreneurs were from the agriculture sector (farming and agri-processing, with the majority being agri-processors), 13% from WASH, 10% from education 9% from ICT, 6% from Health, and 2% from clean energy.

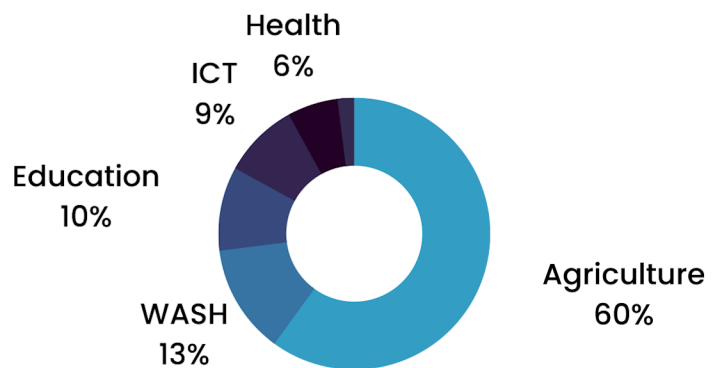
Gender



Location



Business sector



3.3.2 Bootcamp Curriculum and Training

The following topics were covered during the Bootcamp;

- Entrepreneurs Dream (Refining Vision, Mission, and Goals)
- Business Strategy (One Page Strategic Plan)
- Value Proposition
- Product Development
- Value Chain Management
- Understanding your Market
- Business Model Development
- Financial Needs

The modules covered during the boot camp helped entrepreneurs to;

- Set goals for their businesses
- Identify the problems they are solving and the solution they provide (and how unique it is)
- Understanding the opportunities in the value chain they are operating
- developing business models that are profitable and sustainable
- Identifying their financial needs and financial resources they can tap into.

Entrepreneurs were encouraged to set their 3 years goals and break them into annual and quarterly goals that can be easily attained and measured. The One Page Strategic Plan (OPSP) tool was used throughout the program to monitor progress and take appropriate measures.

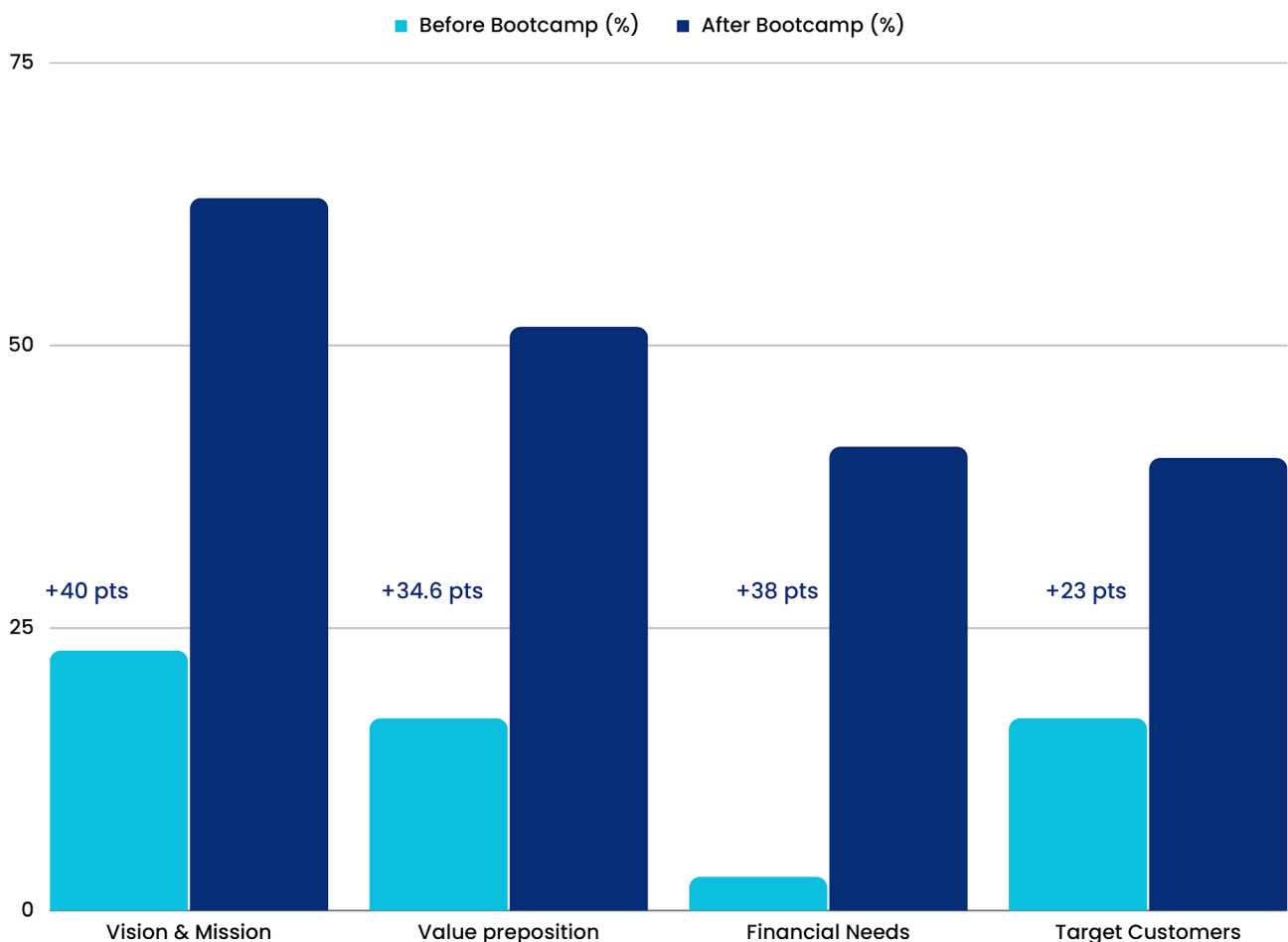
Participants presented their business ideas in front of their peers and a panel of judges who together with the Anza team, selected 77 best businesses to move on to the next stage of the program, the Business foundation Accelerator (BFA).

3.3.3 Bootcamp Assessment

To measure entrepreneurs' progress, pre and post-workshop assessments were conducted to assess the relevance and understanding of the course content, relevance, and practicability of taught knowledge, practices, and tools in their business.

The gathered data indicated that;

- 63% of all participants understood to a great extent how to develop and utilize the vision, mission, and goals of their business. 40 points increase compared to before the workshop.
- 51.60% reported that they clearly understand and can communicate their value proposition to their customers, partners, and investors, compared to only 17% who reported the same before the workshop.
- On financial drivers and unit economics, 40.2 % indicated that they understand to a great extent their key financial drivers and how to calculate their unit economics and use them in setting their financial goals, compared to only 3% who reported the same before the workshop.
- 40% of the participants reported that they clearly understand their target customers and how to reach them and address their needs, compared to only 17% who reported the same before the workshop



3.4 Business Foundation Accelerator

A 6-months intensive tailored journey that builds the capacity of entrepreneurs through strategic one-on-one consulting and hands-on skills training, equipping businesses at traditional or high growth trajectory stage with knowledge and resources to take their businesses to the next level while they address existing business operational gaps.

26 businesses were selected in Dar es Salaam, 25 in Lindi & Mtwara, and 26 in Mwanza. The following criteria were used to select the businesses:

- **Business model:** Market viability, track record & sustainability.
- **Social impact:** Significance of tackled issue(s), solution's viability, and scalability.
- **Innovation:** New/improved solution
- **Entrepreneur:** Commitment, background, skill traction, understanding of the sector and value proposition
- **Number of customers & Sales potential.**
- **Number of jobs created and value chain.**
- **Compliance initiatives are taken e.g. Local office, Tax, BRELA etc.**
- **Presentation skills.**

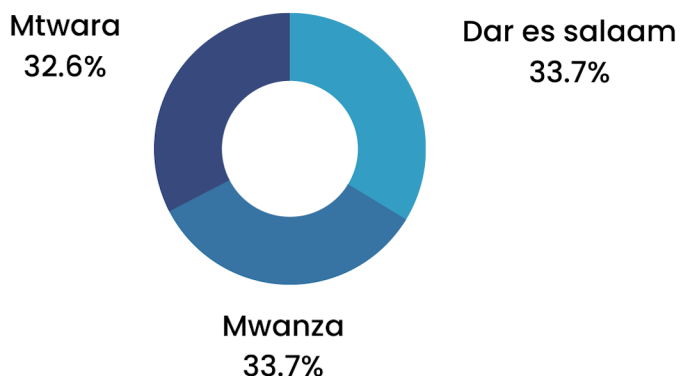
Anza worked hand in hand with various government institutions including local government authorities, successful entrepreneurs and other important stakeholders in the entrepreneurship and innovation ecosystem to provide support to entrepreneurs. (See a list of mentors in appendices)

The selected 77 entrepreneurs participated in a Business Foundation Accelerator (BFA) program which is a 6-month program that consists of a series of business workshops, mentoring sessions, and one-on-one strategic business consultations.

The Business Foundation Accelerator consists of 4 workshops, mentoring sessions, and individual business consultations. During the workshops, participants attended group training that was coupled with mentoring sessions followed by one-on-one consultation after each workshop. The workshops were structured as follows;

3.4.1 Business Foundation Accelerator participants profile

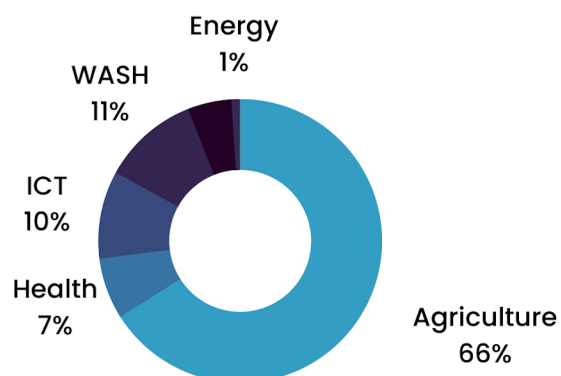
Location



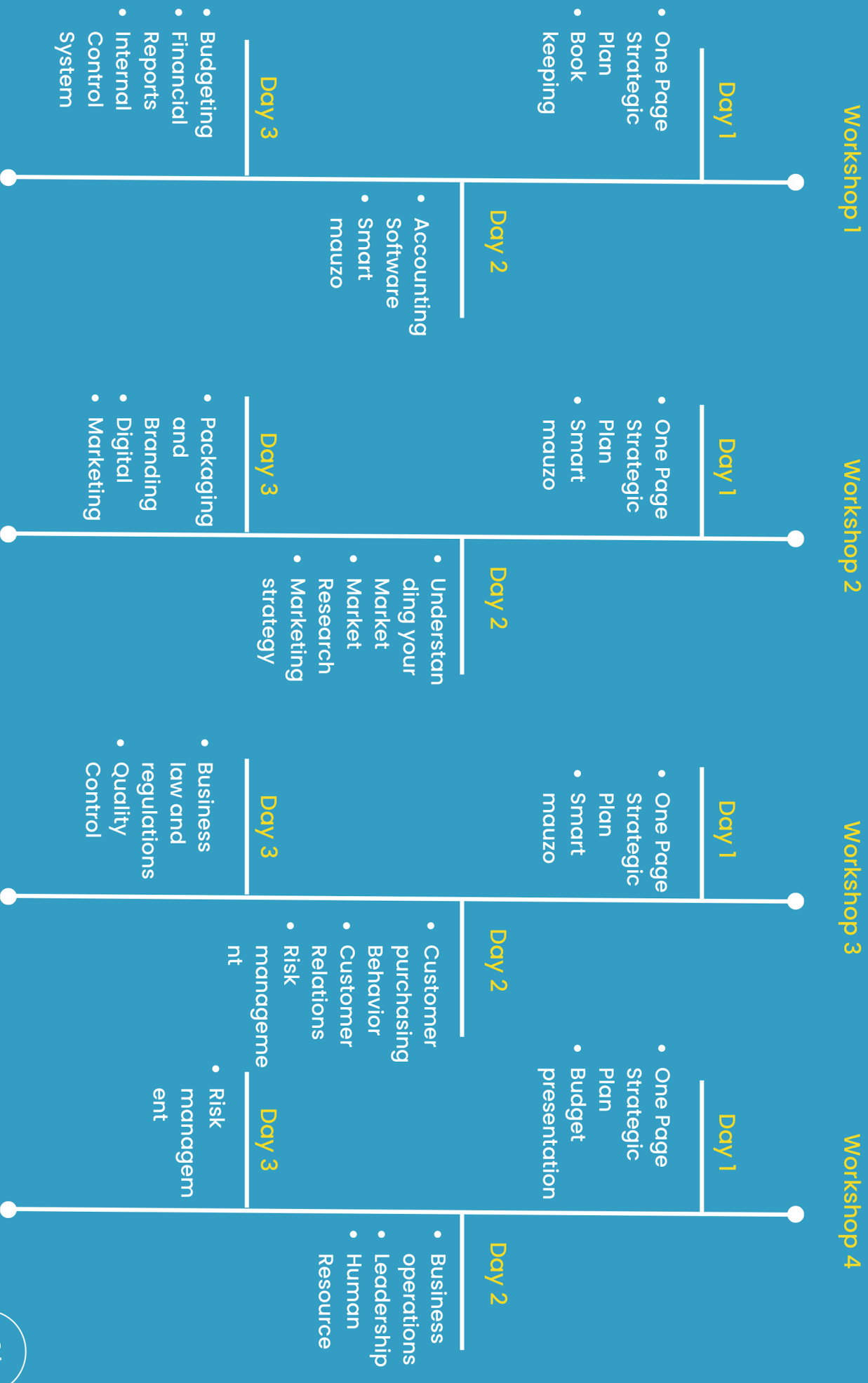
Gender



Business sector



3.4.2 Workshop Curriculum



3.4.3 Workshop training

3.4.3.1 Workshop One Implementation: Financial Management

Participants in all 4 regions participate in a 3-day workshop where they were trained on and provided with tools for proper financial management. A total of 73 participants attended. 25 participants were from Lindi& Mtwara, 24 from Dar es salaam, and 24 from Mwanza.

Workshop 1 implementation in the 3 locations was conducted on the following dates

Location	Date	Venue	Number of participants
Mtwara	26th- 27th September 2022	SIDO- Mtwara	25
Dar es Salaam	28th -30th September 2022	Buni Hub- Costech	24
Mwanza	3rd -5th October 2022	St. Nocolas Anglican Church	24

Participants spent the first day of the workshop presenting to their peers and the Anza team their business goals and how they are going to realize them. They used the One Page Strategic Plan (OPSP) tool that was trained and provided to them during the boot camp. The workshop covered the following modules on financial management;

1. Bookkeeping and accounting
2. Financial reports
3. Budget and projection
4. Financial audit and internal control systems

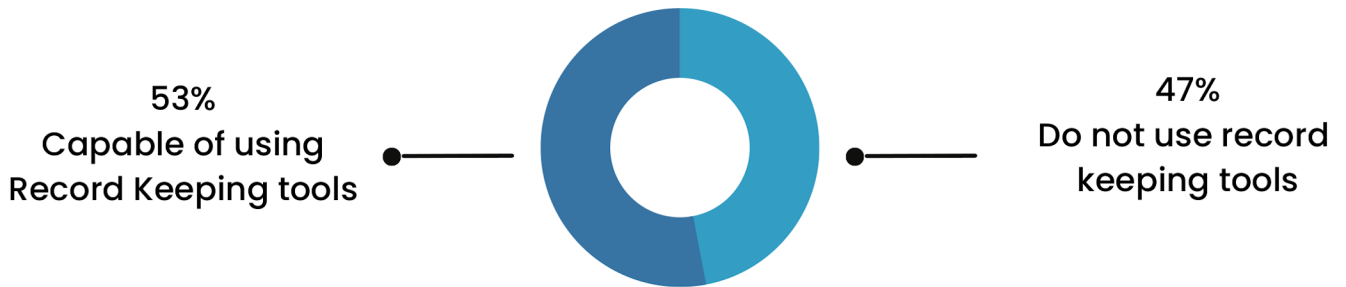
Participants were trained on digital record keeping and provided with the Smart Mauzo tool which is a financial management tool loaded with real-time commercial & financial reports such as product performance reports, sales reports per product/sales, profit/loss reports per product, and overall business, inventory/stock report, expense report, account statements for customers and suppliers and other features. All 77 participants were provided with 1 year Smart Mauzo subscription and are receiving support on how to use the tool from Anza as well as from the Smart Mauzo team. Anza is provided with a dashboard where it can monitor the growth of all businesses that are using the tool.

3.4.3.1.1 Workshop 1 assessment

The assessment conducted before and after workshop 1 indicates that;

- Only 53% of participants reported that they know how to use record-keeping tools with 90% of them mentioning excel. Only 31.8% reported that they can provide financial reports for the previous year and only 14.3% had an annual budget for their businesses.
- During the workshop, all participants (100%) were trained and provided with an annual subscription to the Smart Mauzo. The tool will help entrepreneurs to have proper financial management where they can keep financial records and generate financial reports.
- All participants were also provided with a budget template and were all required to prepare annual budgets for their businesses. 100% of participants submitted their annual budgets for review and advice.

Record Keeping tools



Financial Reports



Budgeting and forecasting



Financial audit and internal control system



3.4.3.1.2 Mentoring session

Participants received mentoring on record keeping, financial reports, budgeting and forecasting from financial experts. Each participant received one-on-one support on how to customize and use smart mauzo tool properly. The Smart Mauzo team is providing ongoing support to entrepreneurs to address the challenges that they face while using the tool.

External
mentors
3 Hrs

3.4.3.1.3 One-on-one business consultation

After the workshop, each entrepreneur receive consultation from Anza's Business Development Advisors who provided further support and advice on the one-year business strategy and budget development as well as record keeping using the Smart Mauzo tool. Participants who had technical challenges in using the tool were directly connected with the Smart Mauzo team for support.

1 on 1
consultation
4 Hrs

3.4.3.2 Workshop 2: Sales and Marketing

BFA workshop two was conducted from 31st October to 9th November 2022. A total of 64 entrepreneurs participated, 23 in Lindi&Mtwara, 21 in Dar es Salaam and 20 in Mwanza.

The dates for the workshop in each region are summarised in the table below;

Location	Date	Venue	Number of participants
Mtwara	31st October- 2nd November 2022	SIDO- Mtwara	23
Dar es Salaam	2nd- 4th November 2022	Buni Hub- Costech	21
Mwanza	7th -9th November 2022	St. Nocolas Anglican Church	20

The workshop focused on providing entrepreneurs with knowledge and tools for Sales and marketing. Participants were trained and provided tools on the following topics:

- Understanding your market
- Marketing research
- Marketing Strategy
- Packaging and brandin
- Digital Marketing

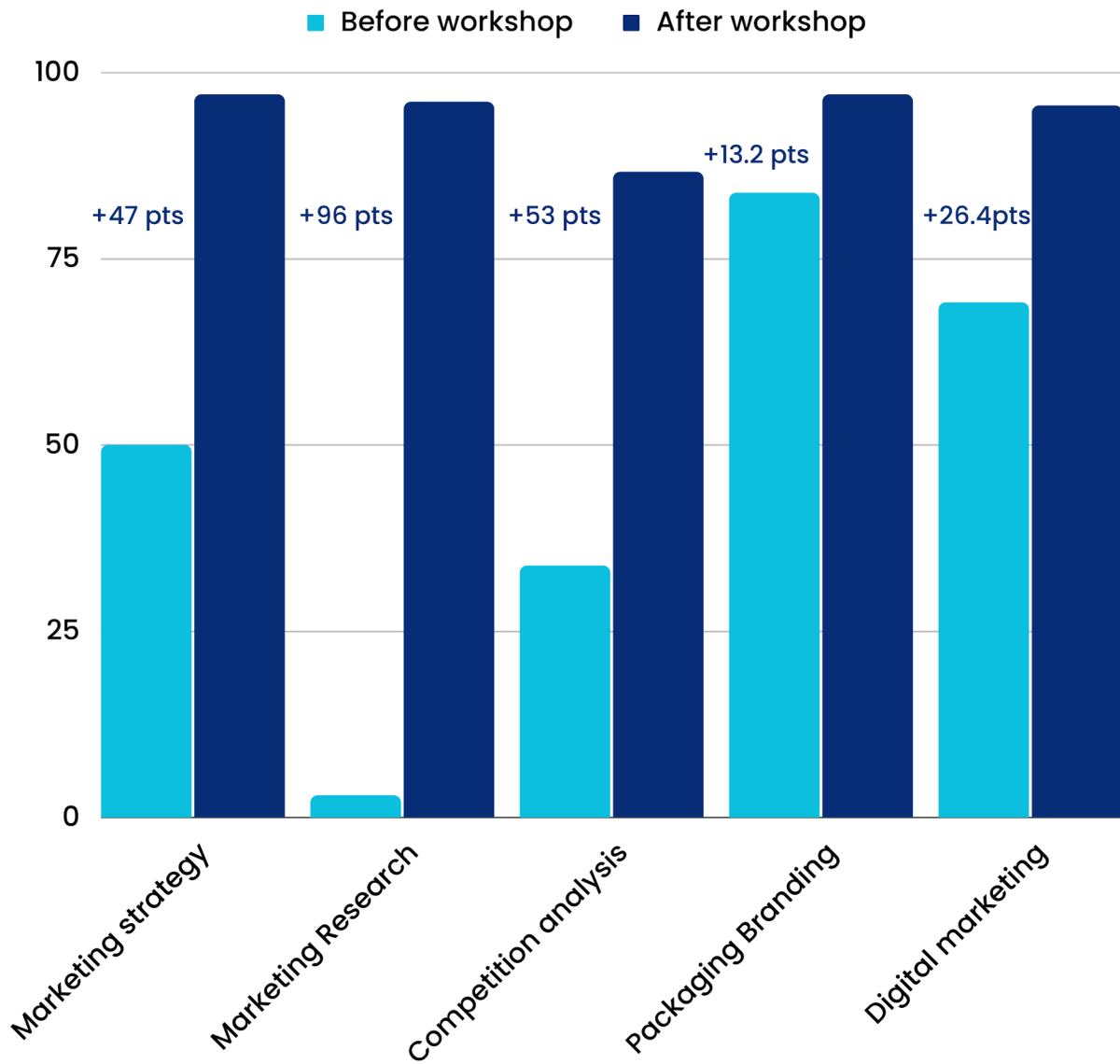
Participants were trained and guided to identify their target market for their products/services, conduct a simple digital marketing survey, and develop an annual marketing strategy and budget based on the business goals and needs of their market as identified in the marketing survey.

Entrepreneurs were also trained on how to use digital platforms to showcase and sell their products/services. They were trained on how to understand customer buying behaviors and how to utilize those behaviors to create loyal customers and attract more customers. Each entrepreneur developed a customer database and was encourage checking on and follow up on their customers regularly. They were trained on strategies that will help them outperform their competitors and secure a profitable market share.

3.4.3.2.1 Workshop 2 assessment

Pre- and post-workshop assessments indicated that;

- Before the training, only 50% of participants had knowledge of marketing strategy, 33.8% were not sure what a marketing strategy really is and 16.2% had no idea what a marketing strategy is. Post-assessment data suggested a positive shift where 97% of all participants reported that they understand what a marketing strategy is and how to develop one.
- Before the workshop, participants indicated that they have never conducted structured marketing research and do not have a marketing strategy or budget in place. During the workshop, they were trained on how to conduct marketing research and use the information obtained to develop a marketing strategy and budget. 96% of participants developed and submitted their 2023 marketing strategies and budgets.
- On competition analysis, only 33.8% indicated that they know the importance of conducting competition analysis before the workshop. After the workshop, 86.6% reported that they understand the importance of conducting competition analysis.



3.4.3.2.3 Mentoring session

Experts on marketing from various sectors were invited to share their experiences and advice participants on sales and marketing. They shared different marketing strategies that work in different sectors and committed to providing mentoring support to participants even after the workshop.

External mentors
3 Hrs

3.4.3.2.4 One-on-one business consultation

The one-on-one business consultation focused on helping entrepreneurs to conduct marketing research and using the data obtained to develop an annual marketing strategy and budget for the 2023 business year. Participants were guided to develop a digital marketing survey tool deployed to their customers, analysed the data obtained and used them to make informed decisions on product development and marketing.

1 on 1 consultation
4 Hrs

3.4.3.3 Workshop 3: Customer Relationship and Business Formalization

The implementation of workshop 3 took place from 5th December 2022 to 14th January 2023 where a total of 67 participants attended the workshop. 25 participants attended in Mtwara, 22 in Dar es Salaam and 20 in Mwanza.

Location	Date	Venue	Number of participants
Mtwara	5th-7th December 2022	SIDO- Mtwara	25
Dar es Salaam	5th-7th December 2022	Buni Hub- Costech	22
Mwanza	12th -14th January 2023	St. Nocolas Anglican Church	20

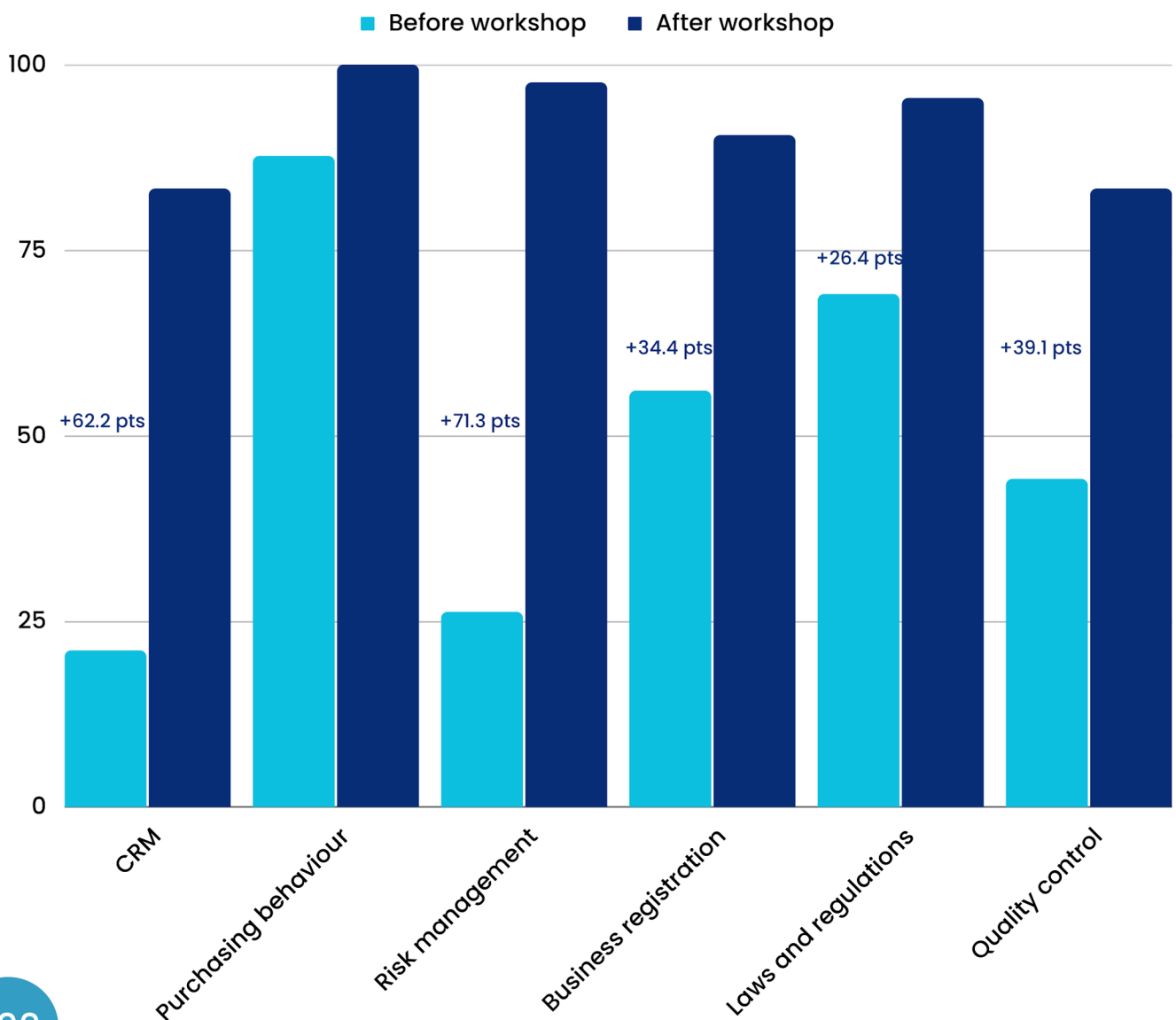
Participants were trained in Customer Relationship Management and Business Formalization and were connected with various stakeholders to support them in formalizing their businesses. The following modules were covered during the workshop;

- Customer relationship management
- Customer purchasing behaviors
- Risk management and communication during disasters and conflicts
- Business registration
- Business laws and regulations
- Quality control

3.4.4.4.1 Workshop 3 Assessment

Pre and post workshop assessment indicated that:

- Before the training only 21.1% understood the different types of customer relations, 47.4% had no idea and 31.6% were not sure. After the workshop, post assessment survey indicated that 83.3% understood the different types of customer relations.
- Pre assessment survey indicated that only 83.3% understood their customer behavior, in post assessment survey, there was a shift of 17.7% were all participants understood their customer behaviors.
- On communication during crisis, only 26.3% knew the steps to take for effective communication during crisis, were as 40.4% had no idea and 33.3% were not sure. Post assessment survey indicated that 97.6% understood on steps to take for effective communication in times of crisis.
- In pre assessment survey only 56.1% indicated that they understood on the importance of title deeds. In post assessment survey data, 90.5% understood on the importance of title deeds.



3.4.3.3.2 Mentoring session

Participants received mentoring sessions on business formalization from government regulatory authorities including Brela, SIDO, and Local Government Authorities (represented by Trade officers and community development officers). They shared with participants the importance of formalizing their businesses, and the various opportunities available for businesses that are formalized and guide them through the process of business formalization. The mentors committed to providing support to entrepreneurs to make sure all businesses get fully formalized. For example, the SIDO office in Mtwara provides free support to entrepreneurs who want to register their businesses and work hand in hand with the trade officer as well as the TRA office to make sure that the businesses get formalized without going through unnecessary obstacles.

External
mentors
3 Hrs

3.4.3.3.3 One-on-one business consultation

Workshop 3 consultation focused on following up and supporting entrepreneurs to formalize their businesses. Entrepreneurs were also guided to develop customer databases that they will use to strengthen relationships with their customers.

1 on 1
consultation
4 Hrs

3.4.3.4 Workshop 4: Business Operation

During workshop 4, participants were trained in Business Operations where they were provided with skills and tools on how to properly utilize their resources and increase productivity while maintaining excellent standards. They were also trained on how to be visionary and excellent leaders who can guide their teams to success.

Below are the dates and participants for the training in each region
Workshop 4 group training covered the following topics;

- Business Operational Capacity and Efficiency
- Human Resource Management
- Leadership in Business
- Business Risks Management

Location	Date	Venue	Number of participants
Mtwara	24th-26th January 2023	SIDO- Mtwara	22
Dar es Salaam	25th-27th January 2023	Buni Hub- Costech	21
Mwanza	30th January- 1st February 2023	St. Nocolas Anglican Church	20

3.4.3.4.1 Workshop 4 assessment

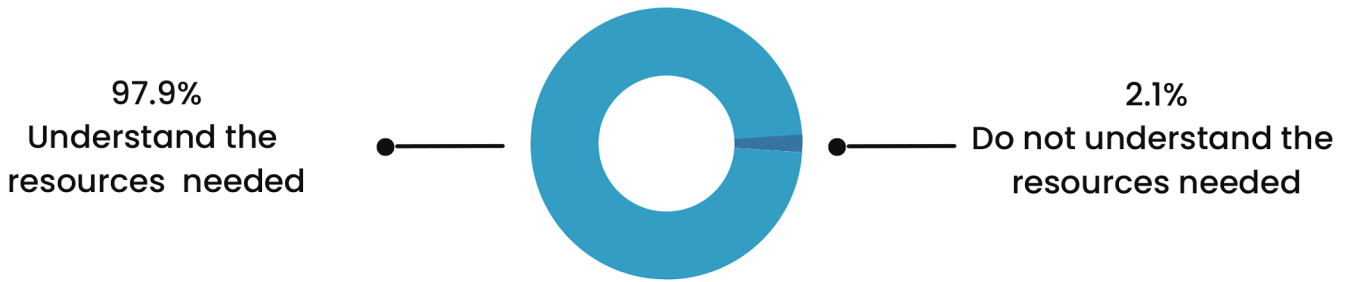
Pre-and post-workshop 4 data indicated that;

- 97.9% of participants reported that they know the resources they need to increase productivity, but only 54.2% said that they know to a great extent the capacity of resources they already have. During the workshop, entrepreneurs were trained and guided on how to calculate the capacity of their resources (eg. Machinery, vehicles, human resource) and 91.5% indicated that they understand the capacity of their available resources and how to fully utilize them to increase productivity.
- Human resources was marked as the most used resource in all businesses by 81.3%, but all entrepreneurs did not have structures in place to make sure that their personnel are properly handled and managed to make sure that they work in a conducive environment and well skilled for the tasks they are doing. Anza is working with entrepreneurs to make sure that they have contracts in place for their employees and they develop a professional development plan to ensure that their teams are well skilled to conduct their responsibilities with excellence.

3.4.3.4.2 One-on-one business consultation

As one way of ensuring that the business is run and managed properly to guarantee business success, entrepreneurs were trained on developing and using advisory boards. One-on-one consultation in this phase focused on supporting entrepreneurs to form advisory boards for their businesses, preparing board agendas and conducting their first board meetings with the Anza team. The Anza team have volunteered to be board members for the businesses wishing to include any Anza team member in their advisory board.

Business Operational Capacity and efficiency



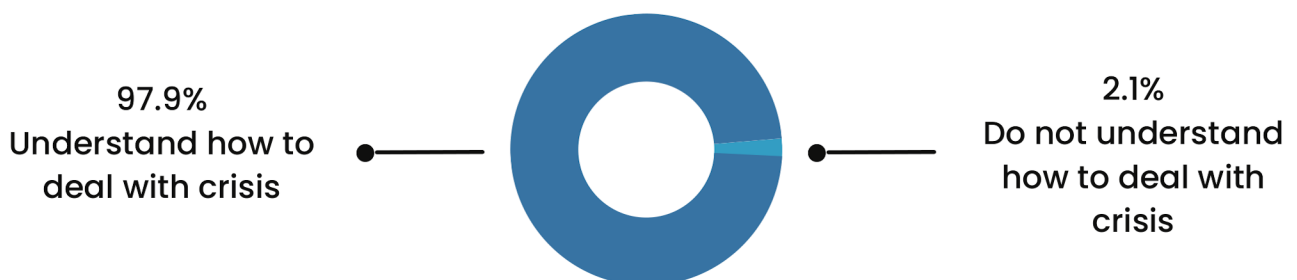
Human resource management



Leadership in Business



Risk management



3.4.3.4.3 Program graduation

Workshop 4 marked the end of group training and hence entrepreneurs graduated from the program. Throughout the program, participants received skills and tools in key business areas which are; financial management, sales and marketing, business formalization, and business operation. The program was designed to help entrepreneurs improve their business acumen, and their business operations and become capital ready. Overall program data indicate a positive shift among entrepreneurs in understanding and utilizing business knowledge and tools trained during the program. Improved capital readiness is also observed where more than 50% of the cohort scored more than 60% in the capital readiness assessment conducted by Anza Growth Fund (AGF).

83.3% of entrepreneurs graduated from the program and the remaining 16.7% did not due to several reasons including;

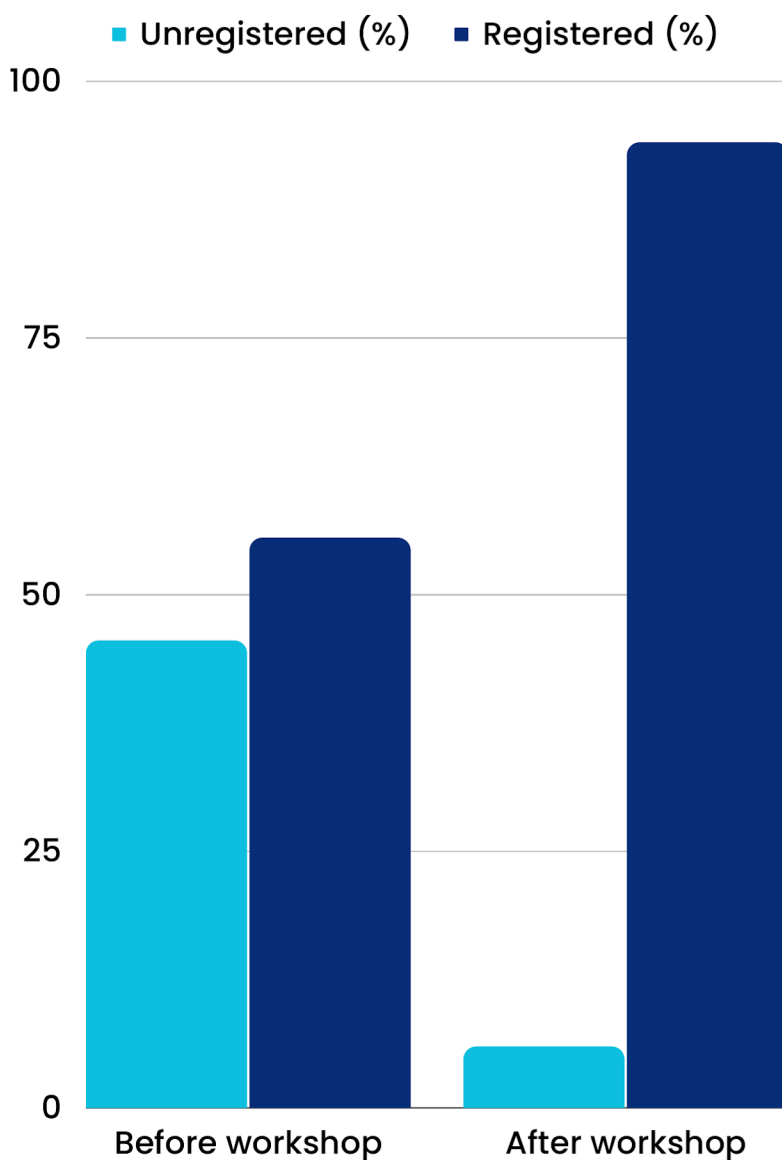
- Other commitments such as school, work, and family responsibilities
- Moving out of the region the entrepreneur was recruited from
- Closing of business
- Entrepreneurs fail to keep up with the pace and intensity of the program

The distribution of programs dropouts per region and sector is as follows;

Sector/Region	Dar es Salaam	Mwanza	Lindi&Mtwara	Total
Agriculture	2	0	2	4
ICT	1	1	0	2
WASH	0	4	0	4
Education	0	0	1	1
Total	3	5	3	11

04. Basic Compliance

Among the 77 selected entrepreneurs for the Business Foundation Accelerator (BFA) Programme, 45.5% of the businesses were not registered. Throughout the programme, Anza worked hand in hand with the entrepreneurs in collaboration with Local Government Authorities representatives and regulatory authorities in all the regions to make sure that, entrepreneurs receive all support they need for them to attain at least the initial stage of business compliance. Out of the 66 graduates, 94% completed the initial stages of basic compliance upon graduation, that is; they have attained either Brela registration, Group registration, business license, and/or Tax Identification Number (TIN). Anza is providing post-program support to make sure that all graduates attain 100% business compliance and become capital ready.



05. Identification of businesses to receive grants

Anza in collaboration with the Anza Growth Fund (AGF) and the AKF team identified and conducted due diligence for entrepreneurs and recommended entrepreneurs to receive grants to improve and expand their business operations. Businesses were selected based on their progress throughout the program and were assessed using the capital readiness assessment tool developed by the AGF team. The capital readiness assessment focused on four key business areas which are; finance, sales and marketing, business formalization, and business compliance.

The exercise was conducted in two phases; a total of 53 businesses were assessed and 45 of them received funds amounting to 296.27M TZS. This exceeds the target number of entrepreneurs (13 entrepreneurs) to receive funds for more than threefolds

- Phase one assessment was conducted in October 2022 after the completion of workshop 1, where a total of 30 businesses were identified and assessed. 21 businesses were found to be capital ready and were given funds totaling 188.5M TZS.
- Phase two assessments were conducted in January-February 2023 after the completion of workshop 4 were a total of 24 businesses were assessed and 24 businesses were and provided with a fund of 107.77MTZS in total.
- The grants provided were allocated to machinery and equipment as well as working capital per each business need.

Target entrepreneurs
13

Entrepreneurs received grants
45

Achievement
34.6%

Grants
>296 m.

Below is the summary of the capital readiness assessment results and allocation of funds in each region

Phase one: Flexi-Fund granting score summary

Region	Number of businesses assessed	Average score	Rank	Proposed grants receivers	Requested amount (Mn TZS)	Recommended amounts (Mn TZS)
Dar es Salaam	10	72%	1	8	164.00	88.40
Mwanza	10	64%	3	5	972.80	62.20
Lindi & Mtwara	10	66%	2	8	82.40	37.90
Total	30	67%		21	1,219.20	188.50

Phase two: Flexi-Fund granting score summary

Region	Number of businesses assessed	Average score	Rank	Proposed grant receivers	Requested amount (Mn TZS)	Recommended amounts (Mn TZS)
Dar es Salaam	7	68%	1	7	71.8	24.48
Lindi & Mtwara	8	60%	3	8	56	34.62
Mwanza	9	64%	2	9	95.15	48.67
Total	24			24	222.95	107.77

06. Post-program support

Upon graduation, entrepreneurs join the Anza alumni community where they receive post-program support to help them fill in the gaps that still exist in their businesses, share opportunities with them, interact with other Anza clients and partners and provide them with linkages. All entrepreneurs become lifetime members of the Anza alumni community and the WhatsApp group and other means of communication created will stay open to facilitate smooth interactions among entrepreneurs and with the Anza team and other stakeholders such as Trade Officers and Community Development Officers from their respective areas. Entrepreneurs also have access to Anza Growth Funds (AGF) where they can obtain affordable capital for their businesses.

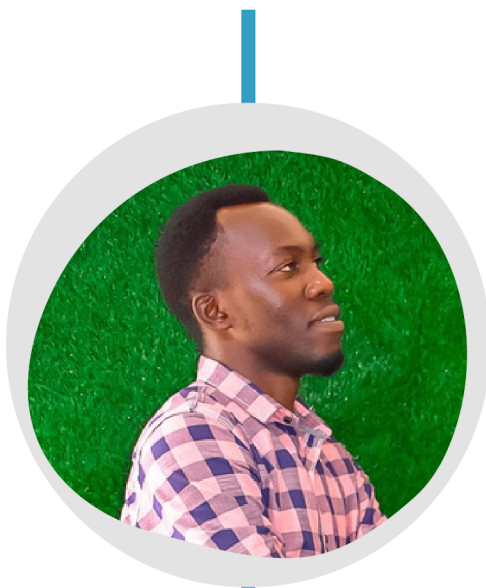
Anza is committed to providing a total of 45-hour one-on-one consultations a month to all entrepreneurs who have received grants for a period of 6 months. The consultation will aim at following up with the entrepreneurs and providing them with support on the best way to utilize the resources obtained through the grants to maximize productivity, improve standards, increase sales and hence profitability. Entrepreneurs will also be supported to attain 100% business compliance and will be linked with potential partners, customers and investors who will further support the growth of their businesses.

The remaining businesses will receive general support and regular check-in to know their progress and areas in which they need support and will be encouraged to reach out to the Anza team for advisory. Anza will also provide a space in their office for any entrepreneur who will need to use it to conduct important meetings with their partners or customers and can invite the Anza team to participate in those meetings so as to provide insights and ensure that entrepreneurs do not enter into bad partnerships.

07. Programme Sustainability

To ensure project sustainability, Anza designed the program in a way that it allows it to live and be impactful to the entrepreneurs and their community.

1. Business skills and Tools provided: The program was implemented in a way that entrepreneurs are left with tangible skills and tools that they can customize to meet their business needs and also share with their team members and even teach them to other entrepreneurs.



- For example, Christian Myoge of Camy Technologies, an entrepreneur from Tandahimba, Mtwara, was invited by his local government leader to train youth on entrepreneurship. His leader knew that he was participating in this program and thought he was the right candidate for this. Christian picked a few topics and tools from the curriculum and facilitated a one-day training for youth in his area.



- Another good example is an entrepreneur from Mwanza, Samwel of Sam Milk who was also invited to speak to youth, inspire them and encourage them to become entrepreneurs; picked a topic on goal setting (vision, mission and strategies) and encouraged youth to identify a problem in their community and set clear goals on how they are going to address them and make profit out of it.



2. Collaborations with other stakeholders: Throughout the programme, Anza collaborated with various stakeholders in the entrepreneurship and innovation ecosystems in all four regions to make sure that the programme is owned by the local community. Anza worked closely with various government regulatory authorities, successful entrepreneurs, experts from private sectors and financial institutions to make sure that entrepreneurs get all sorts of support they need to grow their businesses and to also ensure continuous support from these stakeholders after the project phase out

- For example, local government authority leaders from Magu District in Mwanza used to mentor and encourage their entrepreneurs to keep on working hard and they would require reports from them after every workshop, to make sure that they are staying online and using the opportunity wisely to bring transformation to their businesses and hence to their Districts.
- SIDO Mtwara office is providing continuous support to entrepreneurs in Lindi and Mtwara to make sure that all businesses attain full business compliance, improve their products and create strong brands. They provide free consultations to entrepreneurs and also provide a working space for those who are in need.
- In Dar es Salaam, some entrepreneurs have formed strong and lasting relationships with mentors that were invited during mentoring sessions and are receiving business advisory and support from them without charges.

3. Post-program support: Through the post-program support, entrepreneurs will join the Anza alumni community where they will receive lifelong business advisory support from the Anza team, network with other Anza alumni and get access to Anza Growth Fund (AGF) where they can secure affordable funds for their businesses

08. Project Challenges, mitigations and learning

1. **Dropouts:** Out of the selected 77 entrepreneurs for the Business Foundation Accelerator (BFA), 11 entrepreneurs (16.7%) dropped out of the program due to the various reasons such as sickness, other commitments such as school, work and family responsibilities, moving out of the region the entrepreneur was recruited from, closing down businesses and entrepreneur's failure to keep up with the pace and intensity of the program.
 - Anza reached out to those entrepreneurs who failed to continue with the program because of legit reasons such as sickness or family issues and provide consultation at their own pace and committed to providing business advisory support to them whenever they reach out.
2. **Consistence participation of business owners/key personnel in the program:** Some business owners or key business personnel who understand better the businesses and are in a position to make business decisions could not attend all the training sessions which inhibits the businesses from grasping all the benefits of the program. Some entrepreneurs were bringing new representatives in each workshop which also inhibits the businesses from fully understanding, customizing and utilizing the skills and tools provided, as they missed the alignment and continuation of the training in all the workshops.
 - To address this, during the one-on-one consultation, Anza invited all representatives from the business together with the business owner and provides a group business advisory session to make sure that the entire team is aligned.
3. **Low information, communication and technology literacy:** Adoption of digital tools and resources: Some participants struggled to adopt digital resources and tools provided due to low Information, Communication and Technology (ICT) literacy and the availability of digital resources.
 - Alternative resources were provided to make sure that they are not left behind. Such resources include the provision of printed materials and communication with them using tools and channels that are accessible to them.
 - Participants were also encouraged to practice using digital tools as this will add value to their businesses. For example, all participants were encouraged to prepare their presentations using PowerPoint, some participants with knowledge and tools were asked by their peers to prepare their presentations; some made use of the local stationeries available, and some even used their smartphones to complete the exercise. At the end of the program, every entrepreneur was able to prepare a short PowerPoint presentation, a word document marketing strategy as well as a simple budget and business strategy using excel

09. Key Success Factors

- 1. Recruitment:** The program received 1,001 applications, 67% achievement over the target (of 600 applications). This gave Anza a bigger pool to select the best businesses from, within various sectors and in all four regions. The number of applications received also demonstrates that Business Development Services are highly needed by young entrepreneurs for their businesses to boost growth. This achievement is highly contributed to the quality and reputation of both Anza's and AKF's programme/project, as well as the strong relationship partners have with various stakeholders in the ecosystem.
- 2. Commitment of entrepreneurs throughout the programme:** The programme received an average of 88% attendance throughout the workshops. This shows great commitment among the selected entrepreneurs to transforming their businesses and addressing challenges in their communities. Entrepreneurs did not only show commitment during group training but also during one-on-one consultations or when invited or require doing any other activity related to the programme. This is attributed to the careful selection of the entrepreneurs as well as the design of the programme
- 3. Women participation in the programme:** The programme attracted and encouraged the participation of women entrepreneurs where 51% of all applications (1001) were from female entrepreneurs. Out of 150 entrepreneurs selected for the boot camp, 52% were women. These women showed full commitment and eagerness to learn throughout the programme.
- 4. Programme design:** The programme design encouraged and motivated entrepreneurs to work hard and to stay committed to transforming their businesses. The programmes provided entrepreneurs with skills, tools, connections and funds to improve and expand their business operations and address social challenges in their communities. Entrepreneurs are working away with improved business acumen, tools to improve their business operation, important connections and funds to grow their businesses.
- 5. Collaboration from stakeholders in the entrepreneurship and innovation ecosystem:** The inclusion of local stakeholders in the programme created ownership and trust in the entrepreneurs as well as the community. It also provided local expertise and insight and customized business support to meet the local settings of each region and their districts. These stakeholders ensure the sustainability of the programme's impact even after the project's completion. (see the list of stakeholders in the appendix)

Applications

1001

Achievement

67%

Commitment

88%

Women

>50%

Stakeholders



10. Conclusion and Recommendation

Youth Entrepreneurship and Innovation Support programme has proved to be very impactful and transformative to youth entrepreneurs and their initiatives. It provided them with avenues to generate business ideas, and strengthen their entrepreneurial and leadership skills which will enable them to build businesses that are profitable and sustainable with a positive impact on their communities.

The programmes not only stimulated the selected entrepreneurs, but also development players in the regions to re-think the current initiatives and support that are available for youth who are eager to become entrepreneurs, and the contribution of entrepreneurship in the socio-economic development of the areas.

All entrepreneurs that participated in the programme, at any level received resources (knowledge, tools and connections) that if fully utilized, will bring lasting results to the entrepreneur him/herself and the business. For the programme to keep on being impactful to more youth and businesses in the country, it is recommended that;

- This programme should not be a one-time initiative but to keep on providing support to more youth, by taking the learning from this activity and coming up with a better programme and reach out to more youth entrepreneurs in the country.
- There should be ongoing and regular follow-up for entrepreneurs from Anza and AKF teams to make sure entrepreneurs utilize the resources provided to them to further grow and expand their businesses, and provide any support in addressing challenges that may inhibit the growth of the businesses.
- Considering entrepreneurs who did not receive funds for capital support once they have met all the criteria required to receive funds.
- Fostering partnerships between entrepreneurs and important business stakeholders who can support the growth of the businesses.
- Keep involving the stakeholders in the ecosystem to make sure that they are aware of the progress made by the entrepreneurs, and they keep on supporting them in their local settings, and share opportunities with them

Anza will keep on providing support to all entrepreneurs through the Anza alumni community where entrepreneurs will receive business advisory support to further develop their businesses, they will receive various business opportunities available in the market, they will be connected with potential partners and participate in Anza's entrepreneurial activities that will be relevant to their businesses.

Photos taken during the Hackathon



Agakhan team member speaking young innovative entrepreneurs in hackathon session (Mtwara)



Anza team member giving opinions during hackathon(Mwanza)



Young innovative entrepreneurs pitching during hackathon session (Mtwara)



Young innovative entrepreneurs pitching during hackathon session (Dar es salaam)

Photos taken during the Bootcamp



Young innovative entrepreneurs in bootcamp (Mtwara)



Young innovative entrepreneurs in interactive session during bootcamp (Mwanza)



Young innovative entrepreneur pitching during Bootcamp training (Dar es salaam)



Community development officer giving insights to young innovative entrepreneurs (Mtwara)

Photos taken during the Workshop



Product display by young innovative entrepreneurs during workshop training



Marketing expert providing insights to young innovative entrepreneurs (Mtwara)



Anza and Agakhan team members during workshop training (Mtwara)

Photos taken during Graduation



Young innovative entrepreneurs receiving certificates after successful completion of capacity building program



Group photo of Guest of honor, Agakhan team, Anza team and young innovative entrepreneurs after graduation