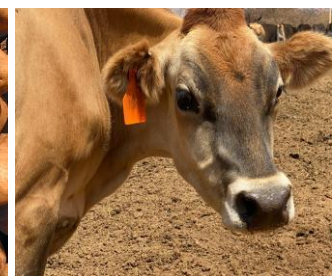
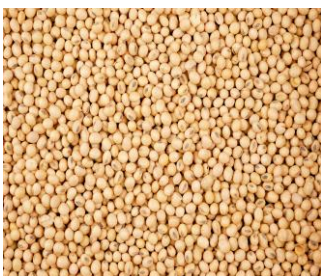
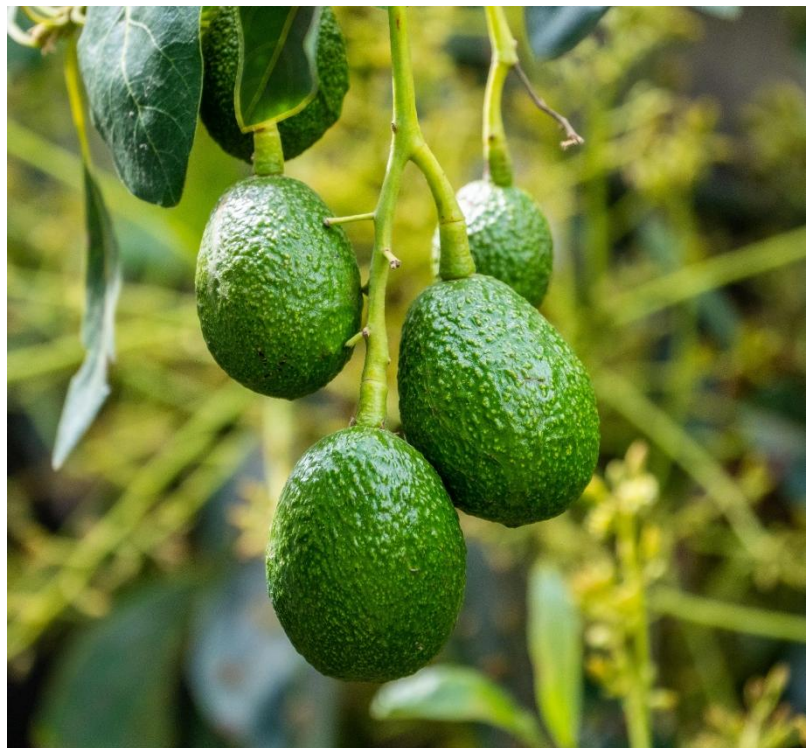




# AGRICULTURAL GROWTH CORRIDOS OF TANZANIA (AGCOT) ROLLING OUT STRATEGY 2025-2030



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# 1 EXECUTIVE SUMMARY

Since its establishment in 2010, the Southern Agricultural Growth Corridor of Tanzania (SAGCOT) has played a pivotal role in transforming the agricultural landscape through SAGCOT Centre Ltd (SCL). Facilitating over USD 6.3 billion in investments, SCL has successfully linked more than 856,000 smallholder farmers to private investors, significantly improving productivity and incomes. With the majority of investment (USD 5 billion) coming from public sources and USD 1.3 billion from the private sector, SCL has demonstrated a strong public-private partnership model. Its inclusive approach has laid the groundwork for scaling operations nationwide.

Informed by this success, the Government of Tanzania has endorsed expanding the SAGCOT model to other agro-ecological corridors across the country. The 2025–2030 Strategy emphasizes deepening impact in the current SAGCOT corridor while expanding to new areas. Central to this approach is the development of corridor frameworks and Commodity Compacts to enhance value chain productivity and efficiency. Key thematic areas such as climate-smart agriculture, policy advocacy, and strengthened financing mechanisms will be prioritized to sustain momentum and address climate change challenges.

Agricultural Growth Corridors of Tanzania (AGCOT) Centre Ltd plans to prioritize commodities in new corridors based on market demand, productivity potential, and alignment with national development goals. Strategic assessments will guide investment decisions, leading to the development of national Commodity Compacts supported by detailed business plans and implementation strategies. These compacts, coupled with corridor development frameworks, will facilitate synergistic investment, stakeholder engagement, and transformational growth across Tanzania's agricultural sector.

Ensuring long-term sustainability, AGCOT will strengthen platforms for public-private dialogue and enhance institutional frameworks. Initiatives like the Policy Analysis Group (PAG), Green Reference Group (GRG), and commodity associations such as ASTA and PCT will be instrumental in promoting inclusive growth and resilience. By supporting private enterprises and catalyzing partnerships, AGCOT seeks to empower stakeholders, ensuring continued development beyond its direct involvement.

The estimated six-year budget for corridor activities is nearly \$19 million, while \$13.5 million is allocated for three major commodity compacts. Supporting functions such as communication, policy engagement, and stakeholder coordination are critical to the strategy's success. AGCOT will depend on partnerships with government, development partners, and private sector entities to finance these interventions. Key initiatives like the Information Hub will enhance data-driven decision-making and sector transparency. AGCOT's adaptable approach, coupled with a focus on domestic markets and climate resilience, aims to mitigate political and global risks, ensuring sustainable agricultural transformation.








## 2 PURPOSE OF THIS DOCUMENT

This document serves as a roadmap detailing AGCOT's strategic vision for the forthcoming six-year period from 2025 to 2030. This roadmap concludes an extensive process informed by a comprehensive review of SAGCOT Corridor's experiences over the past five years (2020-2024). It includes an in-depth exploration of achievements, challenges encountered, and invaluable insights gathered along the journey. Moreover, the document analyses the current state of the agricultural ecosystem in Tanzania, including ongoing policy initiatives, interventions, and market dynamics. Drawing upon these multifaceted inputs, this document represents a strategic blueprint that

reflects AGCOT's aspirations and is responsive to the ever-evolving external landscape. With this strategic plan as a guide, AGCOT is poised to navigate the complexities of the agricultural sector with foresight and agility, solidifying its role as a catalyst for sustainable and inclusive agricultural development in Tanzania.

This document has undergone a rigorous development process involving extensive stakeholder engagement to gather comprehensive feedback from AGCOT partners. AGCOT engaged with 97 stakeholders to ensure a holistic approach to developing this strategic blueprint that guides the next five years.

Figure 1: Stakeholders consulted during the development of the strategy

						
23	4	10	13	10	31	6
SAGCOT Centre Staff and consultants, as well as current and previous board members	Financial Institutions incl. FSDT, ACELI, TADB, EFTA	Apex organization and Farmer Association Incl. ACT, CTI, TAHA, ASTA, AMAGROW, TASUPA, Potato Council of Tanzania, VIWAVI	Private Sector – large and SMEs Incl. ASAS, YARA, Silverland, GBRI etc	Development Partners Incl., RNE, USAID, FCDO, IFAD, Embassy of Netherlands	Government Incl. Minister MoA, Ministries, Gov. agencies, MoA, MoLF, TARURA, TIC, TANTRADE etc	NGO Incl. SNV, Care Tz, ESRF, IDH



### 3 BACKGROUND AND CONTEXT

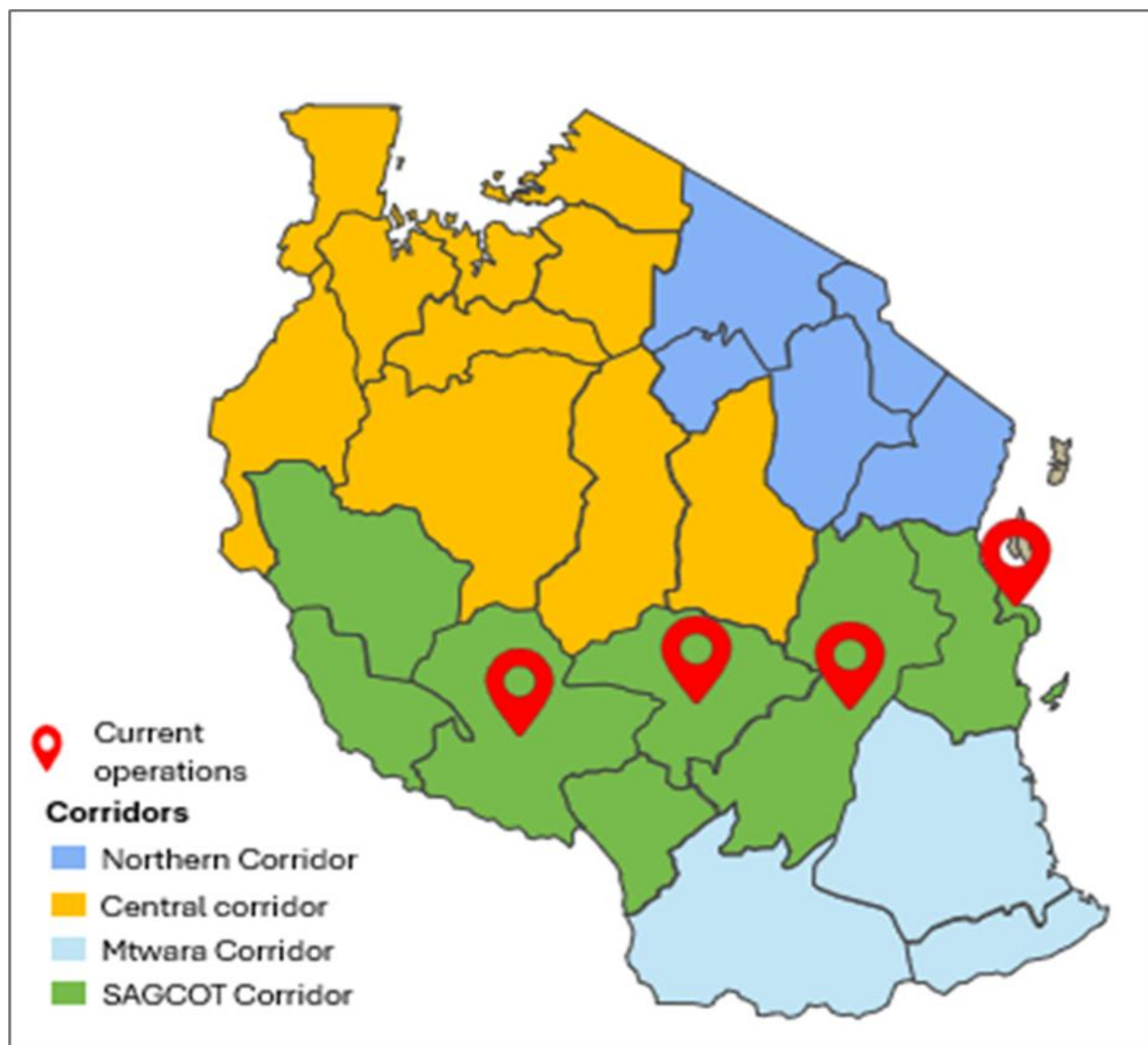
Over the past 13 years, the Southern Agricultural Growth Corridor of Tanzania (SAGCOT) has made significant strides in transforming the livelihoods of smallholder farmers and attracting substantial agricultural investments. Since its inception in 2010 under the Kilimo Kwanza initiative, SAGCOT has facilitated approximately \$6.3 billion in investments—\$1.3 billion from the private sector and about \$5 billion in public infrastructure development. Key government agencies like TANESCO, TARURA, and NIRC have been instrumental in creating an enabling environment for agribusiness. SAGCOT Centre Ltd (AGCOT) has successfully linked over 856,000 smallholder farmers to major private investors, leading to a cumulative income increase of \$254 million and introducing climate-smart technologies across 859,000 hectares. The government's endorsement of expanding the SAGCOT approach to other agroecological corridors -Agricultural Growth Corridors of Tanzania (AGCOT) reflects the initiative's proven potential to drive sustainable agricultural growth.

The 2025–2030 AGCOT strategy is shaped by significant shifts in Tanzania's agricultural ecosystem, including strong national and ministerial reforms to drive transformation. At the national level, strategic frameworks such as Vision 2050 and the National Roadmap to Sustainable Food Systems Transformation demonstrate a clear commitment to long-term sectoral change. At the ministerial level, the review of ASDP II and flagship initiatives like BBT-YIA, TAIDF, and BBT-LIFE underscore efforts to modernize agriculture, boost youth engagement, and improve productivity. Importantly, the Agriculture Masterplan recognises SAGCOT as a key pillar in implementing its priority initiatives, affirming AGCOT's central role in scaling commercial agriculture and driving inclusive growth. The Ministry of Agriculture's 'Agenda 10/30' outlines bold targets to overcome demographic and economic challenges. In response to these developments and the broader shift toward private sector-led growth, AGCOT will strategically align its efforts to complement and enhance these national priorities, positioning itself as a catalyst for sustainable agricultural transformation.

### 4 AGCOT 2025-2030 STRATEGY

Given the context, over the next six years, AGCOT's strategy will focus on intensifying its impact within the SAGCOT corridor while gearing up for expansion across other corridors in Tanzania. Despite notable achievements, the 2025-2030 strategy aims to deepen the impact within the SAGCOT corridor, enhancing initiatives in existing clusters to unlock the corridor's full potential. Additionally, AGCOT will initiate the groundwork to fulfil the president's directive to expand the approach nationwide in other strategic agricultural corridors across Tanzania.

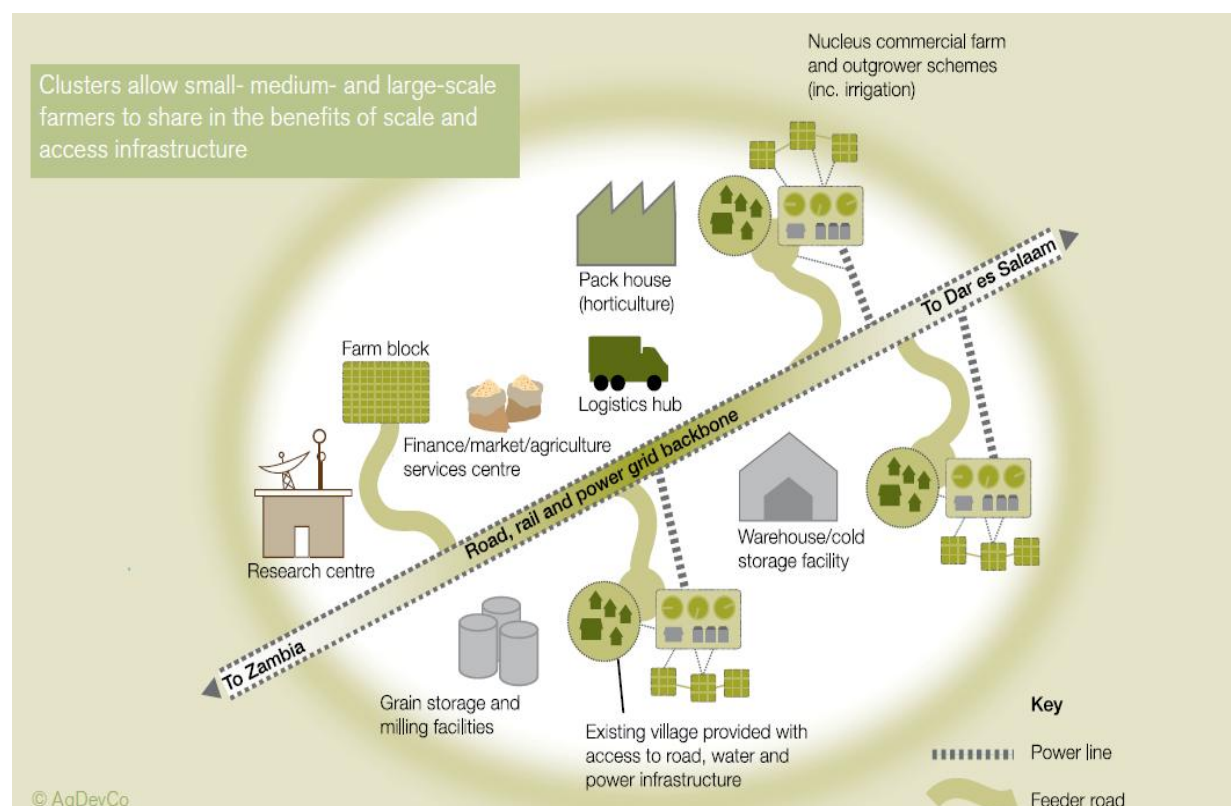
Figure 2: Agricultural corridors in Tanzania (AGCOT)



## 5 THE AGCOT APPROACH

At the heart of the AGCOT approach are five core strategies: cluster development, value chain partnerships, thematic partnerships, compacts, and smallholder empowerment. Cluster development focuses on geographic concentrations of interconnected stakeholders—such as input suppliers, processors, and institutions—working collaboratively to address constraints in agricultural value chains, enhance coordination, and foster shared prosperity. Within these clusters, value chain partnerships are nurtured to improve coordination between actors like aggregators, farmers, financial institutions, and technical service providers. These partnerships drive efficiency, unlock opportunities, and ensure inclusive participation across priority agricultural commodities.

Figure 3: Illustration of the cluster approach



Thematic partnerships address cross-cutting issues such as climate change and financing by engaging stakeholders from government, NGOs, and the private sector. For instance, AGCOT's work with the Green Reference Group (GRG) and Fit4Ag platform to discuss sustainability issues and mobilized investment in key value chains, respectively. To ensure partner accountability, AGCOT employs compacts—formal agreements where stakeholders commit to implementing targeted interventions discussed in cluster forums known as cluster compacts, followed by regular check-ins. Building on their success, commodity compacts offer a more focused approach, aligning investments and interventions to specific value chains. Lastly, AGCOT is committed to empowering smallholder farmers through initiatives like *Mkulima kwa Mkulima*, farmer groups like AMCOS, Lusitu Agribusiness Group and youth groups like VIWAVI. These efforts build capacity, improve market access, and promote sustainable, inclusive agricultural development.

## 6 AGCOT STRATEGY FOR 2025-2030 GUIDING PRINCIPLES

AGCOT's 2025-2030 strategy aligns with national agendas like Vision 2050 and ASDP II, promoting the inclusion of women and youth, applying a food systems approach, facilitating stakeholder collaboration, and ensuring sustainable partner ownership. These principles guide AGCOT's efforts to contribute to Tanzania's sustainable agricultural transformation.

- a. **Alignment with National Agendas:** AGCOT will align its interventions with key national strategies like Vision 2050, ASDP II, BBT-YIA, BBT-LIFE, and the Agriculture Masterplan to contribute meaningfully to Tanzania's agricultural transformation.
- b. **Leveraging AGCOT's Role as a Facilitator:** AGCOT will continue to serve as a neutral convener, uniting diverse stakeholders to collaborate in addressing systemic challenges within agricultural value chains.
- c. **Promoting Inclusion of Women and Youth:** AGCOT will ensure women and youth actively engage in its initiatives to enhance equity, innovation, and inclusive growth in the agriculture sector.
- d. **Applying a Food Systems Lens:** AGCOT will take a holistic approach considering food security, sustainability, nutrition, and socio-economic factors to build resilient and inclusive food systems.
- e. **Advance Partner Ownership and Sustainability:** AGCOT will strengthen partner commitment and capacity to sustainably manage and scale interventions beyond the lifespan of AGCOT's direct involvement.

## 7 AGCOT MISSION, VISION, AND THEORY OF CHANGE

### **Vision**

AGCOT's vision revolves around revolutionizing Tanzania's food systems, envisioning a future where agro-industries embrace inclusivity and sustainability. AGCOT continues to aspire to create a dynamic agricultural ecosystem where small- and medium-scale farmers are empowered participants who are integral to the sector's success and resilience. By championing environmentally sustainable practices, AGCOT aims to pave the way for a thriving agricultural landscape that benefits both present and future generations.

### **Mission**

At the core of AGCOT is a steadfast mission: To be the primary facilitator and catalyst, nurturing strategic partnerships to incubate inclusive, sustainable, and commercially viable agricultural value chains across agricultural corridors in Tanzania. This mission involves facilitating partnerships that actively contribute to agricultural value chains, emphasizing inclusivity, sustainability, and commercial viability.

### **Values**

A commitment to honesty, integrity, and collaboration lies at the core of AGCOT's mission. The Centre will continue to strive to serve as honest facilitators, nurturing robust relationships among key stakeholders within Tanzania's agriculture sector. Through open dialogue and transparent engagement, it will seek to bridge the gap between government agencies, agro-industries, SMEs, small and medium-scale farmers, and other stakeholders. AGCOT's goal remains to catalyze growth and transformation within agriculture value chains, driving innovation, empowerment, and sustainable development across Tanzania.

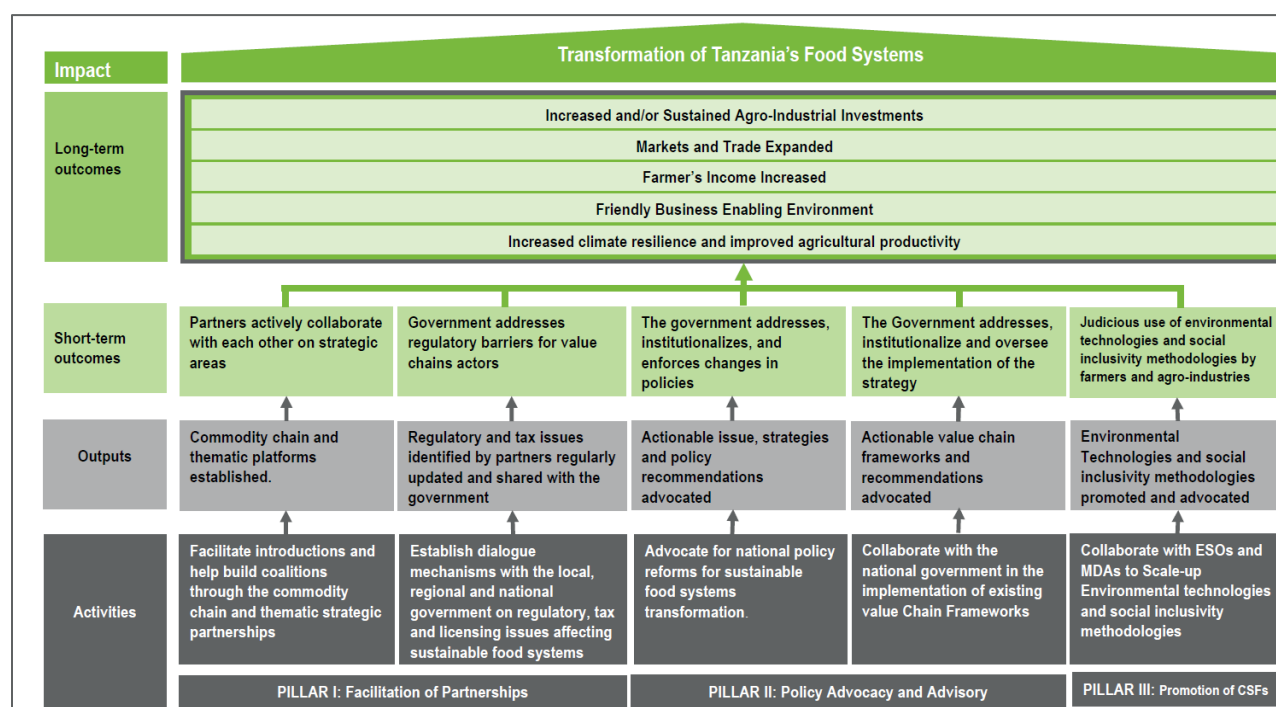
AGCOT's values reflect its people and activities, deeply connected within the active SAGCOT corridor and value chains. With strong ties to the public sector, agro-industries, and SMEs, including farmers, AGCOT adeptly identifies and addresses emerging challenges. Remaining neutral in its roles, AGCOT's trustworthiness allows it to convene diverse parties effectively. Anticipating issues strategically, AGCOT pursues systemic reforms and engages proactively to find efficient solutions. AGCOT amplifies stakeholders' voices as an advocate, persistently pressing to address unresolved issues.



## Theory of Change

AGCOT's theory of change is encapsulated in a framework that illustrates the progression from its pillar activities and outputs to medium- and long-term outcomes, aligning with its overarching vision and mission.

Figure 4: AGCOT Theory of Change



## 8 AGCOT STRATEGIC PILLARS (2025–2030)

AGCOT continues to address systemic agricultural challenges through three strategic pillars:

- Facilitation of Partnerships – AGCOT will foster strong collaborations across value chains, build thematic and commodity partnerships platforms, and strengthen dialogue with government actors to tackle regulatory barriers and drive innovation, investment, and knowledge-sharing for sector-wide growth and resilience.
- Policy Advocacy and Advisory—AGCOT will prioritize policy reforms that promote private-sector participation and sustainability in agriculture. It will work closely with government partners to institutionalize value chain frameworks and create a policy environment conducive to long-term investment and food systems transformation.
- Promotion of Climate-Smart Food Systems – AGCOT will advance climate-smart interventions such as soil health, reforestation, and inclusive green growth practices while collaborating with ESOs and leveraging platforms like the Carbon Credit Platform to support environmental sustainability and social inclusion—especially for youth and women—across corridors.

## 9 LONG-TERM OUTCOMES AND IMPACT

These efforts are expected to result in:

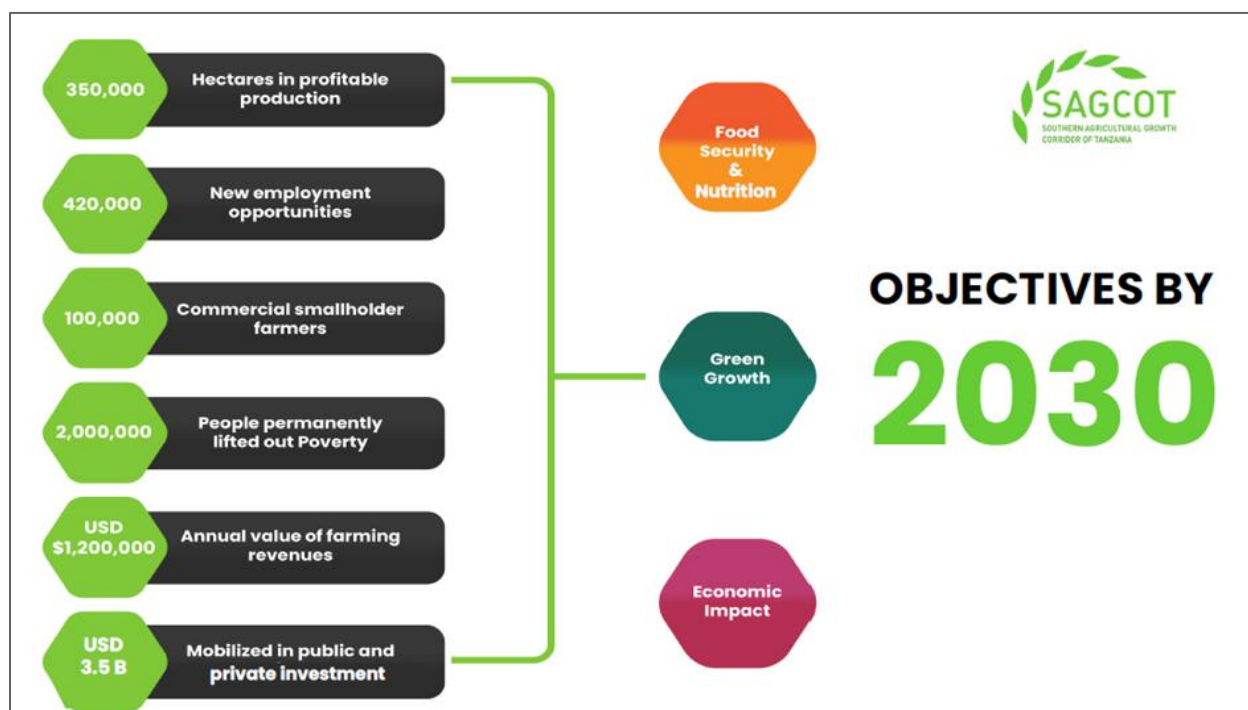
- Increased Sustained Agro-Industrial Investments: Ensuring a steady flow of investments contributing to the agricultural sector's growth and development.
- Expansion of Market and Trade: Facilitating the growth of market opportunities and trade channels for agricultural products.
- Increased Farmer Incomes: Enhancing the economic well-being of farmers through better access to inputs, technologies, and markets.
- A Friendly Business Environment: Creating a conducive environment for business operations through supportive policies and regulations.
- Increased Climate Resilience: Building the capacity of the agricultural sector to withstand climate-related challenges.
- Improved Agricultural Productivity: Enhancing the efficiency and output of agricultural practices.

Collectively, these outcomes will drive the transformation of Tanzania's food systems, with smallholder and medium-scale farmers at the centre of a thriving, inclusive, and sustainable agricultural ecosystem.

## 10 SAGCOT'S 6-YEAR STRATEGIC PLAN

Over the next six years, AGCOT will deepen its impact within the SAGCOT corridor and replicate its model in other agricultural growth corridors, leveraging partnerships, policies, and climate-smart innovations to enhance productivity, inclusivity, and resilience across Tanzania's agricultural landscape.

Figure 5: 2030 targets from the Investment blueprint



### 10.1 Deepening the Impact within the SAGCOT Corridor

Over the next six years, AGCOT will deepen its impact within the SAGCOT Corridor by leveraging its three strategic pillars to address emerging challenges and scale successful models. This includes facilitating strategic partnerships to strengthen value chain coordination, improve access to quality inputs and financing for SMEs, and expand the Commodity Compact approach for priority crops like soy and Rice. Through intensified policy advocacy, AGCOT will work with government agencies to promote infrastructure development, favourable regulations, and streamlined export processes to attract investment and enhance market access. Additionally, AGCOT will promote climate-smart food systems by advancing soil health programs, building farmers' capacity in resilient practices, supporting responsible agrochemical use, expanding land restoration and irrigation initiatives, and linking farmers to carbon credit opportunities—contributing to a more sustainable, productive, and inclusive agricultural ecosystem.

### 10.2 Expansion to Other Agricultural Corridors in Tanzania

Expanding AGCOT operations across Tanzania is a strategic priority aligned with the government's mandate, emphasizing a phased, cost-effective, and partnership-driven approach. Key to success will be managing stakeholder expectations through inclusive engagement and transparent communication, optimizing resource use, and building on existing corridor opportunities and lessons learned from the SAGCOT experience. Before scaling, AGCOT will conduct in-depth analyses using ASDP II, Agenda 10/30, and the Agriculture Masterplan to identify strategic clusters and value chains, deploying lean, regionally embedded teams to drive stakeholder collaboration and co-create tailored programs aligned with AGCOT's three pillars. AGCOT will parallel scale up its Commodity Compact model, beginning with two new priority commodities selected through rigorous economic and investment assessments. National-level commodity compacts will guide value chain development by detailing business plans, investment strategies, and policy needs. AGCOT aims to unlock value chain potential, drive inclusive investment, and contribute to Tanzania's agricultural transformation by integrating corridor and compact approaches and engaging a broad spectrum of partners.

### 10.3 Sustainability of AGCOT interventions

AGCOT is committed to ensuring long-term sustainability in Tanzania's agricultural transformation. It recognises that many past initiatives have faltered once external support has ended. Rather than focusing on short-term gains, AGCOT aims to create a lasting impact by enabling agricultural value and supply chains to operate effectively without ongoing non-market interventions.

To achieve this, AGCOT is strengthening Public-Private Partnership (PPP) dialogue mechanisms that foster inclusive engagement and stakeholder-driven solutions. These forums are being structured to eventually operate independently, ensuring that coordination and decision-making continue sustainably within the sector.

AGCOT also nurtures value chain associations such as the Potato Council of Tanzania (PCT), the Avocado Society of Tanzania (ASTA), and the Tanzania Horticulture Association (TAHA), helping them evolve into self-sustaining entities. These associations operate with minimal AGCOT support, demonstrating increased stakeholder ownership and value chain integration.

Furthermore, AGCOT is catalyzing private sector growth by building inclusive partnerships and integrating farmers into commercial ventures. This approach lays the groundwork for a resilient

agricultural ecosystem driven by private enterprise. Building on these sustainable models, AGCOT will expand its influence beyond the SAGCOT corridor, ensuring its impact continues through empowered stakeholders and durable systems.

### 10.3.1 Capacity Implication

To support its national expansion strategy, AGCOT will restructure its human resources and operations from a cluster-based to a corridor-focused model. This shift involves consolidating its presence in the SAGCOT corridor into a single primary office while relocating two other SAGCOT offices to newly established ones in other corridors. Each corridor office will be staffed with a core team, including a corridor manager, administrative support, and a driver, all working closely with the Dar es Salaam head office. This restructuring ensures efficient coordination and resource optimization as AGCOT scales its operations nationwide.

AGCOT will also establish a dedicated Commodity Compact Team, led by the Head of Commodity Compacts, to oversee developing and managing national-level commodity interventions. This team, including a compact manager, assistant, MEAL, and accounts support, will drive investment-focused efforts for priority commodities by developing business cases and coordinating value chain activities. The corridor teams will complement this work by engaging stakeholders and supporting broader interventions along the value chains, ensuring alignment between investment and operational strategies.

Additional strategic units will enhance the organization's capacity. The Policy and Enabling Environment Team will focus on evidence-based policy development, led by the Head of Policy, with support from a policy manager. The Communications Manager will promote AGCOT's vision, ensuring consistent platform messaging and strengthening public engagement. The MEAL Team will measure program impact and drive continuous improvement, while the Partnerships Team will focus on stakeholder collaboration and resource mobilization. The Administrative Team will remain unchanged, providing essential support through IT, HR, and grant compliance functions. These changes will slightly reshape the organizational chart to reflect the new structure and staffing needs aligned with AGCOT's expansion goals.

### 10.3.2 Financial implications

The estimated budget for AGCOT's corridor activities from 2025 to 2030 is approximately \$18,986,117, reflecting an annual growth rate averaging between 2% and 8% to support the strategic expansion across the country. Additionally, the budget for three national commodity compacts is projected at \$13,536,785 over six years, recognizing their broader scope and deeper impact compared to standard cluster compacts. These compacts will require direct funding and substantial support through communication, policy development, partnerships, MEAL, and operational overheads to ensure their full potential is realized. Beyond funding the initial compacts, resources will also be allocated for the pre-development and groundwork of future compacts, ensuring a continuous cycle of impactful project implementation at the national level. This comprehensive financial strategy reflects AGCOT's commitment to long-term sustainability and transformation across Tanzania's agricultural sector.



Figure 6: AGCOT 2025-2030 Budget projections (USD, thousands)

Estimated Budget Projections (in USD thousands)		
i	YEAR 2025	4,161,272
ii	YEAR 2026	4,252,678
iii	YEAR 2027	5,935,567
iv	YEAR 2028	5,931,597
v	YEAR 2029	6,060,493
vi	YEAR 2030	6,181,296
TOTAL		32,522,902

### 10.3.3 Resource Mobilization Plan

As a Public-Private Partnership, AGCOT's operational sustainability depends on coordinated support from government, development partners, and private partners. The government plays a pivotal role by aligning policies, providing infrastructure, and potentially mandating that development partners allocate portions of their program budgets to support AGCOT's initiatives, thereby reinforcing national agricultural priorities. Development partners—such as RNE, AGRA, and FCDO—contribute significantly, with AGCOT actively seeking alignment with their priorities, engaging in collaborative projects like the Mastercard Foundation-funded youth initiative with AGRA, and negotiating future funding with entities like IFC and GACA. To enhance fundraising, AGCOT may appoint the Head of Strategic Planning and Resource Mobilization to lead donor engagement, project alignment, and impact communication. Meanwhile, private partners support operations through annual contributions. While AGCOT maintains neutrality by not charging advisory fees, it explores business models to offer paid technical services to farmer service companies, expanding private-sector engagement within its competencies.

### 10.3.4 Info Hub Development

To strengthen data-driven decision-making and sustainable development, AGCOT will enhance its Information Hub over the next six years, establishing a centralized platform for collecting, analyzing, and disseminating data across its interventions. This initiative will enable AGCOT and its partners to access vital insights, including detailed value chain data from commodity compacts—covering investment needs, returns, key stakeholders, and relevant policies—and information from ongoing programs in productivity, partnerships, and farmer income. The MEAL team will play a central role in curating and sharing these findings. AGCOT also plans to integrate partner data, such as soil health metrics, with national agricultural databases to create a comprehensive and accessible resource. Key next steps include forming a dedicated Information Hub team, forging partnerships with data providers like NBS and soil agencies, securing stakeholder collaboration, investing in robust technological infrastructure, and rolling out awareness campaigns to drive engagement and utilization of this transformative resource.

### 10.3.5 Risks and Mitigation

The SAGCOT Center's operations are significantly influenced by socio-political dynamics, including changes in political leadership, which can affect the Center's ability to align with

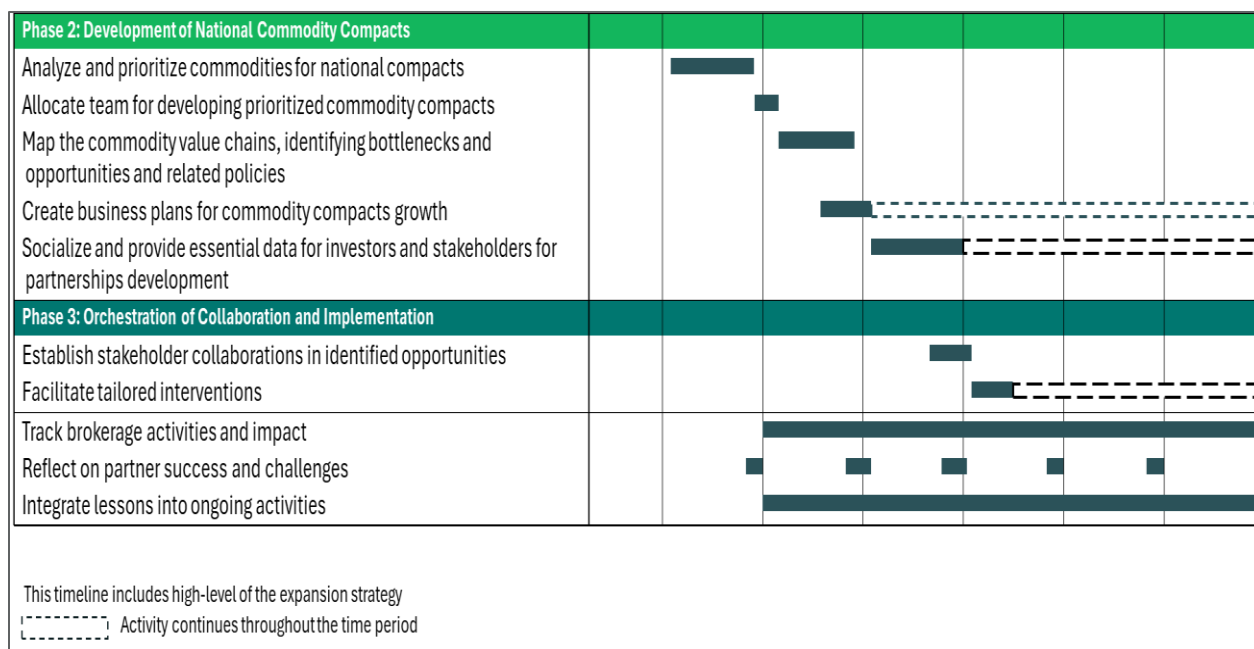
evolving government priorities. This political dependency, coupled with reliance on government and development partner funding, presents risks to financial sustainability should priorities shift or funding fluctuate. Additionally, global shocks, such as the COVID-19 pandemic and the Russia-Ukraine war, disrupt agricultural markets and supply chains, highlighting the need to strengthen domestic markets and value addition. Climate change further exacerbates risks, especially for smallholder farmers, with erratic weather patterns affecting productivity. To mitigate these challenges, AGCOT emphasizes climate-smart agriculture (CSA) practices and improved seed access, aiming to enhance resilience, ensure food security, and support sustainable agricultural development in the face of these interconnected threats.

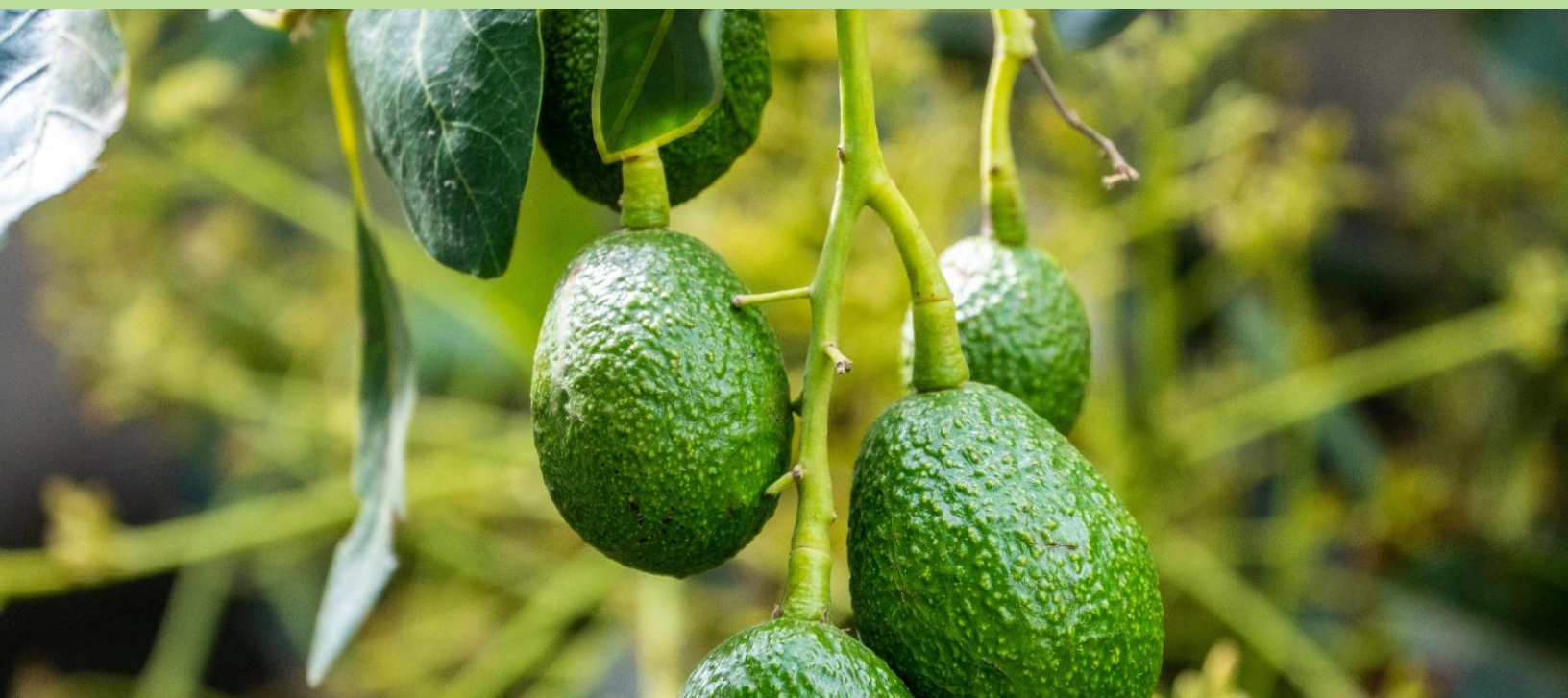
## 11 IMPLEMENTATION TIMELINES

The AGCOT expansion plan for 2025-2030 is structured in three phases. The first phase focuses on strategic analysis, corridor establishment, and aligning with funders and partners to secure new commitments for resource allocation and potential team adjustments. The second and third phases will concentrate on developing national commodity compacts, prioritizing specific commodities for targeted interventions, and fostering strategic partnerships for program integration. These phases will drive transformative change within selected value chains, enhancing efficiency, productivity, and sustainability. AGCOT will refine and consolidate its activities as it progresses, ensuring evidence-based success and sustained impact in agricultural development across the corridors.

Figure 7: Overview of AGCOT workplan

Activity	2024	2025	2026	2027	2028	2029	2030
Phase 1: Strategic Analysis and Corridor Establishment							
Socialize strategy and fundraise for 2025-2030 budget							
Conduct Comprehensive corridor analysis to determine areas focus across the corridors							
Deploy and station a lean team of seasoned managers to strategic areas							
Engage stakeholders to integrate the SCL approach in other programs							





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