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# OPERATING PRINCIPLES FOR IMPACT MANAGEMENT

SAHEL CAPITAL  
HOLDINGS DISCLOSURE  
STATEMENT

 SAHEL Capital

NOV 2024

Sahel Capital Holdings (the “Signatory”) hereby affirms its status as a signatory of the Operating Principles for Impact Management.

Total assets under management in alignment with the principles stand at US\$90.9 million as of 31 October 2024. The disclosure statement covers the following Funds.

- Fund for Agricultural Finance in Nigeria (“FAFIN”) – USD 65.9 M (Equity Fund)
- Social Enterprise Fund for Agriculture in Africa (“SEFAA”) – USD 25.0 M (Debt Fund)

The reporting period for the purposes of this verification runs from 1st November 2023 to 31st October 2024.

The information contained in this Disclosure Statement has not been verified or endorsed by the Global Impact Investing Network (“the GIIN”) or the Secretariat or Advisory Board. All statements and/or opinions expressed in these materials are solely the responsibility of the person or entity providing such materials and do not reflect the opinion of the GIIN. The GIIN shall not be responsible for any loss, claim or liability that the person or entity publishing this Disclosure Statement or its investors, Affiliates (as defined below), advisers, employees or agents, or any other third party, may suffer or incur in relation to this Disclosure Statement or the impact investing principles to which it relates. For purposes hereof, “Affiliate” shall mean any individual, entity or other enterprise or organization controlling, controlled by, or under common control with the Signatory.

**PRINCIPLE 1: DEFINE STRATEGIC IMPACT OBJECTIVE(S), CONSISTENT WITH THE INVESTMENT STRATEGY.**

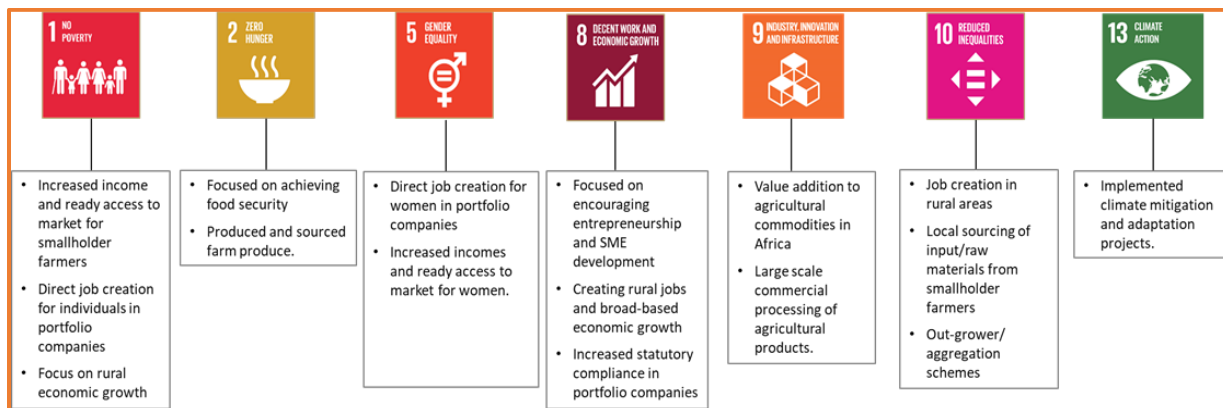
The Manager shall define strategic impact objectives for the portfolio or fund to achieve positive and measurable social or environmental effects, which are aligned with the Sustainable Development Goals (SDGs), or other widely accepted goals. The impact intent does not need to be shared by the investee. The Manager shall seek to ensure that the impact objectives and investment strategy are consistent; that there is a credible basis for achieving the impact objectives through the investment strategy; and that the scale and/or intensity of the intended portfolio impact is proportionate to the size of the investment portfolio.

Sahel Capital is a private investment firm focused on the food and agriculture sector in sub-Saharan Africa. Sahel Capital has a depth of experience across a broad range of crop and livestock value chains; integrated processing operations; branded packaged foods; and related services. Our vision is to be and be recognized as the foremost food and agriculture private investment firm in Africa. Central to our ethos is our mission to: Provide Capital; Leverage Knowledge; Build Companies; Generate Returns; and Impact Lives

Sahel Capital is the Fund Manager and Investment Advisor for the Fund for Agricultural Finance in Nigeria (FAFIN) and the Social Enterprise Fund for Agriculture in Africa (SEFAA) respectively with total Assets under Management of \$90.9 million.

Both Funds have technical assistance facilities which support the Fund's investment strategy to deliver environmental, social, gender initiatives, climate adaptive and mitigative intervention across the Funds' portfolio companies.

Sahel Capital through the Funds is expected to generate and preserve jobs, and to deliver on important sustainable development goals (SDGs) such as: ending poverty (SDG 1); eliminating hunger (SDG 2); gender equality (SDG 5); offering decent work and economic growth (SDG 8); industry, innovation, and infrastructure (SDG 9); reducing inequalities (SDG 10) and climate action (SDG 13). ( Figure 1)



**Figure 1:** Alignment of Sahel Capital with the SDG Goals

**The Fund for Agricultural Finance in Nigeria (“FAFIN”)** is an innovative agribusiness-focused private equity fund that provides tailored investment capital and technical assistance to high-growth, commercially attractive agricultural SMEs across all regions in Nigeria using quasi-equity, equity and structured debt instruments. FAFIN was established to address a portion of the estimated US\$5 billion funding gap in long-term, growth-oriented finance for agribusiness SMEs in Nigeria while ensuring sustainable development impact within the sector.

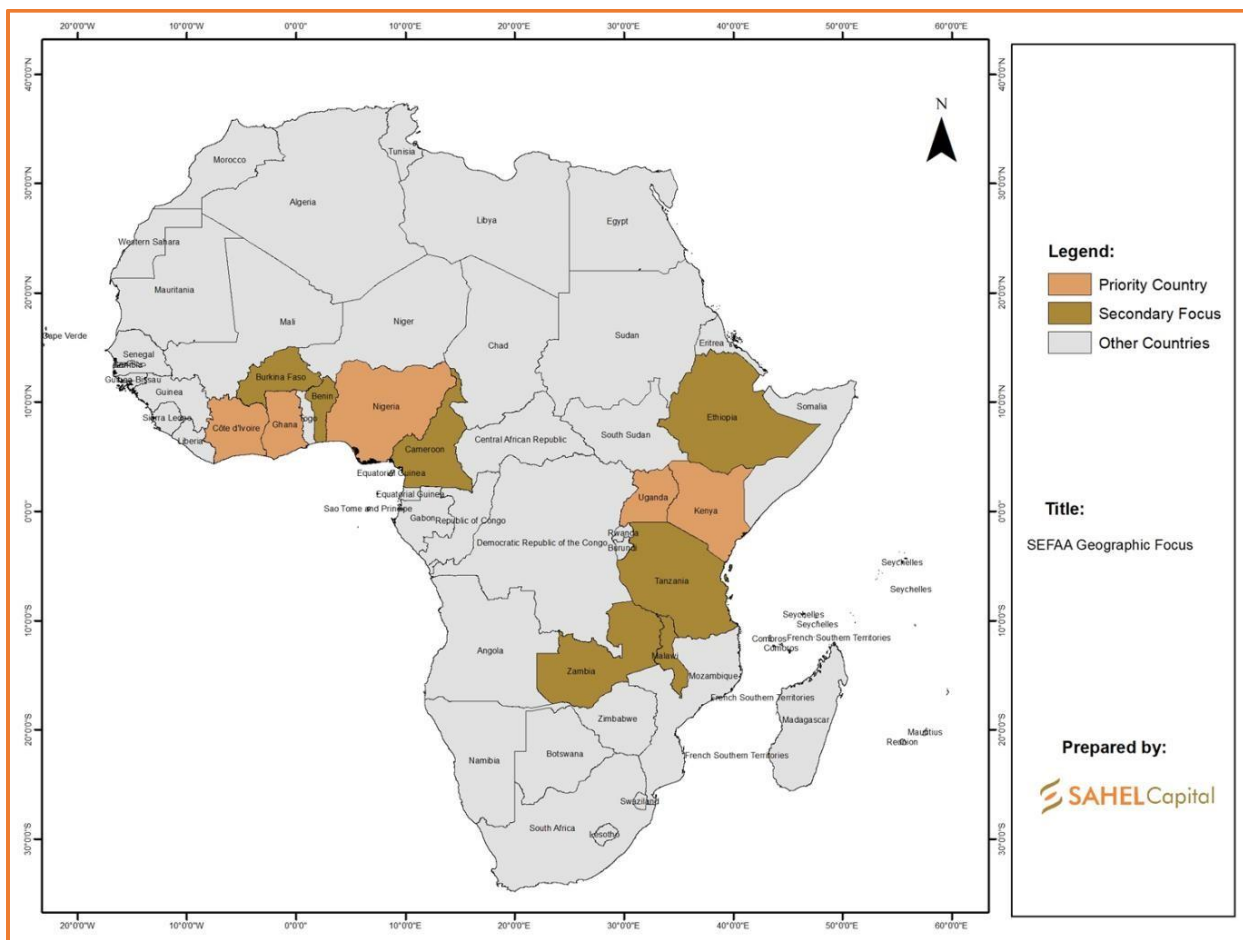
FAFIN’s investors include the African Development Bank, British International Investment, Dutch Good Growth Fund (managed by Triple Jump), KfW Development Bank, the Nigerian Federal Government (via the Federal Ministry of

Agriculture and Rural Development and the Federal Ministry of Finance), and the Nigeria Sovereign Investment Authority.

Investment Focus: FAFIN invests in opportunities that improve food security, enable import substitution, fix challenges along value chains, and meet the growing food consumption demand of Nigeria’s growing middle class.

FAFIN development impact themes cover five (5) fundamental areas that are pivotal for the transformation of the food and agricultural sector in Nigeria this includes Employment Creation, Revenue Generation, Inclusion of smallholder farmers, Increased Food Security, and Improved Efficiency of Value Chains.

**Social Enterprise Fund for Agriculture in Africa (“SEFAA”)** is our impact-first fund focused on enhancing the business ecosystem for smallholder farmers in thirteen (13) Sub-Saharan Africa which includes Benin, Burkina Faso, Cameroun, Cote D’Ivoire, Ghana, Kenya, Malawi, Nigeria, Tanzania, Togo, Uganda and Zambia (Figure 2).



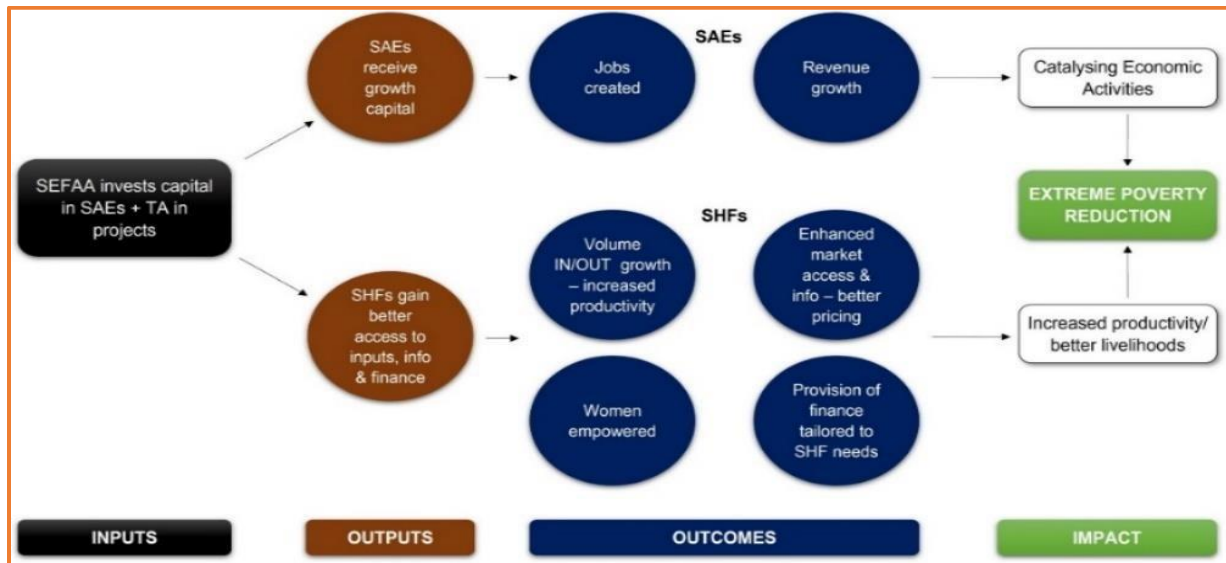
**Figure 2:** SEFAA Geographical focus

SEFAA invests in Social Agricultural Enterprises (“SAEs”) and/or intermediaries that: Increase the productivity of smallholder farmers or other SAEs, address market access limitations and information asymmetries for smallholder farmers or other SAEs, offer agricultural finance adjusted to the specific needs and production cycles of smallholder farmers or other SAEs.



Through SEFAA’s targeted impact of reducing poverty through its investments, the fund is also expected to create and preserve jobs and deliver on six UN sustainable development goals (SDGs 1, 2, 3, 4, 5 and 6). Over the life of the Fund, SEFAA expects to reach over 100,000 SHFs directly and indirectly.

SEFAA’s theory of change (Figure 3) is that significant poverty alleviation can be achieved by improving the productivity of smallholder farmers (SHFs) by providing growth funding to viable Social Agricultural Enterprises (SAEs) providing products and services to SHFs or rural MSMEs.



**Figure 3:** SEFAA’s theory of change

**PRINCIPLE 2: MANAGE STRATEGIC IMPACT ON A PORTFOLIO BASIS.**

The Manager shall have a process to manage impact achievement on a portfolio basis. The objective of the process is to establish and monitor impact performance for the whole portfolio, while recognizing that impact may vary across individual investments in the portfolio. As part of the process, the Manager shall consider aligning staff incentive systems with the achievement of impact, as well as with financial performance.

All investments are evaluated based on the five (5) impact themes and theory of change to ensure compliance with the impact thesis and investment model.

Sahel Capital has developed an online impact assessment and ESG performance monitoring portal to aggregate various operational indicators and metrics across its portfolio companies. The database is used to implement the impact framework to enhance its decision-making process.

The portal was designed by the Sahel Capital ESG team in collaboration with the firm’s sister company, Sahel Consulting. An impact baseline assessment is conducted on all SEFAA-approved projects. The baseline data is used to monitor the impact performance of the portfolio companies in line with the Fund's impact monitoring and evaluation system.

SEFAA’s investment focuses on the financial and social growth of the farmers which the portfolio companies aggregate their produce/raw materials from. This requirement is a critical investment criterion of the Fund which must be met by all prospective pipeline companies.

Specific ESG and Impact metrics in line with the portfolio companies' operating strategy and value chain are collected on a quarterly basis and the performance of each portfolio company is analysed.

In alignment with the Fund's investment methodology and strategy, potential and current portfolio companies are informed about the importance of the ESG and impact data and its benefit to the growth of the companies' triple bottom lines, quarterly training is also provided to all portfolio companies.

The annual portfolio impact target is evaluated as part of the Fund's annual non-financial performance indicators. The Funds' annual performance is evaluated based on their financial returns and achieved ESG/Impact indicators. The financial and non-financial performance ratios are aggregated across the Funds' portfolio companies and presented to its investors on a quarterly and annual basis.

A part of the employee bonuses is also based on the achievement of specific impact key performance indicators linked to the Funds' targeted annual impact.

Sahel Capital publishes an annual Impact Report which highlights the aggregated data across the portfolio companies and presents impact initiatives implemented across the portfolio companies.

### **PRINCIPLE 3: ESTABLISH THE MANAGER'S CONTRIBUTION TO THE ACHIEVEMENT OF IMPACT.**

**The Manager shall seek to establish and document a credible narrative on its contribution to the achievement of impact for each investment. Contributions can be made through one or more financial and/or non-financial channels. The narrative should be stated in clear terms and supported, as much as possible, by evidence.**

We adopt robust and globally accepted ESG and impact standards (pre- and post-investment) to assess and measure the impact of our investments across our portfolio companies. We also conduct impact baseline assessments based on the funds' impact targets and the portfolio company's expected impact goals.

In line with our investment process, we conduct ESG due diligence and impact baseline assessment based on national and international regulations, performance standards and guidelines. The impact performance of each of the portfolio companies is measured against these baseline data.

Portfolio companies report their environmental, social and impact performance quarterly through the Fund's online portal. This helps in data collection and protection, while also providing ease in monitoring the companies' performance over the investment period.

The Funds leverage the technical assistance facilities to support the portfolio companies meets their impact goals and objectives. While providing appropriate capacity building to its internal and external stakeholders, strengthening of its supply chain, and ensuring compliance with national and international regulatory requirements.

We report on the portfolio companies' ESG and impact performance to our investors to demonstrate our commitment to its practices, standards, and principles.

#### PRINCIPLE 4: ASSESS THE EXPECTED IMPACT OF EACH INVESTMENT, BASED ON A SYSTEMATIC APPROACH.

For each investment the Manager shall assess, in advance and, where possible, quantify the concrete, positive impact potential deriving from the investment. The assessment should use a suitable results measurement framework that aims to answer these fundamental questions: (1) What is the intended impact? (2) Who experiences the intended impact? (3) How significant is the intended impact?

The Manager shall also seek to assess the likelihood of achieving the investment's expected impact. In assessing the likelihood, the Manager shall identify the significant risk factors that could result in the impact varying from ex-ante expectations.

In assessing the impact potential, the Manager shall seek evidence to assess the relative size of the challenge addressed within the targeted geographical context. The Manager shall also consider opportunities to increase the impact of the investment. Where possible and relevant for the Manager's strategic intent, the Manager may also consider indirect and systemic impacts. Indicators shall, to the extent possible, be aligned with industry standards and follow best practice.

We assess the expected impact of each investment as part of the investment due diligence process. Investments are assessed based on financial, social, and environmental potential and viability with emphasis on improvement in the income and productivity of the smallholder farmers.

Upon completion of the due diligence exercise, an alignment with the impact requirements of the respective fund must be established to obtain final approval from the Investment Committee.

As part of the investment requirement of the SEFAA Fund, the Fund's portfolio companies ESG and Impact KPI are evaluated in line with the Principal Adverse Impact ("PAI") of the Sustainable Financial Disclosure Regulation ("SFDR"). The portfolio company's ESG and impact indicators compliance to the SFDR align with the companies' compliance and adherence to international standards and procedures.

Prior to the disbursement of funds, a baseline impact assessment is conducted. Post-disbursement, impact indicators are tracked and monitored as a collaborative effort between Sahel Capital's ESG team and designated ESG officers in the investee company.

The baseline data is captured in the online impact portal and used as indicators to measure the portfolio company's impact performance. The impact parameters are determined based on the portfolio company value chain, location, and operational model in alignment with IRIS+ considering its globally acceptable principles of impact measurement. Sahel Capital uses the online impact portal is used to evaluate the improvement of the portfolio companies impact metrics.

Sahel Capital leverages the Fund's technical assistance facilities to implement specific interventions that will enhance the portfolio companies' impact performance.

## **PRINCIPLE 5: ASSESS, ADDRESS, MONITOR, AND MANAGE POTENTIAL NEGATIVE IMPACTS OF EACH INVESTMENT.**

For each investment the Manager shall seek, as part of a systematic and documented process, to identify and avoid, and if avoidance is not possible, mitigate and manage Environmental, Social and Governance (ESG) risks. Where appropriate, the Manager shall engage with the investee to seek its commitment to take action to address potential gaps in current investee systems, processes, and standards, using an approach aligned with good international industry practice. As part of portfolio management, the Manager shall monitor investees' ESG risk and performance, and where appropriate, engage with the investee to address gaps and unexpected events.

Our in-house ESG specialist supports the investment team throughout the investment process and provides ESG oversight across all the portfolio companies.

Our ESG policy and guidelines are tailored to the integrated performance standards of the International Finance Corporation (IFC), operational safeguards of the African Development Bank (AfDB), British International Investment's (BII's) Code of Responsible Investing, KfW Development Bank sustainability guidelines, Dutch Good Growth Fund ICSR Principles, and Nigerian Sustainable Banking Principles.

For additional details on our Funds Environmental and Social Management Systems (ESMS) please refer to [FAFIN ESMS](#) and [SEFAA ESMS](#).

Our approach to ESG helps to mitigate identified risks, unlock opportunities, and develop value creation across the portfolio companies, thus promoting a sustainable ecosystem. Depending on the investment size and value chain, ESG due diligence is carried out by either the in-house ESG expert or by external consultants based on their areas of expertise. As an output of the ESG due diligence, an environmental and social action plan (ESAP) is developed for each portfolio company highlighting appropriate mitigating measures for identified risks and approaches to enhance the opportunities.

The ESG and Impact team provides continuous support, such as quarterly training to portfolio companies to integrate ESG standards in their operations and promote best operating practices to enable sustainable value creation and develop a sustainable ecosystem through our responsible investment strategy.

## **PRINCIPLE 6: MONITOR THE PROGRESS OF EACH INVESTMENT IN ACHIEVING IMPACT AGAINST EXPECTATIONS AND RESPOND APPROPRIATELY.**

The Manager shall use the results framework (referenced in Principle 4) to monitor progress toward the achievement of positive impacts in comparison to the expected impact for each investment. Progress shall be monitored using a predefined process for sharing performance data with the investee. To the best extent possible, this shall outline how often data will be collected; the method for data collection; data sources; responsibilities for data collection; and how, and to whom, data will be reported. When monitoring indicates that the investment is no longer expected to achieve its intended impacts, the Manager shall seek to pursue appropriate action. The Manager shall also seek to use the results framework to capture investment outcomes.

Following the baseline impact assessment for an investee, Sahel Capital reports the relevant impact metrics in quarterly reports to the investment committee, shareholders, and other relevant stakeholders.

This periodic reporting helps to assess the progress towards the impact expectations for each investee and to determine areas of opportunities and improvement at each of the portfolio companies.



Sahel ESG and Impact team generate quarterly reports for each portfolio company, analysing the aggregated quarterly data against the baseline data. This is used to track and monitor the performance of each portfolio company and highlight areas of improvement.

Annually, Sahel publishes the aggregated portfolio companies' ESG and development impact data in its Impact Report highlighting the portfolio companies' individual achievements. <https://lnkd.in/dzd3uGx2>

We measure and report on key metrics that highlight the ongoing social and economic impact of our investments relative to relevant SDG Goals.

**PRINCIPLE 7: CONDUCT EXITS CONSIDERING THE EFFECT ON SUSTAINED IMPACT.**

**When conducting an exit, the Manager shall, in good faith and consistent with its fiduciary concerns, consider the effect which the timing, structure, and process of its exit will have on the sustainability of the impact.**

Sahel Capital works closely with the executive teams at portfolio companies to resolve ESG issues highlighted in the Environmental and Social Action Plan (ESAP) and impact opportunities identified by the baseline impact assessment, prior to an exit. During the exit process, we support the founders/management to ensure the sustainability of the ESG strategy and activities, even after our exit. This sometimes involves a transition phase where Sahel continues to support the company around board governance and other relevant ESG initiatives.

Sahel has recorded three exits under the Fund for Agricultural Finance in Nigeria and one exit under SEFAA.

**PRINCIPLE 8: REVIEW, DOCUMENT, AND IMPROVE DECISIONS AND PROCESSES BASED ON THE ACHIEVEMENT OF IMPACT AND LESSONS LEARNED.**

**The Manager shall review and document the impact performance of each investment, compare the expected and actual impact, and other positive and negative impacts, and use these findings to improve operational and strategic investment decisions, as well as management processes.**

Sahel Capital actively documents and reviews the impact achieved in each of its portfolio companies on a regular basis, through quarterly reports and annual impact reports. This process helps to leverage lessons learned from current and previous portfolio companies while setting the impact expectations for new investments.

The portfolio companies submit quarterly and annual ESG and impact reports to Sahel Capital, the reports are analyzed to identify areas of improvement, achieved environmental and social action plans and corrective actions, and ESG/impact initiatives and targets.

**PRINCIPLE 9: PUBLICLY DISCLOSE ALIGNMENT WITH THE PRINCIPLES AND PROVIDE REGULAR INDEPENDENT VERIFICATION OF THE ALIGNMENT.**

**The Manager shall publicly disclose, on an annual basis, the alignment of its impact management systems with the Principles and, at regular intervals, arrange for independent verification of this alignment. The conclusions of this verification report shall also be publicly disclosed. These disclosures are subject to fiduciary and regulatory concerns.**

This disclosure statement re-affirms Sahel Capital's alignment with the policies and procedures of the Operating Principles for Impact Management and will be updated annually. The disclosure statement will be published on Sahel Capital website.

In compliance with the requirements of the Operating Principles for Impact Management, Sahel Capital Holdings' first independent verification statement will be published by 2025.