

 SAHEL
QUARTERLY



BUILDING RESILIENT AGRIBUSINESSES IN AFRICA

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EDITORS' NOTE



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I am delighted to present the 24th edition of the Sahel Quarterly. This Quarterly is a collaborative effort between Sahel and Nourishing Africa and delves deeper into the urgent need to build resilient agribusinesses in Africa.

Entrepreneurs in the agriculture and food sector in Africa, from farm to fork, face critical issues that continue to paralyze their growth and ability to scale. These challenges range from operational barriers such as supply chain and cost management to infrastructure issues and unfriendly policies and incentives. The outbreak of the Covid-19 pandemic, a once in a lifetime health crisis, has exacerbated these issues.

Covid-19 has highlighted the many ways that agribusinesses in Africa lack resilient and agile business models that can withstand the shocks of external pressures and unforeseeable changes. As a result of these crisis, entrepreneurs are struggling to sustain their business operations, and facing difficulty identifying resources and opportunities available for support. The pandemic has forced almost 50% of Nourishing Africa members to temporarily shut down their businesses due to severe supply chain and distribution disruptions linked to partial and full lockdowns. Many of these entrepreneurs' fear that they will never reopen. This concern is not confined to our members. Across the Continent, agripreneurs are grappling to rapidly shift gears and continue business operations.

80% of Africa's food consumption is marketed and handled mostly through private operators. Thus, in order to ensure that we do not face a food crisis as a result of this health crisis, urgent and critical action must be taken to rebuild and strengthen business models that will withstand this period and avoid future shocks. Agribusinesses must embrace technology and innovation as key pillars of their business models; access to information and resources is essential; knowledge tools need to be adopted to build capacity; and we need to foster ecosystem support, by both private and public sectors, that provides mentoring, motivation and counsel to these entrepreneurs. The pandemic has highlighted the fragility of Africa's food ecosystem and the urgent need to strengthen SMEs which are the lifeblood of the sector, and drivers of growth and innovation.

I believe that this Quarterly will not only provide practical next steps for key stakeholders to implement, but will spur greater conversations on how Africa's food sector, and those that spearhead it, can be supported to ensure that Africa nourishes itself and becomes a net exporter of food to the world.

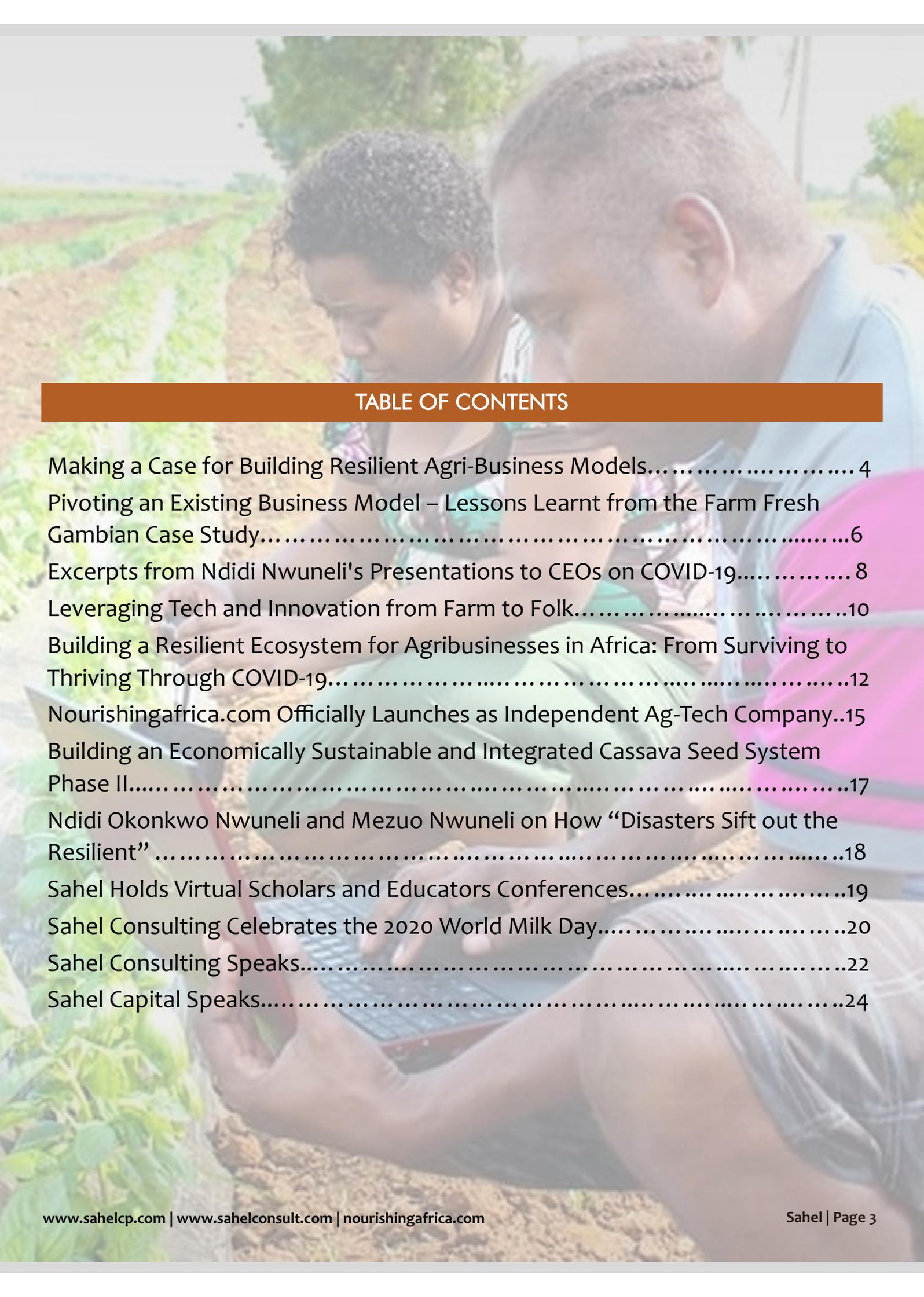


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MAKING A CASE FOR BUILDING RESILIENT AGRI-BUSINESS MODELS

BY IFEOLUWA OLORUNNIPA

Agnes owns an agribusiness in South Africa that produces and distributes food products made from fresh organically grown ingredients. Since its establishment, sales have continued to increase to the extent that she now receives orders from other countries within the southern Africa region and even outside Africa. In December 2019, she forecasted a 50% increase in sales by the end of 2020. However, with the declaration of COVID-19 as a pandemic by the World Health Organization (WHO), South Africa, like other countries, imposed measures such as movement restrictions and stay-at-home orders to limit the spread of the disease among their population. Agnes' business is facing new challenges that threaten its survival. Given the stay-at-home orders and to ensure the safety of her staff, she had to close her physical stores indefinitely. Sales have plunged by almost 50% due to reduced demand by domestic customers and cancellation of international orders because of closed country borders and higher distribution costs. She now runs at about 30% capacity, has had to lay off some of her staff, and forecasts that she will be closing out the year with a 50% decrease in sales, contrasting her initial estimates for the year. Unfortunately, Agnes' experience is not unique, and other agribusinesses and entrepreneurs share similar realities.

As is the case of Agnes, the COVID-19 pandemic demonstrates how swiftly situations can unravel in the global environment and its effects on businesses. The World Trade Organization estimates that world trade will decrease by between 13 – 32% as the pandemic disrupts global economic activity¹. In Sub-Saharan Africa, the outbreak of the disease has set off the first recession in the region in 25 years, with an estimated growth forecast between -2.1% and -5.1% in 2020². The food and agriculture sector in the region is not left out despite its relevance as an essential sector to ensure that hunger does not kill people faster than COVID-19. Disruptions from the pandemic has led to added pressure on the entire value chain. From halts in food production to higher production costs, delayed processing, stalled and higher costs of distribution of

food products across state and country borders, threatening the mode of operations and existence of businesses working in the sector. For Africa, this presents a bigger challenge. The continent, which is yet to produce enough food to meet the demand of its population, now grapples with disruptions that pose additional pressure on its ability to produce and distribute food across its population. The World Bank estimates that disruptions from COVID-19, such as trade blockages between countries, could create a severe food security crisis in Africa, with agricultural production in the region shrinking between 2.6% and 7%³. While several businesses in the food and agriculture sector in Africa are deploying creative measures to deliver their services and ensure continuity beyond the pandemic, others struggle to stay afloat, while some have shut down their operations entirely.

The business environment will always be rife with disruptions such as risks and shocks caused by political, economic, social, technological, legal, or environmental factors. Disruptions often present themselves in either the negative form such as pandemics and climate change or positive evolutions such as technological advancements. For instance, while Covid-19 disruptions pose significant challenges to the operations of agribusinesses and food entrepreneurs in Africa, disruptions from technological advancements have provided opportunities for agribusinesses to leverage modern technologies to deliver their services more effectively. There is an urgent need for existing and aspiring food entrepreneurs and agribusinesses in Africa to build resilient business models that will ensure that they can adapt to challenges or leverage opportunities in the external environment to succeed. Resilient business models aid businesses in the anticipation and identification of emerging threats, evaluation of their impact on their companies, and

1. https://www.wto.org/english/news_e/spra_e/spra303_e.htm

2. <https://www.worldbank.org/en/region/afr/publication/for-sub-saharan-africa-coronavirus-crisis-calls-for-policies-for-greater-resilience>

3. Ibid

the adaptation of their operations to changes in the environment. They ensure strong partnerships with key public and private stakeholders in the ecosystem, can attract and retain talent and enjoy transformational leadership and clear direction from its management. They also include strategies that consider the business's sustainability to help them navigate the rapidly changing and uncertain external environment.

Businesses in the food and agriculture sector across Africa face new challenges. They must adapt their business models to the changes in the environment to ensure business continuity. Whether disruptions in the business environment are positive or negative, businesses in the sector must build resilient models that can withstand shocks and ensure their

sustainability. Resilient business models make the difference between the food entrepreneurs and agribusinesses in Africa that have been able to adapt and thrive amidst challenges while leveraging opportunities in the business environment and those that are struggling to adapt. With resilient business models, food entrepreneurs and agribusinesses can adapt quickly to changes and identify various opportunities amid the disruptions in the external business environment to ensure continuity and scale their businesses.



PIVOTING AN EXISTING BUSINESS MODEL – LESSONS LEARNT FROM THE FARM FRESH GAMBIAN CASE STUDY

BY DUMEBI ISICHEI

The capability to rapidly and successfully transition an existing business model into a sustainable and resilient business model is essential to holding a competitive advantage and ensuring that your business performs under external pressures and shocks. A sustainable business model can be understood as the structural template of a business logic that creates the business case for sustainability⁴. Given the dynamic nature of the business environment coupled with the unforeseen shocks resulting from the Covid-19 pandemic, there is a dire need for strong and dynamic businesses that can quickly adapt to these changes.



Modou N.S. Njie
CEO, Farm Fresh Gambia



In a conversation with the Founder and CEO of Farm Fresh Gambia, Modou N.S. Njie, he discussed the effects of the pandemic on his business and the interesting ways in which Farm Fresh Gambia leveraged the use of technology in pivoting their models and increasing sales during the state-wide lockdown.

Q: Please provide a brief overview of Farm Fresh.

A: Farm Fresh Gambia started out in 2013. We are registered as an online food store and delivery company specializing in the marketing and delivery of organic produce obtained by farmers in the rural areas. Our primary target audience are indigenes in the diaspora who would shop on our platform to have us deliver items to them and their loved ones in the Gambia. We also supply to restaurants and hotels.

Q: How has your business been affected by Covid-19?

A: One advantage that we had was that we already been operating online for a while before the outbreak. Two years ago, we decided to open up a pick-up option where people could walk in and pick-up their orders. However, when the pandemic started, we had to close up shop and start working remotely. The first thing we did was educate our staff on precautionary measures by providing hand sanitizers, face

masks and gloves, and educating them on the importance of social distancing when deliveries are made. Despite these challenges that we faced, it became a blessing in disguise as the general public wasn't able to move around to purchase fruits and veggies. As a result, we had a lot of new customers who are appreciating our services. Sales shot up about 400% within a 2-week period, which adversely impacted our internal infrastructure due to lack of preparedness. It became challenging, and we had to find efficient ways of circumventing the challenges.

Q: How did you leverage existing digital technology to increase sales, and how have you been able to bring customers to adopt this technology?



A: We've been able to leverage my IT company, which has been in existence for 17 years. We have deliberately targeted customers that were already well versed in online buying and engaged local and multinational companies in Gambia to make use of our platforms. Similarly, WhatsApp sales shot up as most people were familiar with the app, and it was merely a case of ordering what they wanted. Our target customers are predominantly Gambians in the diaspora, and 95% of the sales originate from Gambians and non-Gambians living abroad who shop online for their families and loved ones in the country, only 5% of indigenous Gambians living in Gambia shop on our platform.

4. <https://sustainablebusinessmodel.org/2014/06/09/working-definitions-of-sustainable-business-model-business-model-for-sustainability/>

Admittedly, it has been a bit of a challenge encouraging customers to place orders via other platforms like Facebook and the business website. They prefer to place their orders via voice calls or WhatsApp, so we had to make provisions for this. We operate a business account on WhatsApp, which allows you to display your products for your existing and potential customers. We also had challenges with identifying an appropriate payment platform as our payments were not integrated into the website. However, we succeeded in integrating PayPal as a mode of payment, which increased sales because customers felt more secure and comfortable seeing a reputable brand like PayPal at check-out. In addition to this, we reached out to media houses with a large following and created some advertising promotions via these media houses.

Q: How do you adhere to safety precautions during this time, given that you engage in-home deliveries? How do you assure the safety of your staff and customers in delivery services?

A: Firstly, we sanitize all products obtained from suppliers. Food items such as vegetables, when received from suppliers, are left to settle for 4 to 5 hours before packaging based on the current data stating that the virus cannot survive for more than 4 hours in the air or on certain surfaces. After this waiting period, we take the products and start cleaning and packaging before they are then handed over to the delivery company. The delivery company that we partner with asides our in-house personnel are given our safety standards and precautions. We also had to educate our staff on social distancing while making deliveries, dealing with cash, and safety protocols upon return to the office after delivery.

These are some of the measures we've taken to minimize the risk during deliveries.

Q: How can other SME's in different value chains across Africa leverage technologies to build their businesses during this period?

A: We were forced to think outside the box and improve our services. For instance, PayPal payment options had not been integrated into the website, so we had to spend more money on website developers to make that service available to our customers. I believe that we shouldn't be too complacent with the available technologies because things are evolving all the time, and no business should be left behind. We are currently in the process of further enhancing our platform, making it easier, faster, cheaper, and more responsive. Businesses trying to leverage on technology should think in that manner. During this lockdown, everyone is online, and

similar companies are coming up with similar solutions, so they need to keep an eye on the emerging trends in the market. There is always a way to enhance your platform and make it better. For those not leveraging technology, I say it is a matter of urgency because everything is online now. For example, tourism has completely shut down, and hotels and attractions are closed, so they need to start thinking outside the box and leverage technology to survive. Set up online platforms that could still sell some of the services they offer, like food services, i.e., the hotel restaurants.

Our conversation with Modou N.S. Njie, has highlighted the need for creating sustainable business models that are agile and shock-resistant directly influences ecosystems and reflects a healthy and growing business. Like many agribusinesses in Africa, Farm Fresh Gambia, has reiterated the importance of the integration of digital technology to optimize growth and ensure that you remain relevant, agile and demand-driven.



What Has COVID-19 Revealed About Our Food Ecosystems ?

These shocks have exposed a few critical truths about the fragility of our food ecosystem:



Key Attributes/Skills for Leaders during Times of Crises



Actions Required at this Time

Entrepreneurs

- **Ensure the health and well-being of all employees and other critical stakeholders.** This demands a change in work-styles and workplace engagement.
- **Stabilize the business:** Immediate actions that preserve cash, give confidence to customers and employees and ensure business continuity.
- **Build resilience:** Invest in technology, insurance, hedging strategies, and risk mitigation and adaptation
- **Adapt to the new reality:** Redesign, rebuild, sell off weak assets.
- **Shape your ecosystem:** Engage in policy transformation and implementation support to help governments at the local, state, national and regional level re-imagine and plan for a different future.

Employees

- **Retool:** Gain new skills leveraging all the free global training available to you.
- **Read widely:** Build your expertise, leveraging all the free global libraries
- **Re-imagine:** Your role and approach to work will change in this new era, how can you be one step ahead of this, by managing up
- **Build a support system and invest in relationships:** ZOOM calls and parties are not perfect but are better than nothing
- Enhance your productivity and make yourself an invaluable asset to your organization
- **Shape your ecosystem:** Write articles, produce videos, and invest in enhancing the viability of your company

“Mbelede ka eji ama Dike”

Disasters help to sift out the
resilient, resourceful & brave

Survival Mode

Strive Mode

Legacy Mode

LEVERAGING TECH AND INNOVATION FROM FARM TO FOLK

BY BOMI FAGBEMI, CO-FOUNDER & CEO, BIOLOOP

The current health crisis has reignited multiple concerns around food security, one the biggest being food preservation and storage. These fears have been exacerbated as we witness the reduction of offtake, consequently decreasing the demand for certain food produce. While multiple solutions are being discussed, this article will delve deeper into solutions that aim to tackle the logistics of the problem through the integration of new technology that has introduced wider purchasing channels through e-commerce and those spearheading these movements.

Cold Chain Technology

New technologies focused on improving the logistical demands required to attain food security include the implementation of cold chain technology, extensive data



analytics by input suppliers, and drones in agriculture. Cold chain technology is an essential step to improving the efficiency of food distribution channels; this is particularly salient in Africa as many regions have limited access to electricity; thus, large amounts of food (and therefore money) is wasted through post-harvest losses. According to the FAO, the lack of access to cold chain facilities in sub-Saharan Africa leads to losses estimated at "25-30 percent for animal products and 40-50 percent for roots, tubers, fruits and vegetables"⁵. Companies such as [InspiraFarms](#) have positioned themselves as a potential solution. Founded in 2012 by Zimbabwean Tim Chambers and

Italian agronomist Dr. Michele Bruni, InspiraFarms provides "small and growing agribusiness in the developing world with the tools, technology and expertise to significantly reduce food losses and energy costs." The company is a first-mile cooling technology distribution and financing company supporting businesses in east and southern Africa. Their services are leveraged by agribusinesses dealing with fresh produce.

We also see existing companies venture into new operations as a result of this. Businesses such as [Gricd](#), a Nigeria-based technology company providing cooling solutions primarily for healthcare and medical supplies, are now pivoting their business models. Gricd is currently looking to partner with agribusinesses as part of their delivery models, in which they will provide the cooling technology needed to keep the food supply fresh while delivering to retailers and consumers⁶.

By now, most businesses in this market have realized that buying and operating machinery such as cold chain technology can be a considerable expense that many cannot afford. A common trend aimed at addressing this issue has been the uptick in operational partnerships to address gaps in their business models and provide complementary services to consumers⁷. For example, InspiraFarms and Twiga's partnership has allowed thousands of farmers cool and ripen produce using InspiraFarms cold storage units at a Twiga-owned warehouse in Nairobi. Other businesses like [ColdHubs](#), a Nigerian company that develops solar-powered refrigeration units, have various initiatives such as a PAYG model, allowing farmers and retailers to store their produce without taking on the energy cost.

5. Developing the cold chain in the agrifood sector in sub-Saharan Africa <http://www.fao.org/3/a-i3950e.pdf>

6. <https://techcabal.com/2020/04/14/food-security-africa/>

7. https://www.inspirafarms.com/portfolio-items/twiga_foods/?lang=mx

Drone Technology

Drone technology has become a popular topic among the agriculture and technology enthusiasts. Drones equipped with sensors allow farmers to monitor their crop health in



real-time, and if equipped with sprayers, unmanned drones can treat problem areas while avoiding the overuse of chemicals. Drones are more efficient in this regard than vehicles and machinery. Beat Drone, a Nigerian start-up, utilizes drone and online application technology to assist in various farming activities. Despite their recent start, they have been contracted by a Nigerian State Government to help in the fight against the COVID-19 pandemic. The firm uses drones as a spraying tool on farms to engage in crop supervision, map farmland to improve agricultural yields, and reduce labour dependencies. On the company's platform, a farmer can request a drone, schedule a date, and make payments before deploying drones for tasks like crop counting and mapping.

Machine Learning & Data Analytics

Information services are vital as farmers, like most professions, need to be able to plan ahead. Companies like Apollo, a Kenya-based agritech business, are useful aids. Apollo supports farmers as they transition from subsistence to commercial farming by providing fertilizers, seeds, chemicals, and insurance and financing services. Apollo's use of machine learning and data analytics allows the company to scale components of the agriculture production process from data collection and verification to accessing creditworthiness, customer onboarding, developing farmer-specific credit models and loan repayments and/or collections schedules.

E-Commerce

While e-commerce is not new, it has proven to be an essential aspect of agribusiness operations due to the Covid-19 pandemic. E-commerce allows for broader access to goods through partnerships with digital payment platforms. It also provides at-home delivery, even during the physical

movement restrictions. Thus, many traditional businesses are shifting to e-commerce models to fulfill consumer demand. A few notable companies in this space are Farmcrowdy and Flutterwave. Farmcrowdy is Nigeria's first digital agriculture platform that provides a selling market for rural farmer's produce. Flutterwave, has started an e-commerce platform portal for African merchants to create an online marketplace with no inventory or warehouse requirements⁸. The company accelerated the development of its e-commerce platform in response to the COVID-19 pandemic, which has imposed restrictive measures to SMEs and traders operating in Africa's largest economies. For pick-up and delivery, Flutterwave leverages existing third-party logistics providers, such as Sendy in Kenya and Sendbox in Nigeria. The service to has launched in 15 African countries and will be free both for SMEs to create an online storefront and for buyers and sellers to transact goods. The only fees Flutterwave charges (for now) are on payments.

3-D Printing

3D printing is a practical tool that can be implemented by agribusinesses and service providers. 3D Printing is a method that allows businesses to change what they produce on short notice. It has been vital in addressing PPE (personal protective equipment) demand where there have been gaps in price gouging as a result of the pandemic. In Kenya, a group of Kenyan-owned 3D printers, including Ultra Red Technologies, use open-source prototypes designed by 3DVerkstan, a company in Sweden, to print plastic face shields aimed at filling the supply gap before established plastic manufacturers could create a mold and begin producing quickly at affordable prices. Innovations such as this can be adapted for the agriculture and food sector. For instance, future usage could be for manufacturing spare parts and making spare parts for repair to equipment at a low cost

Tech solutions are only viable where government policies allow. Different and dynamic restrictions force businesses to adapt quickly, and this is often a challenging process. Moving forward, the tools and services developed to handle this pandemic ought to be used in a more widespread fashion across businesses.

8. <https://flutterwave.com/ng/blog/product-updates/welcome-to-flutterwave-store>

BUILDING A RESILIENT ECOSYSTEM FOR AGRIBUSINESSES IN AFRICA: FROM SURVIVING TO THRIVING THROUGH COVID-19

BY FALAQ TIDJANI

Globally, ecosystem stakeholders are establishing measures to respond to the socio-economic shock of COVID-19 on populations and businesses alike. More specifically, governments and some development organizations are at the forefront of devising and implementing action plans to buffer the impact of the pandemic on businesses. Given the current state of stagnation of most economies, governments, and development organizations in Africa have an even bigger issue to tackle: hunger not killing faster than COVID-19. Predictions around the pandemic's impact are alarming as the World Food Programme (WFP) estimates that the number of people facing acute food insecurity stands to rise to 265 million in 2020, a 100% increment from 2019. Within Africa, South Sudan had 61% of its population in a state of food crisis in 2019, while three other African countries also had at least 35% of their populations in a state of food crisis, including Sudan, Central African Republic, Zimbabwe⁹. In West Africa alone, over 40 million people face food shortages in the coming months¹⁰.

"In West Africa alone, over 40 million people face food shortages in the coming months."

The structure of most African economies is such that agriculture is the largest contributor to a country's gross domestic product (GDP). For instance, agriculture contributes to approximately 25% of the GDP in low-income countries, many of which are in Africa, as compared to only 1% of the GDP in the European Union¹¹. Despite agriculture and agribusinesses playing such an important role, the food import bill is expected to grow from US\$35 billion in 2015 to over US\$110 billion by 2025¹². However, with the advent of COVID-19, most economies have closed their borders, slowing down cross-border activities and ensuring that most food-exporting countries to Africa have closed their borders, forcing many African countries to look inward to in order to self-sustain.

As such, amid this global structural upset, there is an

underlying opportunity for governments to shift the dynamic and develop their own "agro-economies". Building resilience in the private sector will save many countries, especially those on the brink of a food crisis, and build a sustainable economic recovery. According to the AGRA Africa Agriculture Status Report (2019), the private sector is crucial for food security as 80% of Africa's food consumption is marketed and handled mostly through private operators¹³. The report forecasts that SMEs (agribusinesses) will continue playing a pivotal role over the next 10–20 years (2030-2040). Therefore, as the businesses are innovating, re-inventing themselves and adapting to the "new normal", governments have an important role to play in supporting and stimulating private sector investments - financial and institutional, in the food supply chains.

"... the private sector is crucial for food security as 80% of Africa's food consumption is marketed and handled mostly through private operators..."

The current trends show that agriculture and food value chains are expanding, and agribusinesses drive this growth. However, the major challenges agribusinesses in Africa are battling include, among others, poor enabling environment (policies, infrastructures, innovations) and limited access to finance. Governments and development organizations should take the opportunity presented by the pandemic to build resilience for the sustainable growth of businesses and the economy at large.

9. COVID-19 will double number of people facing food crises unless swift action is taken. (21st April 2020). <https://www.wfp.org/news/covid-19-will-double-number-people-facing-food-crises-unless-swift-action-taken>

10. African Development Bank unveils strategy roadmap to safeguard food security against impacts of COVID-19. June 8th 2020. <https://www.afdb.org/en/news-and-events/press-releases/african-development-bank-unveils-strategy-roadmap-safeguard-food-security-against-impacts-covid-19-36012>

11. The World Bank Group. 2019. Enabling the Business of Agriculture 2019

12. African Development Bank, 2016. STRATEGY FOR AGRICULTURAL TRANSFORMATION IN AFRICA 2016-2025.

13. AGRA, 2019. The Hidden Middle

Supporting Private Sector Innovation Through Institutional Investments and Reforms

Governments and Development Organizations across the continent have to build resilient ecosystems and structures addressing the existing challenges of the private sector and developing policies that enable emerging innovations such as the digitalization of businesses. As mentioned, some of the top challenges faced by companies in agriculture in Africa include access to finance and poor enabling environment. It is imperative that governments make it a top priority to ensure that supply chains are rebuilt to be as resilient as possible; they have two shovel-ready courses of actions aimed at addressing existing challenges:

- **Enhance financial resilience by promoting policy reforms:** Governments and development organizations have to develop and effectively utilize financial instruments to support the restructuring activities of agribusinesses. Evidence from the World Bank's enterprise surveys details how poor access to finance, electricity, and other infrastructure by MSMEs, in addition to policy constraints, are debilitating investments¹⁴. Some organizations such as the African Development Bank (AfDB) are leading the charge with initiative such as their COVID-19 relief fund for Agriculture. The AfDB developed The Feed Africa Response to COVID-19 (FAREC) to pave the way for a comprehensive intervention that will build resilience, sustainability, and regional self-sufficiency in Africa's food systems and help farmers cope with coronavirus-related disruptions to the agricultural value chain. FAREC forms one part of the Bank's COVID-19 Response Facility (CRF) of up they have pledged to finance with \$10 billion¹⁵.
- **Improve enabling environment for doing business in the sector:** Prior to COVID-19, African countries had the lowest ratings for doing business in Africa, particularly in the agriculture sector. According to the World Bank - Enabling the Business of Agriculture (2019), fourteen Sub-Saharan African countries are among the 20 lowest-scoring countries in terms of favourable regulations for farmers' agricultural activities. The report argues that countries with better regulation experience, on average, higher rates of food security. According to the AGRA report, key support measures from the government should include public investment in infrastructure, policies, and regulations to reduce transaction costs and increase capacity to manage supply-chain risks. As such, the government can ensure a

sustainable food system by providing adequate support to the private sector.



On the other hand, the current trends indicate that, at the core of restructuring their business models, digitalization will become an integral part of doing business across all sectors, including the agricultural sector. As such, development organizations and governments have to develop ecosystem policies that conform to the evolving trends of digitalization for businesses. According to a Statista report, the value of the African e-commerce industry reached USD 16.5 billion in 2017 and forecasts that industry revenues will reach USD 46 billion by 2024 at a Compound Annual Growth Rate (CAGR) of 14.2% between 2020 and 2024¹⁶. However, this growth rate is expected to be higher in 2020 with an increased global demand for digital services, including the food sector.

As such, governments have to put policies and measures in place that enables convenient sharing of new digital revolutions the continent is experiencing.

Some key policy reforms to consider include:

- **Food quality control through enforced standards to avoid food fraud:** With the revolution of the food marketing shifting from the open market to a more structured market in the form of supermarkets and e-supermarkets, there has been a growing concern about food fraud. According to the United States' Grocery Manufacturers Association, food fraud affects approximately 10% of all commercially sold food products

14. Wang, Y. (2016). What are the biggest obstacles to growth of SMEs in developing countries? An empirical evidence from an enterprise survey. *Borsa Istanbul Review*, 16(3), 167–176.

15. A African Development Bank unveils strategy roadmap to safeguard food security against impacts of COVID-19. June 8th 2020. <https://www.afdb.org/en/news-and-events/press-releases/african-development-bank-unveils-strategy-roadmap-safeguard-food-security-against-impacts-covid-19-36012>

16. E-Commerce in Africa – An Analysis of Start-Up Investment Landscape. <https://weetracker.com/2020/05/01/african-ecommerce-startup-investments/>

and costs the global food industry between USD 10 billion and USD 15 billion annually¹⁷. Regulatory bodies have had to put systems in place that enable the control of the food sold through e-platforms. For instance, the National Agency for Food and Drug Administration and Control (NAFDAC) oversees controlling food and drugs at the retail level in Nigeria. The organization, and its counterparts in other African countries, need to develop control measures for digital service providers in the food sector to protect consumers.

- **Sensitization on ethics for digital marketing of food products:** Regulatory buddies must develop ethics and code of conduct for the digital marketing of food items. In addition, there is a need for sensitization on ethics to be maintained by the food providers.

There has been rapid growth of SMEs in the African agricultural sector. This offers governments and development



organizations, across the continent, a unique opportunity to restructure and build resilience for sustainable socio-economic development and avert the looming food crisis.



17. Fake processed food is becoming an epidemic in African urban life. 2018. <https://qz.com/africa/1226112/fake-food-or-fraud-food-in-nigeria-kenya-and-other-african-countries/>



Many agri-food entrepreneurs struggle for survival in very difficult and often hostile environments. They face challenges developing and implementing demand-driven and sustainable business models, finding and retaining talent, raising appropriate financing, building strong brands, and shaping their ecosystems.

As a direct respond to these needs, Sahel Consulting launched [Nourishingafrica.com](https://nourishingafrica.com) in September 2019, an online platform to help agri-food entrepreneurs to scale their businesses. Nourishing Africa is a one-stop-hub for entrepreneurs in the agriculture and food landscape leveraging innovative channels to help entrepreneurs scale their businesses.

The mission of Nourishing Africa is to "attract, empower, equip, connect and celebrate over 1 Million dynamic and innovative young entrepreneurs who will drive the profitable and sustainable growth of the African agriculture and food landscapes". As such, this hub serves as a platform for these stakeholders to accelerate their work, connect with each other, and celebrate their successes on the continent. The hub is committed to attracting, empowering, equipping, connecting and celebrating over 1 Million dynamic and innovative entrepreneurs who will drive the profitable and sustain able growth of the African agriculture and food landscapes. The hub provides entrepreneurs with access to funding, data, training, knowledge, market linkages, talent, and showcases African food and chefs.

The Hub aims to address at least five key challenges that agripreneurs face including access to data on opportunities in the sector, training and learning platforms to build the insights and skills they desperately need, links to funding opportunities to meet their needs by focus area and country, links to other entrepreneurs who can serve as mentors, and partners in the quest to build a vibrant and profitable ecosystem, and access to local and international talent and experts with the technical skills and experiences to enable them address specific problems or build their businesses.

Covid-19 has forced 50% of the members of Nourishing Africa to temporarily shut down their businesses due to severe supply chain and distribution disruptions linked to partial and full lockdowns. Many of these entrepreneurs' fear that they will never reopen. The pandemic has highlighted the fragility of Africa's food ecosystem and the urgent need to strengthen SMEs which are the lifeblood of the sector, and drivers of growth and innovation.

To support the entrepreneurs already engaged in the Hub and engage new members, Nourishing Africa has launched a range of interventions in response to Covid-19:

- Ask an Expert, which features one expert every week to fill knowledge gaps and provide direct support.
- First Thursdays to foster networking, community building, and market linkages.
- Covid-19 Entrepreneurs Support Program, focused on helping these entrepreneurs pivot their business models and providing a holistic business support program, which consists of four key interventions.
 - Online Business Resilience Diagnostic Tool
 - Agribusiness Entrepreneur Development Seminar
 - Small Grant Intervention for Scalable MSMEs
 - Impact Measurement & On-going Support

In June 2020, Nourishing Africa was formally incorporated as an independent company, and its Board appointed Ify Umunna, Program Lead, and Rahmat Eyinfunjowo, Operations Lead. Nourishing Africa is partnering with a range of regional and international organizations including the Mastercard Foundation, Food and Land Use Coalition (FOLU), Enterprise Development Centre (EDC), and The Inclusive Business Action Network (IBAN), to strengthen and amplify its work.



Rahmat Eyinfunjowo,
Operations Lead



Ify Umunna,
Program Lead

Are you an entrepreneur in the agriculture and food sector in Africa? If so, become a Nourishing Africa member today. Some of the benefits we provide to our Nourishing Africa members include:

- Access and referrals to funders to scale your agriculture and food business
- Marketplace to engage with potential customers, partners and suppliers
- Discounts on key agricultural inputs, training programs, conferences and services.
- Exclusive invitations to online and in-person training programs and access to members-only data and resources to build your skills
- Nominations for local and global speaking opportunities, media appearances, prizes and awards
- Free advertising and opportunities to showcase your business

In addition, the Covid-19 pandemic has highlighted the urgent need for new resilient and agile business models that can withstand external shocks, and we believe it is important that entrepreneurs are equipped with the tools to make this happen. As such, Nourishing Africa is embarking on a series of exciting and critical initiatives aimed at supporting SMEs rebuild and strengthen their businesses.

By 2050, we envision a flourishing, sustainable, and just food ecosystem, which leverages agtech and digital innovations, driven by Africa's vibrant entrepreneurs to ensure that the Continent nourishes itself and becomes a net exporter of food. Visit www.nourishingafrica.com today.





The second phase of the Building an Economically Sustainable and Integrated Cassava Seed System (BASICS-II) was launched on June 25, 2020.

The Bill & Melinda Gates Foundation awarded the five-year BASICS-II project to IITA and its partners on May 14, 2020. Building on the solid foundations created by the BASICS-I and BEST projects in Nigeria and Tanzania respectively, the project aims to transform the cassava seed sector by promoting the dissemination of improved varieties thereby creating a community of seed entrepreneurs across the cassava value chain. The project will focus on Nigeria and Tanzania and replicate the cassava seed system model in other African countries. It will nurture the development of a sustainable Early Generation Seed system through public-private partnerships, and link the seed system to networks of entrepreneurs and processors that are ready to multiply, distribute, and sell clean stems of new and improved cassava varieties emanating from linked breeding programmes.

To improve their yields and income, African cassava farmers need regular and reliable access to high quality planting materials of the newest and best varieties. Access to such cassava stems, however, is often a problem. Seed companies and agrodealers do not sell cassava stems, and free distribution by NGOs and government programmes is sporadic and unreliable. Consequently, many cassava farmers are obliged to save stems of older varieties grown in their own fields or buy uncertified stems in informal markets of questionable quality and unknown identity.

The goal of the BASICS-II project is to provide farmers with



access to affordable, quality-assured seeds of the cassava varieties in demand by local food and processor markets through the establishment of a commercially viable seed value chain operating across breeder, foundation, and commercial seed levels. This value chain will enable more efficient dissemination and adoption of new varieties to improve productivity, raise incomes of cassava growers and seed entrepreneurs, enhance gender equity, and contribute to inclusive agricultural transformation in Nigeria and Tanzania.

BASICS-II is linked directly with an ongoing investment in modernizing cassava breeding and will work with Early Generation Seed companies to multiply breeder and foundation seeds that will be passed on to cassava seed entrepreneurs for the production of certified seeds for onward dissemination to farmers. The project will also work with cassava processors with outgrower schemes to multiply certified seeds for farmers. The project will ensure that improved varieties of cassava are disseminated in a structured and sustainable manner through the seed system. Customer feedback and sales data generated by seed system actors will be continuously shared with breeders to inform both the refining of their target product profiles and product advancement decisions.

Sahel Consulting is leading the development of the processor-associated seed system model of the BASICS-II project with a goal to demonstrate that processors can produce planting material that features profit-maximizing processing characteristics for their farms and outgrowers in an economically sustainable and replicable manner.



NDIDI OKONKWO NWUNELI AND MEZUO NWUNELI ON “DISASTERS SIFT OUT THE RESILIENT”



Ndidi Okonkwo Nwuneli and Mezuo Nwuneli have become the first couple to deliver the keynote address on Harvard Business School (HBS) class day.

Speaking together, they encouraged graduates to hold onto their courage and tenacity, to find their life’s purpose (“Consider what brings you joy, what makes you angry, and what you are willing to do for free”), and follow their morals: “Your success early in life can be destructive if you have not clearly defined your values—rooted in integrity and humility,” Mezuo Nwuneli said. Finally, they advised graduates to “Live your life with open hands”—both giving and receiving help. “Use your talents, time, and treasure to improve the lives of other people. And when you are in a position to make decisions, always think of the people who are not in the room, and make sure you speak up with boldness.”

Nodding once more at the crises created by the pandemic, Ndidi Nwuneli closed with an exhortation: “An Igbo proverb states, ‘Mbelede ka eji ama Dike,’” she said, “which loosely translates: ‘Disasters help to sift out the resilient, the resourceful, and the brave.’” **Business Day:** [Read more here.](#)

The couple took the baton from Michael Bloomberg, the founder of Bloomberg LP and former Mayor of New York, who delivered the class day speech for 2019.

Mezuo Nwuneli is the managing partner, Sahel Capital Agribusiness Managers Ltd., which manages FAFIN, a private equity fund that manages over \$65.9 million, and invests in mid-sized agribusinesses in Nigeria. Ndidi Nwuneli is the managing partner of Sahel Consulting Agriculture & Nutrition Ltd., and the founder of LEAP Africa.

Speaking to the students virtually from Lagos, the couple shared personal stories on how they met at Harvard University and how they have gone on to build successful businesses and non-profit — despite the odds.

Mezuo shared a personal story on how he was shot in 2007 and almost lost his life. He said he feared he may never walk independently again, but through the crisis, he learnt immense lessons, which he shared with the class of 2020.

Ndidi told the graduates about how unsettling it was to leave LEAP Africa to begin again in Senegal, where she neither spoke the language nor had a job. In the midst of the crisis, she reconnected with agriculture and birth Sahel Consulting

Agriculture & Nutrition Ltd.

Mezuo called on the graduates to use their “talent, time and treasure” to improve the lives of others. He advised the class to define their values early in life and stick to it.

“Define your values and stick to them. Your success early in life can be destructive if you have not clearly defined your values, rooted in integrity and humility,” Mezuo said.

The Cable: [Read more here.](#)

The ceremony’s keynote speakers, Ndidi Okonkwo Nwuneli, M.B.A. ’99, and Mezuo O. Nwuneli, M.B.A. ’03, who addressed graduates from their home in Lagos, Nigeria, had offered a similar message earlier in the day. The couple work in nutrition and agricultural business in Africa: Ndidi is managing partner of Sahel Consulting Agriculture & Nutrition Ltd., which promotes agricultural policies and conducts research to improve nutrition and sustainable food security in West Africa; Mezuo is managing partner of Sahel Capital Agribusiness Managers Ltd., which manages a private-equity fund that invests in mid-sized Nigerian agricultural businesses.

Speaking together, the Nwunelis encouraged graduates to hold onto their courage and tenacity, to find their life’s purpose (“consider what brings you joy, what makes you angry, and what you are willing to do for free”), and follow their morals: “your success early in life can be destructive if you have not clearly defined your values—rooted in integrity and humility,” Mezuo Nwuneli said. Finally, they advised graduates to “Live your life with open hands”—both giving and receiving help. “Use your talents, time, and treasure to improve the lives of other people. And when you are in a position to make decisions, always think of the people who are not in the room, and make sure you speak up with boldness.”

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Harvard Magazine: [Read more here.](#)

SAHEL HOLDS VIRTUAL SCHOLARS AND EDUCATORS CONFERENCES

On Wednesday, 6th of May 2020, Sahel Capital and Sahel Consulting hosted their annual Sahel Scholars Conference and the maiden edition of the Sahel Educators Conference themed “Leveraging Innovation & Technology to Enhance Food Security in Nigeria” and “Enhancing Agribusiness Research & Education in Nigeria” respectively. The Sahel Scholars Conference is a component of the Sahel Scholars Programme (SASP), an annual programme introduced by Sahel Consulting Agriculture and Nutrition Limited and Sahel Capital Agribusiness Managers Limited (both referred to as “Sahel”) in 2017 with the aim to empower outstanding Nigerian students through conferences, internship, mentorship and scholarships. This year, Sahel launched the Sahel Educators’ Conference with the aim of engaging educators across different universities in Nigeria to discuss and provide practical solutions for challenges facing agriculture research and education in Nigeria. Both events held virtually due to movement restrictions as a result of the COVID-19 pandemic and brought together students and educators in the agriculture sector.

Ndidi Nwuneli, Co-Founder and Managing Partner at Sahel Consulting gave the opening remarks at the Sahel Scholars’ Conference, introducing participants to the work and values of Sahel. The Keynote address was delivered by Mejury Shiri, Project Assistant at Technical Centre for Agricultural and Rural Cooperation (ACP-EU), CTA. Mejury gave an insightful presentation on the conference theme, highlighting the state of digitalization of African Agriculture and called for youth engagement in leading the emerging technological revolution in the agriculture sector in Nigeria. The Sahel team showcased several projects and initiatives being implemented by Sahel that leverages technology and innovation, critical to exposing the student participants to ongoing efforts in the sector.

The Sahel Scholars Conference closed with an engaging panel discussion by leading professionals in the sector including Temitope Omotolani, Co-Founder and Managing Director of Crowdvest, Ayo Arikawe, Co-Founder and Chief Technical Officer of ThriveAgric, and Uduak Igbeka, Country Support Manager for the Scaling Up Nutrition Business Network (SBN), Nigeria. The panel, moderated by Deji Adebuseye, Vice President at Sahel Capital, focused on ‘The Role of SMEs as Drivers of Innovation & Technology Adoption’ and provided insights into the opportunities available for Nigerian youth to build successful agribusinesses that leverages technology, especially in light of the recent COVID-19 pandemic. Key highlights from the speakers included Ayo’s recommendation on tailoring ag-technologies to solve specific problems in order to remain relevant and sustainable; Temitope’s call for Nigerian youths to continuously innovate to address challenges of market access, financing and logistics in the sector; and Uduak’s advice to agripreneurs to critically assess and explore diverse funding options in their quest to innovate and scale. The Conference recorded over 500 participants from various universities across Nigeria.

Later that afternoon, Sahel hosted the maiden edition of the Sahel Educators’ Conference. Catherine Duggan, Vice Dean and Professor of Management and Political Economy at the African Leadership University School of Business (ALUSB), Rwanda, kickstarted the conference with a powerful keynote address on ‘Rethinking Agri-business Education in Nigeria’. Professor Duggan’s presentation took a bird’s eye view on the agribusiness education across Africa, bringing to the forefront, thought-provoking questions that engage educators and sector enthusiasts to change the perspective of agribusiness and tell our stories differently in Africa. The Sahel team also showcased the organizations’ efforts developing talent for the agriculture sector across different projects and initiatives that they implement.

The Sahel Educators’ Conference closed with a panel session moderated by Sahel Consulting’s Ndidi Nwuneli, engaging distinguished stakeholders in the sector including Mrs. Zubaida Abubakar, Executive Director, Strategic Partnerships, L&Z Integrated Farms, Kano; Professor Sanni Lateef, President, International Society for Tropical Root Crops (ISTRC) and former Deputy Vice Chancellor (Development) Federal University of Agriculture, Abeokuta; Dr. Adam Saffer, Chief of Party / Managing Director of the Nigeria Agribusiness Investment Facility, Cultivating New Frontiers in Agriculture (CNFA); and Chike Nwagwu, Founder and CEO of Novus Agro. The panelists shared deep insights on the topic, ‘Enhancing Agribusiness Research & Education in Nigeria’, drawing from their work and experiences to provide practical recommendations on how educators can develop talent for the sector.

Key highlights from the speakers included Mrs. Zubaida Abubakar’s recommendation for Nigerian universities to incorporate up to a two-year agribusiness practical work experience as part of the curriculum; Dr. Adam Saffer’s 7-point suggestions which included changing mindsets, revising the academic curricula in universities, revamping the NYSC programme, incorporating vocational training, ensuring continuous learning for ag-SMEs, and leveraging technology; Mr. Chike Nwagwu’s remarks to educators on ensuring a balanced practical and theoretical mode of delivery of an agribusiness curriculum; and Professor Sanni’s call for stakeholders to foster private-public partnerships, encourage international collaboration and incorporate mentoring of students. The conference recorded over 100 participants from different parts of Nigeria including consultants, program officers, researchers, lecturers, post-graduate students, and deans of universities.

Sahel remains committed to supporting, empowering and inspiring both students and educators in Nigeria to champion transformation in the agriculture sector, which is critical to impacting communities and fostering growth and development in the economy.

SAHEL CONSULTING CELEBRATES THE 2020 WORLD MILK DAY



Two decades ago, on the 1st of June 2000, World Milk Day was established by the Food and Agriculture Organization of the United Nations to recognize the importance of milk as a global food, and to celebrate the dairy sector. Each year since, the benefits of milk and dairy products have been actively promoted around the world, including how dairy supports the livelihoods of one billion people. On June 1, 2020, as part of its commemoration of the 20th Anniversary of World Milk Day, Sahel Consulting organized a virtual conference themed “The Critical Role of the Nigerian Dairy Sector in Improving Livelihoods”. The conference highlighted the benefits of dairy with regards to nutrition, affordability and accessibility, and the sector’s passion and commitment to improving the livelihoods of smallholder dairy farmers and feeding our communities.

Ndidi Nwuneli MFR, Cofounder and Managing Partner at Sahel Consulting gave the welcome address and set the agenda for the conference. She highlighted how pivotal a developed dairy industry is to the livelihoods of dairy households, growth of indigenous dairy companies, and diversification of the Nigerian economy. She restated Sahel’s commitment to collaborating with stakeholders to transform the dairy sector through the Advancing Local Dairy Development in Nigeria (ALDDN) program. ALDDN is a five-year program funded by the Bill and Melinda Gates Foundation (BMGF) that is catalyzing the emergence of a vibrant local dairy sector in an inclusive way that improves the livelihoods, productivity, nutrition, and empowerment of smallholder women dairy farmers and the communities in which they live. ALDDN is being implemented in partnership with dairy processors in Adamawa, Jigawa, Kaduna, Kano, and Plateau, reaching a total of 15,000 dairy households and 210,000 beneficiaries.

The conference’s Keynote Address was delivered by the Governor of Kaduna State, His Excellency, Mallam Nasir El-Rufai. He restated his commitment to developing the livestock and dairy industry, acknowledging its importance to improving the livelihoods of rural households. Highlighted were the ongoing dairy development projects promoted by the Kaduna State Investment Agency in partnership with the private sector. These projects aim to impact at least 10,000

dairy households.

The Governor’s address was followed by a panel discussion on the role of policy in catalyzing the growth of the Nigeria dairy industry. The discussion was moderated by Audu Grema (Ph.D.), Senior Program Officer, BMGF. The panelists were Andrew Kwasari (Ph.D.), Senior Special Assistant to the President on Agriculture and the Coordinator of Project for Agriculture Coordination and Execution; Mairo Ahmad Amshi (Ph.D) MFR, Yobe State Commissioner for Agriculture; Hajija Halima Lawal, Kaduna State Commissioner for Agriculture; Dipo Adegoke, Assistant Director, Commodities, Federal Ministry of Industry, Trade, and Investment; and Alhaji M. D. Abubakar, Managing Director, L&Z Integrated Farms Nig. Ltd. The panelists emphasized the need for the establishment of a policy that creates an enabling environment for the local dairy sector to develop and compete favorably with foreign dairy products. This should be supported by government-backed initiatives that provide better infrastructure such as rural roads, water and electricity, and public campaigns that encourage the consumption of milk and other dairy products, especially those produced from locally sourced milk.

The second panel discussion provided insights on how a developed dairy industry contributes to increased productivity, women empowerment, and improved nutrition outcomes.



Mallam Nasir Ahmad El-Rufai,
Executive Governor
of Kaduna State



Mairo Ahmad Amshi (Ph.D)
MFR, Yobe State
Commissioner for Agriculture



Andrew Kwasari (Ph.D.),
Senior Special Assistant to the
President on Agriculture

Olumide Oyebamiji, ALDDN's Policy Advocacy and Partnerships Coordinator, moderated the discussion. The panelists were Alhaji Sanusi Abdullahi, CEO Saj Foods Limited; Aminu Nyako, Director, Sebore Farms; Babajide Adebisi, Public Health Nutritionist and Project Team Lead, TechnoServe/ALDDN; Jummai Bappah, Gender Advisor, ALDDN; and Fisayo Kayode, Livestock Associate, ALDDN.

The panelists highlighted the positive impact ALDDN is having on the lives of smallholder women dairy farmers, their households, and the milk supply chain of partner dairy processors who are committed to their backward integration initiatives. Additionally, panelists drew attention to the link between increased sustainable income arising from the sale of milk to dairy processors and improved nutrition in dairy households.

In her closing remarks, Ndidi Nwuneli summarized the key takeaways from the conference in four main points. First, dairy industry stakeholders need to work together, collaborate, and share information, to co-design the landscape and ensure that a world class dairy sector in Nigeria is achieved. Second, there is a dire need for a streamlined, cohesive, and consistent policy framework to regulate the dairy sector. This policy must be derived from an inclusive

process, with input from the private sector and relevant government actors such as the Federal Ministries of Agriculture and Rural Development, and Industry, Trade and Investment; the Central Bank of Nigeria; and the National Livestock Transformation Plan. Third, it is imperative that both the multinational and indigenous dairy companies collaborate to have strong unified platform and voice to engage with the government and promote the growth of local dairy industry to ensure dairy is accessible and affordable for Nigerians. Fourth, productivity at all levels must be improved. Taking a cue from international best practices, research institutes must step up to help build the capacity of all actors, upgrading their skills and promoting excellence. The conference recorded over 110 participants from within and outside Nigeria.

Sahel Consulting is committed to transforming Africa's agriculture and nutrition landscape. The ALDDN program is transforming the Nigerian dairy landscape by building sustainable supply chains and promoting sourcing of fresh milk from smallholder dairy household by dairy processors. Visit www.sahelconsult.com/ALDDN or email ooyebamiji@sahelcp.com to find out more about the ALDDN program.



SAHEL CONSULTING SPEAKS

Nourishing Africa and Sahel Consulting Webinar Series

Ndidi Nwuneli spoke at the “Leveraging Innovation and Technology to Avert a Looming Food Crisis in Africa” hosted by Sahel Consulting and Nourishing Africa on April 6, 2020

Scaling up Nutrition Business Network Nigeria Web Conference

Ndidi Nwuneli spoke at the “COVID 19 and SMES: Challenges and Mitigations” web conference hosted by Scaling up Nutrition Business Network Nigeria on April 8, 2020

Roundtable Discussions on COVID-19 Myths, Impact and Way Forward in Africa, Rise and Lead Women Africa

Ndidi Nwuneli spoke at the “Impact of COVID 19 on Food Security” Roundtable Discussion hosted by Rise and Lead Women Africa on April 17, 2020

Discussion on Covid-19 implications for Global Food Security and Agricultural Trade

Ndidi Nwuneli spoke at the “Are We Heading Toward Another Global Food Price Crisis” webinar hosted by the Center for Strategic and International Studies (CSIS) on April 17, 2020

Nourishing Africa and Sahel Consulting Webinar Series

Ndidi Nwuneli moderated the “Financial and Liquidity Management During COVID 19” webinar hosted by Sahel Consulting and Nourishing Africa on April 24, 2020

Nourishing Africa and Sahel Consulting Webinar Series

Dolapo Adeseye spoke at the “Financial and Liquidity Management During COVID 19” webinar hosted by Sahel Consulting and Nourishing Africa on April 24, 2020

Dialogue Series on Agriculture

Rahmat Eyinfunjowo spoke at the “Building Resilience for Smallholder Farmers Post COVID-19” webinar hosted by Nourishing Africa and MyFarmBase Africa on April 20, 2020

Salzburg Process on the Climate Emergency and the Future of Food

Ndidi Nwuneli spoke at “The Transformation Imperative: A Call to Action” webinar hosted by Salzburg Global Seminar and the Global Alliance for the Future of Food on April 21, 2020

Rebuild After COVID Webinar

Ify Umunna spoke at the “RebuildAfterCovid – Opportunities in Agriculture” webinar hosted by Farm2U on April 27, 2020

Apostles in the Marketplace (AIMP) Online Series

Ndidi Nwuneli spoke at the “Covid-19 and Beyond- Developing a Framework for Leadership” webinar hosted by Apostles in the Marketplace (AIMP) on May 16, 2020

Nigeria-British Chamber of Commerce

Ndidi Nwuneli spoke at the “Winning at Business During and After COVID-19” webinar hosted by the Nigeria-British Chamber of Commerce on May 28, 2020

USAID Feed the Future Nigeria Agribusiness Investment Activity

Ndidi Nwuneli was a panelist at the “Staying in Business During the COVID-19 Pandemic” webinar hosted by the USAID Feed the Future Nigeria Agribusiness Investment Activity on June 2, 2020

ACIOE Associates Webinar

Ndidi Nwuneli spoke at the “Agricultural Supply Chain Situation Analysis and Post Pandemic Recovery Plans: National Preparedness and the Role of the Private Sector” webinar hosted by ACIOE Associates on June 11, 2020

Food and Land Use Coalition and the World Resources Institute

Ndidi Nwuneli spoke at the “Build Back Better: Ensuring Global Food Security and Accelerating a Resilient Recovery in the Face of COVID-19” webinar hosted by the Food and Land Use Coalition and the World Resources Institute on June 15, 2020

United Nations Global Compact Leaders Summit

Ndidi Nwuneli spoke at the “Implications of Covid-19 on Achieving the SDGs in Nigeria” webinar hosted by the United Nations Global Compact on June 16, 2020

Business Day Digital Dialogues

Ndidi Nwuneli spoke at the “A National Conversation: Mapping Nigeria’s Response to COVID 19” webinar hosted by Business Day on June 16 - 17, 2020

Catalyst 2030 and Nourishing Africa

Ndidi Nwuneli spoke at the “Nourishing Africa: SMEs Driving Innovation and Shaping Policy” webinar hosted by Catalyst 2030 on June 17, 2020

Dialogue Series on Agriculture

Rahmat Eyinfunjowo was a panelist at the “Building Resilience for Smallholder Farmers Post COVID-19” webinar hosted by Nourishing Africa and MyFarmBase Africa on April 20, 2020

Catalyst 2030 Roundtable Discussions

Ndidi Nwuneli spoke at the “Food Security” Roundtable Discussion hosted by Catalyst 2030 on June 17, 2020

AHK Nigeria Webinar

Rahmat Eyinfunjowo moderated the “Impact of COVID-19 on Food Security and Livelihood in Nigeria” webinar hosted by AHK Nigeria (Delegation of German Industry and Commerce in Nigeria) on June 17, 2020

Re-Launching Africa Series Conversations

Ify Umunna spoke at the “Tech and Agriculture Opportunity” Instagram Live Session on June 22, 2020

Apostles in the Marketplace (AIMP) Online Series

Ndidi Nwuneli moderated the “Opportunity in A Crisis- Re-skilling, Re-Tooling and Re-educating for the Fourth Industrial Revolution” webinar hosted by Apostles in the Marketplace (AIMP) on June 27, 2020

SAHEL CAPITAL SPEAKS

Nourishing Africa Webinar Series

Deji Adebusey spoke at the “COVID 19: Building Resilient and Inclusive Agribusiness Models in Africa” hosted by Nourishing Africa, Sahel Consulting on April 14, 2020

Sahel Capital Webinar Series

Mezuo Nwuneli moderated the “COVID 19: Growing your Business in Crisis” webinar hosted by Sahel Capital on April 16, 2020

Sahel Capital Webinar Series

Deji Adebusey moderated the “COVID 19: Building a Resilient Supply Chain” webinar hosted by Sahel Capital on April 21, 2020

Sahel Capital Webinar Series

Funke Okuwobi moderated the “Managing an Effective Workforce during a Crisis” webinar hosted by Sahel Capital on April 28, 2020

Nigeria Info FM Webinar

Mezuo Nwuneli spoke at the “Food Security for Households and the Nation” webinar hosted by Nigeria Info FM on May 13, 2020

DCSL Webinar Series

Mezuo Nwuneli spoke at the “SMEs and Start-Ups – Thriving in the New Normal” webinar hosted by DCSL on May 21, 2020

Sterling Bank Webinar

Mezuo Nwuneli spoke at the “Funding Tomorrow’s Agriculture Today” webinar hosted by Sterling Bank on June 3, 2020

Africa.com and McKinsey & Company Webinar

Mezuo Nwuneli spoke at the “Safeguarding Africa’s Food Systems Through and Beyond the Crisis” webinar hosted by Africa.com and McKinsey & Company on June 17, 2020

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