



African Agricultural Leadership Institute

STRATEGY 2023 - 2032

Condensed Version



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Cover page Photo captions:

Top left: Dr Sanginga with the patrons of AALI in a greenhouse for rapid multiplication of cassava.

Top right: Dr Sanginga and AALI Youth Brigade at a Nyangezi facility to be transformed into an agribusiness park.

Bottom left: Mechanized planting and cultivation of cassava is becoming a reality in DR Congo.

Bottom right: Improved cassava varieties planted in Mongata, adjacent a cassava flour production factory

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AALI Hubs: Central Africa (DRC), Eastern Africa (Kenya), Western Africa (Nigeria).

www.aa-li.org

Advancing Leadership in African Agricultural Transformation



This document presents a strategy for achieving the vision of the African Agricultural Leadership Institute (AALI) to advance leadership in African Agricultural Transformation. AALI is an independent, non-profit international entity. Its formal registration was completed in the Democratic Republic of Congo (DRC) and Nigeria in 2022 leading to its inauguration in April 2023 in DRC. AALI provides an African perspective and voice to the diverse services required to accelerate Africa's agricultural transformation, particularly among its political leadership and to improve the livelihood of vulnerable communities in particular women and youth beneficiaries. AALI's intent is to mobilize and avail a distinctly African professional expertise to shape African political leadership, governments, Bilateral and multilateral development organizations, development banks and private sector investors. AALI will take bold actions and translate special initiatives resulting into large-scale, impactful projects that will transform agriculture in ways by creating jobs and employment for millions of African youths and wealth for tens of million rural households.

This Strategy document describes the planned operations of AALI. The Institute has received the support of key political and institutional leaders including former President of Nigeria Chief Obasanjo, the current President of DRC H.E. Felix Tshisekedi and the Presidents of the African Development Bank (AfDB) and the International Fund for Agricultural Development (IFAD). There are ongoing discussions with key African leaders following the resolutions of the AfDB Dakar 2 Feed Africa Summit to establish Presidential Food and Agriculture Delivery Councils that oversee the implementation of transformative Country Food and Agriculture Delivery Compacts. Through its unique efforts, AALI envisages a vibrant and bold African leadership, pursuing the transformation of the agriculture sector by catalyzing public and private sector investments and in this supported by experienced African agricultural professionals.

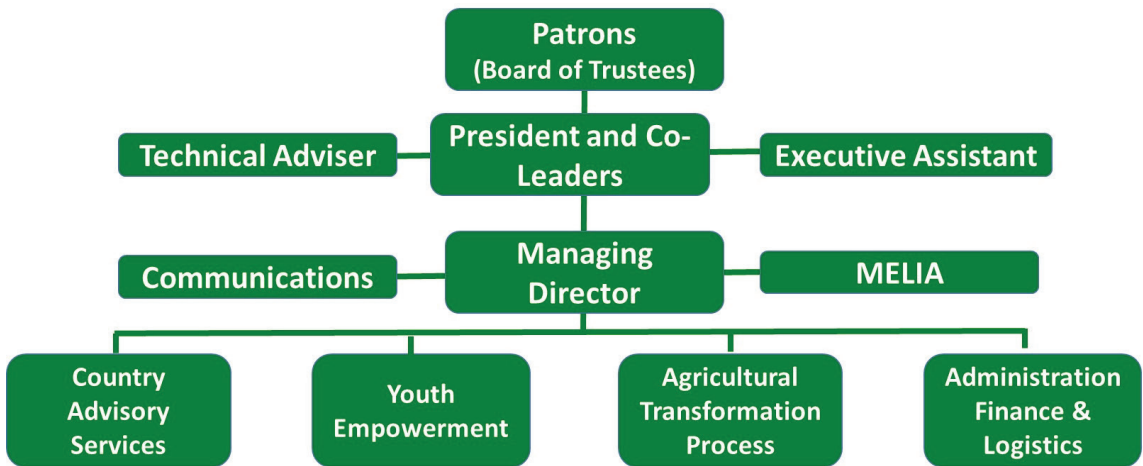


AALI partners with the African Development Bank to achieve the promise of the Dakar 2 Summit to finally transform African agriculture. The Summit consolidated political will necessary to direct change across three necessary ingredients involving people, land and technologies. These elements result in food security, the creation of decent jobs and the growth of national and regional economies.

Agriculture is a major source of income and livelihood across Africa yet its unrealized potential is one cause of its persistent poverty and deteriorating food security. This situation is exacerbated by the challenges of low farm productivity resulting in excessive food importation, an aging farmer community where youth shun agriculture as a career, and leadership that does not chart agricultural futures as the engine for economic growth. With improved leadership that places talented Africans at the fore of the agricultural development agenda, Africa can position itself to end poverty, reverse the threat of food and nutritional insecurity and reduce the importation bill. AALI intends to shift leadership of African agricultural development to the growing ranks of senior African agricultural professionals who share the insights, perspectives and voice required to address the Continent’s agricultural challenges. AALI is prepared to take Africa’s agricultural development to a new frontier recognizing that along with research breakthroughs and agribusiness growth, there must also be willing and well-informed political readiness and more holistic mentorship of the next generation of African experts and land managers.

We envisage a mode of governance that includes a Board of Trustees as its highest decision-making body, which includes Chief O. Obasanjo (Former President of Nigeria), H.E. Felix Antoine Tshisekedi (President of the Democratic Republic of Congo), who both hold a high level of moral authority and influence AALI will be led by a Co-Presidency consisting of Nteranya Sanginga (Advocacy and Resource Mobilization); Pacifique Kahasha (Private Sector Engagement) and a third co-President to lead partnerships. Together, they will be responsible for all aspects of the strategic guidance of the Institute and will report to the Board of Trustees depending upon the precise mode of governance that will be adopted. The Institute will be managed by a Managing Director and a Chief of Operations overseeing day-to-day implementation of institute’s fiduciary and administrative matters. AALI will form an unprecedented multidisciplinary team of African agricultural experts including Senior advisors and experienced youth.

AALI recognizes the extreme importance of the Dakar 2 Feed Africa Summit organized by the African Development Bank, which was held successfully on 22-27 January 2023. Its purpose was to unlock Africa’s agricultural potential by delivering climate smart agricultural technologies to millions of farmers and creating an enabling environment for market-driven economic development through improved value addition, rural infrastructure and stronger policy incentives.



Organization and approaches of the African Agricultural Leadership Institute. Distinguished Patrons guide the President and Leaders, along with their various service departments to provide country advisory services, youth engagement and transformative support to African agriculture

The Summit served to stimulate political will and investment by numerous development partners and the private sector. Thirty-four (34) African Heads of State, 75 Ministers and numerous heads of development organizations attended the Summit. They presented and discussed Country Food and Agriculture Delivery Compacts with the objective to further the Feed Africa Strategy at national levels based on revised production targets for key agricultural commodities, planned improvements in enabling policies and rural infrastructure, and options for innovative financing. One of the major outcomes of the Summit was the planned establishment of Presidential Delivery Councils. Following the Summit, the 36th African Union Assembly endorsed these outcomes and called for time-bound and clearly measurable indicators for success. Within a month, the Summit mobilized more than \$70 billion in investment to boost food and agriculture production across the continent. In the light of these high-level deliverables, AALI will embrace a proactive agricultural development agenda, one that is closely linked to the outcome of the Dakar 2 Feed Africa Summit.

AALI's Strategy is embedded in a vision of a new paradigm that will aim to accelerate the modernization of the agricultural sector on the African Continent (Appendix 1). Its agenda consists of three Primary Objectives that 1) advisory services to African governments that seek to modernize their agriculture and to better implement their rural development and climate action agendas; 2) Empowered youth as policy influencers, agricultural producers, service providers and processors and restores agriculture as an attractive and lucrative career path; and 3) the transformation of the agriculture sector through private sector growth resulting in the widespread introduction of needed technologies, production inputs, services and value-added products. Achieving these objectives requires an enabling environment that helps countries expand agricultural growth through higher productivity on existing farmland, encourages strategic alliances across the continent and revives the capacity for

agricultural research and development through innovative problem-solving and an efficient internal organizational structure that provides guidance to the Country Delivery Compacts emerging from the Dakar 2 Feed Africa Summit. In keeping with these Objectives, AALI shall undertake the following.

1. Support African governments to establish innovative delivery mechanisms that support the adoption of technologies and translate vision and intent into concrete actions and benefits.
2. Guide current and future African political leaders and civil servants to acquire the leadership skills required to fully implement and monitor agricultural projects, mobilize rural communities and achieve pressing rural development agendas.
3. Identify and mentor a critical mass of young (men and women) African leaders and build their capacity to provide advice, implement and planning for agricultural development on the continent.
4. Promote partnerships within the agricultural development community to support African agricultural transformation with a focus upon assisting key commodity value chains and their actors to access and adopt the next generation of smart agricultural technologies at scale.
5. Organize teams to bid for projects and consultancies in support of more effective public-private partnership, and when needed directly assist Governments to better manage at-risk development programs and loan projects.
6. Reinforce the rehabilitation of vocational agriculture learning facilities and the acceleration of small-scale mechanization and post-harvest technologies, value-adding enterprise and digital agriculture as key missing ingredients of agricultural transformation.

Leadership and Transformation Objectives and Approaches

Objective 1. Provide unique advisory services including progressive advocacy and outreach in ways that improve the vision and management of national agricultural agendas and programs.

AALI's special role in advisory service provision is based upon the unique experiences and successes of the Institute's founding members. Former IITA staff participated in high-level dialogue missions in several countries, engaging with Presidents, Prime Ministers and other senior government representatives to advance the cause of African agricultural transformation. In response, the President of Congo and its Prime Minister assembled technical teams, leading entrepreneurs, women's and farmer associations and other stakeholders to redesign the country's agricultural development plan. A similar arrangement was arranged with the Republic of Togo and Sierra Leone as well. With strong political will from the Head of State President Felix Tshisekedi, the DR Congo Government put into effect the Agricultural Transformation Agenda (ATA-DRC) in support of the "Programme de Developpement Local des 145 Territoires (PDL-145T)". The Government appointed IITA and AALI to lead this Agenda to modernize that country's agricultural sector. The resulting agenda operates nationwide and focuses upon key commodity value chains that accelerates use of improved crop varieties, improved access to production inputs, climate adapted agricultural practice, and growth in domestic agro-industrial capacity. Advisory services are customized to specific countries and agro-ecological conditions. Key Activities of this Objective include mobilizing transformational teams linking technology holders to their intended beneficiaries, designing transferable assets around those technologies, offering backstopping support to the Government in conjunction with the AfDB Feed Africa Strategy and extending these agricultural leadership services to a steadily growing portfolio of countries in creative ways that forward their various agricultural transformation agendas.

An example of AALI's capacity to mobilize commitment for agricultural transformation is its President's

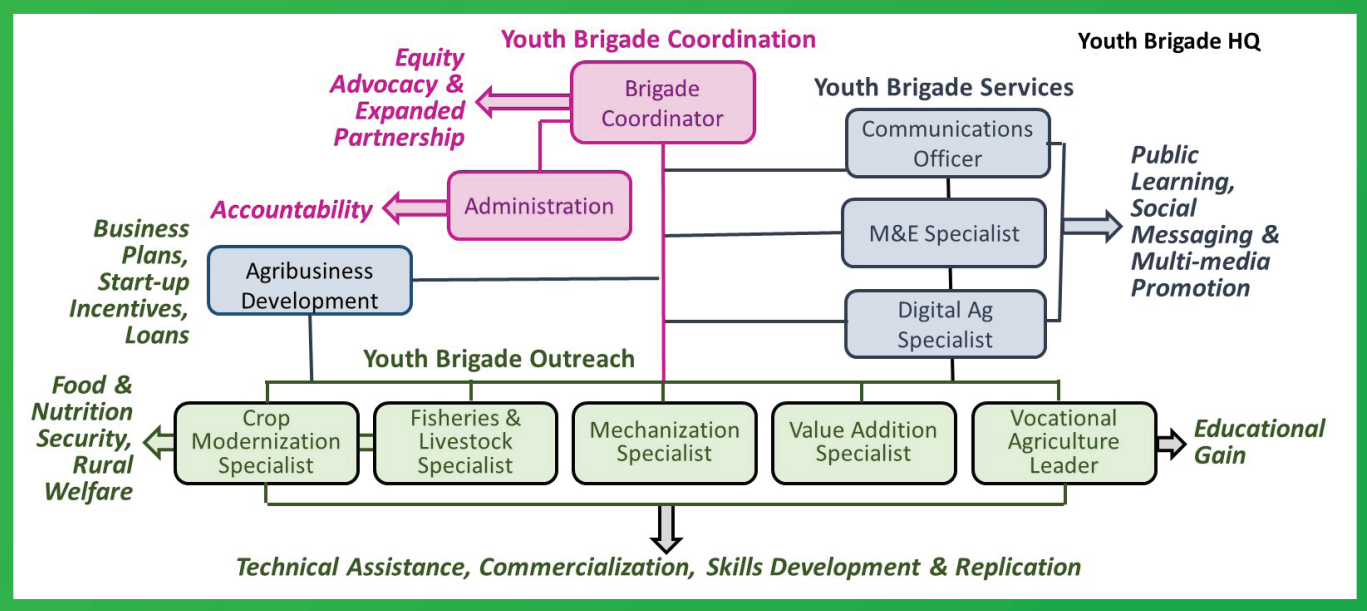
appointment by the African Development Bank as a Special Envoy in the follow up to the Dakar 2 Summit. This function requires close communication with, and frequent travel to the Country Compacts and Presidential Councils. First, AALI will prepare specific guidelines and preparatory checklists that describe and document a country's readiness for agricultural transformation. The Envoy will then meet with Heads of Nations, inspect and advise the Country Delivery Compacts, assist in the formation and decision making of the Presidential Councils supervising these Compacts, and then guide the transformation process through the quality and frequency of on-demand assistance. These services recognize that different countries have specific requirements in terms of agro-ecological and socio-economic conditions, but that they share the willingness to participate within a common post-Summit process signifies a unity of purpose. The Special Envoy serves as a direct representative of the President and other senior officers of the African Development Bank. Ultimately, the Special Envoy interacts with the Presidential Councils to formulate a next round of sovereign country loans that achieve their various national agricultural plans that are reinterpreted in terms of an ambitious Dakar 2 agricultural transformation agenda.

Objective 2. Accelerate the empowerment of youth as a modernizing factor in African agricultural development and identify and support Youth Champions that engage



Youth Brigadiers assess the site of a next Agribusiness Hub under the direction of Dr. Sanginga.

country and the continent’s policymakers. AALI supports the concept of a Youth Brigade that is built upon the experience of the IITA Youth Agripreneur Movement but with greater focus upon their role within Agricultural



Transformation Agendas, especially within monitoring, evaluation and extension services. IITA's youth initiative was created in 2012 by establishing Agripreneur groups offering modest agribusiness incubation opportunities in five countries. After three years, their example inspired the establishment of the much larger ENABLE-Youth program in partnership with AfDB to provide country loans that train youth in agribusiness design and fund the establishment of resulting enterprises. This experience forms the basis on which AALI will identify and empower youth champions to better engage political leadership and play a more proactive role in shaping the future. Lessons learned from earlier interventions indicate that youth frequently struggle to access finance and to find investors and other partners who may aid them in establishing or expanding their agribusinesses. AALI will encourage communication between Youth champions and investors through a series of network gatherings, pitches, and fora that bring together actors who significantly contribute to the development of young entrepreneurs. Key Activities of this Objective include initiating a network of Youth Champions to serve as catalysts for change in agricultural development (e.g. 1500 Champions across 20 countries); offering youth attractive business models and technologies through a network of agribusiness hubs (e.g. 10 proven agribusiness models based on 100 available technologies); reaching younger youth through vocational agriculture in secondary schools (e.g. Start Them Early Program (STEP) adoption in 20 countries); and the accelerated adoption of small-scale mechanization, higher-value and value-added enterprise, and digital agriculture. An example of Brigadier engagement with the soybean value chain appears in Appendix 2.



Brigadiers training of Secondary School Students in vocational agriculture.

An example of how AALI intends to empower African youth is found in its recently established Youth Brigade in DRC. AALI recognized that extremely large numbers of Congolese youth find themselves economically marginalized and unable to achieve their expected standards of living; a situation posing disastrous repercussions if not corrected. In response to this threat, AALI established the Youth Brigade intended to change the way rural youth see their situations, and how they are viewed within the agricultural community and treated by financial, educational and government institutions. As of now, AALI comprises five Youth Brigade Outreach Departments; Crop Modernization, Fisheries and Livestock Enterprise, Farm Mechanization, Value-added Processing, and Vocational Agriculture. These departments work in concert with the larger DRC Agricultural Transformation Agenda but specifically focus upon pursuits that appeal to youth. Youth Brigade services consist of four Departments; Communications, Monitoring and Evaluation, Digital Agriculture and Agribusiness Development. The Brigade is currently establishing Chapters that are structured as youth-led agribusiness hubs, organizing outreach activities with a special focus upon young women's opportunities, and undertaking some "Quick Wins" intended to create visibility, provide experience and lend purpose to the Brigade. These wins include large-scale seed multiplication linked to community outreach, introduction of High Quality Cassava Flour (HQCF) into bread to reduce wheat imports, and the provision of innovative aquaculture services.

Objective 3.0. Refine agricultural transformation processes in ways that lead to better designed programs and projects, participation that is more balanced, and with greater and more assured impacts upon food supply, regional trade and economic growth. Africa's agricultural future requires transformation in terms of the use and availability of production inputs - looking for solutions to reduce the transaction costs - the

Box 1. Some proven technologies for selected commodities that may be combined as transferable assets.

Cassava Value Chain. Resistance to virus diseases, Vitamin A golden fleshed cassava, High dry matter & starch varieties, Community stem-bulking farms, Semi-autotrophic hydroponics, Specialty blended fertilizers, Mechanized planting & harvesting, Six-step weed management, High quality flour & industrial starch, Cassava peels for animal feed, Mobile cassava processing unit, Digital Cassava Business Connector.

Rice Value Chain. New lowland & upland varieties, Drought tolerant varieties, Aromatic & soft-cooking varieties, Deep urea fertilizer placement, Foliar micronutrient application, Motorized weed removal, Engineered irrigation surfacing, RiceAdvice decision support, Axial flow thresher operations, GEM parboiling & flour production.

Maize Value Chain. Drought tolerant maize varieties, IR maize for Striga management, Vitamin A biofortified golden maize, TEGO® seed licensing, Blended fertilizers & N topdressing, Maize-legume rotation & intercropping, Contract mechanization services, Pre-emergent herbicide protection, Fall armyworm control with Fortenza™, Biological aflatoxin management.

Soybean Value Chain. Improved high protein & culinary varieties, Dual-purpose varieties, Specialty blended fertilizers, Manufactured inoculant products, Inoculation for biological N fixation, Control of Asian rust disease, Rotational soybean with cereals, Staggered & relay intercropping, Soybean in animal feed formulations, Flour milling & derived products, Soymilk dairy.

Common Bean Value Chain. High iron bush bean varieties, Climbing bean varieties with high yield, Inoculation for biological N fixation, Seed dressing by insecticide & fungicide, Specialty fertilizer blends, Mechanical & chemical weed control, Staking systems of climbing beans, Integrated pest management, Hermetic bags for grain storage, Bean flour & processed foods, cooked frozen & canned beans.

Aquaculture Value Chain. All male tilapia production, Fast-growing & hybrid African catfish, Formulation & pelleting of low-cost feeds, Fine nets for mass fingerling rearing, Pond lining for water conservation, Tank & cage fish culturing, In-pond raceway systems, Aquaculture-agriculture integration, Mechanized butchery & processing.

Poultry Value Chain. Flock improvement of broilers & layers, Dual-purpose chicken breeds, Hatchery incubators, Local production of quality feed, Universal vaccination against viruses, Biosecurity for disease prevention, Containment & free ranging, Processing & value addition of manure, Mechanized de-feathering & egg sorting, Safe butchering & packaging operations.



President Obasanjo and investors from Nigeria (left) visit the Semi-Autotrophic Hydroponic facility established by AALI near Kinshasa, DR Congo that multiplies disease-free cassava plantlets (right)

manner that lands are managed, and the policies and markets under which it operates. Financial commitments to agricultural transformation following the Dakar 2 Summit are phenomenal, but they will bear fruit only when leveraged through more effectively designed and implemented projects, that are closely aligned. AALI's approach to managing agricultural transformation is straightforward. First, it recognizes the need to assemble and mobilize transformational teams with a depth of experience in agricultural problem solving. These interdisciplinary teams must be African-led and consist of policy analysts, technology holders, their intended beneficiaries and private sector interests that assist governments and development agencies to shape and manage their investments, and to effectively respond to challenges as they emerge. Next, the projects must mobilize agricultural solutions at several levels. This requires a systematic mechanism that describes proven agricultural innovations and technologies for use by national partners that allows for the development of customized "toolkit" solutions for inclusion within these projects. A partial list of proven agricultural important to agricultural transformation is offered for selected commodities (Box 1). The challenge is to structure these solutions as transferable assets that guarantee benefits to all class of partner. In many cases, these solutions involve improvement to seed and breeding systems and the availability of strategic accompanying production inputs and recommended management practices. Scaling these gains also requires greater reliance upon mechanization and digital tools. Each country project must meet

identified needs, and national systems must take a lead in their management, but at the same time it is critical that past mistakes not be repeated and that emergent opportunities be recognized and acted upon.

An example of a progressive agricultural transformation agenda, and AALI's role in its formulation and implementation is found in DR Congo. The DR Congo Agricultural Transformation Agenda is financed by the Government and appointed AALI and IITA as its co-leaders. The team developed six "Pillars" that may be summarized as: 1) Focus upon agricultural value chains where DRC has a comparative advantage; 2) Treat agriculture as a business, not a development program; 3) Establish strategic partnerships to stimulate market-oriented investments; 4) Ensure food security and creation of wealth and jobs with emphasis on youth and women; 5) Invest in education and agricultural research by reforming national agencies and their interrelationships; and 6) Create an agricultural inspection squad to conduct timely and accurate monitoring and evaluation. The resulting agenda operates nationwide and focuses upon cassava, rice, maize, soybeans, beans, banana and aquaculture as key commodities. It serves to increase agricultural production and processing through greater use of improved crop varieties, improved access to production inputs, sound agricultural practice and promotion of value addition. AALI also assisted in restructuring underperforming projects. An important part of this effort has been the revitalization of state-operated agricultural parks and enterprises.

The Challenge before Us

AALI understands the challenges placed before it as a new institute operating within the complex and shifting agenda directed toward African agricultural transformation and recognized that it cannot work in isolation. It will bridge the missing links between policy leadership and governance, research for development organizations, education, delivery, investment and capacity building. AALI will work collaboratively across the public, private and philanthropic sectors to fuel inclusive growth and help SSA countries achieve their agricultural goals through the developed understanding of agriculture as a business rather than a subsistence lifestyle. Partnership with development banks forwarding African agriculture, particularly the AfDB, IFAD, and the World Bank is critical. Design and problem-solving expertise and common purpose reinforce these relationships.



Revitalized cassava production at the Mongata State Farm. Note the cassava processing factory in the background that produces High Quality Cassava Flour allowing for a reduction of wheat imports.

AALI is well positioned to work with other major agricultural institutions. It will support the One CGIAR System and particularly work with IITA in its role as the leader of international agricultural research and delivery in Africa while also serving as a new governance model for agricultural modernization. AALI is located within IITA's Chief O. Obasanjo IITA Research Station at Kalambo, DRC and its Nigerian operations are housed at IITA's HQ in Ibadan, but AALI operates independently from IITA and whenever advantageous it will also establish Liaison Offices within collaborative projects and programs elsewhere across Africa. Leadership will also be offered to and through the One CGIAR System. The Alliance for a Green Revolution in Africa (AGRA) recently launched the Centre for African Leaders in Agriculture (CALA) to support emerging leadership in agriculture. Despite differences in approach, there is much scope for AALI and AGRA to work together through CALA. AALI offers comparative advantages to partner with the FAO Investment Centre on investment design and support for agricultural transformation. The FAO Investment Centre supports projects of the World Bank, IFAD and AfDB, among others. Four expected risks before AALI and likely mitigation measures follow:

Risk 1. AALI and its planned efforts are viewed as redundant with other's activities because its unique role is not fully understood. Mitigation: AALI develops a communication strategy describing its special niche in the transformation of African agriculture.

Risk 2. The cadres mobilized by AALI are relatively small compared to the full range of problems confronting the needed modernization of African agriculture. Mitigation: AALI's capacities in strategic partnership, the uniqueness of its approaches and the reach of its communications create impacts beyond its relatively small size.

Risk 3. Donors may reject AALI's approach as a solution to delayed progress in African agricultural transformation. Mitigation: AALI produces a series of strategic documents describing its leadership principles and launch its networks in ways warranting donor recognition.

Risk 4. Some of the best experts in African agriculture that AALI seeks to engage may consider it too small or impermanent, and reject offers of employment and partnership. Mitigation: The African dignitaries already committed to AALI use their influence to draw additional expertise into their ranks; AALI is launched with sufficient critical mass for success.

Our Resource Mobilization Strategy

We envision a resource mobilization strategy that focuses upon development banks and partners in strong partnership with African countries. Funding for AALI recognizes the urgency for both immediate action and longer-term investment. Funding opportunities include direct grants for technical assistance to projects funded by the AfDB, World Bank and IFAD; funding through tripartite agreements between African governments and development banks or donors where AALI provides technical and logistic assistance to projects; and payment to AALI for services that promote agricultural transformation. Several such projects are in the advanced stages of preparation.

- “Economic Equity and Justice for Congolese Youth through the Youth Brigade of the African Agricultural Leadership Institute” is a solicited proposal submitted to the Open Society Foundations in collaboration with the Government of the Democratic Republic of Congo (\$20 million).
- “Technical Support to the DR Congo Agricultural Transformation Agenda” is ongoing in collaboration with IITA and focuses upon key agricultural commodities and their performance in eight different parts of the country to reduce food costs and increase value added processing (\$42 million).
- “Large and Small-scale Mechanization for Agricultural Transformation in the Democratic Republic of Congo” seeks to accelerate the pace of mechanized agriculture at different scales of production and build businesses around this opportunity (\$16 million).
- “DRC Start Them Early Program (STEP)” is a new approach to redirect secondary school children toward rewarding career pathways in agriculture and agro-processing.

Note that these opportunities arise from DR Congo alone. H.E. President Tshisekedi is determined to make agriculture the foundation of DRC development. In all, about \$1.5 billion will be invested in that country’s agricultural development over the next five years and AALI has an important role to play in shaping these investments.

Work with AALI to Transform Africa’s Agriculture!

AALI is open to all parties willing to pool their expertise and resources in our combined efforts to transform African agriculture. Those who seek to adopt and build upon AALI’s leadership principles or to recommend and broker needed technologies are particularly welcome.

- Follow up to the Dakar 2 Fteed Africa Summit is most timely and parties engaging with the emerging Country Food and Agriculture Delivery Compacts may find advantage in adopting AALI’s novel, African-led approaches.
- Ambitious youth are encouraged to apply to become Youth Champions within AALI’s network or to form Agribusiness Hubs based upon our Youth Brigade model.
- Businesses that seek to expand their agricultural and agro-processing operations, commercialize and distribute new technologies, and advance African agricultural exports are encouraged to contact us as well.
- AALI is open to investment by major donors and development banks such as The African Development Bank, World Bank Group, The Islamic Development Bank, International Fund for Agricultural Development, The Bill and Melinda Gates Foundation, The Rockefeller Foundation, USAID and many others.

Investment in AALI secures a place within our agenda setting and will leverage additional resources from development partners and the CGIAR family. AALI is just beginning its operations and now is a great time to make your potential contributions and expectations known! If you appreciate and understand Africa’s need for AALI and hold expertise, technologies, and resources to devote toward our mutual goals, then AALI needs you! More information on AALI may be obtained from Nteranya Sanginga, President of AALI by emailing N.Sanginga@aa-li.org or by visiting the AALI website: www.aa-li.org

Nteranya Sanginga, April 2023

APPENDIX 1: Results Based Logical Framework: African Agricultural Leadership Institute - Condensed Version

| Program: African Agricultural Leadership Institute (AALI). Purpose: To “accelerate the process of African agricultural transformation through providing project design and implementation services leading to increased food production, growing rural economies, and more effective and equitable agricultural development in Africa”. | | | | | | |
|---|---|---|--|---|---|--|
| RESULTS CHAIN Indicator | | PERFORMANCE INDICATORS | | | MEANS OF VERIFICATION | RISKS/MITIGATION MEASURES |
| | | Baseline (2022) | Target (through 2025) | | | |
| IMPACT | Stronger leadership in the planning and implementation of agricultural transformation agendas | Agricultural transformation agendas are established through the Country Delivery Compacts enacted through the Dakar 2 process | | | AfDB Dakar 2 updates, Annual country food security status reports. | Risk: Insufficient commitment to agricultural transformation at a regional scale. Mitigation: Countries most committed to developing comprehensive agendas are provided with grants and loans |
| | Outcome 1. Advisory services improve the vision, management and outcomes of national agricultural development agendas. Outcome 2. Empowered youth serve as a modernizing factor in African agricultural development. Outcome 3. Agricultural transformation processes are better designed with more balanced participation and greater and more assured impacts. Outcome 4. AALI emerges as a leader in African Agricultural Transformation. | Presidential Councils formed in 12 countries. Country Food and Agriculture Delivery Compacts formed in 12 countries. 1500 Youth Champions commissioned and operating in 12 countries. Modern technologies reach 5 million farm households and 240 agro-processors. Food supply increases by 12 million tons Regional trade in agricultural commodities increases by 10% AALI establishes a presence in 12 countries | No Presidential Councils prior to Dakar 2 Summit No Country Delivery Compacts prior to Dakar 2 Summit No Youth Champion network prior to AALI No farmers or agro-processors engaged prior to Dakar 2 Summit AALI initiated in 2022 with activities in DR Congo and Nigeria | Presidential Councils supervise Country Delivery Compacts undertaking separate Agricultural Transformation Agendas in 12 countries. 125 Youth Champions commissioned in each of 12 countries (1500 total). 5 million households increase their farm production by 2.4 tons per ha. AALI participates in Presidential Councils and youth programs in 10 additional countries. | AfDB reports on the follow up to the Dakar 2 Summit AALI posts youth empowerment impacts within its website Country reports describe updated agricultural development agendas (post-Dakar 2) Food production statistics (e.g. FAO-STAT) AALI website and program reports and publications | Risk 1: Countries are reluctant to revise their current agricultural development plans. <i>Mitigation 1:</i> Special Envoy convinces national counterparts of the need for updated planning and the legitimacy of the Country Compact approach. Risk 2: Youth Champions lack a cohesive approach to empowerment, and have little access to policy makers. <i>Mitigation 2:</i> AALI directs the Champions through a series of program- and country-level events, and rewards outstanding performance. Risk 3: Technologies bundled as transferable assets fail to reach the poorest households. <i>Mitigation 3:</i> Separate technology packages are released for different agro-ecologies and socio-economic strata. Risk 4. AALI and its planned efforts are viewed as redundant with other’s activities because its unique role is not fully understood. <i>Mitigation 4:</i> AALI develops a communication strategy describing its special niche in the transformation of African agriculture. |
| ACTIVITIES | Output 1. Advisory services provided. | Priority countries identified (12), Special Envoy commissioned, participation within 12 Presidential Councils secured, 12 Country Food and Agriculture Delivery Compacts established, 12 national agricultural transformation agendas implemented, progress monitored, findings released, adjustments recommended. | | | | |
| | Output 2. Youth Champions activated. | Youth Champion guidelines established, Champions recruited in 12 countries, Youth leadership training conducted, Youth Brigades and their agribusiness hubs formed, youth-led agribusiness models and their technologies established, agribusiness incubation and service provision conducted, youth agribusinesses established. MELIA. | | | | |
| | Output 3. Transferable assets mobilized. | Modernizing technologies IDed starting with seed systems, accompanying inputs, and smart practices, and localized agro-processing opportunities, technology bundles target agro-ecologies and socio-economic conditions, bundles positioned as transferable assets within country transformation agendas, performance MELIA. | | | | |
| | Output 4. AALI institutionalized and widely recognized. | AALI strategic documents finalized and released, Supervision mechanisms completed (e.g. Patrons), Communication-MELIA and Technical Advisory units established, fiscal & administrative procedures in place, MoUs formalized, AALI website posted and updated, satellite offices established, resource mobilization conducted. | | | | |
| COSTS | Component 1. Country Advisory Services \$2.64 million (through 2025) | | | | TOTAL PROJECT COST: US \$13.8 million (Available budget runs through 2025) | |
| | Component 2: Youth Empowerment \$5.08 million (through 2025) | | | | | |
| | Component 3: Leadership in Agricultural Transformation \$2.66 million (through 2025) | | | | | |
| | Component 4: Project Coordination and Management \$3.42 million (through 2025) | | | | | |

APPENDIX 2

Youth-led Soybean Enterprise

The President of the Democratic Republic of Congo (DRC) recently called for a “Soybean Revolution” and invited the African Agricultural Leadership Institute (AALI) and its Agricultural Transformation Agenda to lead in this nationwide effort. AALI commissioned the Youth Brigade (Brigade des Jeunes) to participate in several activities along the soybean value chain. First the Brigadiers assisted in the introduction and harvest of improved varieties of soybean grown on 67 ha of land at the state farm in Rizizi. These seeds are high in protein and resistant to Asian rust (see Technologies 1 and 6). Brigadiere assistance included the introduction and use of small-scale threshing machines that increased the speed and quality of seed recovery of dried plants harvested from the field. The Brigadiers also provided grain moisture meters to ensure that packaged seed met the 12% moisture threshold, woven polythene sacks that allow these seed to “breathe” and hand-held stitchers that closed the sacks quickly and efficiently. These approaches were new to local cooperators and one set of equipment was left behind for future use. In all, about 100 tons of improved seed were harvested and readied for outreach efforts the following season.



Photo 1. Youth Brigadiers assist in the processing of soybean seed intended for DRC's soybean revolution.

Another action area involves production of rhizobial inoculants (see Technology 4). No such inoculants are produced in DRC and the importation of inoculants is difficult, expensive and time consuming. IITA provided the elite rhizobium contained in its NoduMax product. Youth prepared carrier material from a local source and developed an innovative brothing procedure. Actions are supervised by a professor at a nearby university to ensure that quality control procedures are in place. The resulting inoculant product is being tested against an imported product, and will then be manufactured in sufficient quantity to inoculate the soybeans produced in Ruzizi.



Photo 2. Youth engaged in the localized manufacture of soybean inoculant.

Some of the soybeans produced in Ruzizi are also being used for value added processing by the Brigadiers. The first to value adding applications involve the production of soy dairy products and the blending of animal feeds (see Technologies 8 and 11). For the dairy, soybeans are soaked, boiled and pressed using locally available equipment. The Brigadier's exploratory unit is able to produce xx liters of soymilk per day, and their methods will soon be introduced to other Brigadier Chapters being established across the country. Maize and soybean constitute the majority of blended animal feeds, including those intended for poultry and fish. Simple milling and blending procedures are employed that may be replicated elsewhere. One early product is feed intended for fish fry and fingerlings in support of the Brigadier's parallel efforts to establish a network of fish hatcheries producing tilapia and catfish.



Photo 3. Youth processing soybean dairy products to ensure that value addition to this crop results in improved human nutrition (soymilk ready for distribution).

Clearly, youth have an important role play in the support of soybean value chains. The production and distribution of improved soybean seed is an obvious starting point, and as the crop is self-pollinating and well suited to community-based seed systems, youth have an obvious role to play. Training educated youth in the production of biofertilizers, such as soybean inoculants, is an investment in agricultural modernization. Finally, soybeans are processed at a variety of levels, from cottage industry to agro-industrial, and preparing youth to improve human and animal nutrition through engagement with this porcessing is a means toward food and nutritional security across Africa.



Photo 4. Mills, mixers and dryers produce animal feeds that include soybean as a major ingredient (left) including fish pellets (upper right) and chicken mash (lower right).

