



# AGRA

Sustainably Growing  
Africa's Food Systems

## **COUNTRY-LED, PEOPLE-POWERED** **Agrifood Systems Transformation**

ANNUAL REPORT

**2024**









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Part I

## About this Report





# About This Report

This report provides an overview of AGRA's progress in 2024—a year defined by deeper alignment with country priorities and accelerated implementation of Strategy 3.0. It highlights how AGRA is working in close partnership with governments, national institutions, and regional bodies to lay the foundation for lasting systems change.

Grounded in national investment plans and continental frameworks, this report showcases AGRA's efforts to identify systemic binding constraints and drive transformational change in African agriculture. Central to this work are two cross-cutting country-level themes: **building resilience** to climate, economic, and institutional shocks, and **enhancing market and sector competitiveness** to drive inclusive growth and regional integration.

Through leadership reflections, impact data, country-specific highlights, and financial reporting, the report offers in look into AGRA's contributions, challenges, and lessons learned in 2024.

The report affirms AGRA's commitment to enabling country-led agricultural transformation—supporting national governments to deliver on their visions while working with public and private actors to scale inclusive, resilient, and sustainable food systems across the continent.



Part II

## About Us





# About Us

## Who we are

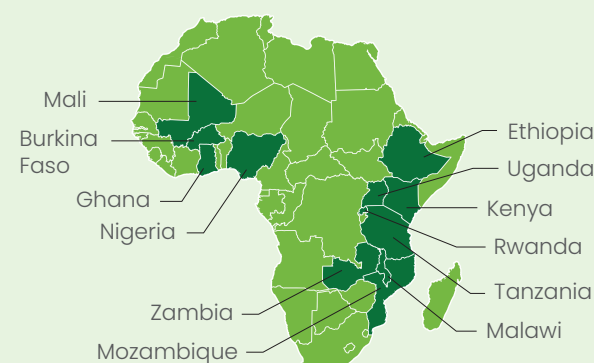
### Sustainably growing Africa's food systems

AGRA is a proudly African-led institution focused on scaling agricultural innovations that enable smallholder farmers to increase incomes, create better livelihoods, and improve food security. We understand that African farmers need uniquely African solutions to the environmental and agri-food systems challenges they face, enabling us to support them to sustainably boost production and gain access to rapidly growing agricultural markets. AGRA aims to **transform the lives of smallholder farmers** — from solitary struggle for survival to thriving businesses.

Since 2006, we have worked with our partners, governments, non-governmental organizations, private sector businesses, civil society and others to deliver proven solutions to smallholder farmers and African agricultural enterprises.

We place smallholders at the center of our agenda, recognizing that they represent the majority of farmers and produce most of the food consumed in sub-Saharan Africa. Their success is essential to achieving sustained economic growth, reducing hunger, and ending poverty. Empowering them to thrive remains our top priority.

We focus our work to 12 African countries. Our headquarters are in Nairobi, Kenya.



## Our mission

Our mission is to catalyze the growth of sustainable food systems across Africa by influencing and leveraging partners to build a robust enabling environment where private sector thrives and smallholder farmers are empowered to produce sufficient, healthy food.

We contribute to the continental agenda (CAADP) and SDGs of 1. No poverty, 2. Zero hunger and improved food security and nutrition, 8. Decent work and economic growth, and 13. Climate action.



## Our vision

Our vision is to contribute to a food system-inspired inclusive agricultural transformation across Africa, to reduce hunger, improve nutrition, and adapt to climate change.

## How we are organized

AGRA is headquartered in **Nairobi, Kenya**, with country offices across 12 priority countries. Our organizational structure reflects our deep commitment to country-led transformation: teams work alongside national institutions to ensure our efforts are grounded in local realities and aligned with country priorities.

Our work is delivered through an integrated model of technical expertise that combines four core areas—**seed systems and the Center of Excellence for Seed Systems in Africa (CESSA), sustainable farming, inclusive markets and trade, and policy and state capability.**

Through these we address the root constraints faced by smallholder farmers and agri-food systems. We integrate climate adaptation, sustainable agriculture, and resilience to ensure AGRA's work responds to emerging risks and long-term sustainability goals. By aligning these technical areas with national priorities, AGRA supports country-led change narratives that build resilience in agricultural production while improving both market functionality and access. This systems-based approach, delivered in close partnership with governments and local institutions, drives lasting, inclusive transformation across the agriculture sector.

**Cross-cutting themes**—including climate resilience, nutrition, and gender and youth inclusion—are embedded throughout our approach, reinforcing long-term impact and inclusive growth across Africa's agricultural transformation journey. Their integration not only ensures that interventions are equitable and sustainable, but also unlocks innovation, strengthens productivity, and enhances the overall resilience and responsiveness of agri-food systems.







## Leadership Reflections

AGRA's leadership reflects on a year of challenge and progress, the continued rollout of Strategy 3.0, and a renewed commitment to unlocking systems-level change through country-led approaches. These efforts are not just reshaping policies and markets, they are delivering tangible benefits at the household level, helping farmers to access better tools, practices, and opportunities to improve their livelihoods and food security.

### Letter from the AGRA Board Chair



**H.E. Hailemariam Dessalegn,**  
Former Prime Minister of Ethiopia  
Chair of the Board of Directors of AGRA

The year 2024 saw accelerated implementation of AGRA's Strategy 3.0, our long-term vision for aligning country goals with continental and global goals of food and nutrition security, poverty reduction, inclusive economic growth, and climate resilience.

The new strategy emphasizes integration and **country-led transformation rooted in country change narratives that define clear, five-year goals for agricultural systems change.** These narratives move AGRA beyond fragmented

activities toward integrated, results-focused pathways co-developed with governments and aligned with national priorities.

2024 was about identifying the most critical binding constraints and opportunities in each country and investing in a coordinated manner to address them. For example, in Kenya, the country change narrative supports the adoption of sustainable farming practices, strengthening market systems and creating an enabling environment for food security. Later in the report, you'll read about our work in regenerative agriculture to boost yields and income for farmers. In Ghana, the goal is to increase the competitiveness of the rice and soy value chains, drive farmer productivity and resilience, and increase employment activities. The binding constraints being addressed are low levels of farm production and productivity, negative attitudes toward agriculture among unemployed youth, and limited access to essential services such as finance, extension, mechanization, irrigation, and agricultural inputs.

In 2024 and 2025, 61% of AGRA's portfolio is committed to multi-year investments that target catalytic opportunities and address complex barriers across input and output markets and value chains. Across the continent, AGRA teams are working to strengthen seed



### Part III

## Leadership Reflections



systems, promote sustainable farming, improve market access, and build effective government and private sector partnerships — core pillars in advancing systems change. These efforts are aligned with national priorities and are central to delivering each country's change narrative.

As Chair of the Board, I am proud of the organization's resolve to move beyond incremental change, and grounded in policy, partnerships, and evidence, to drive meaningful transformation where it matters most. AGRA caught up on its late start, investing USD 164 million in 2024 in programmatic resources—93% of its USD 176 million target—while enabling partners through USD 41.7 million in direct expenditures to drive results on the ground. In total, AGRA's investment portfolio supported 155 grants across 12 priority countries in 2024, with all funding strategically aligned to one or more of our core result areas.

Let me share a few 2024 milestones that exemplify our commitment:

### Partnerships for sustainable farming

Hosted by the African Union and supported by AGRA, the **Africa Fertilizer and Soil Health Summit** marked a major continental milestone in 2024. The event spotlighted the essential role of fertilizer—both organic and inorganic—and soil health in driving sustainable agricultural growth across Africa. A key outcome was the **Nairobi Declaration on Fertilizer and Soil Health**, endorsed by African Union Member States, which committed to tripling fertilizer production by 2034, restoring at least 30 percent of degraded land, fully operationalizing the Africa Fertilizer Financing Mechanism, and

advancing other measures to revitalize soil health across the continent. AGRA is committed to supporting the Summit's 10-year action plan to improve access to fertilizer for smallholder farmers, addressing one of the most pressing constraints to productivity and food security.

AGRA's support for the 2024 Africa Food Systems Forum—the continent's largest platform for food systems policy and investment—strengthened alignment and action across governments, development partners, and the private sector. The Forum advanced key priorities including the new Comprehensive Africa Agriculture Development Programme (CAADP) framework, regional food trade under the African Continental Free Trade Area (AfCFTA), and mobilized over USD 13 billion through government-led legacy programs to transform national food systems.

### Investment frameworks to enable policy implementation and resource alignment

Throughout 2024, AGRA helped lay the groundwork for the January 2025 signing of the **Kampala Declaration** for CAADP (2026–2035), which reinforces the commitment by 11 African countries to implement priority programs and flagships through **National Agricultural and Food Systems Investment Plans (NAFSIPs)**. These plans are central to advancing agricultural transformation in Africa. They translate each country's agricultural and food system priorities into a coherent, investment framework aligned with CAADP goals. NAFSIPs foster country ownership, strengthen stakeholder collaboration, and enable transparent, coordinated resource allocation.



### Equity and inclusion as a cornerstone of transformation

We began expanding youth-focused programming—launching the Youth Employment for Food and Agriculture (YEFFA) program in several countries—and have embedded our gender strategy across business lines. AGRA has supported women-led farms and agribusinesses with programs like Value4Her, and initiated efforts to create pathways for youth in high-value markets and trade. These are early but deliberate steps toward addressing structural barriers and fostering the next generation of agricultural leaders. In parallel, AGRA is partnering with governments to ensure that national policies reflect the needs and contributions of women, youth, persons with disabilities, refugees, and other marginalized groups—recognizing that their inclusion brings value, drives innovation, and is essential for the long-term success of agriculture and agribusiness.

### Leadership transition

2024 was also a year of transition for AGRA. After a decade of transformative leadership, **Dr. Agnes Kalibata stepped down as President**. A visionary in the field of agriculture and food security, Dr. Kalibata led AGRA with unwavering dedication, advancing its mission to improve

the productivity and livelihoods of millions of smallholder farmers across Africa. Her contributions—spanning strengthening state capability to championing global food systems reform—have left a lasting impact. We are deeply grateful for her leadership and for the legacy she leaves behind, which continues to shape AGRA's path forward.

**We were also proud to welcome Alice Ruhweza as AGRA's new President.** With extensive experience in international development and natural resource management—including her recent role as Regional Director for Africa at the World Wildlife Fund—Alice brings a dynamic and forward-looking vision to AGRA. We are confident that under her guidance and leadership, AGRA will continue its role in shaping resilient, inclusive food systems.

On behalf of the Board, I thank you, our partners and stakeholders, for your continued trust. Together, we are sustainably growing Africa's food systems.





## Letter from the President



Alice Ruhweza, AGRA President

I am honored to join AGRA at a time when the organization is boldly confronting the deep, structural barriers to agricultural transformation across Africa. What drew me here is AGRA's ability to convene and align local, national, regional, and global actors to drive Africa's agrifood system transformation — and the sector's potential to deliver outcomes that extend far beyond agriculture, reaching into health, climate, nature, energy, education, employment, and trade. I look forward to building on AGRA's solid foundation to make the organization even more effective, accountable, and impactful. One of the ways we'll do this is by strengthening our partnerships with governments and expanding collaboration with the private sector, especially with indigenous enterprises that are essential to driving Africa's agricultural transformation.



Africa's agricultural sector faced formidable challenges in 2024: global trade disruptions, volatile input prices, depreciating currencies, and persistent insecurity. Climate change continued to exert pressure, with severe droughts affecting crop yields across southern and eastern Africa—including in Malawi, Zambia, and Mozambique.

Yet even in the face of these challenges, there are reasons for optimism.

We are seeing growing investments in infrastructure, sustainable farming, and policy frameworks that are unlocking value chains, building resilience, and improving food and nutrition security across the continent. **AGRA's country change narratives** chart clear, five-year pathways to transformation aligned with national priorities. These narratives define the critical value chains, policy shifts, and institutional investments needed to build resilience and competitiveness at scale. Each country's narrative is shaped by an analysis of systemic constraints—those binding issues that, if alleviated, would unlock smallholder access to affordable inputs, competitive markets, and inclusive growth.

In **Ethiopia**, for instance, AGRA's focus is on strengthening seed systems and scaling production of wheat and soy. In **Tanzania**, AGRA advanced its country change narrative, which focused on optimizing the maize and rice value chains and creating jobs, by leveraging USD 129 million in financing through the African Development Bank (AfDB). This investment is helping expand youth access to land, finance, and markets, with the aim of increasing productivity, accelerating agribusiness development, and generating dignified employment opportunities in high-impact value chains.

In **Kenya**, AGRA advanced its country change narrative of driving resilience through climate-smart sustainable practices by supporting smallholder farmers to adopt regenerative agricultural practices that restore soil health, improve productivity, and build long-term resilience. These regenerative techniques are helping to boost yields and profitability while laying the groundwork for more resilient, market-ready farming systems. In **Rwanda**, AGRA advanced its country change narrative—focused on boosting incomes, jobs and exports through high-value government-prioritized

value chains—by mobilizing more than 20,500 youth to engage in horticulture (avocado, chili) and poultry value chains, supported by maize and soy. These sectors offer strong potential for dignified and fulfilling employment, particularly for young people entering agricultural markets.

These are just a few examples how AGRA is working with governments and partners to address binding constraints and deliver integrated, country-led solutions that lay the foundation for resilient and competitive agri-food systems across Africa.

Let me share a few of the ways AGRA contributed to that progress in 2024:

We integrated the Mastercard Foundation supported **YEFFA** program into our strategy, with USD 56 million committed in multi-year investments that reached nearly 500,000 young people. This matters because agriculture remains one of the largest sources of employment in Africa, and unlocking opportunities for youth in this sector is critical to addressing rising unemployment, driving innovation, and securing the future of food systems. YEFFA is also helping youth engage in policy discussions and government programs, ensuring their voices are heard in shaping the future of agriculture. YEFFA youth are working alongside CAADP country teams, leading technical working groups on inclusion, and building partnerships with financial institutions to unlock better economic opportunities. In 2025, we will continue to scale this program across our country portfolio.

We strengthened our regional and national teams to better deliver across our four core business lines: **Seed Systems, Sustainable**

**Farming, Inclusive Markets and Trade, and Policy and State Capability.** Our technical advisors understand that system transformation requires integration—linking markets, inputs, and policies in ways that work for farmers and agribusinesses alike. In 2024, for example, our seed systems experts helped more farmers access climate-resilient, locally adapted seed varieties, and our sustainable farming advisors promoted regenerative practices that improve yields and soil health. Meanwhile, our inclusive markets and policy teams worked to ensure that farmers' products can reliably reach markets by addressing regulatory bottlenecks and market transparency.

AGRA's four business lines provide resources and technical expertise to support country-level change narratives by addressing both supply- and demand-side challenges. They serve as the foundation for building resilience in agricultural production while enhancing market and sector competitiveness for long-term, inclusive growth.

In response to key lessons learned from the AGRA 2.0 evaluation, we significantly reshaped our approach to markets and finance. In 2024, we rolled out **market systems concepts** across countries—promoting anchor firms that support farmers, catalyzing value chain investment, and driving ecosystem development. This included end-to-end value chain structuring to build demand for smallholder farmers' products and enabling more inclusive, functional markets.

We also anchored our regional and continental platforms—such as the Africa Food Security and Trade Initiative—in country-level ecosystem







building. This initiative focuses on three core objectives. First, it supports market development by **strengthening linkages between anchor firms and smallholder farmers**, often through grants to market facilitators and agricultural extension efforts. These connections help farmers to build direct relationships with off-takers who provide guidance on production needs and access to inputs.

Second, the initiative **enhances business capacity** through technical assistance, including business development services training—as seen in Rwanda, Mali, and Tanzania—improved access to finance, and efforts to boost agri-SME competitiveness. This includes innovative financing models, such as value chain-based risk-sharing in Tanzania and partnerships with banks in Ghana, as well as exploring insurance and angel investment solutions. Third, the initiative strengthens the **enabling environment** by improving policy and financing architecture to support inclusive, resilient, and commercially viable food systems across Africa.

These are just a few examples of how we are learning, adapting, and delivering. I invite you to read the full report to see how AGRA is working side by side with governments, private sector actors, civil society and development partners to catalyze meaningful change.

Looking forward, AGRA will keep investing in solutions that are rooted in the priorities of each country and in the priorities of smallholder farmers. Agriculture remains Africa's most powerful lever for inclusive economic growth—and smallholder farmers are at the heart of that transformation. Thank you for believing and partnering in AGRA's mission to turn farming from a struggle for survival into a business that thrives.



#### Part IV

## How We Drive Change





## How We Drive Change

AGRA's work is anchored in country-led transformation. Across 12 priority countries—supported by two regional hubs and aligned with a continental vision—we partner with national and local governments, regional bodies, technical institutions, civil society, and local private and non-governmental institutions to identify constraints that, if alleviated, would enable smallholder farmers to access affordable inputs and competitive markets. Each country has a clearly articulated change

narrative that sets out a focused vision of success by 2028. These narratives guide how AGRA prioritizes investments and identifies partners to collaborate with in its efforts to build resilient food systems that can enable smallholder farmers to absorb any shock and empower households to bounce back stronger through enhancing market and sector competitiveness.

Our strategy is country-led and locally grounded but also shaped by broader regional and continental agendas, including **CAADP**, the **Kampala Declaration**, and the **African Union's nutrition, climate, and trade priorities**. From expanding access to improved seed in Ethiopia and Ghana, to strengthening national investment planning in Nigeria and Mozambique, our work supports local actors to translate national priorities into local implementation.

Our working models are powered by four areas of technical expertise:



**Seed Systems and CESSA**



**Sustainable Farming**



**Inclusive Markets and Trade**



**Policy and State Capability**

**Climate action, youth and gender inclusion, and nutrition** are embedded across all interventions to ensure holistic, lasting impact. This approach recognizes that women, youth, and other underrepresented groups are not just beneficiaries, but key drivers of agricultural innovation, productivity, and resilience—bringing diverse skills, perspectives, and solutions that strengthen agribusiness and food systems overall.

AGRA's investments in 2024 were complementary yet catalytic to governments' sector plans, farmer organizations' priorities and constraints, research institutions' needs, private sector opportunities, and development partners' focus areas. We believe that it is through such collective intents that we can accelerate agri-food systems transformation and build inclusive, economic growth.

We deliver impact through **three complementary models**:

01



**Direct grant investments** through local partners to build seed systems, support capacities of local SMEs, link farmers to predictable markets and finance, and enable farmer access to context specific knowledge and practices to build resilience capabilities.

02



**Technical advisory services and policy support**—working with local governments and national institutions to prioritize investments and policies to improve the enabling environment for trade to happen in-country and across borders for poverty alleviation and inclusive growth.

03



**Strategic partnerships, advocacy, and ecosystem engagement**—working with ecosystem partners, we complement existing investments and build coalitions of action to bring agency to the sector and increase access to innovations, shape national and regional agendas, and catalyze system-wide shifts.





## Country Focus Results

In 2024, AGRA supported country-led agricultural transformation by aligning its investments with national, regional, and continental priorities. This infographic highlights AGRA's 12 focus countries, outlining the strategic areas of work and priority value chains in each. It also showcases one result from 2024 in each country, reflecting efforts to build resilience and strengthen market competitiveness as part of AGRA's integrated approach under Strategy 3.0.

### MALI

- Strategic focus:** Strengthen climate resilience through coherent food systems planning and investment
- Priority value chains:** Maize, rice, sorghum, millet, cowpea
- 2024 highlights:** Supported adoption of a new **National Agricultural and Food Systems Investment Plan**, aligning future investments with national transformation goals

### BURKINA FASO

- Strategic focus:** Build resilience to climate shocks and insecurity through inclusive investment models
- Priority value chains:** Rice, maize, sorghum, cowpea
- 2024 highlights:** Identified anchor firms and developed tailored financial products to improve off-taker schemes and cooperative financing for smallholder farmers

### GHANA

- Strategic focus:** Promote a market-led enabling environment to support farmer access and competitiveness
- Priority value chains:** Rice, soybean
- 2024 highlights:** Scaled up digital platforms connecting farmers with off-takers, processors, and exporters

### NIGERIA

- Strategic focus:** Build climate resilience through improved production, market access, and institutional capacity
- Priority value chains:** Maize, soybean, rice
- Subnational focus:** Kaduna, Niger, Nasarawa
- 2024 highlights:** Delivered farmer advisory services to **256,943 farmers** on climate-smart practices and improved varieties

### ZAMBIA

- Strategic focus:** Boost productivity and competitiveness through inclusive market systems, resilience, and policy support
- Priority value chains:** Cross-cutting (aligned with national investment priorities)
- 2024 highlights:** Supported the design of Zambia's **USD 950 million** food systems investment plan under NAIP II/CATSP, prioritizing strategic national agricultural investments

### RWANDA

- Strategic focus:** Boost incomes, jobs, and exports through high-value value chains prioritized by the government
- Priority value chains:** Horticulture (avocado, chili), poultry (supported by maize and soy)
- 2024 highlights:** Engaged over 20,500 youth in seedling production and agribusinesses in the avocado and chili value chains

### ETHIOPIA

- Strategic focus:** Strengthen seed systems and scale wheat and soybean production for food security and farmer resilience
- Priority value chains:** Wheat, soybean, rice
- Subnational focus:** Oromia region
- 2024 highlights:** Partnered with the Ethiopian Institute of Agricultural Research to expand early-generation seed supply for soybean and rice, benefiting 302,000 smallholder farmers

### UGANDA

- Strategic focus:** Advance agro-industrialization by improving competitiveness and export potential of key staples
- Priority value chains:** Maize, beans, rice
- 2024 highlights:** Strengthened quality assurance and regulatory systems, contributing to a **211% increase in structured maize exports**

### KENYA

- Strategic focus:** Advance climate adaptation by scaling sustainable farming practices, improving soil health, and strengthening farmer-market systems
- Priority value chains:** Cross-cutting (aligned with national policy goals)
- Subnational focus:** Lake Region, Mt. Kenya and Aberdares, Southeastern Kenya
- 2024 highlights:** Scaled regenerative agriculture models across four counties, enabling 118,000+ farmers to adopt sustainable practices and boost resilience. Laid critical groundwork to address Kenya's double taxation challenge and continues to remove binding constraints to inter-county trade.

### TANZANIA

- Strategic focus:** Enhance production and productivity, improve value addition, and connect Tanzania to regional and international export markets
- Priority value chains:** Rice, maize, sunflower, horticulture
- 2024 highlights:** Facilitated **USD 129 million** in financing through AfDB for the government's *Building Better Tomorrow* youth program, expanding access to land, financing, extension, and markets

### MALAWI

- Strategic focus:** Improve productivity and market access for smallholders, with strong youth engagement
- Priority value chains:** Soybean, groundnut, maize
- 2024 highlights:** Reached **463,732 farmers**, 62% of whom were youth, while supporting **1,147 agro-dealers** and **23 off-takers** to strengthen input and output market linkages

### MOZAMBIQUE

- Strategic focus:** Enhance productivity, resilience, and competitiveness of farmers and agri-SMEs
- Priority value chains:** Maize, soybean, rice
- Subnational focus:** Beira, Nacala, and Zambezi corridors
- 2024 highlights:** Supported the government's Seed Law, Policy, and Investment Plan in collaboration with key public and private partners





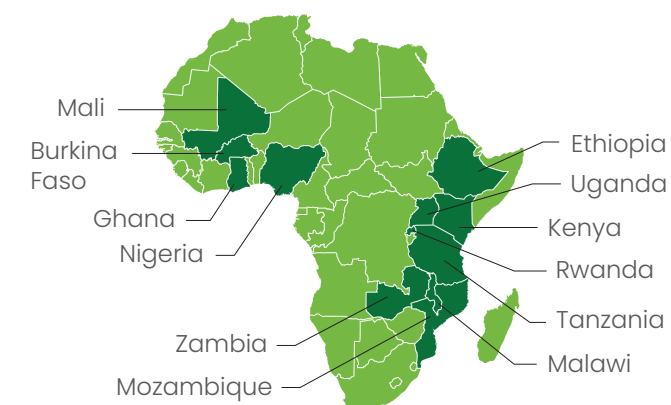
## Country-led Transformation: Building Resilience and Market Competitiveness Across Africa

In 2024, AGRA deepened its commitment to **country-led transformation by aligning integrated investments with national, regional, and continental priorities**. With a clear focus on two overarching objectives—**building resilience**, and **enhancing market and sector competitiveness**. In some countries, these objectives are pursued in tandem, recognizing that resilience and competitiveness are mutually reinforcing drivers of agricultural transformation. This move away from isolated programmatic results toward integrated, country-driven systems change marks a decisive evolution under Strategy 3.0.

### 2024 Progress Across AGRA's 12 Focus Countries

#### Building resilience in challenging contexts

In partnership with governments and local institutions, AGRA supports efforts to strengthen the agricultural sector's ability to absorb climatic, economic, and institutional shocks. In this context, resilience refers specifically to the production side of agriculture—**ensuring that farmers can continue to grow enough food, even in the face of disruptions**. By helping national systems and producers withstand and adapt to these shocks, we contribute to long-term food security and more stable rural livelihoods.



#### Part V

## Country-led Transformation: Building Resilience and Market Competitiveness Across Africa





### From survival to surplus: Farmer testimonials from Nigeria



**Phoebe Maitala, Kahuta**

“It felt like a miracle.”

With support from the AGRA-backed Gender Consortium, Phoebe doubled her maize yield from 20 to 45 bags per hectare using improved seeds and precision spacing. She now runs a small processing business, turning grains into flour, baby food, and other high-value products, thus boosting her income and helping fund her children's education.

[Read more](#)



**Charity Ezekiel, Kaduna State**

“The plant is like a dream come true!”

Through AGRA's partnership with Palm Valley, Charity increased her harvest from 10 to 34 bags per hectare using fertilizer placement and modern techniques. With access to a local processing facility, she now adds value to her maize and rice, sells directly to consumers, and mentors other women to see farming as a business.

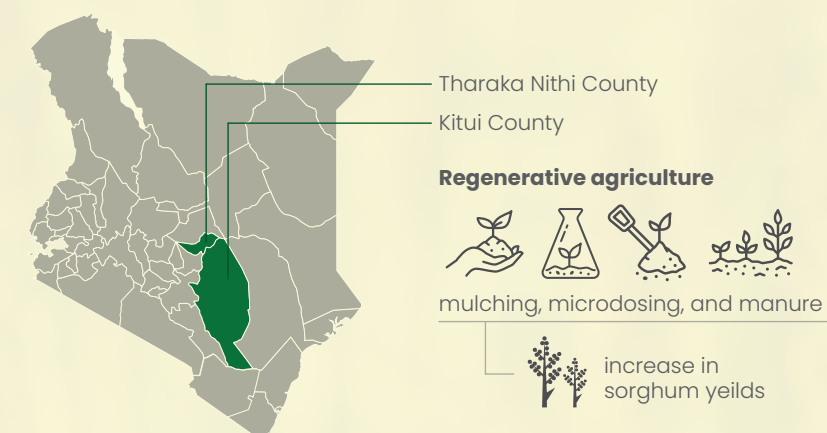
[Read more](#)

### SPOTLIGHT: REGENERATIVE FARMING BUILDS RESILIENCE IN EASTERN KENYA

#### Climate-smart Agriculture

In the arid and semi-arid lands of eastern Kenya, the STRAK project—a collaboration between IKEA Foundation, AGRA, Kenya's Ministry of Agriculture, Cereal Growers Association, Farm Africa, and CIFOR World Agroforestry—is driving a climate-smart transition through regenerative agriculture. Implemented across four counties—Embu, Makueni, Tharaka Nithi, and Kitui—the project supports smallholder farmers to adopt climate-smart, sustainable practices that restore soil health, improve productivity, and build long-term resilience.

Regenerative agriculture techniques such as mulching, microdosing, and manure application have significantly boosted yields and profitability for staple crops like sorghum, maize, and green grams. In Tharaka Nithi, for instance, combining manure, mulch, and microdosing nearly tripled sorghum yields compared to traditional practices. In Kitui, the same combination generated a return of KES 5.27 for every KES 1 invested.



**More than 90% of surveyed farmers in the region are now practicing regenerative methods.<sup>1</sup>** County governments are also stepping up: all four STRAK counties have integrated regenerative agriculture into their climate and development plans, ensuring policy alignment and long-term sustainability.

By tailoring regenerative agriculture practices to local conditions and supporting farmers with policy, training, and input linkages, AGRA and its partners are helping transform agriculture into a resilient, sustainable livelihood—one that withstands shocks and restores landscapes for generations to come.



<sup>1</sup> No. of farmers surveyed = 1037  
Source: AGRA, Nov. 2024





## Top-line results by country | Building resilience

### Burkina Faso



Supported investment models to build resilience to climate shocks and insecurity. Identified anchor firms and tailored financial products to strengthen off-taker schemes.

### Ethiopia



Partnered with the Ethiopian Institute of Agricultural Research to expand early-generation seed supply, strengthening seed systems and boosting food security for 302,000 smallholders.

### Mali

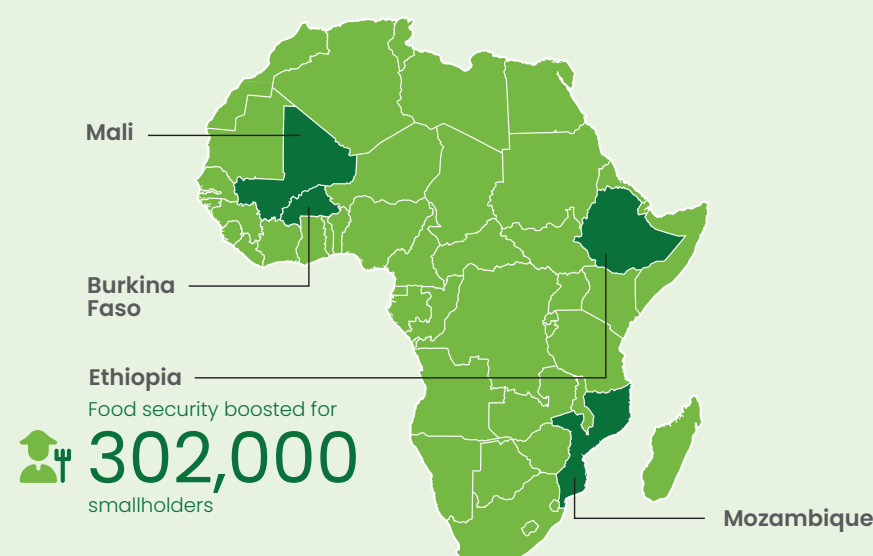


Supported adoption of the National Agricultural and Food Systems Investment Plan, advancing resilience through national food systems planning.

### Mozambique



Supported the government's Seed Law, Policy, and Investment Plan in collaboration with key public and private partners.



## Strengthening resilience through nutrition

Building agricultural resilience is multifaceted. It means not only increasing yields but also ensuring that harvests reach those who need them most, while supporting broader health and development goals. AGRA and its partners are expanding access to **biofortified crops like high-iron beans and vitamin A maize**, helping countries improve food security and nutrition at the same time.

### SPOTLIGHT: HIGH-IRON BEANS BOOST RESILIENCE FROM FARM TO CLASSROOM

AGRA's Advancing Availability of Biofortified Foods in Institutions program is transforming nutrition and agricultural systems in **Kenya, Tanzania and Malawi** by integrating high-iron bean varieties into school feeding programs and farmer production. By linking demand from nearly one million learners with seed systems and farmer training, the program strengthens resilience across the value chain.

With yields more than doubling—from 0.6 to 1.4 tons per hectare—and over 3,000 metric tons of grain aggregated, the initiative is increasing incomes, improving children's nutrition, and building stronger food systems. Biofortified crops like Nyota, TARI Bean 6, and NUA-45 are proving that better nutrition is a foundation for long-term agricultural resilience.

In Malawi (where AGRA supports both resilience building and enhancing markets), this effort is **transforming school feeding programs and strengthening the future for thousands of children**.



Students line up for fortified maize meals at a primary school in Malawi—part of a program to boost nutrition and school performance.

### ! Lessons learned from Rwanda's biofortified bean program

How can we improve nutrition for children and help smallholder farmers access structured markets?

- **Strengthen policy frameworks for institutional procurement:** Schools can be reliable buyers from local farmers, but government policies must support local sourcing. In countries like Kenya, where such policies exist, stronger enforcement is still needed.
- **Change starts with how we present food:** High-iron beans are often labeled as "sick people's food". Awareness campaigns must reframe the narrative—positioning biofortified foods as a solution for healthy learning and strong communities.
- **Government ownership is key:** In Kenya, partnerships with institutions like National Council for Nomadic Education in Kenya (NACONEK) are rethinking how school meals are sourced and delivered to support child nutrition and rural farmers.
- **Balance supply and demand with aggregation and storage:** As production scales, grain prices can drop (e.g., Nyota bean prices fell from KES 180/kg to KES 130/kg). Aggregation, storage, and pricing strategies can help farmers protect their profits.







## Strengthening resilience through policy and state capability: The case for fertilizer and soil

Healthy soils are the foundation of resilient, productive agriculture. Yet across Africa, declining soil fertility and limited access to affordable, appropriate fertilizers limits farmers' yields and threatens food security and climate resilience. Access to the right soil nutrients can mean the difference between going hungry and maintaining a sustainable livelihood.

Recognizing this, AGRA has prioritized support to national and regional efforts that strengthen the enabling environment for sustainable soil and fertilizer management.

In 2024, AGRA played a catalytic role in one of the continent's most significant policy events on soil health in over a decade. The 2024 Africa Fertilizer and Soil Summit helped countries to set targets for improving fertilizer use, reaching smallholder farmers, and implementing integrated soil health management practices. The targets form part of each country's agricultural investment plans and national policies. Those plans are supported by regional and continental frameworks and fertilizer regulations, strategy and subsidy programs that can be aligned with neighboring countries.

### SPOTLIGHT: AGRA AT THE AFRICA FERTILIZER AND SOIL HEALTH SUMMIT 2024

AGRA co-led high-level discussions at the Africa Fertilizer and Soil Health Summit in Nairobi, advocating implementation-focused approaches to the 2006 Abuja Declaration and building momentum for national action plans aligned with regional frameworks.

Key contributions included:

**Co-convening a strategic side event** on post-summit action with Economic Community of West African States (ECOWAS), Southern African Development Community (SADC), and the East African Community (EAC) to help translate continental commitments into context-specific roadmaps.

**Advancing debates on integrated soil fertility management**, with AGRA experts emphasizing digital decision tools, tailored agronomic packages, and the use of organic and blended fertilizers.

**Supporting the endorsement of the Nairobi Declaration**, where African Heads of State committed to tripling fertilizer use, reaching 70% of smallholder farmers, and implementing a continent-wide soil initiative.

AGRA's leadership at the Summit reflects a broader strategy: to strengthen national capabilities, align science and policy, and ensure that sustainable soil health solutions are accessible to those who need them most—smallholder farmers at the frontlines of climate change.

[Read more](#)



## Enhancing Market and Sector Competitiveness

In countries with relatively strong production capacity, AGRA works with partners to enhance market and sector competitiveness by strengthening the broader agricultural ecosystem. This includes supporting governments to improve the enabling environment for value chain development, strengthening regulatory systems, and investing in anchor firms and service providers. These efforts aim to increase the value of crops, reduce systemic barriers, and ensure that farmers and agri-SMEs can access reliable, profitable markets for their products.

### Top-line results by country | Enhancing market and sector competitiveness

#### Ghana



Established an inter-ministerial platform to improve agricultural coordination and youth engagement across nine ministries, while delivering certified seed and subsidized fertilizer ("Grow Ghana Initiative") to over 100,000 farmers to boost rice and soybean productivity and market competitiveness.

#### Rwanda



Engaged over 20,500 youth in high-value horticulture value chains with strong export potential.

#### Tanzania



Facilitated USD 129M AfDB youth program for enhanced access to land, finance, and markets.

#### Uganda



Strengthened regulatory systems, enabling a 211% increase in structured maize exports.

#### Zambia



Designed USD 950M investment plan aligned with national agricultural priorities under NAIP II/CATSP.





## How AGRA's technical approach supports market and sector competitiveness

To enhance market and sector competitiveness, AGRA works with governments and partners to strengthen agricultural value chains that offer high potential for national food security and economic development. Each country identifies a set of primary and secondary value chains, then applies a tailored, integrated approach to address its distinct challenges. For primary value chains, AGRA mobilizes its full range of technical expertise—spanning seed systems, sustainable farming, inclusive markets, and enabling policy—to address bottlenecks across the entire value chain.



### Unlocking intra-African trade through AfCFTA: A game changer for African agribusiness

In 2024, AGRA worked alongside governments and private sector actors to strengthen national policies, value chain competitiveness, and trade-enabling infrastructure, laying the groundwork to harness the opportunities of the AfCFTA. As AfCFTA implementation progresses, reduced tariffs and non-tariff barriers are opening new market opportunities for farmers, aggregators, and agri-food SMEs across Africa. AGRA's trade facilitation work in Nigeria, Ghana, and Kenya is aligned with AfCFTA objectives, supporting regional value chains and export potential for key crops like maize, rice, soybean, and horticulture.

AGRA's work is helping ensure that smallholder farmers and domestic enterprises are positioned to benefit from a more integrated continental market.

For secondary value chains, AGRA focuses on identifying and investing in anchor firms—local businesses that source from smallholder farmers and operate or are willing to adopt inclusive business models. These firms serve as catalytic entry points for strengthening supply chains, delivering inputs and extension, and improving access to markets. This dual approach—targeting both value chain development and ecosystem building—ensures that market competitiveness is grounded in local realities and supports inclusive, durable transformation.

### SPOTLIGHT: LERSHA – AN ANCHOR FIRM DRIVING INCLUSIVE MARKET TRANSFORMATION IN ETHIOPIA

Green Agro Solutions (GAS), led by visionary entrepreneur Abrhame Endrias, exemplifies the catalytic role anchor firms can play in transforming agricultural value chains. Through its flagship platform, **Lersha**—meaning “for farming” in Amharic—GAS connects over 240,000 smallholder farmers in Ethiopia to mechanization, market linkages, climate-smart advisories, and financial tools.

AGRA partnered with Lersha to address critical post-harvest gaps, improve access to off-takers, and strengthen farmer linkages to formal markets, including major processors like Dina Food Complex. This collaboration supports Ethiopia's broader national vision for inclusive agricultural transformation and demonstrates how anchor firms can serve as pivotal ecosystem builders—delivering both services and market access to smallholders.

What sets Lersha apart is its **“phygital” model**, blending digital technology with in-person support through call centers and local agents. This approach ensures tailored, timely services that respond to real challenges like limited mechanization, access to finance, and fragmented market systems.

AGRA's support has helped scale Lersha's innovations, integrate smallholder farmers into value chains, and position the platform as a model for inclusive agribusiness. The result: greater resilience on the production side and improved market competitiveness—key pillars of Ethiopia's integrated transformation agenda.



We are not just growing crops—we are cultivating hope, resilience, and prosperity for Ethiopia and beyond.

Abrhame Endrias, Founder and Managing Director, GAS





### SPOTLIGHT: FROM HOMEMAKER TO CEO – EMPOWERING AGRIPRENEURS IN MBEYA

In the outskirts of Mbeya, Tanzania, Agnes Nzowa transformed her life through agribusiness. Once a full-time homemaker with limited income, Agnes was identified by Rikolto and linked to the AGRA-supported YEFFA project. With training in entrepreneurship and product development, and a modest USD 40 investment, she began producing banana chips and peanut butter in her kitchen.

Today, Agnes is the proud founder of Huno Plus, a growing food processing enterprise supplying supermarkets across the region. She has created jobs, expanded her customer base, and become a role model for women in her community. Her success reflects AGRA’s broader mission to support inclusive market systems by equipping women and youth with the tools to thrive in agribusiness.

[Read more](#)



### Strengthening market competitiveness through policy and state capability: The case for national investment plans

Policy reforms and institutional coordination are not abstract achievements—they lay the groundwork for functional, inclusive markets. In 2024, AGRA sharpened its focus on the real-world constraints facing farmers, agripreneurs, and SMEs, ensuring that policy efforts translate into improved market access, stronger value chains, and more competitive agricultural sectors.

The endorsement of the **Kampala CAADP Declaration** by 11 African Heads of State in early 2025 is one such milestone. Anchored in the groundwork laid throughout 2024, the declaration signals a recommitment to implement country-led **National Agricultural and Food Systems Investment Plans (NAFSIPs)**—comprehensive, costed roadmaps that align agricultural priorities with investment. These plans are critical to enabling more transparent, coordinated, and market-responsive agricultural development across the continent.



## CAADP

The Kampala Declaration



National Agricultural and Food Systems Investment Plans (NAFSIPs)



Groundwork for functional, inclusive markets

Transparent, coordinated, and market responsive agricultural development across the continent







## Building Resilience and Enhancing Market and Sector Competitiveness

While some countries require targeted efforts on either the production or market side, many face challenges across the full agricultural value chain. In these contexts, AGRA and its partners adopt an integrated approach that simultaneously strengthens resilience—by improving agricultural productivity and sustainability—and enhances market access by developing inclusive value chains and supporting private sector participation. This dual-track strategy reflects the reality that building food security and rural prosperity often requires addressing both supply and demand constraints in tandem.

### Top-line results by country | Building resilience and enhancing market and sector competitiveness

#### Malawi



Strengthened youth engagement and access to inputs and markets, reaching over 463,000 farmers in climate-sensitive systems.

#### Kenya

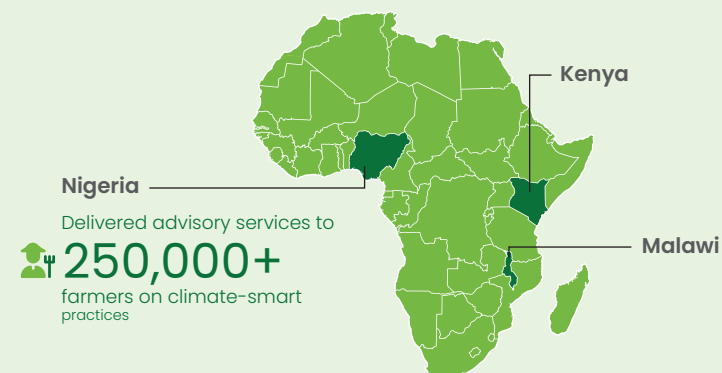


Scaled regenerative agriculture models across four counties, enabling 118,000+ farmers to adopt sustainable practices and boost resilience. Laid critical groundwork to address Kenya's double taxation challenge and continues to remove binding constraints to inter-county trade.

#### Nigeria



Delivered advisory services to over 250,000 farmers on climate-smart practices, advancing resilience in key staple value chains. Strengthened seed traceability systems through the Seed Codex, boosting farmer trust and uptake of improved varieties.



## Seed systems as the foundation for resilience and market growth

A resilient, market-oriented agricultural sector begins with one essential input: seed. In 2024, AGRA scaled its investment in national seed systems, recognizing their central role in climate adaptation and inclusive market development. By ensuring that smallholder farmers have access to high-quality, locally adapted seed varieties, AGRA is helping countries to boost productivity, respond to environmental shocks, and align domestic production with commercial demand. This work is underpinned by strong policy engagement, private sector partnerships, data-driven planning tools like Seed System Assessment Tool (SeedSAT), and national seed investment plans.

SeedSAT is an innovation that provides a structured approach for governments and other stakeholders to systematically identify gaps and weaknesses in national seed systems across various thematic areas. The SeedSAT provides a framework for structured assessment, thereby facilitating data-driven decisions and targeted interventions to strengthen seed production, distribution, and adoption.



**Seed systems goal:** Strengthen seed systems across Africa to ensure farmers have consistent access to high-quality, locally appropriate seed varieties—supported by strong policies and institutions that drive productivity and resilience.

Our seed systems work is guided by the simple truth:



No seed  
No prosperity  
No agricultural  
transformation

In 2024, AGRA supported national **seed investment plans**—strategic tools to help countries accelerate the development of robust seed systems. These plans identify systemic gaps, align public and private investments, strengthen regulatory frameworks, and support

local seed enterprises to improve smallholder access to high-quality, climate-resilient seed.

The plans build on evidence gathered through AGRA's **SeedSAT**, conducted in 17 countries from 2022–2023 in partnership with governments and private sector actors. In 2024, AGRA completed an additional six seed assessments using SeedSAT and developed seed investment plans for **Kenya, Uganda, Ethiopia, Malawi, Ghana, and Nigeria**. An additional five plans are underway for **Burkina Faso, Mali, Rwanda, Tanzania, and Mozambique**. All plans are co-developed with **national ministries of agriculture** to ensure ownership and long-term uptake.







## Unlocking resilience and market growth through stronger seed systems



### Research & development

Breeding of improved, climate-resilient, or high-yielding varieties (often by national research institutes or universities)



### Seed production

Multiplication of breeder seed into foundation and certified seed by seed companies, cooperatives, or public agencies



### Seed regulation & certification

Government policies and agencies that oversee quality control, varietal registration, and phytosanitary standards



### Distribution & access

Mechanisms to ensure farmers—especially smallholders—can access affordable, high-quality seeds (through agro-dealers, cooperatives, or extension services)



### Farmer use & feedback

Adoption at farm level and feedback to improve variety performance

AGRA's seed system work is supported by its **Center of Excellence for Seed Systems in Africa (CESSA)**

AGRA started CESSA in 2021 as a one-stop center for increasing the availability of quality seeds for African farmers. CESSA strengthens the seed value chain through the production and release of both early generation and certified seed. It drives farmer awareness of climate-smart seed options and encourages uptake of seeds that meet market and ecological demands. The goal is to increase production, resilience and profitability for African farmers.

#### CESSA

- ▶ Trains seed breeders
  - ▶ Supports the establishment of small and medium-sized seed companies
  - ▶ Advocates policy reforms that support the growth and development of seed systems in Africa
  - ▶ Develops digital tools for better seed quality control
  - ▶ Drives knowledge exchange across research, policy, and industry
- In November 2024, CESSA held a Seed Industry Stakeholders Learning Event in Kampala, Uganda that brought together stakeholders from the seed sectors in 12 African countries to share best practices and develop collaborations to bridge gaps across research, policy, and industry.

## SPOTLIGHT: STRENGTHENING RESILIENCE AND MARKET COMPETITIVENESS THROUGH QUALITY SEED ACCESS IN NIGERIA

Access to good quality seed is a cornerstone of resilient, productive, and competitive agriculture. In Nigeria, AGRA and partners have been instrumental in transforming the seed system—supporting farmers not just to withstand shocks like climate change, but to thrive in competitive markets.

For decades, Nigeria's formal seed system reached only a fraction of smallholder farmers. But since 2007, AGRA has worked in partnership with the National Agricultural Seeds Council (NASC) and private sector actors to overhaul the system—from upstream policy reform to last-mile delivery.

A key innovation was the **Seed Codex system**, enabling authentication and traceability for over 9.3 million seed packs. This has increased farmer trust and reduced counterfeits, while new laws like the **Seed Act of 2019** and **PVP Act of 2021** have enhanced market protection and breeder incentives. These reforms position Nigeria as a leader in seed policy on the continent.

But the transformation is not only institutional. **Amina Micah**, a smallholder farmer in Kaduna State, saw her maize yield jump from 1.5MT/ha to 5.6MT/ha after adopting improved seed through AGRA's Value Kit initiative. Like thousands of others, Amina was supported by community-based advisors (CBAs) trained under AGRA's last-mile delivery model, which has shortened the average distance farmers travel to access inputs from 20 km to just 11 km.

AGRA's support has led to the production and sale of **over 63,897MT of certified seed** and **2,403MT of early generation seed**, while training **6,875 CBAs** and over **3,500 seed outgrowers**. These efforts have increased adoption of improved seed to **52% nationally**, boosted the capacity of seed companies by **30%**, and helped farmers like Amina break the cycle of low yields and low incomes.

AGRA's support has led to the production and sale of



**63,897+ MT**

of certified seed and **2,403MT** of early generation seed



**6,875 CBAs** trained

and over **3,500 seed outgrowers**



These efforts have increased adoption of improved seed nationally to **52%**

**52%**

With new investments under Strategy 3.0, AGRA and partners are scaling these results—positioning quality seed as both a resilience tool and a competitive market advantage. Nigeria's seed sector now serves as a model of how integrated investment—policy, institutional capacity, private sector engagement, and community-level delivery—can build systems that are inclusive, resilient, and growth-oriented.





# Cross-cutting Enablers of Systems Change

## Elevating Youth as Food System Leaders

Africa's future food systems will be shaped by the young people we empower today. With nearly 60% of the continent's population under 25, their energy, innovation, and ambition are essential to driving sustainable agricultural growth. The 2024 Generation Africa Youth Survey—conducted by AGRA across 32 countries—confirmed that youth view sustainable agriculture as the top green job opportunity, though many still lack the support to pursue it.

AGRA is listening and acting. From inclusive policy engagement to entrepreneurship support, we are breaking down barriers

and investing in youth as leaders—not just beneficiaries—of resilient, inclusive food systems. At the Africa Food Systems Forum in Kigali, over 1,000 youth endorsed this vision through the **Kigali Youth Declaration**, calling for bold action on climate resilience, food systems, and dignified green employment.

One such leader is **Marie Mukagahima**, founder of Zima Healthy Group in Rwanda, who transformed local pumpkins into a cross-border agribusiness. Her journey exemplifies the talent and drive of youth across Africa—and the urgent need to scale such models.



### Part VI

## Cross-cutting Enablers of Systems Change







## Youth Spotlight: Marie Mukagahima – Reviving Rwanda’s Pumpkin Potential

A simple observation in her community—and the ability to spot opportunity—led **Marie Mukagahima** to create something lasting. As the founder of **Zima Healthy Group**, she has helped reignite interest in Rwanda’s traditional pumpkin crop while supporting local women and smallholder farmers through agro-processing.

“I identified an opportunity in agribusiness and agro-processing in Rwanda and decided to start the company to ensure it exists for my future grandchildren,” Marie shared during the Africa Food Systems Forum 2024 in Kigali.

Since its founding in 2017, Zima has grown steadily, employing a team of mostly young people and collaborating with technical schools to build practical skills. The company’s products are now reaching neighboring markets in Kenya and Ghana, reflecting the potential of youth-led agribusiness to drive inclusive growth—despite ongoing challenges in cross-border trade and logistics.



“

I identified opportunity in agribusiness and agro-processing in Rwanda and decided to start the company to ensure it exists for my future grandchildren.

## Youth at the Center: Advancing Agricultural and Policy Transformation through YEFFA

To harness the full potential of Africa’s rising generation, AGRA is investing in platforms that turn youth ambition into action. The **YEFFA** initiative is at the forefront of this work—placing youth at the center of national strategies for agricultural transformation.

YEFFA supports inclusive, country-led partnerships that dismantle systemic barriers young people—especially women—face in accessing land, finance, training, and decision-making spaces. It aims to build enabling environments where youth can thrive as agripreneurs, innovators, and policy influencers.

In Ghana, YEFFA facilitated the formation of an **Inter-Ministerial Coordination Platform**, led by the National Development Planning Commission (NDPC), bringing together nine ministries and four government agencies, including the National Youth Authority. This platform strengthens cross-sector alignment on youth-targeted agricultural investments and policy reforms.

YEFFA also supported national convenings such as the **2024 National Youth Conference** and the **African Innovations in Agriculture and SDG Action Summit**, where **1,747 young people—most of them women—articulated their priorities and challenges in agricultural value chains.**

Across all participating countries, YEFFA is embedding youth leadership in the structures that shape food systems—advancing a new model for inclusive, resilient, and opportunity-rich agriculture in Africa.

Through its YEFFA program, AGRA supported the inclusion of youth voices in the Africa Common Position on Youth, Food Systems, and Climate—formally launched at the January 2025 CAADP event in Kampala. This marked a pivotal step toward institutionalizing youth leadership in agricultural policy processes across the continent.



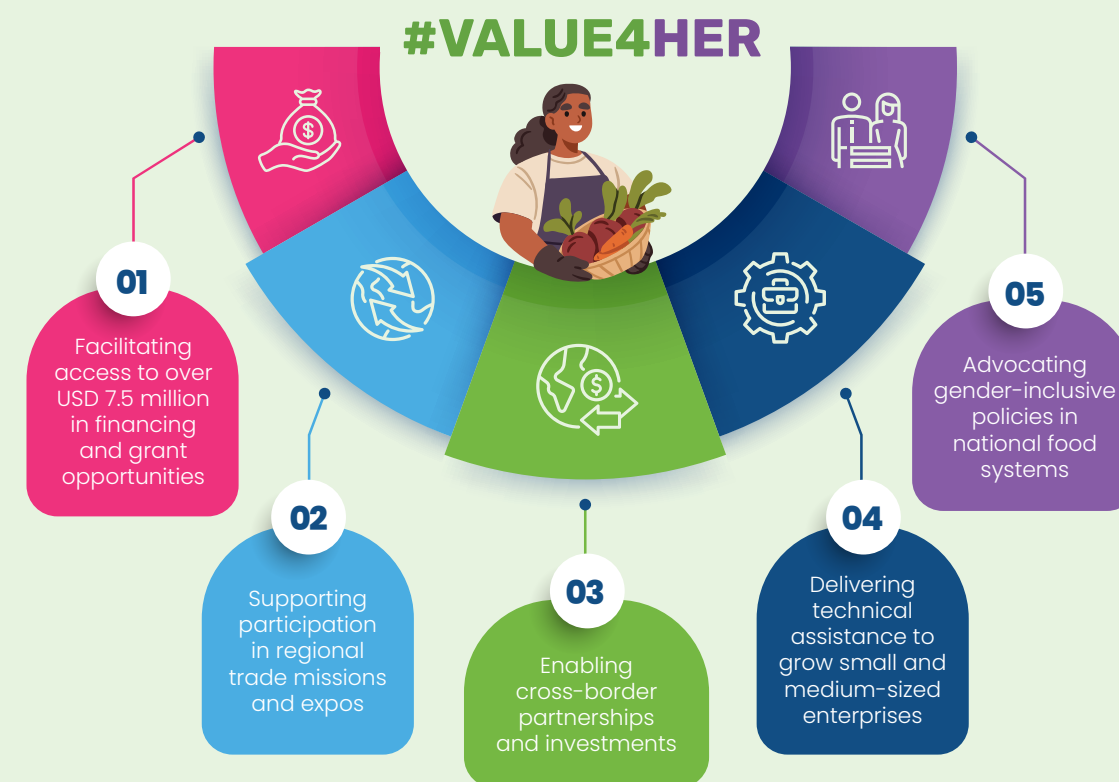
## Women’s Leadership

Empowering youth in food systems must go hand in hand with uplifting women, who make up nearly half the agricultural workforce in Africa but face entrenched barriers to land, finance, and decision-making. Many of AGRA’s youth-focused initiatives, like YEFFA, place special emphasis on reaching and supporting young women. But AGRA also recognizes the need for tailored platforms that address the unique needs of women entrepreneurs across value chains. One such platform is VALUE4HER.

### VALUE4HER – Elevating women agripreneurs across Africa

VALUE4HER is AGRA’s flagship women-in-agribusiness platform, designed to unlock markets, finance, and networks for women-led enterprises across Africa. Hosted by AGRA and powered by its online platform, VALUE4HERConnect, the initiative offers digital visibility, business development services, and mentorship tailored to women agripreneurs.

With more than 3,500 women-owned agribusinesses registered, VALUE4HER is closing the gender gap in agricultural entrepreneurship by:



Through its continental network, VALUE4HER is not only helping women grow their businesses, it is positioning them as leaders of Africa’s agricultural transformation. As AGRA scales its gender-responsive programming, VALUE4HER will remain central to fostering inclusive growth, resilience, and competitiveness in food systems.





In 2024, AGRA spotlighted its impact through the inaugural Women Agripreneurs of the Year Awards (WAYA)—part of the Value4Her platform—drawing 1,535 applications from Africa’s most innovative women in agriculture from 44 countries.

[Read more](#)



### Impact Snapshot

The awards spotlighted women in various categories—young agripreneurs, ag-tech innovators, value adding enterprises, empowerment champions, and resilient leaders—emphasizing role models who are reshaping food systems.

Finalists came from across the continent, including Ghana, Nigeria, Kenya, Malawi, Tanzania, Uganda, Burkina Faso, and the Democratic Republic of Congo.

### Why it matters

Value4Her addresses a critical gap: although women comprise ~50% of Africa’s agricultural labor force and contribute 70% of production, they are significantly underrepresented as business leaders.

By recognizing and uplifting these agripreneurs, the program amplifies women’s voices, fosters mentorship through its Value4HerConnect marketplace, and builds networks that catalyze sustainable impact.

This momentum was on full display at the Africa Food Systems Forum in Kigali—where finalists connected with investors, policymakers, and peers, **reinforcing the importance of policy-focused, female-led transformation in agriculture.**

## Climate Action

Climate-smart farming practices, improved seed varieties, policy engagement, and resilience-building investments are helping countries adapt to climate change while safeguarding food systems and livelihoods.

### Accelerating access to climate-smart, nutritious seeds

In 2024, AGRA fast-tracked the **production, certification, and distribution of climate-smart and nutrient-rich seed varieties**, supporting countries to scale the right seeds for changing climates and diverse nutritional needs.

Through targeted grants and investments totaling **USD 2.47 million**, AGRA facilitated the accelerated release of improved **maize, rice, and soybean** varieties in four new countries: **Togo, Côte d’Ivoire, Sierra Leone, and Burundi**. Similar investments by **CESSA** expanded access in **Nigeria, Malawi, Zambia, Kenya, Mozambique, and Burkina Faso**.

AGRA also supported **early generation seed production** in **Ethiopia, Malawi, Uganda, Kenya, Nigeria, Mozambique, Ghana, and Mali** to strengthen supply chains from breeder seed to farm-ready varieties.

To improve seed traceability and combat counterfeiting, AGRA worked with national partners in **Uganda, Malawi, Ghana, and Ethiopia** to introduce **electronic seed labeling systems, enabling farmers to better trust the seed they buy.**

### Increased adoption of diverse, nutrient-dense, climate smart varieties

Private seed companies in **Nigeria and Tanzania** recorded a 40% increase in sales through village-based advisor-led small-pack distributions.



**Ghana and Nigeria** recorded an **increase of 14% in the adoption rate of improved varieties**, based on outcome surveys from mature investments funded by USAID and KfW.



1,925 MT of **biofortified seeds** were produced, with over **23,153 farmers** adopting the varieties on over 12,058 acres.



**23,153+**

farmers adopting biofortified varieties

AGRA’s school feeding program, supported by Rockefeller, incorporated biofortified foods such as high-iron beans and pro-vitamin A maize to **benefit thousands of schoolchildren.**

- In 2024, the program expanded its coverage to reach 571 schools in Tanzania, 120 in Malawi, and 1,143 in Kenya, providing **nutrient-dense meals** to



**385,344** learners







## Catalytic Partnerships: Accelerating Change Through Collaboration

### Unlocking scale and innovation through strategic collaboration

AGRA's impact is amplified by its ability to forge catalytic partnerships that transcend borders, sectors, and mandates. In 2024, AGRA deepened efforts to mobilize transformative resources, align diverse stakeholders, and co-create flagship initiatives with long-term potential. Through these partnerships and initiatives, AGRA plays a central role in shaping the agenda for inclusive agricultural transformation across Africa. The Partnership for Inclusive Agricultural Transformation in Africa (PIATA) is one of AGRA's most significant platforms for aligning major donors and implementing partners around a shared vision for systemic impact. Although 2024 marked a transitional year for PIATA, it continues to represent a critical mechanism for scaling collaboration and driving multi-country transformation.

### Strategic Initiatives: Driving Alignment and Innovation

To support and amplify its core work, AGRA reintroduced its strategic initiatives function in 2024, focused on:



#### Part VII

## Catalytic Partnerships: Accelerating Change Through Collaboration

01

Accelerating  
food systems and  
climate action

02

Catalyzing  
multi-stakeholder  
flagship initiatives

03

Advancing  
the Africa Food  
Security and  
Trade Initiative

These initiatives bring new resources, unlock systemic barriers, and foster continent-wide coordination on complex issues. All are aligned with AGRA's outcomes framework and contribute to measurable progress on climate action (SDG 13), enhanced resilience, increased public-private investment, and regional trade.





## Highlights from 2024

- **Food systems and climate action:** AGRA helped shape the implementation strategy for the COP28 UAE Declaration and joined the Technical Cooperation Collaborative as a founding member. Through this platform, AGRA is working with multiple African countries to strengthen national food systems strategies and NDCs by translating them into investible flagship initiatives, mobilizing climate financing, and enhancing coordination mechanisms that link food systems and climate action.
- **Flagship initiatives:** AGRA signed a 3-year MoU with the World Economic Forum as the regional lead for the Food Action Alliance, advancing country-led, public-private partnerships in food systems, including:
  - **Southern Africa Poultry Initiative:** Development of a 5-year flagship program across SADC to strengthen poultry value chains and regional food security.
  - **African Adapted Crops:** A new initiative supporting business development and resource mobilization around the commercialization of African heritage crops, with interest from donors in Germany and Switzerland, and from the Danish Novo Nordisk Foundation.
  - **Food Innovation Hub – Rwanda:** Signed MoU with the Ministry of ICT and Innovation in Rwanda to support the development of a long-term national Food Innovation Hub strategy and 10-year business plan to attract public and private investment.

These initiatives are aligned with AGRA's results framework and are expected to contribute to national efforts and broader continental goals over time.

- **Africa Food Security and Trade Initiative:** A flagship initiative that emerged from the 2022 US-Africa Leaders' Summit continues to gain traction through high-level engagement with the AU and AGRA leadership.
- **Green Climate Fund (GCF) Milestone:** With groundwork laid in 2024, the RE-GAIN Program was approved in February 2025—the first GCF-funded climate adaptation and food loss and reduction program of its kind, set to benefit 2.6 million people across seven countries over the next five years.
- **Building Momentum Through the Africa Food Systems Forum:** The Africa Food Systems Forum continued to play a vital role in advancing AGRA's continental agenda-setting, supporting national food systems strategies, facilitating investments, and promoting knowledge exchange. In parallel, AGRA conducted a brand health review, repositioning itself to reflect greater ambition and to engage a broader set of partners around shared food systems goals.

PIATA Partners Gates Foundation



implemented by



Bi/Multilateral Partners



Other Foundational and NGO Partners



Other Institutional Partners



## Part VIII

# Financial Statements & Governance





## Consolidated Statement

### Financial position for the year ended December 31, 2024

In Thousands	2024 USD	2023 USD
<b>Assets</b>		
<b>Current assets</b>		
Cash and cash equivalents	116,483	104,560
Receivables and prepaid expenses	5,177	3,775
Program grants receivable	-	270
BlackRock Investments	30,499	29,206
Assets held for sale	164	-
<b>Total current assets</b>	<b>152,323</b>	<b>137,811</b>
<b>Non-current assets</b>		
Investments in financial assets	581	559
Investments in ABC Fund	3,680	3,724
Intangible assets, net	30	215
Property and equipment, net	411	441
Operating lease right-of-use	3,662	561
<b>Total non-current assets</b>	<b>8,364</b>	<b>5,500</b>
<b>Total Assets</b>	<b>160,687</b>	<b>143,311</b>
<b>Liabilities and Net Assets</b>		
<b>Current liabilities</b>		
Accounts payable and other liabilities	13,540	9,918
Contributions payable	2,091	3,115
Repayable grants	17,957	18,440
Program grants payable	1,268	-
Operating lease liability, current	632	410
<b>Total current liabilities</b>	<b>35,488</b>	<b>31,883</b>
<b>Non-current liabilities</b>		
Operating lease liability, non-current	2,988	158
<b>Total non-current liabilities</b>	<b>2,988</b>	<b>158</b>
<b>Net assets</b>		
Without donor restrictions		
Un-designated	7,521	7,521
Board designated reserves	10,802	7,288
With donor restrictions	103,888	96,461
<b>Total net assets</b>	<b>122,211</b>	<b>111,270</b>
<b>Total Liabilities and Net Assets</b>	<b>160,687</b>	<b>143,311</b>



## Consolidated Statement

### Activities for the year ended December 31, 2024

In Thousands	2024 USD	2023 USD
<b>Revenue</b>		
Contributions received	120,718	124,720
Net investment income	4,831	3,515
Other income	1,401	25
<b>Total revenue</b>	<b>126,950</b>	<b>128,260</b>
<b>Operating Expenditure</b>		
Program costs	98,041	71,776
Management and general administration costs	17,130	11,197
Resource mobilization costs	838	893
<b>Total Expenditure</b>	<b>116,009</b>	<b>83,866</b>
<b>Change in net assets</b>	<b>10,941</b>	<b>44,394</b>





## Report of The Directors

For the year ended December 31, 2024

The Directors have the pleasure of submitting their report together with the audited Consolidated Financial Statements for the year ended December 31, 2024, which disclose the state of affairs of Alliance for a Green Revolution in Africa (AGRA) (the “organization”).

### Organization and nature of activities

AGRA is an international non-profit, non-governmental organization committed to ending hunger and promoting economic growth in Africa by transforming food systems through improving the productivity and profitability of small-scale farmers, and the sustainable development of the agri-food sector. AGRA’S activities are funded primarily through donor contributions. The organization’s activities include providing grant support to smallholder farmers, investing in building systems closer to the farm to drive productivity, boost access to markets, increase resilience and strengthen country and local private sector capability to scale systems and technologies. It partners with governments to strengthen leadership and coordination, raise investment, develop trade, and implement policy reforms. It partners with the private sector to build investment in the sector, and to create a stronger enabling environment.

These consolidated financial statements cover AGRA, which is the main entity, and its subsidiaries—Africa Enterprise Challenge Fund (AECF) and African Seed Investment Company Ltd (ASIC).

### AGRA’s Mission

AGRA’s mission is to catalyze the growth of sustainable food systems across Africa by influencing and leveraging partners to build a robust enabling environment where private sector thrives, and smallholder farmers are empowered to produce sufficient, healthy food.

### Incorporation

AGRA was incorporated in the state of Washington, United States of America, on August 31, 2006, as a Not-For-Profit Corporation.

### Legal Form

AGRA was registered on December 19, 2006, under Section 366 of the Kenyan Companies Act (Cap 486) as a branch of a foreign company registered in the United States of America as a Not-for-Profit Corporation.

### Results

The results for the year ended December 31, 2024, are set out on page 48.

### Board of Directors

The directors who held office during the year and up to the date of this report were:

1. H.E. Hailemariam Dessalegn Boshe - Board Chair
2. Ada Osakwe
3. Binta Touré Ndoeye
4. Ambassador David J. Lane (Ret.)
5. Delphine Traoré
6. Frank Braeken
7. H.E. Jakaya Kikwete
8. H.E. Lionel Zinsou
9. Rodger Voorhies
10. Roy Steiner
11. Martien van Nieuwkoop - Joined In July 2024
12. Prof. Joachim Von Braun - Exited in April 2024
13. Ndidi Okonkwo Nwuneli - Exited in April 2024

### Terms of appointment of auditors

The group auditor, Ernst & Young LLP, has expressed willingness to continue in office in accordance with Section 719 of the Kenyan Companies Act, 2015. The directors monitor the effectiveness, objectivity, and independence of the auditors. The directors also approve the annual audit engagement contract, which sets out the terms of the auditor’s appointment and the related fees. The agreed auditor’s remuneration has been charged to statement of activities.

### Statement as to the disclosure to the group’s auditor

With respect to each director at the time this report was approved:

- a. there is, so far as the person is aware, no relevant audit information of which the group’s auditor is unaware; and
- b. the director has taken all the steps that the director ought to have taken as a director so as to be aware of any relevant audit information and to establish that the group’s auditor is aware of that information.

### Events after the reporting date

In preparing these financial statements, AGRA has evaluated events and transactions for potential recognition or disclosure through the date the financial statements were issued and determined that no additional disclosures are required.

There are no significant events after the reporting period that have not been reported in these financial statements. The organization has continued to undertake its operations.

By order of the Board of Directors

**H.E. Hailemariam Dessalegn Boshe**  
Chairman

May 13, 2025

## Statement of Directors’ Responsibilities

For the year ended December 31, 2024

The Kenyan Companies Act, 2015 requires the directors to prepare financial statements for each financial year that give a true and fair view of the financial position of the company as at the end of the financial year and of its profit or loss for that year. It also requires the directors to ensure that the company keeps proper accounting records that: (a) show and explain the transactions of the company; (b) disclose, with reasonable accuracy, the financial position of the company; and (c) enable the directors to ensure that every financial statement required to be prepared complies with the requirements of the Kenyan Companies Act, 2015.

The directors accept responsibility for the preparation and presentation of these financial statements in accordance with Accounting Principles Generally Accepted in the United States of America (US GAAP) and in the manner required by the Kenyan Companies Act, 2015. They also accept responsibility for:

- a. Designing, implementing, and maintaining internal controls as they determine necessary to enable the preparation of consolidated financial statements that are free from material misstatements, whether due to fraud or error;
- b. Selecting suitable accounting policies and then apply them consistently; and

- c. Making judgments and accounting estimates that are reasonable in the circumstances.

Having assessed AGRA’s ability to continue as a going concern, the directors are not aware of any material uncertainties related to events or conditions that may cast doubt upon AGRA’s ability to continue as a going concern.

The directors acknowledge that the independent audit of the consolidated financial statements does not relieve them of their responsibilities.

Approved by the board of directors on May 13, 2025 and signed on its behalf by:

**H.E. Hailemariam Dessalegn Boshe**  
Chairman

**Alice Ruhweza**  
The President







## Board of Directors

AGRA's Board of Directors is a governing body with legal duties and responsibilities. As the governing body for AGRA, the Board is legally accountable for the organization and is required to act in the interests of AGRA's stakeholders, employees and the public good.

The Board provides strategic guidance to the organization, maintains independent oversight of its financial and programmatic performance, and ensures effective management and governance. In carrying out its mandate, the Board is supported by several internal committees.

These include:

### Audit and Risk Committee

Provides AGRA's Board of Directors, donors and stakeholders with assurance that AGRA's financial reporting, internal controls and risk management meet the highest standards, and that AGRA is in compliance with all relevant laws and regulations.

### Finance and HR Committee

Responsible for safeguarding AGRA's financial assets and ensuring the effective and transparent use of AGRA's financial and human resources.

### Nominations and Governance Committee

Responsible for maintaining the quality and effectiveness of AGRA's Board of Directors, and ensuring that the Board fulfills its legal responsibilities and adheres to guidelines and standards of practice in corporate governance.

### Program Committee

Advises the AGRA Board and program leaders on AGRA's strategic direction, recommends program investments and monitors results.



**H.E. Hailemariam Dessalegn**  
Board Chair



**Alice Ruhweza**  
President



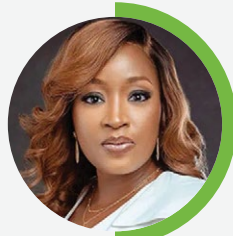
**Frank N.J. Braeken**  
Board Member



**Rodger Voorhies**  
Chair, Audit & Risk Committee



**H.E. Lionel Zinsou**  
Board Member



**Ada Osakwe**  
Chairperson of the Program Committee



**Binta Touré Ndoye**  
Chairperson of the Finance & Human Resources Committee



**Delphine Traoré**  
Board Member



**Roy Steiner**  
Board Member



**Amb. David J. Lane (Ret.)**  
Chair, Nominations & Governance Committee



**Martien van Nieuwkoop**  
Board Member





Organization Information

Principal place of business

West End Towers, 4th Floor P.O. Box 66773-00800  
Westlands, Nairobi, Kenya

Registered office

CT Corporation System (Registered Agent) 1801 West Bay Drive NM,  
Suite 206 Olympia Washington, USA

Principal bankers

Citibank, N.A  
Nairobi, Kenya

Absa Bank Kenya Plc  
Nairobi, Kenya

NCBA Bank Kenya Plc  
Nairobi, Kenya

Standard Chartered Bank Kenya Limited  
Nairobi, Kenya

Equity Bank Kenya Limited  
Nairobi, Kenya

Citibank NY  
New York, USA

Wilmington Trust  
Washington Blvd, Baltimore, USA

Ecobank Mali Ltd  
Bamako, Mali

BPR Bank Rwanda Plc  
Kigali, Rwanda

Standard Chartered Bank  
Dar es Salaam, Tanzania

Ecobank Ghana  
Accra, Ghana

Absa Bank Mozambique  
Maputo, Mozambique

Ecobank Malawi Limited  
Lilongwe, Malawi

Legal consultants

Anjarwalla & Khanna LLP  
Nairobi, Kenya

McKay & Company Advocates  
Nairobi, Kenya

Issa & Company Advocates  
Nairobi, Kenya

Tindi Munyasi & Co. Advocates  
Nairobi, Kenya

RONN Law Advocates LLP  
Nairobi, Kenya

Ashitiva Advocates LLP  
Nairobi, Kenya

Oraro & Co. Advocates  
Nairobi, Kenya

Caplin & Drysdale, Chartered Washington  
DC, USA

Avillez, Bacar, Duarte & Centeio  
Maputo, Mozambique

Abayo & Company Advocates  
Kigali, Rwanda

ENS Ghana  
Accra, Ghana

Udo Udoma & Belo-Osagie  
Lagos, Nigeria

AF Mpanga Advocates  
Kampala, Uganda

Lloyds and Associates  
Lilongwe, Malawi

VELMA Law  
Dar es Salaam, Tanzania

ARS Law & Advisories  
Dar es Salaam, Tanzania

JLA Advogados  
Maputo City, Mozambique

External auditors

Ernst & Young LLP  
Kenya Re Towers, Upper Hill, Off Ragati Road,  
P.O Box 44286-00100, GPO, Nairobi, Kenya



Part IX

Annexes





Key Partners

Partnership for Inclusive Agricultural Transformation in Africa (PIATA) Partners



Other Key Resource Partners



Strategic Partnerships



Acronyms

AECF	Africa Enterprise Challenge Fund
AfCFTA	African Continental Free Trade Area
AfDB	African Development Bank
AGRA	Alliance for a Green Revolution in Africa
ASIC	African Seed Investment Company
AU	African Union
CAADP	Comprehensive African Agriculture Development Programme
CATSP	Comprehensive Agriculture Transformation Support Programme
CBAs	Community-based Advisors
CESSA	Center of Excellence for Seed Systems in Africa
COP	United Nations Climate Change Conference
EAC	East African Community
ECOWAS	Economic Community of West African States
GCF	Green Climate Fund
ICT	Information and Communication Technology
KfW	KfW Development Bank
MoU	Memorandum of understanding
NACONEK	National Council for Nomadic Education in Kenya
NAFSIPs	National Agricultural and Food Systems Investment Plans
NAIP	National Agri-food systems Investment Plan
NASC	National Agricultural Seeds Council
NDCs	Nationally Determined Contributions
NDPC	National Development Planning Commission
PIATA	Partnership for Inclusive Agricultural Transformation in Africa
PVP Act	Plant Variety Protection Act
SADC	Southern African Development Community
SeedSAT	Seed System Assessment Tool
SDGs	Sustainable Development Goals
SME	Small and Medium-sized Enterprises
STRAK	Strengthening Regenerative Agriculture in Kenya
USAID	United States Agency for International Development
WAYA	Women Agripreneurs of the Year Awards
YEFFA	Youth Employment for Food and Agriculture









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