

GREEN AGRICULTURE SCALE UP PROGRAM

(GASUP) 2025 IMPACT REPORT





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About this Report

This report presents the outcomes, learnings, and broader impact of the Green Agribusiness Scale-Up Program (GASUP) 1.0, implemented by Venture Hub Africa (VHA), in partnership with JR Farms. It captures how the program supported 10 high-potential agribusinesses across Nigeria to strengthen their operations, improve financial systems, access new markets, and enhance investment readiness.

The report provides a detailed account of GASUP's design, implementation, and results, including data on business growth, market linkages, job creation, and inclusion. It also highlights the program's contribution to strengthening the wider agribusiness ecosystem through partnerships, innovation, and knowledge sharing.

Insights and data presented in this report were drawn from participant feedback, program monitoring tools, impact assessments, and post-program follow-up sessions. The goal is to document measurable progress while showcasing a scalable model for supporting agribusinesses across Africa.

Ultimately, this report serves as both a reflection and a roadmap, celebrating the achievements of GASUP 1.0 and outlining the foundation for its next evolution, AgriScale Labs (ASL).

Executive Summary

Nigeria's food system is under severe strain, with food inflation reaching **41% in mid-2024** and the prices of essential food items remaining unaffordable for millions. Post-harvest losses of **up to 50%** for perishables, driven by inadequate storage, logistics, and processing systems, further compound the crisis. Low farm productivity and limited mechanization have deepened food insecurity, leaving **more than 30 million Nigerians** at risk of acute hunger in 2025.

To help reverse this trend, the Green Agribusiness Scale-Up Program (GASUP) was launched to support high-potential agribusinesses capable of sustainably producing, processing, and distributing food at scale. Unlike most interventions focused on short-term aid or micro-enterprises, GASUP targets growth-oriented agribusinesses the crucial link between smallholder farmers and large markets helping them overcome barriers such as limited financing, weak operational systems, and inadequate strategic support.

Over a 9-month period, GASUP delivered a blend of strategic advisory, organizational development, peer-to-peer learning, investment readiness, and market access support to selected agribusinesses. **Out of 1,825 applications, 10 high-potential enterprises** were chosen for the pilot cohort, each representing a scalable model for agricultural transformation.

The program recorded:

- Revenue growth in participant's businesses, driven by stronger business structures and improved market strategies.
- Increased production capacity, enabled by better operational planning and financial management.
- Expansion of workforce and business operations as a result of the growth achieved under GASUP, leading to the creation of 63 full-time and 128 part-time roles across Nigeria's agricultural value chains.
- Market expansion opportunities initiated through the pilot Access to Market Initiative, positioning participating businesses for entry into new local and international markets.

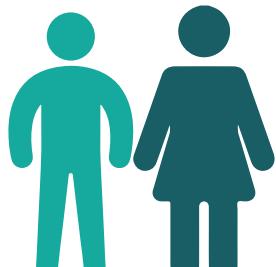
Beyond the immediate cohort outcomes, impacts initiated by participant businesses and scaled through GASUP include:



₦376 Million
in collective 2024 revenue generated
by participating enterprises.



660 Smallholder Farmers
reached through strengthened value-chain
linkages facilitated by cohort businesses.



700 Youth and Women
trained, advancing inclusion and participation
across agribusiness value chains.

By embedding growth partnerships and building stronger market and finance linkages, GASUP has demonstrated the transformative potential of targeted scale-up support. Building on this momentum, GASUP will evolve into AgriScale Labs (ASL) an innovation platform within Venture Hub Africa (VHA) dedicated to accelerating agribusiness innovation, resilience, and investment readiness at scale.

About Venture Hub Africa

Venture Hub Africa (VHA) is a catalyst for economic development across Africa and beyond, focused on empowering entrepreneurs to create impactful and scalable businesses. We partner with stakeholders, including development organizations, investors, and ecosystem actors, to design and implement initiatives that support entrepreneurs and strengthen entrepreneurial ecosystems. Through our tailored venture services, we help entrepreneurs turn bold ideas into thriving, scalable ventures.



At our core, we are committed to fostering purpose-driven businesses that deliver both commercial success and social impact — addressing local challenges, creating jobs, and driving sustainable development in communities across Africa and beyond.

About JR Farms



JR Farms is a multinational agribusiness enterprise dedicated to securing humanity's food future through sustainable production, value addition, and youth engagement. Established with a shared vision to address food insecurity and unemployment, JR Farms has grown from its beginnings in Nigeria into a global enterprise with operations in five countries which includes Nigeria, Rwanda, Zambia, France, and Canada.

With over a decade of experience across agricultural value chains, JR Farms works to strengthen food systems by investing in production, processing, and agri-food trade. The company's portfolio includes JR Coffee, JR Garri, JR Livestock Feed, and JR Cakes and Cuisine, as well as the cross-border agri-food trade platform Food for Nations. Through these ventures, JR Farms connects thousands of farmers to local and international markets, promotes value addition, and enhances food security.

Today, JR Farms operates three factories, 16 coffee shops across two countries, and collaborates with a network of over 9,000 farmers. Its operations generate more than 120 direct jobs and 400 indirect jobs, serving over 4,000 customers daily. Guided by its mission to transform Africa's agrarian potential into globally competitive enterprises, JR Farms continues to lead with innovation, sustainability, and inclusivity, creating opportunities for youth, women, and farming communities across continents.



Why GASUP?

41%

food inflation in Nigeria as at mid-2024, keeping essential food items out of reach for millions

50%

post-harvest losses for perishable foods due to weak storage and logistics.

30 Million

Nigerians at risk of acute hunger in 2025 as a direct consequence of low farm productivity

In the face of Nigeria's escalating food crisis, the Green Agribusiness Scale-Up Program (GASUP) was designed as a catalytic response to one of the country's most pressing development challenges, the need to strengthen agribusinesses that can sustainably produce, process, and distribute food at scale.

While national and international efforts have largely focused on short-term relief or smallholder-level interventions, GASUP fills a critical gap by targeting growth-oriented agribusinesses that is, enterprises with the potential to drive systemic change within the food value chain. These businesses serve as the bridge between smallholder farmers and large markets, yet they often remain constrained by limited access to capital, weak business systems, and insufficient strategic support.

By equipping such enterprises with strategic advisory, organizational development, investment readiness support, peer to peer learning and collaboration as well as market access. GASUP enables them to become engines of inclusive growth. The program helps participants strengthen internal structures, improve financial management, expand mar-

GASUP addresses key pain points in Nigeria's food system:

01

Reducing post-harvest losses

by supporting agribusinesses involved in storage, processing, and logistics.

02

Promoting value addition

and product diversification to increase profitability and reduce dependence on imports

03

Creating jobs

and empowering youth and women within rural and peri-urban communities.

04

Improving food availability and affordability

by expanding the local production and processing base.

The results from GASUP 2025 have already demonstrated the transformative potential of this model. Participants reported improved operational efficiency, stronger governance structures, new market access, and measurable business growth outcomes that contribute not only to enterprise resilience but also to national food security and economic recovery.

Program Design

The Green Agribusiness Scale-Up Program (GASUP) was designed to bridge the gap between high-potential agribusinesses and sustainable growth opportunities within Africa's agricultural value chain.

Unlike traditional training initiatives that focus primarily on knowledge transfer, GASUP employs a growth partnership model embedding strategic, operational, and investment support directly into each participating enterprise.

This model recognizes that agribusinesses often struggle not because they lack potential, but because they operate within fragmented ecosystems characterized by limited capital access, weak systems, and inadequate market connectivity.

GASUP therefore provides technical assistance, including but not limited to: Strategic advisory, Organizational development, Market access, Investment readiness, Peer learning and collaboration.

Specifically, GASUP provides deep, integrated support across these five core areas — each intentionally designed to strengthen the four domains of enterprise capacity required for scalable, sustainable growth.



Our Support Areas

Strategic Advisory

We provided tailored growth plans, strengthened governance, and offered leadership coaching to improve strategic clarity, accountability, and scale readiness.

Market Access

We began opening local and global market pathways to expand customer reach, increase sales, and deepen value chain linkages.

Peer Learning and Collaboration

We built a strong learning community where participants shared insights, exchanged experiences, and formed strategic partnerships that reinforce innovation and collective progress.



Organizational Development

We delivered hands-on support through CFO-as-a-Service, business model refinement, and systems improvement to boost operational efficiency, record-keeping, and financial management.

Investment Readiness & Capital Access

We improved financial systems, refined investment pitches, and facilitated investor engagements, connecting enterprises to catalytic capital networks suited to their growth needs.

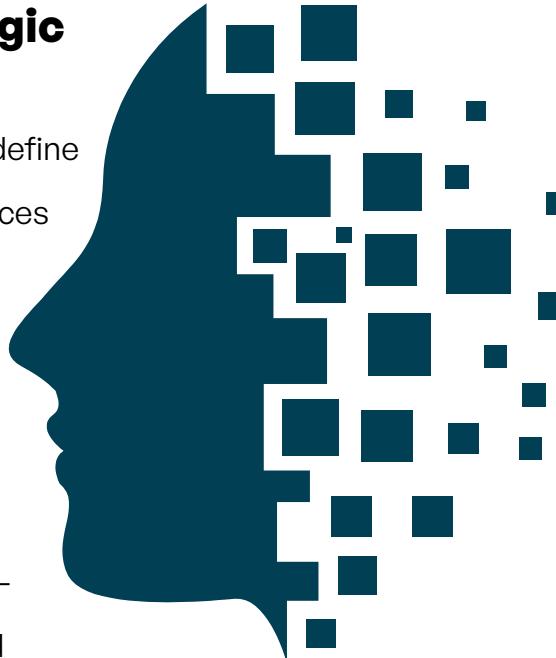
Our Domains of Scale Capacity

1. Vision & Strategic Capacity

ability to plan for growth, define direction, and align resources with long-term goals.

3. Resource Capacity

ability to attract, deploy, and manage financial capital, talent, technology, and other resources efficiently



2. Operational & Execution Capacity

ability to implement plans effectively, manage production, distribution, and deliver results at scale.

4. Organizational Capacity

ability to coordinate systems, processes, and teams to adapt and sustain growth.

Through this integrated approach, GASUP moves beyond training to deliver transformation. Equipping agribusinesses to achieve measurable growth in revenue, job creation, and market presence while contributing meaningfully to Nigeria's food security and economic resilience.

Theory of Change (ToC)

At VHA, we believe, that by providing targeted, integrated support to high-potential enterprises, GASUP strengthens the internal systems, strategy, and execution capabilities required for sustainable growth. This unlocks each enterprise's capacity for scale, enabling them to operate efficiently, attract investment, access new markets, and build resilience.

As these strengthened agribusinesses grow, they create measurable outcomes, higher productivity, improved efficiency, expanded employment, and stronger market integration, which in turn drive systemic improvements in food availability, economic inclusion, and resilience across Africa's agriculture ecosystem.

The framework below summarises this logic of change:

	Description
Support Provided (Inputs / Interventions)	GASUP provides integrated support to high-potential agribusinesses across five areas: a) Strategic Advisory, b) Organizational Development, c) Investment Readiness & Capital Access d) Market Access & Linkages, and e) Peer Learning & Collaboration.
Mechanism of Change: Unlocking Capacity for Scale	Through this support, GASUP unlocks the capacity of participating agribusinesses to scale by strengthening four interconnected domains: a) Vision & Strategic Capacity, b) Operational & Execution Capacity c) Resource Capacity, and d) Organizational Capacity
Intermediate Outcomes	With capacity unlocked, agribusinesses experience measurable performance improvements, including but not limited to: Higher production volumes, Improved efficiency and reduced operational bottlenecks, Expanded market reach, Increased employment opportunities, Strengthened financial and operational sustainability
Long-Term Impact	Over time, these outcomes contribute to systemic transformation: Enhanced food availability and food security, Inclusive and resilient economic growth, A stronger, scalable agribusiness sector, Sustainable livelihoods and community resilience

Program Impact Highlight

While impact evaluation is ongoing, early insights from participant feedback and program assessments reveal strong evidence of impact across key performance areas.

- ✓ **1,825 Applicants, 10 Selected:** Out of 1,825 applications received nationwide, only 10 high-potential agribusinesses were selected, reflecting GASUP's focus on quality, scalability, and measurable impact.
- ✓ The 10 participating agribusinesses collectively recorded **N376 million** in 2024 revenue. This serves as the baseline for measuring future growth and performance improvements expected through GASUP's ongoing support in business strategy, financial management, and market access.
- ✓ **Revenue Growth:** Five participating businesses reported notable increases in revenue, attributed to clearer business strategies, stronger operations, and improved customer engagement.
- ✓ As a result of business growth supported through GASUP, participating enterprises have collectively created 63 full-time jobs, alongside 128 part-time and seasonal positions across diverse agricultural value chains.
- ✓ **Increase in Production Capacity:** Some businesses expanded farmland, acquired machinery, or optimized production processes, leading to significant increases in output and operational efficiency.
- ✓ **660 Smallholder Farmers Supported:** Program beneficiaries strengthened their backward linkages by engaging and currently supporting 660 smallholder farmers through training, input provision, and market access.
- ✓ **700 Youth and Women Empowered:** Cohort businesses contributed to inclusivity by providing training and livelihood opportunities to over 700 youth and women across their value chains.
- ✓ **Market Expansion (Pilot Stage):** Through the Access to Market Initiative, participating businesses are being positioned to enter new local and international markets, enhancing competitiveness, visibility, and long-term sustainability.

Participant Testimonials



Samuel Oyeniyi (Marvy Tech Solutions)

“Before joining GASUP, my company had just 12 employees. Today, we’ve grown to a team of 45, driven by the strategic insights and advisory support received through the program. Following GASUP’s guidance, we restructured our operations into two distinct service sectors — a decision that led to a remarkable increase in revenue, reaching N150 million. With our current growth trajectory and strengthened business model, we are now confidently projecting to achieve N1 billion in revenue within the next three years”



Kwaghna Jerry (Kwanzi Agro Farms)

“With the knowledge gained from the GASUP program, we successfully expanded our rice production from 30 hectares to 80 hectares. In addition, we now cultivate 10 hectares of maize and 1 hectare of yam. The trainings also deepened our understanding of record keeping and the importance of strategic positioning for potential investors, helping us run our agribusiness more efficiently and sustainably.”



Yetunde Adegbite (Jodriela Foods)

“Through the trainings and guidance received from GASUP, we have expanded our team by employing additional staff and established meaningful partnerships with farmers to strengthen our production process. By applying the financial management lessons from the program, we also recorded a 20% increase in revenue, reflecting the tangible impact of the support we received.”



Mayowa Ekundayo (Postagvest Solutions)

“GASUP provided our company with clarity and a clearly defined, profitable growth path. Since joining the program, our revenue has grown by 100% compared to the previous year, driven by the strategic guidance, mentorship, and business insights we received through GASUP. The program has truly repositioned our business for sustainable growth.”

Participant Testimonials



Abubakar Umar- (Bunzee global)

“Thanks to the training and mentorship received through GASUP, our team has expanded from 15 to 30 members, and our revenue has doubled rising from N15 million to N30 million. Beyond our internal growth, we've also supported our network of farmers to increase their farming cycles, leading to improved productivity and livelihoods. GASUP has been a turning point for our business.”



Robinson Ikhahon – (Heabron)

“Through GASUP, we gained clarity and structure in refining our business model. The program helped us strengthen how we use data to measure impact, communicate value to stakeholders, and ensure our farmers earn better from their efforts. This deeper understanding of data-driven decision-making has made our operations more efficient and impactful.”



Emmanuel Thomas – (Dreamscape gardens)

“During the course of GASUP, our workforce expanded, and we implemented key strategic advice that led us to scale up production particularly in our honey and oil product lines. These changes resulted in significant revenue growth and better market positioning. GASUP gave us the confidence and direction to pursue expansion sustainably.”

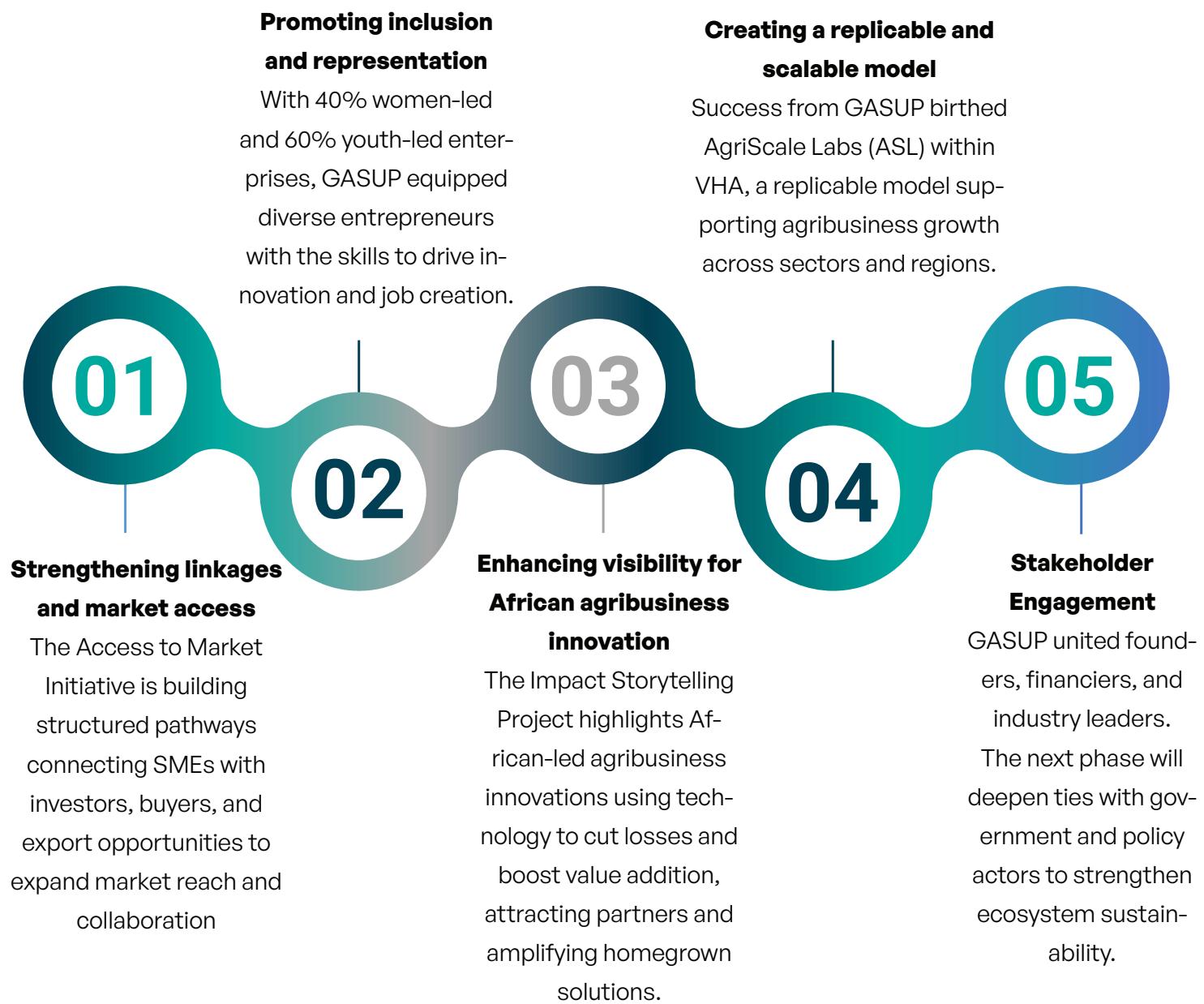


Alice Madaki- Baitus Foods

“GASUP taught me a clearer strategy for managing resources and scaling sustainably, which has already translated into higher production and revenue.”

Ecosystem-Level Impact

While GASUP 1.0 was designed primarily to accelerate the growth of ten high-potential agribusinesses, the program's impact has extended far beyond the immediate cohort. Contributing to the broader transformation of Nigeria's agribusiness ecosystem.



Key Learnings

From our nine-month journey with the first GASUP cohort, we've learned that scaling agribusinesses takes more than training, it requires patience, partnership, and persistence. Through close interactions, mentoring sessions, and shared experiences with participants, we've gained a deeper appreciation for what truly drives growth, and where our support can make the greatest difference. These lessons are shaping how we refine and expand future editions of GASUP.

1. Access to Finance remains a persistent barrier

Our participants consistently highlighted that access to affordable financing remains one of their biggest challenges. Even with strong business models and growing demand, many still struggle to attract the right kind of capital to scale operations. Going forward, we aim to strengthen linkages with financial institutions, impact investors, and blended finance instruments to help bridge this gap and unlock capital for high-potential agribusinesses.

2. Continuous Support beyond the Program is transformative

One of the strongest takeaways from this cohort is that learning shouldn't end when the program does. Based on participant feedback, we initiated monthly post-program activities to provide continued mentorship and support, helping our alumni stay on track with their goals and sustain progress made during the program.

3. Technology and Data can multiply Impact

We observed that agribusinesses that embraced digital tools, whether for tracking performance, managing customers, or improving production, advanced more quickly. This reinforces the need to embed digital literacy and data-driven decision-making into our core curriculum and support systems, enabling participants to scale efficiently and competitively.

Key Learnings

4. Market Access should be regional, not local

Many participants demonstrated readiness to expand beyond local markets but lacked the networks and structures to do so. We've learned that real growth will come from helping agribusinesses connect with regional and international markets. Strengthening partnerships with export agencies, trade platforms, and off-takers will be one of our focuses in our next phase.

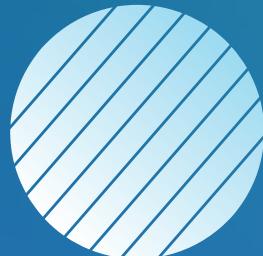
5. Policy and Ecosystem Partnerships are essential for scale

We've come to realize that enterprise growth alone isn't enough; it must be matched by an enabling environment. Future editions of GASUP will prioritize collaboration with government institutions, development partners, and ecosystem enablers to advocate for policies that support agribusiness financing, infrastructure, and value addition.

In Summary

Running the first cohort of GASUP reinforced what we've always believed: when agribusinesses receive hands-on, sustained, and strategic support, they thrive and when they thrive, communities benefit. Our journey has just begun, but the lessons learned from these ten pioneering businesses are already shaping how we build, fund, and scale the next generation of African agribusinesses.

Introducing
**AgriScale Labs
(ASL)**

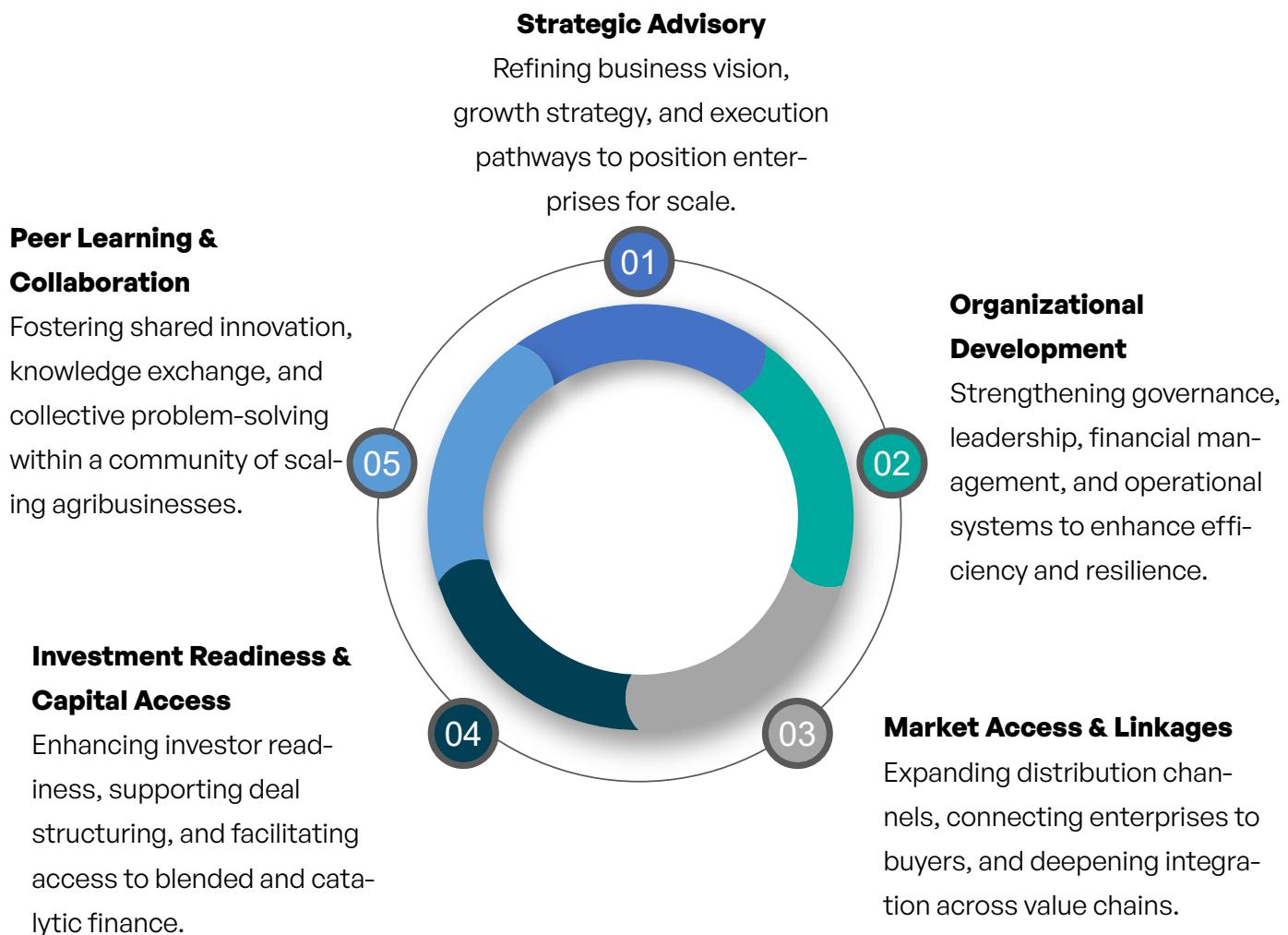


AgriScale Labs

Africa's food crisis is urgent: nearly 280 million people face food insecurity each year, while billions of dollars are lost to imports and post-harvest inefficiencies. The challenge is not lack of potential, but lack of capacity to scale – thousands of agribusinesses have the ambition, innovation, and local insight to transform the system, yet remain constrained by weak governance, fragmented markets, and limited access to capital and talent.

AgriScale Labs (ASL) is an innovation and venture development platform dedicated to unlocking the capacity for scale within Africa's agribusinesses. It equips high-potential ventures with the capabilities, networks, and capital they need to scale sustainably – transforming them into engines of resilience, food security, and economic renewal across the continent.

ASL provides deep, integrated support across five core areas:



Vision of AgriScale Labs

ASL aims to scale **1,000 high-growth African agribusinesses by 2035**, each becoming a nucleus of transformation in its local ecosystem.

These enterprises will collectively:

- Increase regional food availability and market efficiency, reducing dependence on imports
- Cut post-harvest losses through improved processing, logistics, and infrastructure.
- Mobilize billions in private and catalytic capital by making agribusinesses bankable at scale.
- Create millions of quality jobs, particularly for youth and women.
- Serve as proof that when enterprises are equipped to scale, they can power Africa's food security and economic transformation.



Key Initiatives

- 1. Venture Support Programs (GASUP)** – Deep, hands-on support across strategy, organizational development, market access, investment readiness, and peer learning.
- 2. Market Access Initiative** – Connects ventures to buyers, off-takers, and value chain partners while strengthening aggregation and regional coordination.
- 3. AgriScale Summit** – Annual, continent-wide gathering to showcase scaling success stories, share research, and convene investors, corporates, policymakers, and peer ventures.
- 4. AgriScale Fund** – Mobilizes blended, catalytic, and private capital to provide growth financing for high-potential ventures.
- 5. AgriScale Ventures** – Incubates and builds new agribusiness ventures, agritech solutions, and innovative value chain models.





Partner With Us

By partnering with us, you become part of a growing movement committed to securing Africa's food future. This is more than an investment platform, it's a collective effort to drive meaningful impact, empower agribusinesses, and strengthen the continent's agricultural ecosystem. Your involvement helps bridge funding gaps, unlock innovation, and create jobs within communities that need them most.

There are several ways to get involved:

- ✓ **Grant/ Sponsorship:** Your grant or sponsorship will help expand the reach and impact of high-potential agribusinesses. We are seeking **\$50,000** in grants to support targeted interventions including training, mentorship, market access, and investment readiness, empowering agribusinesses to scale sustainably and drive food security.
- ✓ **Investor:** As we seek to raise **\$500,000** in investment capital, we invite you to partner with us in supporting high-potential agribusinesses through a transparent, well-structured fund featuring quarterly progress reports, measurable impact outcomes, and robust oversight mechanisms
- ✓ **Mentor/ Facilitator:** You can share your expertise with emerging agripreneurs through coaching, training, and advisory sessions that strengthen leadership and business growth.
- ✓ **Stakeholder or Partner Organization:** Collaborate with us to expand market linkages, provide technical support, or co-design initiatives that advance agribusiness innovation.
- ✓ **Media or Publicity Partner:** Help amplify success stories, promote visibility for African agribusinesses, and shape a positive narrative around agricultural transformation.

Together, we're building a sustainable ecosystem where innovation meets opportunity and where every contribution, whether financial, intellectual, or collaborative, moves Africa closer to long-term food security and shared prosperity.



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