



# INSTITUTIONAL STRATEGY

**“Transforming Africa’s Leather Ecosystem  
through Institutional Excellence”**

2026 – 2030

**Africa Leather and Leather Products Institute (ALLPI)**

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Addis Ababa, Ethiopia.



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November 2025

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# LIST OF ABBREVIATIONS

<b>AfCFTA:</b>	African Continental Free Trade Area
<b>AGOA:</b>	African Growth and Opportunity Act
<b>ALLPI:</b>	Africa Leather and Leather Products Institute
<b>AMU:</b>	Arab Maghreb Union
<b>AU:</b>	African Union
<b>COMESA:</b>	Common Market for Eastern and Southern Africa
<b>EAC:</b>	East African Community
<b>ECCAS:</b>	Economic Community of Central African States
<b>ECOWAS:</b>	Economic Community of West African States
<b>EPA:</b>	Economic Partnership Agreements
<b>EHS:</b>	Environmental Health and Safety
<b>ESG:</b>	Environmental, Social, and Governance
<b>EU:</b>	European Union
<b>EUDR:</b>	European Union Deforestation Regulation
<b>IGAD:</b>	Intergovernmental Authority on Development
<b>IP:</b>	Intellectual Property
<b>KPI:</b>	Key Performance Indicator
<b>LVC:</b>	Leather Value Chain
<b>M&amp;E:</b>	Monitoring and Evaluation
<b>MSME:</b>	Micro, Small, and Medium Enterprises
<b>MoU:</b>	Memorandum of Understanding
<b>PESTLE:</b>	Political, Economic, Social, Technological, Legal, and Environmental

<b>REC:</b>	Regional Economic Community
<b>R&amp;D:</b>	Research and Development
<b>RDS:</b>	Regional Design Studio
<b>SWOT:</b>	Strengths, Weaknesses, Opportunities, and Threats
<b>AfCFTA:</b>	African Continental Free Trade Area
<b>ARSO:</b>	African Organisation for Standardisation
<b>BSO:</b>	Business Support Organization
<b>CAP:</b>	Corrective Action Plan
<b>CETP/ETP:</b>	Common/Effluent Treatment Plant/Effluent Treatment Plant
<b>CSDDD:</b>	EU Corporate Sustainability due Diligence Directive
<b>DQA:</b>	Data Quality Assessment
<b>HS:</b>	Harmonized System
<b>JALLPA:</b>	Journal of Africa Leather and Leather Products Advances
<b>KPI:</b>	Key Performance Indicator
<b>LWG:</b>	Leather Working Group
<b>MEL:</b>	Monitoring, Evaluation and Learning
<b>MRS�:</b>	Manufacturing Restricted Substances List
<b>MRV:</b>	Measurement, Reporting and Verification
<b>NTB:</b>	Non-Tariff Barrier
<b>O&amp;M:</b>	Operations and Maintenance
<b>OSH:</b>	Occupational Safety and Health
<b>RoO:</b>	Rules of Origin
<b>SDS:</b>	Safety Data Sheet
<b>SOP:</b>	Standard Operating Procedure



# INSTITUTIONAL STRATEGY

2026 – 2030



*"Transforming Africa's Leather Ecosystem through Institutional Excellence"*

# FOREWORD BY THE EXECUTIVE DIRECTOR

The Africa Leather and Leather Products Institute (ALLPI) stands at a defining moment in its evolution. Over the past three decades, ALLPI has grown from a regional support body into a continental centre of excellence, driving innovation, policy coherence, and enterprise development across Africa's leather value chain. Anchored in COMESA's mandate, this new Institutional Strategy (2026–2030) sets out an ambitious yet practical blueprint to consolidate these achievements and position the African leather sector as a global competitor in quality, sustainability, and inclusivity.

This strategy is not just a document; it is a collective effort to shape the future of Africa's leather sector. It emerges at a pivotal time, as Africa's integration into the African Continental Free Trade Area (AfCFTA) is transforming the continent's industrial landscape. As tariffs fall and value chains extend across borders, the opportunity to build a vibrant, circular, and traceable African leather economy has never been greater. Yet seizing this opportunity requires deliberate coordination among governments, the private sector, academia, and development partners to align policies, finance, technology, and skills development into a coherent system. This is the transformation journey that ALLPI is proud to lead, and your involvement is crucial.

Grounded in the vision *“To be Africa's leading catalyst for a sustainable, inclusive, and competitive leather value chain that drives industrialization, trade, and prosperity under the AfCFTA.”* the strategy defines five interlinked pillars that together deliver impact at scale: Institutional Capacity Strengthening, Technical Excellence and Service Delivery, Policy Influence and Advocacy, Strategic Partnerships and Resource Mobilisation, and Results, Monitoring, and Learning. Each pillar is underpinned by clear indicators, performance benchmarks, and risk-management mechanisms that ensure accountability and transparency.

Across the continent, ALLPI's work is already producing measurable results. Between 2016 and 2025, over 2,500 MSMEs were trained, Regional Design Studios were established, and traceability and digital platforms were launched to enhance

visibility and compliance. The next phase will build on these achievements by scaling innovation hubs, trading houses, and design-led production centres across member states, while embedding ESG standards, digital systems, and green financing mechanisms that prepare Africa's leather enterprises for global competitiveness.

This strategy also embodies a new performance culture within ALLPI one defined by data-driven management, professional excellence, and regional presence through National Experts stationed in every member state. It marks our institutional shift from a project-based to a programme-driven organisation, measured by outcomes such as jobs created, exports expanded, and enterprises formalised.

The success of this agenda is not just ours, but a shared victory. It depends on partnership. I extend deep appreciation to the COMESA Secretariat, Member States, development partners, and private-sector collaborators who continue to place their trust in ALLPI. Together, we are transforming Africa's leather sector into a model of sustainable industrialisation and intra-African trade. Your partnership is not just appreciated, but integral to our success.

Through this Strategy, ALLPI renews its unwavering commitment to deliver excellence, foster inclusion, and ensure that Africa's rich leather resources are fully harnessed to create prosperity for our people and future generations. Our commitment to excellence is not just a promise, but a guarantee that we will continue to strive for the best outcomes for all stakeholders.



**Nicholas Mudungwe**  
Executive Director  
Africa Leather and Leather  
Products Institute (ALLPI)  
Addis Ababa, Ethiopia.

# EXECUTIVE SUMMARY

## **“TRANSFORMING AFRICA’S LEATHER ECOSYSTEM THROUGH INSTITUTIONAL EXCELLENCE”**

The Africa Leather and Leather Products Institute (ALLPI) is a specialised agency of the Common Market for Eastern and Southern Africa (COMESA) mandated to promote value addition, productivity, trade, and competitiveness in Africa’s leather sector. It supports Member States in developing sustainable and inclusive leather value chains through capacity building, technology upgrading, SME and cluster development, policy harmonisation, and market & finance access facilitation. As the regional coordination hub for leather sector transformation, ALLPI aligns its programs with Agenda 2063, the AfCFTA, and COMESA’s Industrialisation Strategy, driving industrialisation, job creation, and economic diversification across the continent. It is headquartered in Addis Ababa.

Over the past three decades, ALLPI has positioned itself as a continental leader in strategy design, capacity building, trade facilitation, and the adoption of standards and certification systems. Between 2016 and 2025, the Institute supported 14 member states in drafting or updating national leather value chain strategies, convened 17 annual regional forums, trained more than 2,500 MSMEs in design and production, facilitated the establishment of Regional Design Studios, and introduced a suite of digital platforms, including directories, traceability systems, and online monitoring tools. It has also collaborated with universities to develop curricula from TVET through MBA levels and engaged in wide-ranging partnerships with global institutions, enhancing the visibility of Africa’s leather industry while anchoring its development on evidence-based research.

Profound global market dynamics shape the strategic context for the next five years. Leather producers worldwide are being compelled to meet higher sustainability, traceability, and eco-

compliance standards as regulations and consumer preferences shift in favour of greener, more responsible products. With Africa’s growing middle class, rising incomes, and expanding digital commerce, opportunities abound for both premium artisanal leather goods and affordable, well-designed products tailored to local and global demand. However, risks remain, including competition from synthetics, tightening EU due diligence rules, climate and animal health shocks, and foreign exchange volatility. A comprehensive PESTLE analysis highlights the political opportunity of AfCFTA, the economic challenge of high input costs, the social imperative of youth employment, the technological revolution of e-commerce and traceability, the tightening legal frameworks on chemicals and sustainability, and the environmental pressures of climate change and waste management.

Meanwhile, SWOT analysis underscores ALLPI’s strengths, including its COMESA mandate, proven training and design infrastructure, trusted partnerships, and digital knowledge assets, while flagging weaknesses such as limited funding, patchy traceability systems, and uneven data maturity. These intersect with opportunities, including green financing, digital commerce, and intra-African trade, while facing threats such as synthetics, stringent global regulations, and reputational risks. The implication is that ALLPI must leverage its institutional legitimacy, fix binding weaknesses, and mobilise finance and partnerships to mitigate external risks.

The vision of this strategy is for ALLPI *“To be Africa’s leading catalyst for a sustainable, inclusive, and competitive leather value chain that drives industrialization, trade, and prosperity under the AfCFTA.”* Its mission is to empower stakeholders, governments, enterprises, and communities through technical assistance, policy advocacy, and innovative partnerships that accelerate productivity, sustainability, and market access. Six core values anchor this mission: professionalism, sustainability, inclusiveness, accountability, innovation, and collaboration. Together, these values underpin ALLPI’s credibility and ensure

2,500

### 2016 - 2025

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2063

### MEL

The fifth and final pillar, results, monitoring, and learning, embeds a cutting-edge digital Monitoring and Evaluation Learning (MEL) platform aligned with COMESA, AfCFTA, Agenda 2063 and SDG indicators.

that interventions meet the highest standards of environmental stewardship, inclusivity, and measurable impact.

The strategy is organised around five interdependent pillars. The first pillar, institutional capacity strengthening, focuses on enhancing governance, financial sustainability, and human capital. It emphasises staff skills audits, targeted training, robust performance management, career pathways, and digital transformation through ERP systems and modernised ICT. This institutional strengthening will also expand ALLPI's visibility and brand recognition. The second pillar, technical excellence and service delivery, translates strategy into practice by deploying multidisciplinary teams including national experts embedded in Member States to provide hands-on support to SMEs, tanneries, and clusters. Through modular packages such as chrome-free tanning pilots, energy audits, and digital prototyping, ALLPI will ensure that enterprises achieve productivity, quality, and compliance simultaneously. The third pillar, policy influence and advocacy, leverages ALLPI's credibility to shape enabling policies and regulations at national, regional, and continental levels. Activities include drafting model laws on traceability and sustainability, hosting the Pan-African Leather Forum, and publishing an annual industry outlook and regular policy briefs.

The fourth pillar, strategic partnerships and resource mobilisation, establishes an investment architecture that combines multi-donor windows with private-sector collaborations, joint ventures, and innovation partnerships. This includes the creation of Leather Trading Houses and Design Studios across member states, backed by feasibility studies and investment packages negotiated with development finance institutions and host governments. The fifth and final pillar, results, monitoring, and learning, embeds a cutting-edge digital Monitoring and Evaluation Learning (MEL) platform aligned with COMESA, AfCFTA, Agenda 2063 and SDG indicators. This platform will feature real-time dashboards, harmonised indicator matrices, institutional scorecards,

value-for-money analyses, peer-learning networks, and annual stakeholder satisfaction surveys, ensuring that ALLPI's work is continuously informed by evidence and transparent reporting.

The flagship programmes for 2026–2030 integrate these pillars into a comprehensive delivery pipeline. They include the formalisation and upgrading of business ecosystems and clusters; design-led product development; procurement initiatives that stimulate demand for school shoes and public-sector footwear; the facilitation of intra-African trade through harmonised standards and digital payments; certification and sustainability programmes embedding ESG compliance; enhanced leather processing through greener technologies; and the hides and skins traceability initiative designed to satisfy EU deforestation regulations while improving raw material quality at source. Collectively, these eight programmes create a virtuous cycle of capacity, demand, compliance, and competitiveness that strengthens Africa's leather sector from the abattoir to the export market.

Organisational reforms are central to this strategy. A new structure anchored by an Executive Director and mission-focused program areas ensures accountability and delivery. Independent legal and audit functions safeguard fiduciary integrity. At the same time, a decentralised cadre of National Experts provides a permanent in-country presence to support value-chain actors through coaching and mentoring, feed intelligence into ALLPI's systems, and deepen policy influence. Notably, the transition from "Experts" to "Programme Managers" reflects a cultural and operational shift toward results-based accountability, aligning ALLPI with global best practices in programme management. Financially, the strategy blends predictable member-state subscriptions with diversified funding from donors, development banks, and private partners. Risk management is handled through an ISO 31000-aligned enterprise-wide framework with Board oversight and quarterly reviews.

The Monitoring, Evaluation, and Learning chapter consolidates ALLPI's transformation into a data-driven institution. By institutionalising knowledge hubs, codifying lessons learnt, and tracking performance against regional and global indicators, the Institute not only demonstrates results but also accelerates replication of best practices across countries. The MEL system ensures early identification of bottlenecks, promotes transparency through public dashboards, and increases donor confidence through rigorous value-for-money assessments.

In conclusion, this strategy positions ALLPI as a pan-African hub of excellence that fuses technical service delivery, policy leadership, and investment mobilisation into a coherent framework. By strengthening institutions, embedding sustainability, fostering partnerships, and operationalising evidence-based delivery, ALLPI will transform Africa's leather sector into a globally competitive, inclusive, and resilient industry that directly contributes to COMESA priorities, AfCFTA objectives, Agenda 2063, and the SDGs.



**SWOT ANALYSIS**

SWOT analysis underscores ALLPI's strengths, including its COMESA mandate, proven training and design infrastructure, trusted partnerships, and digital knowledge assets, while flagging weaknesses such as limited funding, patchy traceability systems, and uneven data maturity.

**REFORMS**

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**CONCLUSION**

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# CHAPTER ONE:

## MANDATE AND HISTORY

### ALLPI BACKGROUND AND MANDATE

Industrialisation remains a central driver of economic transformation. Africa's leather sector contributes to growth, quality jobs, skills development, innovation, and cleaner production. Market forces alone rarely launch or sustain early-stage industrialisation. African policymakers should therefore deploy targeted industrial policies to nurture priority manufacturing sectors. The African Continental Free Trade Area (AfCFTA), a flagship of Agenda 2063, reinforces this direction by reducing barriers and creating a single market for goods and services, thereby expanding opportunities for regional value chains such as leather.

Established in 1990 and headquartered in Addis Ababa, Ethiopia, the Africa Leather and Leather Products Institute (ALLPI), formerly COMESA/LLPI, is a specialised agency of COMESA. ALLPI's member states are Burundi, Eritrea, Ethiopia, Kenya, Malawi, Rwanda, Uganda, Sudan, Zambia, and Zimbabwe. The Institute has worked on externally funded projects covering Djibouti, the DRC, Eswatini, Madagascar, Mauritius, Tanzania, and South Sudan. It has also designed the COMESA Leather Value Chain Strategy (2026–2030), with the full participation of the COMESA 21 Member States.

### MANDATE

ALLPI's mandate is to support the development and competitiveness of the leather sector in Africa, with a special focus on the COMESA Region. The Institute facilitates strategy design and implementation, capacity building, intra-trade, and the adoption of standards, regulations, policies, and certification systems that strengthen value addition, environmental and social performance, and market access.

### ALLPI'S ACHIEVEMENTS (2016–2025): A FOUNDATION FOR SCALE

#### POLICY AND STRATEGY SUPPORT

- » Supported 15 COMESA member states to formulate or update national leather value chain strategies.
- » Convened 17 annual Leather Value Chain Forums (since 2008), now Africa's flagship platform for dialogue, peer learning, and joint action among policymakers, private sector, academia, and development partners.

#### CAPACITY BUILDING, DESIGN, AND INNOVATION

- » Implemented continuous training for MSMEs in footwear and leather goods design and production, which is now above 2,500.
- » Established Regional Design Studios in collaboration with international partners to accelerate product development, design excellence, and innovation.

#### INFRASTRUCTURE AND TECHNOLOGY UP-GRADES

- » Facilitated procurement and commissioning of equipment and machinery in 15 COMESA member states to improve productivity, quality, and compliance in the leather goods manufacturing. The equipment and machinery are now being used for training, joint production and hides and skins traceability.



## EDUCATION AND CURRICULUM DEVELOPMENT

- » Supported curricula development in leather technologies from Technical and Vocational Education and Training (TVET) through MBA levels, strengthening pathways for entrepreneurship and industrial skills.

## DIGITAL PLATFORMS AND KNOWLEDGE SYSTEMS

- » Launched and maintains multiple digital platforms to enhance accessibility, transparency, and collaboration:
  - ALLPI website and online surveys;
  - Online Leather Directory;
  - Journal of Africa Leather and Leather Products Advances (JALLPA);
  - ALLPI online M&E tool;
  - ALLPI online courses;
  - Hides and Skins Traceability and EcoCertification Platform.
  - Regional Enterprises and Stakeholders WhatsApp platform.

- » Advanced institutional rebranding and visibility efforts, including collaboration with the African Union, AfCFTA, UNECA, ITC, UNIDO, SADC, EAC, COTANCE, International Tanners Council, KAS, and IULTCS.

## REGIONAL AND GLOBAL PARTNERSHIPS

- » Provided advisory and consultancy services to non-member states, reflecting ALLPI's continental relevance.
- » Crafted a continental Qualifications Recognition framework for the leather sector and signed an MoU with the Inter-University Council of East Africa (IUCEA) to foster academic–industry alignment.
- » Participated in human rights and business dialogues to integrate responsible practices in sector development.
- » Actively engaged in international trade fairs and expos to connect African manufacturers with buyers and promote intra-African and global trade.

## RESEARCH AND EVIDENCE

- » Conducted and co-published studies with academia to address practical challenges in the leather value chain.
- » With ILO support, completed an assessment of national, regional, and continental qualifications and curricula for leather sector workers, informing future skills development and standardisation.



Africa's leather sector contributes to growth, quality jobs, skills development, innovation, and cleaner production.

## CHAPTER TWO:

# MARKET AND STRATEGIC CONTEXT

### BROAD GLOBAL DYNAMICS

Global markets are moving decisively toward cleaner, greener production. Private and voluntary standards such as ecolabels, lifecycle assessments, and supply chain due diligence protocols are often advancing faster than public regulation, reshaping expectations for how leather is sourced, processed, and brought to market. This shift is not simply about regulatory compliance; it reflects a clear consumer preference for products that demonstrate credible environmental and social performance. For leather producers in Africa, aligning with these standards is now a prerequisite for competitiveness, risk management, and access to premium buyers.

At the same time, demand fundamentals are evolving. A world population projected to approach 9.7 billion by 2050 will have greater purchasing power and more differentiated preferences. As incomes rise, consumers gravitate toward better quality and personalisation in what they wear and how they live. That dynamic will influence both sides of the leather equation: higher meat consumption will translate into a larger supply of hides and skins, while a growing middle class will fuel demand for refined leather goods, footwear, bags, and apparel, where quality, design, and brand trust matter. African manufacturers are well placed to capture this value if they can combine reliable raw material streams with design capability, consistent quality, and verified sustainability.

Global brand strategies are adjusting accordingly. Rather than focusing exclusively on high-income markets, leading brands are expanding into emerging markets and tailoring their offers to diverse consumer segments. Across both premium and mass segments, customers increasingly seek customisation made to order or short-run products that combine craftsmanship with competitive pricing. This trend rewards agile supply chains that can handle smaller batches, faster design-to-market cycles, and transparent sourcing. For African producers, it opens space for two complementary plays: high-end artisanal goods that showcase heritage and craftsmanship, and well-designed,

affordable items that meet every day needs with dependable quality.

The digital revolution amplifies these opportunities with Africa's internet penetration now above 40% and rising, and with rapid growth in online retailing and social commerce across the USA, EU, and Africa. Enterprises can reach consumers directly, bypassing traditional gatekeepers and shortening feedback loops. E-commerce and m-commerce platforms, supported by targeted social media marketing, enable brands to test designs quickly, build communities, and sell across borders. They also create data trails on preferences, price points, and retention that can inform product development, inventory planning, and market entry strategies.

Taken together, these forces point to a clear strategic agenda. First, invest in credible sustainability systems, environmental compliance, responsible chemical management, traceability to slaughterhouses, safe workplaces, and community engagement, all validated through recognised standards to meet buyer due diligence and consumer expectations. Second, strengthen design and product development capabilities to deliver both premium artisanal lines and well-priced, fashion-relevant basics. Third, build digital go-to-market muscles: ownable brands, direct-to-consumer channels, and data-driven merchandising that can scale within and beyond Africa. Finally, anchor these efforts in coordinated regional action leveraging COMESA's policy frameworks, AfCFTA market access, and public-private partnerships to upgrade inputs, streamline logistics, and attract investment.

For ALLPI and its partners, the implication is practical: support firms in meeting and signalling sustainability performance; professionalise design and quality; and equip producers to sell where today's consumers are online, mobile, and social while using data to refine the offer continually. In a market that rewards transparency, agility, and authenticity, the African leather sector can compete and grow by aligning purposefully with these structural shifts.

To ensure a timely and targeted response, this strategy is grounded in a comprehensive environmental scan that integrates two complementary lenses: PESTLE (Political, Economic, Social, Technological, Legal, and Environmental) and SWOT (Strengths, Weaknesses, Opportunities, and Threats). Together, they assess the external landscape and the internal capabilities that influence both ALLPI and the wider leather value chain.

### EXTERNAL ENVIRONMENT (PESTEL)

The leather sector is undergoing rapid change, shaped by converging economic, technological, social, environmental, and

policy forces at continental and global levels. For ALLPI and its stakeholders, understanding these shifts is essential to remain competitive, resilient, and sustainable.

The PESTLE analysis frames the macro-level dynamics affecting the sector across Africa and globally. In contrast, the SWOT analysis provides a clear view of ALLPI’s institutional strengths and gaps, as well as the opportunities to leverage and threats to mitigate during implementation. These tools underpin evidence-based planning and strategic decision-making, helping ensure that ALLPI’s interventions are aligned with regional development agendas, Member State priorities, and the evolving realities of the global leather industry. Table 1 presents the PESTEL Analysis results.

Table 1: PESTEL Analysis Results

PESTLE DRIVER	WHAT IT MEANS FOR ALLPI	STRATEGIC INTERVENTIONS FOR ALLPI
<b>Political</b> (AfCFTA rollout, regional integration, industrial policy, public procurement)	Need to translate continental commitments into leather-specific rules, incentives, and coordinated implementation across Member States.	<ul style="list-style-type: none"> <li>» Raise awareness of the AfCFTA Rules of origin and customs guidance for HS 41/42/64</li> <li>» Create model public procurement clauses favouring compliant local leather goods.</li> <li>» Convene public-private task forces to unblock border, standards, and licensing bottlenecks.</li> <li>» Support national action plans aligned to COMESA and AfCFTA.</li> </ul>
<b>Economic</b> (cost of capital, foreign currency and logistics volatility, competition from synthetics, demand growth)	Firms face high input/finance costs and price swings; opportunities from the growing middle class and regional demand.	<ul style="list-style-type: none"> <li>» Structure blended finance windows (with Afreximbank/BADEA/TDB/AfDB) for CETPs, ETPs, energy/water efficiency, and equipment</li> <li>» Aggregate MSME procurement of inputs; negotiate framework prices &amp; improve access to finance</li> <li>» Establish shared services: testing, design studios, maintenance hubs</li> <li>» Promote cluster formalisation and order aggregation for scale.</li> </ul>
<b>Social</b> (youth bulge, informality, skills gaps, inclusion expectations)	Pressure to create decent jobs and professionalise informal segments while improving gender/youth participation.	<ul style="list-style-type: none"> <li>» Scale TVET/ToT for tanning, footwear, leather goods, quality control</li> <li>» Introduce Occupational Safety Health (OSH) and basic Human Resources (HR) toolkits for factories and artisan clusters</li> <li>» Set gender/youth targets in programs; mentorship and leadership tracks</li> <li>» Support formalisation packs (registration, tax, bookkeeping, compliance).</li> </ul>

PESTLE DRIVER	WHAT IT MEANS FOR ALLPI	STRATEGIC INTERVENTIONS FOR ALLPI
<b>Technological</b> (e-commerce/social commerce, traceability tech, cleaner production, data systems)	Need to help firms digitise sales and operations, and meet buyer traceability and efficiency expectations.	<ul style="list-style-type: none"> <li>» Coach MSMEs on D2C/eD2C/e-commerce, payments, and cross-border compliance</li> <li>» Roll out LWG-aligned traceability/MRV (metering, batch coding, dashboards)</li> <li>» Fund metering and cleaner production upgrades; promote maintenance SOPs</li> <li>» Deploy an ALLPI eProgram/MEL platform with real-time KPIs.</li> </ul>
<b>Legal/Regulatory</b> (due diligence, product safety/chemicals, sustainability disclosure, carbon and deforestation rules)	Buyers/regulators require proof of responsible sourcing, chemical control, and emissions/waste management.	<ul style="list-style-type: none"> <li>» Publish practical guidance notes (EUDR/CSDDD/CBAM, MRSL) for leather</li> <li>» Pilot slaughterhouse to tannery traceability with geolocation</li> <li>» Train on chemical management, MRSL, SDS, storage and spill response</li> <li>» Upgrade labs toward ISO/IEC 17025 scope for key tests and proficiency schemes.</li> </ul>
<b>Environmental</b> (water stress, effluent/odour/sludge control, waste valorisation, climate shocks to herds)	Compliance and resilience demand CAPEX/OPEX discipline and circular solutions; upstream quality is at risk.	<ul style="list-style-type: none"> <li>» Run ETP/CETP performance programs with O&amp;M training and audits</li> <li>» Finance waste to value pilots (gelatine, fertiliser, biogas)</li> <li>» Promote climate-smart husbandry and hide preservation at abattoirs; grading standards and incentives</li> <li>» Create rapid-response technical teams for drought/disease and quality shocks.</li> </ul>

## INSTITUTIONAL SWOT ANALYSIS

This SWOT distils ALLPI’s past performance, current capabilities, and the external forces reshaping Africa’s leather sector to guide practical action. It highlights **strengths** in a COMESA mandate and convening power, a strong capacity-building and design footprint, trusted partnerships, and growing digital/knowledge assets, alongside **weaknesses** in core funding, data/MEL maturity, uneven O&M, limited laboratory scope, and patchy traceability/market linkages. It flags **opportunities** from AfCFTA market opening, rising buyer/regulatory demand for verified compliance, blended finance vehicles for green upgrading, digital commerce, and circular by-products, while noting **threats** from synthetics, tightening due diligence rules, climate and animal health

shocks, cost and foreign exchange volatility, and reputational risk. The implication for strategy is to **pair strengths with opportunities** (e.g., use convening power to harmonise standards and unlock AfCFTA trade; leverage studios and digital tools to accelerate compliant, design led exports), **fix binding weaknesses** (integrated eProgram/MEL, laboratory upgrades, traceability pilots, mobile technical O&M teams), and **mitigate threats** (blended finance for CETPs and efficiency, pooled procurement, incident response and OSH/social compliance systems). This framing yields a balanced portfolio of **quick wins** (mock audits, MRSL/SDS training, RoO/NTB guidance, buyer days) and **medium-term systems** (ISO scoped laboratories, CETPs, eMEL/data pipelines), sequenced with clear KPIs, budgets, and partner roles to drive measurable, continent-wide upgrading. Table 2 presents the SWOT Analysis results.

Table 2: SWOT Analysis Results

SWOT	IMPLICATIONS FOR ALLPI	STRATEGIC INTERVENTIONS ALLPI SHOULD IMPLEMENT
<b>STRENGTH</b>		
» COMESA mandated convening power	» Use neutrality and access to align governments, BSOs, and industry around common priorities.	» Establish national Public–Private Leather Councils; run quarterly regional coordination forums with action trackers and escalation protocols.
» Track record in strategies and annual forums	» A trusted platform can shift from dialogue to measurable delivery.	» Convert forums into “delivery labs” with 90-day sprints; publish quarterly commitment vs delivery scorecards.
» Capacity building and Regional Design Studios	» Solid base to scale skills, product development, and quality.	» Expand ToT pipelines; embed design/prototyping/QA services into cluster upgrading packages.
» Digital and knowledge assets (JALLPA, courses, tools)	» Foundation for standard methods and faster diffusion of good practice.	» Launch an online Leather Academy; maintain open KPI dashboards, SOP libraries, and case studies; mandate the use of tools in projects.
» Partnerships (AU, UN, standards bodies)	» Ability to harmonise standards and crowd in resources and recognition.	» Co-author regional guidance with ARSO; co-brand compliance toolkits with buyer platforms to boost acceptance.
<b>WEAKNESS</b>		
» Constrained core funding	» Limits continuity, scale, and ability to retain talent.	» Build multi-donor baskets; introduce fee-based services (audits, training, coaching); adopt a 3-year financing framework with BADEA/Afreximbank/TDB/AfDB.
» Data gaps and uneven MEL	» Hard to prove impact and make evidence-based decisions.	» Deploy an e-Program/MEL backbone; standardise indicators; conduct semi-annual DQAs; publish independent evaluations.
» Variable in country execution and O&M	» Replication stalls; assets underperform without support.	» Create mobile “fixit” technical teams (ETP/CETP/O&M); certify local service providers; tie grants to performance KPIs.
» Limited lab/testing scope	» Export risk without credible compliance evidence.	» Upgrade/select labs to ISO/IEC 17025 scope (Cr(VI), azo, COD/BOD); institute regional proficiency testing schemes.
» Patchy traceability and brand linkages	» Lower buyer confidence; missed market opportunities.	» Pilot slaughterhouse totannery traceability and LWG readiness; host buyer days; publish a verified “compliant supplier” list.
<b>OPPORTUNITY</b>		
» AfCFTA market opening	» Platform to scale intra-African trade and specialisation.	» Issue HS 41/42/64 RoO and NTB guidance; develop model public procurement clauses favouring compliant local leather goods; run corridor trade fairs.

SWOT	IMPLICATIONS FOR ALLPI	STRATEGIC INTERVENTIONS ALLPI SHOULD IMPLEMENT
» Rising compliance demand (EUDR/CSDDD, LWG)	» Demand for due diligence services can unlock market access and premiums.	» Publish practical guides; roll out MRSL/SDS training; provide LWG-aligned traceability/MRV toolkits and mock audits.
» Blended finance for green upgrades	» Chance to de-risk CAPEX for CETPs, metering, energy/water efficiency.	» Build a \$20–30M pipeline; structure results-based grants/guarantees; coach firms on bankable CAPEX and O&M plans.
» Digital commerce and social selling	D2C channels diversify markets and shorten feedback loops.	» Coach MSMEs on storefronts, payments, and cross-border compliance; run design-to-market accelerators with microbrand pilots.
» Circular economy and by-product valorisation	Turn waste liabilities into revenue streams.	» Commission pilots for shavings/trim (gelatin/biogas/fertiliser); develop off-taker matchmaking; issue by-product SOPs and quality specs.
THREAT		
» Competition from synthetics and imports	Price/scale pressure threatens local firms’ market share.	» Differentiate on sustainability/design; aggregate orders via clusters; negotiate input framework prices; promote “Made in Africa” branding.
» Tightening regulations and buyer scrutiny	» Risk of exclusion without verifiable compliance.	» Fast track audits, CAPs, and certification; set up a compliance helpdesk; maintain a regulatory update bulletin for members.
» Climate and animal health shocks	» Raw material quality/volume instability.	» Promote climate-smart husbandry, humane handling, and grading incentives; deploy rapid response teams for preservation and quality control.
» FX/logistics volatility and high energy costs	» Margin compression; delivery risk.	» Support pooled procurement; conduct energy/heat recovery audits; advocate for logistics facilitation and pilot renewable/efficient power in parks.
» Reputational risks (labour, environment, welfare)	» Fast-moving crises can erode buyer trust.	» Establish grievance and incident response protocols; provide OSH/social compliance coaching; disclose key KPIs transparently to buyers.

**ALLPI STRATEGIC PILLARS ALIGNMENT: COMESA, AFRICA AND GLOBAL INITIATIVES**

Alignment ensures that ALLPI’s interventions reinforce, rather than duplicate or conflict with, continental agendas and donor priorities, maximising relevance, funding traction, and policy coherence.

Table 3 illustrates how ALLPI’s institutional strategy aligns

with regional and continental policy frameworks and metrics, namely the SDGs, the COMESA Leather Value Chain Strategy, the COMESA Mid-Term Strategy, AU Agenda 2063, and the AfCFTA. It organises that alignment around ALLPI’s core pillars so stakeholders can see, at a glance, how institutional action translates into value chain outcomes, regional integration, long-term development goals, and intra-African trade facilitation.

Specifically, Table 3 maps five pillars **Institutional Capacity**

**Strengthening; Technical Excellence and Service Delivery; Policy Influence and Advocacy; Strategic Partnerships and Resource Mobilisation; and Results, Monitoring, and Learning** to the relevant objectives and instruments within each framework. For example, capacity strengthening links to SDG17 and enhances regional mechanisms while enabling AfCFTA implementation; technical excellence advances

SDG9 and supports competitive, value-added production for AfCFTA markets; policy influence underpins industrialisation, coordination, and barrier reduction; partnerships mobilise resources for sustainable upgrading; and results and learning ensure evidence-based decisions that track and improve performance against these agendas.

**Table 3: ALLPI’s institutional strategy:**

ALLPI STRATEGIC PILLAR	SDGS	COMESA LEATHER VALUE CHAIN STRATEGY	COMESA MID-TERM STRATEGY	AU AGENDA 2063	AFCFTA
Institutional Capacity Strengthening	SDG 17 – Partnerships for the Goals	Builds organisational capability to implement the leather strategy effectively.	Strengthens institutional mechanisms for coordinated regional integration.	Contributes to capable, well-defined continental priorities.	Enables ALLPI to support Member States’ effective implementation of the AfCFTA.
Technical Excellence and Service Delivery	SDG 9 – Industry, Innovation, and Infrastructure	Provides technical assistance and skills to upgrade the leather value chain.	Promotes value-added activities and regional competitiveness.	Advances in driven industrialisation and intra-African value addition.	Helps firms produce competitive, compliant leather products for AfCFTA markets.
Policy Influence and Advocacy	SDG 8 – Decent Work and Economic Growth; SDG 12 – Responsible Consumption and Production	Shapes an enabling policy and regulatory environment for the regional leather sector and export markets.	Reinforces policy coordination and harmonisation among Member States.	Supports industrialisation, value addition, and trade facilitation goals.	Reduces non-tariff barriers and strengthens the leather sector’s participation in the AfCFTA.
Strategic Partnerships and Resource Mobilisation	SDG 17 – Partnerships for the Goals	Leverages expertise and finance to strengthen sector upgrading and trade.	Supports regional integration through partnerships and mobilised resources.	Mobilises investment for sustainable leather industrialisation and jobs.	Secures technical and financial resources to implement sector priorities under AfCFTA.
Results, Monitoring and Learning	All SDGs (through effective, evidence-based delivery)	Tracks progress and drives continuous improvement in strategy execution.	Enhances performance management for resilient, sustainable regional economies.	Promotes evidence-based decisions that advance Agenda 2063 outcomes.	Monitors the sector’s contribution to AfCFTA objectives and informs policy adjustment.

## CHAPTER THREE:

# VISION, MISSION, CORE VALUES, AND STRATEGIC PILLARS



**VISION:** *“To be Africa’s leading catalyst for a sustainable, inclusive, and competitive leather value chain that drives industrialization, trade, and prosperity under the AfCFTA.”*

**MISSION:** *“To empower Africa’s leather sector through integrated technical assistance, evidence-based policy advocacy, and innovative partnerships that drive productivity, quality, sustainability, and market access within the AfCFTA framework; ensuring that the leather value chain becomes a catalyst for inclusive industrialisation, job creation, and global competitiveness in line with Agenda 2063.”*

**CORE VALUES:** *“Professionalism, Sustainability, Inclusiveness, Accountability, Innovation, Partnership.”*

These core values are chosen to anchor ALLPI’s work in what the leather sector most needs to compete and grow responsibly. **Professionalism** secures credibility with governments, development partners, and buyers, ensuring

advice and services are trusted and repeatable. **Sustainability** reflects market and regulatory realities: only environmentally and socially responsible firms will access premium markets and long-term finance. **Inclusiveness** widens impact by bringing MSMEs, women, and youth into value creation, strengthening clusters and supply reliability. **Accountability** protects reputation and resources by linking budgets to measurable results, ensuring transparent decision-making and timely course corrections. **Innovation** drives productivity and differentiation through better design, cleaner production, and digital tools that shorten idea-to-market cycles. **Partnership** recognises that systemic upgrading requires coordinated action across public agencies, standards bodies, financiers, academia, and industry. Together, these values translate into day-to-day behaviours that improve service quality, de-risk compliance, unlock investment, and align ALLPI’s work with regional strategies and AfCFTA opportunities. Table 4 provides an elaboration of ALLPI core values.

Table 4: ALLPI Core Values

CORE VALUE	DEFINITION	OBSERVABLE BEHAVIOURS
<b>Professionalism</b>	Upholding high technical, ethical, and service standards in all engagements.	Delivers on time and to specification; uses evidence-based methods; Communicates clearly and respectfully; Maintains confidentiality and avoids conflicts of interest; Continually updates sector knowledge.
<b>Sustainability</b>	Advancing environmental, social, and economic stewardship across the value chain.	Promotes cleaner production and compliance (ETP/CETP, MRSL); Integrates OSH, gender, and decent work; Supports circular economy pilots; Weighs long-term lifecycle impacts in decisions.
<b>Inclusiveness</b>	Ensuring equitable participation and benefits for all stakeholders.	Designs programs with MSMEs, women, and youth in mind; Consults member states transparently; Offers accessible training and multilingual materials; Tracks and reports disaggregated results.
<b>Accountability</b>	Being answerable for results, resources, and conduct.	Uses MEL with clear KPIs and open dashboards; Links budgets to outputs/outcomes; Responds to feedback and grievances; Conducts DQAs and independent reviews; Publish lessons learned.
<b>Innovation</b>	Applying new ideas, tools, and partnerships to create measurable improvements.	Pilots digital traceability and e-Program systems; Runs design studio sprints and prototyping; Tests waste to value solutions; Scales what works through toolkits and ToT.
<b>Partnership</b>	Building trusted, results-oriented collaborations across public, private, and academic actors.	Co-creates standards/guidance with ARSO and regulators; Convenes buyer-supplier round-tables; Structures blended finance solutions with DFIs; Formalises roles via MoUs and joint workplans.

## STRATEGIC PILLARS AND OBJECTIVES

### PILLAR 1: INSTITUTIONAL CAPACITY STRENGTHENING

ALLPI is well-positioned to embody the attributes of robust global organisations that catalyse industrialisation, research and development, and trade, and its institutional strengthening will consolidate this role. The programme will anchor **transparent governance and strategy**, a mandate translated

into time-bound objectives, risk management, and transparent decision rights underpinned by **predictable, diversified financing** aligned to a multi-year results framework. It will deepen **high-calibre talent systems** through skills audits, targeted upskilling, performance management, and defined career pathways, while investing in **evidence and data infrastructure** integrated with program management, MEL, and open dashboards that link resources to outputs and outcomes. Strengthening **technical excellence and innovation** labs, conformity services, design and prototyping

facilities, and R&D partnerships will accelerate the translation of knowledge into marketable products. In parallel, enhanced **policy and standards leadership** will support harmonisation and trade facilitation, and expanded **market and investment linkages** will connect compliant suppliers to buyers and blended finance instruments. Finally, reinforced **operational resilience and integrity**, fit-for-purpose processes, safeguarding, cyber security, and business continuity will assure dependable delivery. Taken together, these measures will elevate ALLPI’s capability to lead regional upgrading, crowd in investment, and expand sustainable intra-African and global trade.

**Sub-pillar 1.1: Enhance staffing, develop skills, leadership, and performance management**

The selected activities constitute a coherent and mutually reinforcing capacity development programme that directly enhances ALLPI’s ability to fulfil its mandate within the evolving

dynamics of the African Continental Free Trade Area (AfCFTA) and the global leather value chain. A comprehensive skills audit will systematically identify technical, policy, monitoring and learning, and partnership gaps that constrain scale and timeliness. A robust performance management system will institutionalise accountability and adaptive management through clear objectives, timely feedback, and professional development plans, thereby sustaining delivery excellence as buyer and regulatory expectations intensify (for example, heightened due diligence and circularity requirements). Clearly articulated career paths will improve retention of scarce expertise and preserve institutional memory. At the same time, an organisational review will streamline reporting lines and clarify interfaces across policy, technical services, MEL, and finance, enabling agile, cross-functional execution. Collectively, these measures will raise implementation quality and speed, strengthen confidence among Member States and partners, and position ALLPI to lead regional upgrading under AfCFTA while meeting international benchmarks for compliance, quality, and market responsiveness. Details are illustrated in Table 5.

**Table 5: International Benchmarks for Compliance, Quality and Market Responsiveness**

ACTIVITIES	EXPECTED OUTCOMES	KEY PERFORMANCE INDICATORS (KPIs)	MEANS OF VERIFICATION (MOV)
Conduct a comprehensive staff skills audit to identify gaps and training needs.	<ul style="list-style-type: none"> <li>» Clear skills baseline and gap map;</li> <li>» Targeted up-skilling plan;</li> <li>» Foundation for improved workforce capability.</li> </ul>	<ul style="list-style-type: none"> <li>» Skills audit completed by Q1.</li> <li>» ≥95% of staff assessed;</li> <li>» Competency matrix approved.</li> <li>» Institute-wide training plan issued.</li> </ul>	<ul style="list-style-type: none"> <li>» Approved skills audit report.</li> <li>» Competency matrix;</li> <li>» Management approval memo;</li> <li>» Staff assessment records.</li> </ul>
Develop and implement targeted training programs to enhance ALLPI staff’s technical, managerial, and leadership skills.	<ul style="list-style-type: none"> <li>» A highly skilled and motivated workforce capable of delivering high-quality services;</li> <li>» Improved leadership capacity at all levels;</li> <li>» Enhanced staff performance and productivity.</li> </ul>	<ul style="list-style-type: none"> <li>» ≥40 training hours per FTE/year;</li> <li>» ≥85% staff complete priority modules;</li> <li>» The average post-training score improves by ≥20%.</li> <li>» women’s participation ≥50%;</li> <li>» ≥70% of trained staff apply skills on the job (3-month follow-up).</li> </ul>	<ul style="list-style-type: none"> <li>» Training calendar; attendance/LMS reports;</li> <li>» pre/post assessment results; certificates;</li> <li>» 3-month application surveys and supervisor verification.</li> </ul>

ACTIVITIES	EXPECTED OUTCOMES	KEY PERFORMANCE INDICATORS (KPIs)	MEANS OF VERIFICATION (MOV)
Implement a robust performance management system with clear goals, regular feedback, and opportunities for professional development.	<ul style="list-style-type: none"> <li>» Enhanced staff performance and productivity;</li> <li>» More agile and high-performing teams;</li> <li>» Stronger culture of accountability and continuous improvement.</li> </ul>	<ul style="list-style-type: none"> <li>» Performance Management Framework approved by Q2.</li> <li>» 100% staff with SMART goals;</li> <li>» ≥95% on time quarterly reviews;</li> <li>» ≥90% staff with annual development plans;</li> <li>» Improvement in the average performance rating year on year.</li> </ul>	<ul style="list-style-type: none"> <li>» HRIS/PMS dashboards;</li> <li>» Signed appraisal forms;</li> <li>» Audit of review timeliness;</li> <li>» individual development plans;</li> <li>» Annual performance report.</li> </ul>
Develop career paths to foster staff retention and motivation.	<ul style="list-style-type: none"> <li>» Increased staff retention and reduced turnover;</li> <li>» Higher motivation and engagement;</li> <li>» Clearer progression pathways.</li> </ul>	<ul style="list-style-type: none"> <li>» Career paths published by Q2.</li> <li>» ≥90% roles mapped to grades and competencies;</li> <li>» Internal fill rate for vacancies ≥50%;</li> <li>» voluntary turnover ≤ 8%;</li> <li>» Employee engagement score improves by ≥10%.</li> </ul>	<ul style="list-style-type: none"> <li>» HR policy documents;</li> <li>» Career path guides; recruitment reports;</li> <li>» Turnover analytics; engagement survey results.</li> </ul>
Review organisational structure to improve communication channels and cooperation.	<ul style="list-style-type: none"> <li>» More agile and high-performing teams;</li> <li>» Faster decision-making and better cross-unit collaboration;</li> <li>» Clearer roles and responsibilities.</li> </ul>	<ul style="list-style-type: none"> <li>» Revised structure approved by Q3.</li> <li>» Decision lead time reduced by ≥20%;</li> <li>» Cross-unit project on-time delivery ≥85%;</li> <li>» RACI matrices are in place for 100% departments.</li> <li>» Collaboration satisfaction score improves by ≥10%.</li> </ul>	<ul style="list-style-type: none"> <li>» Board/management approval minutes;</li> <li>» process time study reports;</li> <li>» ePMS project trackers;</li> <li>» RACI documents;</li> <li>» Quarterly pulse survey results.</li> </ul>

## MODERNISE INFRASTRUCTURE AND DIGITAL OPERATIONS

### Sub-pillar 1.2: Systems, Infrastructure, and Digital Operations

This investment is essential to delivering faster, cleaner, and more reliable services across ALLPI and the African leather value chain. By automating core finance, procurement, and HR processes, we cut cycle times (e.g., ~30–40% for financial

close and procurement], reduce manual errors, and lower audit findings, resulting in direct time and cost savings. A modern ERP, cloud, and M&E stack provide us real-time with, trustworthy data to guide programs, demonstrate results, and meet donor compliance requirements, strengthening our credibility and unlocking larger, longer-term funding. Built-in cyber security and business continuity targets (RPO/RTO) protect our operations and reputation.

For the value chain, our upgraded systems mean quicker grant and procurement turn-arounds for SMEs and clusters, more

transparent vendor management, and timely disbursement and reporting. Hence, partners get support when it matters. Our digital M&E platform standardises indicators across countries, making it easier to compare performance, identify what works, and scale interventions under the COMESA Leather Value Chain Strategy and AfCFTA. Better data on production, quality, and market linkages

help governments and BSOs target policies and investments, while improved collaboration tools reduce coordination frictions among tanneries, SMEs, and training institutions. In short, this investment pays back through efficiency gains, reduced risk, greater partner confidence, and faster, evidence-driven growth of Africa’s leather ecosystem. Details are illustrated in Table 6.

**Table 6: ALLPI Digital Ecosystem**

ACTIVITIES	EXPECTED OUTCOMES	KEY PERFORMANCE INDICATORS (KPIs)	MEANS OF VERIFICATION (MOV)
Conduct a comprehensive audit of systems, processes, and ICT infrastructure.	» Clear gap/ risk picture to guide investments.	<ul style="list-style-type: none"> <li>» Audit completed by the end of Q4.</li> <li>» ≥95% core processes mapped;</li> <li>» Risk register issued.</li> <li>» ≥90% critical findings assigned owners within 30 days.</li> </ul>	<ul style="list-style-type: none"> <li>» Approved audit report; process maps;</li> <li>» Risk register;</li> <li>» Management memo assigning actions.</li> </ul>
Develop a Digital Transformation Roadmap with phased implementation.	Sequenced, costed plan with governance.	<ul style="list-style-type: none"> <li>» Roadmap approved by Board/ Management by the end of Q4;</li> <li>» 100% initiatives have business cases, budgets, owners, and timelines;</li> <li>» Change management plan in place.</li> </ul>	<ul style="list-style-type: none"> <li>» Signed roadmap; approval minutes; business cases;</li> <li>» RACI and implementation plan;</li> <li>» Change management plan.</li> </ul>
Procure and implement an integrated ERP (Finance, Procurement, HR).	Automated, controlled core operations.	<ul style="list-style-type: none"> <li>» Competitive RFP completed;</li> <li>» ERP live by the agreed date.</li> <li>» ≥99.5% uptime; ≥80% routine transactions automated;</li> <li>» ≥85% active user adoption;</li> <li>» 100% of % modules are operational.</li> </ul>	<ul style="list-style-type: none"> <li>» RFP and evaluation docs; signed contract;</li> <li>» UAT and go-live reports; SLA/ uptime logs;</li> <li>» ERP usage analytics;</li> <li>» Automation/configuration logs.</li> </ul>
Upgrade IT hardware and network.	Reliable, fast, secure infrastructure.	<ul style="list-style-type: none"> <li>» 100% end-user devices are refreshed to the standard.</li> <li>» 100% office coverage;</li> <li>» ≥99.5% network uptime; helpdesk tickets</li> <li>» ↓≥30%; MTTR ≤4 hours.</li> </ul>	<ul style="list-style-type: none"> <li>» Asset inventory;</li> <li>» network heatmaps and NMS reports;</li> <li>» helpdesk/ticketing reports;</li> <li>» security hardening checklist.</li> </ul>
Migrate data to a secure, scalable cloud.	Accessible, resilient data environment.	<ul style="list-style-type: none"> <li>» 100% priority datasets migrated;</li> <li>» RPO ≤4 hours;</li> <li>» RTO ≤8 hours;</li> <li>» Quarterly DR drills 100% pass;</li> <li>» Mean access latency ≤200 ms (regional).</li> </ul>	<ul style="list-style-type: none"> <li>» Migration checklist;</li> <li>» cloud audit logs;</li> <li>» DR drill reports; backup/ restore tests;</li> <li>» SLA and compliance attestations.</li> </ul>

ACTIVITIES	EXPECTED OUTCOMES	KEY PERFORMANCE INDICATORS (KPIs)	MEANS OF VERIFICATION (MOV)
Roll out a best practice digital M&E system.	Real-time performance tracking and learning.	<ul style="list-style-type: none"> <li>» The platform will be live by the agreed date.</li> <li>» 100% projects with log frames and indicators in the system;</li> <li>» Monthly dashboards are published by the 5th working day.</li> <li>» Data quality score <math>\geq 90\%</math>.</li> </ul>	<ul style="list-style-type: none"> <li>» M&amp;E platform screenshots/exports;</li> <li>» dashboard PDFs;</li> <li>» DQA reports;</li> <li>» MEL calendar and reports.</li> </ul>
Train all relevant staff on new systems and processes.	Smooth adoption and sustained use.	<ul style="list-style-type: none"> <li>» <math>\geq 40</math> training hours per FTE/year;</li> <li>» <math>\geq 90\%</math> staff complete priority modules;</li> <li>» Posttest scores <math>\geq 20\%</math>;</li> <li>» <math>\geq 70\%</math> apply skills at 3-month follow-up;</li> <li>» Women's participation <math>\geq 50\%</math>;</li> <li>» Satisfaction <math>\geq 85\%</math>.</li> </ul>	Training calendar; Attendance/LMS records; Pre/post tests; certificates; 3-month application surveys and supervisor verification.

## STRENGTHEN COMMUNICATION AND VISIBILITY

By systematically strengthening our communication architecture from a unified strategy and upgraded digital platforms to richer media content and deeper stakeholder engagement ALLPI will amplify its institutional muscle and streamline how we deliver value to member states. These investments will not only accelerate project execution and enhance visibility for Africa's

leather sector, but also cement ALLPI's standing as the continent's authoritative repository of knowledge, best-practice insights, and data-driven evidence. In turn, partners and practitioners will increasingly look to ALLPI for guidance, fostering a virtuous cycle of collaboration, innovation, and impact across the value chain. Details are illustrated in Table 7.

Table 7: ALLPI for guidance, fostering a virtuous cycle of collaboration, innovation, and impact across the value chain

ACTIVITIES	EXPECTED OUTCOMES	KEY PERFORMANCE INDICATORS (KPIs)	MEANS OF VERIFICATION (MOVS)
<b>Develop a comprehensive Communication Strategy</b> (key messages, audiences, channels, crisis-comms plan)	<ul style="list-style-type: none"> <li>» Clear, consistent messaging across ALLPI</li> <li>» Increased awareness of ALLPI's mission and activities</li> <li>» Enhanced stakeholder alignment</li> </ul>	<ul style="list-style-type: none"> <li>» Strategy drafted and approved by Board (Q2)</li> <li>» <math>\geq 3</math> core messages adopted across all materials</li> <li>» 100 % of staff briefed on strategy (by Q2)</li> </ul>	<ul style="list-style-type: none"> <li>» Approved strategy document</li> <li>» Board minutes</li> <li>» Internal staff-briefing records</li> </ul>
<b>Improve website and social-media presence</b> with engaging, timely content	<ul style="list-style-type: none"> <li>» Greater visibility for the African leather sector</li> <li>» Improved institutional image and credibility</li> </ul>	<ul style="list-style-type: none"> <li>» Unique website visitors +30 % YoY</li> <li>» Bounce rate <math>\leq 40</math> %</li> <li>» Social followers +50 % YoY</li> <li>» Avg. engagement rate <math>\geq 5</math> % per post</li> </ul>	<ul style="list-style-type: none"> <li>» Google Analytics reports</li> <li>» Social-platform analytics screenshots</li> </ul>

ACTIVITIES	EXPECTED OUTCOMES	KEY PERFORMANCE INDICATORS (KPIs)	MEANS OF VERIFICATION (MOVS)
<b>Create high-quality audio-visual materials</b> (videos, infographics, slide decks)	<ul style="list-style-type: none"> <li>» Tangible showcase of ALLPI’s impact</li> <li>» Content easily shareable by partners</li> </ul>	<ul style="list-style-type: none"> <li>» ≥ 6 promotional videos &amp; ≥ 12 info graphics produced/yr</li> <li>» Avg. 1,000 views or downloads per asset within 3 months of release</li> <li>» 80 % positive feedback in quick polls</li> </ul>	<ul style="list-style-type: none"> <li>» Multimedia production log</li> <li>» View/download analytics</li> <li>» Audience feedback survey summaries</li> </ul>
<b>Increase media engagement</b> by nurturing relationships with journalists and outlets	<ul style="list-style-type: none"> <li>» Broader public awareness of ALLPI initiatives</li> <li>» Strengthened thought-leadership positioning</li> </ul>	<ul style="list-style-type: none"> <li>» ≥ 20 earned-media stories/yr mentioning ALLPI</li> <li>» ≥ 5 in-depth features or interviews/yr</li> <li>» Average media sentiment score ≥ 0.5 (positive)</li> </ul>	<ul style="list-style-type: none"> <li>» Media-monitoring reports</li> <li>» Press-coverage dossier</li> </ul>
<b>Organise regular public events</b> (conferences, workshops, exhibitions)	<ul style="list-style-type: none"> <li>» Stakeholder engagement and support deepened</li> <li>» Sector opportunities highlighted</li> </ul>	<ul style="list-style-type: none"> <li>» ≥ 4 flagship events/yr</li> <li>» ≥ 300 cumulative participants/yr</li> <li>» ≥ 85 % attendee satisfaction</li> <li>» ≥ 30 % repeat participants next event</li> </ul>	<ul style="list-style-type: none"> <li>» Event reports and attendance lists</li> <li>» Post-event evaluation forms</li> </ul>
<b>Invest in digital-media equipment and tools</b> (cameras, editing software, webinar platforms)	<ul style="list-style-type: none"> <li>» Professional, consistent production quality</li> <li>» Faster turn-around of digital content</li> </ul>	<ul style="list-style-type: none"> <li>» Procurement completed by Q2</li> <li>» 5 staff trained &amp; certified on new tools</li> <li>» Equipment utilisation rate 75 %</li> </ul>	<ul style="list-style-type: none"> <li>» Procurement records &amp; asset register</li> <li>» Training certificates</li> <li>» Quarterly utilisation logs</li> </ul>
<b>Strengthen networking and collaboration</b> to encourage regional integration (MoUs, joint campaigns)	<ul style="list-style-type: none"> <li>» Expanded partner ecosystem</li> <li>» Increased cross-border initiatives in the leather value chain</li> </ul>	<ul style="list-style-type: none"> <li>» ≥ 6 new MoUs/partnerships signed/yr</li> <li>» ≥ 3 joint regional campaigns or projects launched/yr</li> <li>» Partner-satisfaction score ≥ 80 %</li> </ul>	<ul style="list-style-type: none"> <li>» Signed MoUs/agreements</li> <li>» Joint-project reports</li> <li>» Partner-feedback surveys</li> </ul>

## MAINTAIN AND STRENGTHEN QUALITY MANAGEMENT AND ENVIRONMENTAL MANAGEMENT SYSTEMS

By fortifying ALLPI’s Quality and Environmental Management Systems, we are not merely refining internal procedures; we are multiplying the Institute’s institutional muscle. Robust, ISO-aligned systems will streamline every facet of our work, from faster project turnaround times and data-driven decision-making

to impeccable stakeholder service and auditable sustainability practices. This disciplined foundation positions ALLPI to deliver initiatives faster, more consistently, and with greater impact, enabling our teams to anticipate member-state needs rather than react to them. As these capabilities mature, ALLPI’s reputation evolves from regional leader to a globally recognised centre of excellence an indispensable, trusted repository of knowledge and innovation for the leather sector worldwide. Details are illustrated in Table 8.

Table 8: Quality Management and Environmental Management Systems

ACTIVITIES TO MAINTAIN AND STRENGTHEN QMS/ EMS	EXPECTED OUTPUTS	KEY PERFORMANCE INDICATORS (KPIs)	MEANS OF VERIFICATION (MOVS)
Conduct an annual gap analysis against ISO 9001:2015 & ISO 14001:2015	<ul style="list-style-type: none"> <li>» Gap-analysis report with prioritised action plan</li> <li>» Management-approved implementation timeline</li> </ul>	<ul style="list-style-type: none"> <li>» Gap analysis completed by Q1 each year</li> <li>» 30 days from report to approved action plan</li> </ul>	<ul style="list-style-type: none"> <li>» Signed gap-analysis report</li> <li>» Minutes approving plan</li> </ul>
Update quality and environmental policies, manuals and SOPs	<ul style="list-style-type: none"> <li>» Revised, version-controlled QMS/EMS documents</li> <li>» Staff notification of effective date</li> </ul>	<ul style="list-style-type: none"> <li>» 100 % relevant docs updated by Q2</li> <li>» 95 % staff acknowledge receipt</li> </ul>	<ul style="list-style-type: none"> <li>» Document control log</li> <li>» Staff acknowledgement records</li> </ul>
Deliver targeted training and awareness sessions for staff and key suppliers	<ul style="list-style-type: none"> <li>» Competent workforce and supply chain on QMS/EMS</li> </ul>	<ul style="list-style-type: none"> <li>» 90 % staff trained by Q3</li> <li>» Avg. post-test score 80 %</li> <li>» 2 supplier sessions/year</li> </ul>	<ul style="list-style-type: none"> <li>» Training calendar and materials</li> <li>» Attendance sheets &amp; test results</li> </ul>
Perform quarterly internal audits and semi-annual management reviews	<ul style="list-style-type: none"> <li>» Audit reports with findings and actions</li> <li>» Strategic alignment confirmed</li> </ul>	<ul style="list-style-type: none"> <li>» 4 internal audits/year</li> <li>» 2 management reviews/year</li> <li>» ≥ 95 % major findings closed ≤ 30 days</li> </ul>	<ul style="list-style-type: none"> <li>» Audit reports and CAPA logs</li> <li>» Management-review minutes</li> </ul>
Implement and close CAPA via the digital tracking system	<ul style="list-style-type: none"> <li>» Timely, verified corrective and preventive actions</li> </ul>	<ul style="list-style-type: none"> <li>» 100 % CAPA logged</li> <li>» ≥ 95 % closed within the target time</li> <li>» Recurrence rate &lt; 10 %</li> </ul>	<ul style="list-style-type: none"> <li>» CAPA system dashboard</li> <li>» Effectiveness-check evidence</li> </ul>



**Gap analysis completed by Q1 each year**



**100 % relevant docs update**



**90 % staff trained by Q3**



**4 internal audits/year  
2 management reviews/year**

ACTIVITIES TO MAINTAIN AND STRENGTHEN QMS/ EMS	EXPECTED OUTPUTS	KEY PERFORMANCE INDICATORS (KPIs)	MEANS OF VERIFICATION (MOVS)
Monitor and analyse key quality and environmental indicators	» Monthly KPI dashboard guiding improvement	<ul style="list-style-type: none"> <li>» Dashboard issued 12 /year</li> <li>» Customer-satisfaction 85 %</li> <li>» Defect rate 2 %</li> <li>» Waste reduced 5 % YoY</li> </ul>	<ul style="list-style-type: none"> <li>» KPI dashboards</li> <li>» Customer-survey reports</li> <li>» Waste/energy logs</li> </ul>
Enhance document control and records management via an integrated e-platform	Central, audit-ready repository; faster access	<ul style="list-style-type: none"> <li>» e-repository live by Q2</li> <li>» Retrieval time cut by 50 %</li> <li>» Obsolete-version incidents = 0</li> </ul>	<ul style="list-style-type: none"> <li>» System audit trail</li> <li>» Process-time studies</li> <li>» Issue-tracking log</li> </ul>
Engage an external certification body for surveillance and recertification	Continued ISO 9001 and ISO 14001 certification	<ul style="list-style-type: none"> <li>» 0 major non-conformities</li> <li>» Minor NCs closed ≤ 60 days</li> <li>» Certificates maintained</li> </ul>	Certification audit reports Closure evidence Valid certificates
Integrate QMS/EMS with an enterprise risk-management framework	Unified risk register aligned to strategic goals	Risk register updated quarterly 100 % QMS/EMS risks mapped High-risk actions closed ≤ 3 months	Risk register and heat maps Action-tracking sheets
Publish an annual QMS/EMS performance report	Public report of achievements and targets	Report issued by February each year ≥ 200 downloads/views Stakeholder feedback addressed ≤ 1 month	Published report (website) Web analytics Feedback and response log

## PILLAR 2: TECHNICAL EXCELLENCE AND SERVICE DELIVERY

### A. Technical Excellence and Service Delivery

ALLPI's Technical Excellence and Service Delivery pillar is where strategic ambition becomes hands-on impact. The Institute mobilises a multidisciplinary team of leather technologists,

sustainability auditors, product designers, and business development specialists who work in lockstep with National Experts to troubleshoot factory floors, upgrade equipment, and embed best-practice operating procedures across member states. Through modular service packages ranging from

chrome-free tanning pilots and energy audits to digital pattern-engineering workshops, ALLPI delivers end-to-end solutions that simultaneously improve productivity, quality, and environmental performance. Each engagement is backed by a robust quality-assurance framework, real-time monitoring dashboards and rapid-response technical hotlines, ensuring that enterprises not only meet global compliance standards but also launch market-ready products faster and at lower cost. In effect, Technical Excellence and Service Delivery acts as the Institute’s “results factory,” translating policy guidance into measurable gains for Africa’s leather value chain.

Equally important, this strengthened capability is intentionally designed for replication and upscaling across regional economic communities. The modular toolkits, quality standards, and digital knowledge platforms we develop for COMESA can be readily adapted to the specific contexts of EAC, ECCAS, SADC, ECOWAS, MAGREB and at a continental level, the AfCFTA. By codifying best practices and embedding peer-learning mechanisms, ALLPI will serve as a multiplier of technical excellence, helping other RECs fast-track their own value-chain initiatives while fostering continent-wide coherence in standards, sustainability, and market integration. Details are illustrated in Table 9.

**Table 9: Continent-wide coherence in standards, sustainability, and market integration**

ACTIVITIES	EXPECTED OUTCOMES (ALIGNED TO CLVCS SO)	KEY PERFORMANCE INDICATORS (KPIs)	MEANS OF VERIFICATION (MoVs)
<b>ASSESSMENT</b>			
Assess ALLPI’s current technical expertise	Baseline skills-gap map feeding <b>SO 4</b>	<ul style="list-style-type: none"> <li>» Gap-analysis report approved (Q2)</li> <li>» ≥ 90 % core functions assessed</li> </ul>	<ul style="list-style-type: none"> <li>» Signed report</li> <li>» Interview/assessment logs</li> </ul>
Evaluate the quality and relevance of services	Evidence-based service-performance report for <b>SO 5</b>	<ul style="list-style-type: none"> <li>» Service-evaluation completed (Q2)</li> <li>» ≥ 60 % beneficiary response rate</li> </ul>	<ul style="list-style-type: none"> <li>» Evaluation report</li> <li>» Survey datasets</li> </ul>
Identify areas for technical/service improvement	Prioritised improvement list supporting <b>SO 1</b>	<ul style="list-style-type: none"> <li>» Action plan issued ≤ 30 days after assessment</li> </ul>	<ul style="list-style-type: none"> <li>» Management-approved plan</li> </ul>
Benchmark best practices	Comparative dossier informing <b>SO 4</b>	<ul style="list-style-type: none"> <li>» ≥ 3 peer-institutions benchmarked</li> </ul>	<ul style="list-style-type: none"> <li>» Benchmarking report</li> </ul>
<b>DEVELOPMENT</b>			
Develop a technical excellence strategy	Board-approved roadmap advancing <b>SO 4</b>	<ul style="list-style-type: none"> <li>» Strategy approved (Q3)</li> </ul>	<ul style="list-style-type: none"> <li>» Board minutes</li> <li>» Strategy document</li> </ul>
Design new beneficiary services and programmes	Demand-driven portfolio for <b>SO 1 and SO 5</b>	<ul style="list-style-type: none"> <li>» ≥ 3 new services designed by Q4</li> </ul>	<ul style="list-style-type: none"> <li>» Service-design briefs</li> </ul>

Create quality-assurance (QA) standards	QA framework for <b>SO 1 and SO 3</b>	» Standards manual issued (Q3)	» QA manual » Version-control log
Develop staff training	Up-skilled team (supports <b>SO 4</b> )	» ≥ 80 % staff complete training » Avg. post-test ≥ 75 %	» Attendance sheets » Test scores
<b>IMPLEMENTATION SUPPORT</b>			
Provide technical assistance	Enhanced staff and beneficiary capacity ( <b>SO 1, SO 5</b> )	» ≥ 200 TA hours delivered/yr	» TA timesheets » Beneficiary feedback
Facilitate workshops and training	Increased beneficiary know-how ( <b>SO 1</b> )	» ≥ 8 workshops/yr » ≥ 150 participants	» Workshop reports » Pre/post tests
Develop and disseminate technical tools	Accessible resources ( <b>SO 1, SO 3</b> )	» ≥ 10 tools/resources published/yr	» Download analytics
Support QA-standard rollout	Consistent, high-quality services ( <b>SO 1, SO 3</b> )	» 100 % new projects comply with QA	» Internal audit logs
<b>MONITORING AND EVALUATION</b>			
Track beneficiaries served	Utilisation dashboard ( <b>SO 5</b> )	» Dashboard updated monthly	» M&E database
Measure impact on outcomes	Quantified gains ( <b>SO 1, SO 5</b> )	» ≥ 15 % avg. sales among supported SMEs	» Follow-up surveys » Financial records
Collect beneficiary feedback	Continuous improvement ( <b>SO 4</b> )	» ≥ 80 % satisfaction score	» Feedback forms
Evaluate TA effectiveness	Lessons learned for <b>SO 4</b>	» Annual TA evaluation completed	» Evaluation report

## A. Policy Influence and Advocacy

ALLPI’s **Policy Influence and Advocacy** pillar is the Institute’s catalyst for turning field-level insights into enabling legislation and cross-border standards that unlock scale for Africa’s leather sector. Leveraging a Triple-Helix approach, the team works hand in glove with ministries, regional economic communities, and private-sector associations to draft model laws on traceability, sustainability, and public procurement; convene high-level roundtables that feed data-driven recommendations into AfCFTA protocols and COMESA industrial frameworks;

and steward multi-stakeholder coalitions that speak with one coordinated voice in continental fora. Continuous policy briefs distilled from the MEL dashboard equip decision-makers with real-time evidence, while targeted advocacy campaigns secure budget lines and tax incentives that de-risk investment in green processing, design studios and SME clusters. In effect, this pillar converts ALLPI’s technical credibility into political capital, harmonising regulations, eliminating non-tariff barriers and paving the way for a thriving, integrated leather value chain across Africa. Details are illustrated in Table 10.

Table 10: ALLPI’s technical credibility across Africa

ACTIVITIES	EXPECTED OUTCOMES (ALIGNED TO CLVCS SO)	KEY PERFORMANCE INDICATORS (KPIs)	MEANS OF VERIFICATION (MOVS)
<b>ASSESSMENT</b>			
Identify key policy issues	Clear advocacy agenda (SO 2)	» Priority-issue list approved [Q2]	» Issue-mapping report
Analyse the political and regulatory landscape	Context for SO 2 actions	» Landscape analysis published [Q2]	» Analysis document
Assess ALLPI’s advocacy capacity	Gap analysis for SO 2 and SO 4	» Capacity-assessment report completed	» Assessment report
Benchmark advocacy best practices	Reference models strengthening SO 2	» ≥ 3 comparator orgs studied	» Benchmarking paper
<b>DEVELOPMENT</b>			
Draft advocacy strategy	Board-endorsed plan (SO 2)	» Strategy approved [Q3]	» Board minutes » Strategy file
Map stakeholders and build relationships	Network of allies (SO 2)	» Stakeholder map updated semi-annually	» CRM database
Prepare policy briefs and materials	Persuasive documents (SO 2)	≥ 5 briefs produced/yr	» Brief repository
Design communications to raise awareness	Heightened support (SO 2 and SO 3)	» ≥ 50 000 reach across channels/yr	» Comms analytics
<b>IMPLEMENTATION SUPPORT</b>			
Organise advocacy events and meetings	Direct engagement (SO 2)	» ≥ 4 high-level events/yr » ≥ 25 policymakers engaged	» Event reports
Represent ALLPI in policy dialogues	Interests reflected in regs (SO 2)	≥ 10 forums attended/yr	» Meeting minutes
Disseminate policy info to members	Informed constituency (SO 2)	» Quarterly policy bulletin issued	» Bulletins and mailing stats
Build coalitions to amplify your voice	More substantial influence (SO 2)	» ≥ 3 coalition MoUs signed/yr	» Signed MoUs

For ALLPI, the same interventions propel the Institute from a respected regional actor to a globally recognised centre of excellence. Publishing the **Annual Africa Leather Industry Outlook**, hosting the **Pan-African Leather Policy and Research Symposium**, and maintaining an open-access knowledge portal will cement ALLPI’s reputation as the continent’s foremost source of evidence and strategic foresight. Meanwhile, hands-on advisory services, model legislation, and multi-stakeholder advocacy will demonstrate ALLPI’s unique

capacity to translate insight into action, delivering measurable improvements in competitiveness, sustainability, and market access across member states. This dual role, knowledge leader and trusted policy partner, perfectly aligns with ALLPI’s vision of becoming the leading catalyst institution for leather-sector development in Africa, reinforcing its credibility with donors, investors, and peer organisations, and positioning it to scale its impact across Africa and beyond. Details are illustrated in Table 11.

Table 11: Policy influence and advocacy

ACTIVITIES (POLICY INFLUENCE AND ADVOCACY PILLAR)	EXPECTED OUTCOMES	KEY PERFORMANCE INDICATORS (KPIs)	MEANS OF VERIFICATION (MoVs)
<b>POSITION ALLPI AS A CONTINENTAL KNOWLEDGE LEADER</b>			
Publish an <i>Annual Africa Leather Industry Outlook</i> and quarterly policy briefs that synthesise market data, trade flows and regulatory trends.	ALLPI becomes the primary reference point for evidence-based decision-making in the leather sector; citations in AU, AfCFTA and REC policy papers rise year on year.	<ul style="list-style-type: none"> <li>» The Annual Outlook is released by Q2 each year</li> <li>» ≥ 4 policy briefs issued annually</li> <li>» ≥ 10 external policy citations per year</li> </ul>	<ul style="list-style-type: none"> <li>» Publication records and website archive</li> <li>» Citation tracking dashboard</li> <li>» Download analytics</li> </ul>
Launch an open-access digital knowledge portal featuring data dashboards, technical papers and best practice libraries.	Stakeholders across Africa access real-time intelligence, reinforcing ALLPI’s reputation as a thought leader and a transparent organisation.	<ul style="list-style-type: none"> <li>» Portal live by Q4 2025</li> <li>» ≥ 500 monthly active users</li> <li>» Avg. session duration ≥ 3 min</li> </ul>	<ul style="list-style-type: none"> <li>» Web analytics reports (Google Analytics)</li> <li>» User registration logs</li> </ul>
Convene a yearly <i>PanAfrican Leather Policy and Research Symposium</i> gathering governments, academia and industry.	Consolidated research agenda and stronger networks accelerate innovation and policy coherence across the continent.	<ul style="list-style-type: none"> <li>» Symposium held annually</li> <li>» ≥ 200 participants;</li> <li>» 30 countries represented</li> <li>» Post-event satisfaction ≥ 85 %</li> </ul>	<ul style="list-style-type: none"> <li>» Attendance list and country breakdown</li> <li>» Event report</li> <li>» Post-event survey analysis</li> </ul>
<b>SHAPE POLICY AT NATIONAL, REGIONAL AND CONTINENTAL LEVELS</b>			
Provide on-demand technical advisory to ministries and RECs during policy formulation and legislative reviews.	National and regional regulations embed ALLPI recommendations, resulting in harmonised standards and reduced non-tariff barriers.	<ul style="list-style-type: none"> <li>» ≥ 10 technical advisory missions per year</li> <li>» Acceptance rate of recommendations ≥ 70 %</li> </ul>	<ul style="list-style-type: none"> <li>» Mission reports</li> <li>» Policy documents referencing ALLPI advice</li> </ul>
Coordinate multi-stakeholder roundtables to provide input into AfCFTA protocols, COMESA regulations, and AU industrial frameworks.	Continental trade and industrial policies explicitly recognise leather as a priority value chain, improving market access and investment incentives.	<ul style="list-style-type: none"> <li>» ≥ 3 multi-stakeholder round-tables annually</li> <li>» Documented inputs submitted to AfCFTA/ REC frameworks</li> </ul>	<ul style="list-style-type: none"> <li>» Meeting minutes and participant lists</li> <li>» Submission letters and acknowledgements</li> </ul>
Draft model laws, regulations and implementation guidelines for member states [e.g., quality, sustainability, traceability].	Faster policy adoption and consistent enforcement, driving sector competitiveness and compliance with global standards.	<ul style="list-style-type: none"> <li>» ≥ 3 model regulatory instruments drafted by 2026</li> <li>» Adoption by ≥ 5 member states by 2028</li> </ul>	<ul style="list-style-type: none"> <li>» Final model law documents</li> <li>» Government gazettes / adoption letters</li> </ul>

MAINSTREAM LEATHER INTO INDUSTRIAL AND PROCUREMENT POLICIES			
Advocate for the leather sector targets in national industrialisation plans and MSME strategies.	Leather is listed as a priority subsector in at least 80 % of Member States' industrial policies, unlocking budget allocations and technical support.	Leather prioritised in ≥ 10 Member State industrial policies by 2027	National industrial policy documents Government press releases
Support ministries of finance and trade in designing local content procurement rules that favour domestic leather products.	Increased public sector demand stimulates local production, creating jobs and expanding formal market channels.	» ≥ 5 countries issue leather-friendly procurement guidelines by 2027	» Gazetted procurement regulations » Ministry circulars
Produce evidence briefs on socio-economic returns of public procurement in leather goods (employment, forex savings, circularity).	Policymakers adopt data-driven procurement thresholds, leading to measurable growth in domestic leather orders.	» ≥ 4 evidence briefs produced (2025,2027) » Referenced in policy decisions in ≥ 3 countries	» Published briefs » Policy meeting minutes citing briefs
Facilitate public-private dialogues to integrate leather into green public procurement and sustainable sourcing frameworks.	Government contracts incorporate sustainability and quality clauses aligned with the objectives of the COMESA Leather Value Chain Strategy, boosting sector credibility and exports.	» ≥ 2 dialogues per year » Inclusion of leather in green procurement frameworks in ≥ 3 member states by 2028	» Dialogue reports and attendance lists » Signed green procurement frameworks

### PILLAR 3: STRATEGIC PARTNERSHIPS AND RESOURCE MOBILISATION

The proposed strategic partnerships and resource mobilisation drive are a catalyst for the entire African leather value chain. By pairing a multi-donor funding strategy with deep collaborations across development institutions, the private sector, and purpose-built joint ventures, ALLPI will unlock the capital, technology, and market linkages that African tanneries, designers, and SMEs need to scale. New Leather Trading Houses and Design Studios

will shorten supply chains, raise product quality, and open export pathways. At the same time, coordinated donor windows ensure that every dollar invested is amplified through shared objectives and rigorous accountability. This integrated financing and partnership architecture not only accelerates productivity, sustainability, and intra-African trade, but also positions ALLPI as the continent’s undisputed orchestrator of high-impact investment and innovation, perfectly aligned with our vision of becoming a leading institution for leather-sector development in Africa. Details are illustrated in Table 12.

**Table 12: Strategic Partnership and Resource Mobilisation**

ACTIVITIES (STRATEGIC PARTNERSHIPS AND RESOURCE MOBILISATION)	EXPECTED OUTCOMES	KEY PERFORMANCE INDICATORS (KPIs)	MEANS OF VERIFICATION (MOVS)
<b>DEVELOP A MULTI-DONOR FUNDING STRATEGY</b>			
Map donor priorities against ALLPI programmes and budget gaps	Alignment matrix highlighting top funding matches	» Priority-donor matrix completed (Q1 2026)	» Published matrix » Management sign-off
Draft a 3-year Multi-Donor Funding Strategy bundling projects into thematic “investment windows”	Board-approved strategy and pitch deck targeting new pledges	» Strategy approved (Q2 2026) » ≥ US \$25 m in pledges by Q4 2027	» Board minutes » Signed commitment letters
Establish a donor-coordination platform (bi-annual round-table / virtual forum)	More substantial leverage and reduced overlap among partners	» 2 coordination meetings held per year » ≥ 80 % donor participation rate	» Meeting agendas and attendance lists » Post-event feedback reports
<b>BUILD COLLABORATIONS WITH DEVELOPMENT PARTNERS AND THE PRIVATE SECTOR</b>			
Sign MoUs with continental and global development agencies (ITC, UNIDO, FAO, etc.)	Expanded technical toolbox and knowledge-sharing	» ≥ 3 MoUs signed by Q4 2026	» Signed MoUs » Joint-work-plan documents
Create a corporate-engagement framework (co-branding, CSR, pilots)	Private-sector resources accelerate programmes	» Framework launched (Q2 2026) » ≥ 5 private partners contributing cash/in-kind annually	» Framework document » Partner contribution records
Launch the annual <b>Africa Leather Innovation Partnership Summit</b>	New multi-stakeholder consortia funnel finance and expertise	» Summit held each year (2026-28) » ≥ 150 participants and ≥ 10 partnership MoUs generated per event	» Summit reports » MoU repository
<b>ESTABLISH JOINT VENTURES FOR LEATHER TRADING HOUSES AND DESIGN STUDIOS</b>			
Conduct feasibility studies and business plans with Afreximbank, TDB, and investors	Bankable dossiers attract investment	» ≥ 3 feasibility studies completed by Q1 2027 » ≥ US\$10 m financing offers per hub	» Feasibility reports » Investor term sheets
Negotiate shareholder agreements and governance structures for country-level design studios	Operational studios create skilled jobs and prototypes	» ≥ 3 design-studio shareholder agreements signed by Q4 2027	» Signed shareholder agreements » Studio business registration certificates

Develop investment–promotion package (tax incentives, offtake guarantees) with host governments	Trading Houses and Studios reach financial close and start operations	» ≥ 2 Trading Houses and ≥ 3 Design Studios reach financial close by 2028	» Government gazettes/ incentive letters » Financial–close announcements
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#### PILLAR 4: RESULTS, MONITORING, AND LEARNING

By embedding a cutting–edge result, monitoring, and learning architecture across every programme, ALLPI transforms data into a strategic asset that powers the entire African leather value chain. Real–time performance dashboards, harmonised regional indicators, and rigorous value–for–money analytics will provide bottlenecks early, channel resources to the highest–impact interventions, and prove tangible returns to governments,

investors, and SMEs alike. Institutionalising knowledge management and continuous learning further ensures that insights from one project are rapidly replicated across countries and scaled through AfCFTA markets. In doing so, ALLPI not only accelerates productivity, quality, and market integration for African leather producers, but it also demonstrates the evidence–driven leadership demanded of a premier global centre of excellence, solidifying the Institute’s standing as the go–to authority for leather–sector development worldwide. Details are illustrated in Table 13.

Table 13: Results, monitoring, and learning

ACTIVITIES (RESULTS, MONITORING AND LEARNING)	EXPECTED OUTCOMES	KEY PERFORMANCE INDICATORS (KPIs)	MEANS OF VERIFICATION (MOVS)
<b>OPERATIONALISE A ROBUST M&amp;E SYSTEM ALIGNED WITH REGIONAL AND GLOBAL INITIATIVES</b>			
Design and roll out an integrated digital M&E platform that mirrors COMESA, AfCFTA and SDG indicators	Real-time performance data accessible to managers, donors and member states	<ul style="list-style-type: none"> <li>» Platform live by Q2 2026</li> <li>» 90 % active projects reporting monthly</li> <li>» Data refresh 48 hrs after entry</li> </ul>	<ul style="list-style-type: none"> <li>» Deployment report and user-acceptance tests</li> <li>» System-usage analytics</li> </ul>
Develop a harmonised indicator matrix and data-collection toolkit; train programme teams and country focal points	Consistent, high-quality data for quarterly/annual reporting	<ul style="list-style-type: none"> <li>» Matrix and toolkit approved by Q3 2025</li> <li>» 95 % staff trained • Data-quality score 85 %</li> </ul>	<ul style="list-style-type: none"> <li>» Approved matrix and toolkit files</li> <li>» Training registers</li> <li>» Data-quality assessment reports</li> </ul>
Establish data-sharing protocols with REC secretariats and global partners	Comparable metrics across regions; ALLPI recognised statistical reference point	<ul style="list-style-type: none"> <li>» 3 formal data-sharing MoUs signed (2025-26)</li> <li>» 2 automated exchanges per quarter</li> </ul>	<ul style="list-style-type: none"> <li>» Signed MoUs/protocols</li> <li>» Exchange-log dashboards</li> </ul>

INSTITUTIONALISE KNOWLEDGE MANAGEMENT AND PROGRAMME LEARNING			
Launch a central knowledge hub (intranet + public portal)	Rapid access to current guidance and resources	<ul style="list-style-type: none"> <li>» Hub live by Q1 2026</li> <li>» 1,000 documents uploaded</li> <li>» 500 monthly active users</li> </ul>	<ul style="list-style-type: none"> <li>» Portal analytics (page views, users)</li> <li>» Content inventory</li> </ul>
Hold quarterly learning reviews and after-action reflections; codify lessons into briefs/case studies	Continuous-improvement culture embedded	<ul style="list-style-type: none"> <li>» 4 learning reviews/year</li> <li>» 12 lessons briefs issued annually</li> </ul>	<ul style="list-style-type: none"> <li>» Meeting minutes</li> <li>» Lesson-learned repository</li> </ul>
Host bi-annual peer-learning webinars and communities of practice	Cross-country diffusion of innovations accelerated	<ul style="list-style-type: none"> <li>» 2 webinars and 2 CoP sessions/year</li> <li>» Avg. satisfaction 80 %</li> </ul>	<ul style="list-style-type: none"> <li>» Webinar recordings and attendance logs</li> <li>» Post-event surveys</li> </ul>
TRACK INSTITUTIONAL PERFORMANCE, VALUE-FOR-MONEY, AND STAKEHOLDER SATISFACTION			
Develop an ALLPI Institutional Scorecard (efficiency, effectiveness, economy, equity)	Leadership has a concise, data-driven view of organisational health	<ul style="list-style-type: none"> <li>» Scorecard framework finalised by Q2 2025</li> <li>» Updated quarterly and reviewed by ExCom</li> </ul>	<ul style="list-style-type: none"> <li>» Scorecard document and dashboard</li> <li>» ExCom meeting minutes</li> </ul>
Conduct semi-annual value-for-money (VfM) analyses for flagship programmes	Resources re-allocated to highest-impact interventions	<ul style="list-style-type: none"> <li>» 2 VfM studies/year</li> <li>» 10 % cost-efficiency gain identified per study</li> </ul>	<ul style="list-style-type: none"> <li>» VfM reports</li> <li>» Management action memos</li> </ul>
Implement an annual stakeholder-satisfaction survey (governments, donors, SMEs)	Evidence-based service enhancements; strengthened licence to operate	<ul style="list-style-type: none"> <li>» Survey response rate 60 %</li> <li>» Overall satisfaction 80 %</li> </ul>	<ul style="list-style-type: none"> <li>» Survey datasets</li> <li>» Analysis report and improvement plan</li> </ul>
Publish a public results dashboard and narrative learning report each year	Transparent accountability increases donor trust and fundraising	<ul style="list-style-type: none"> <li>» Dashboards and reports are released by March each year</li> <li>» 1 000 views/downloads</li> <li>» 3 donor citations</li> </ul>	<ul style="list-style-type: none"> <li>» Website analytics</li> <li>» Publication records</li> <li>» Donor correspondence</li> </ul>

## FLAGSHIP PROGRAMMES (2026 – 2030)

ALLPI's flagship project suite is designed as an integrated pipeline that strengthens every link in Africa's leather value chain. It begins with **Enhancing Business Ecosystems and**

**Clusters**, which formalises producer networks, upgrades shared facilities and links SMEs to finance, creating the critical mass for scale. **Product Design and Development** then inject market-led creativity through design studios, digital prototyping and trend tracking so African brands can move up the value-addition ladder. To guarantee steady demand,

the **Government Procurement Initiative** secures large domestic orders for footwear and leather goods. At the same time, the **School-Shoes Programme** provides a year-round, high-volume market that keeps factories running and children properly shod. **Facilitating Intra-African Trade** tackles border frictions, harmonises standards and unlocks digital payments, allowing those same factories to reach customers across COMESA and AfCFTA markets. Quality is safeguarded by the **Certification, Compliance and Sustainability** flagship, which embeds traceability, ESG audits and circular-economy practices, and by **Enhanced Leather Processing**, which upgrades tanning chemistry and wastewater treatment to meet global eco-benchmarks. Finally, the **Hides and Skins Traceability** programme rolls out digital tagging from the farm gate to the tannery to satisfy EU deforestation-free rules,

boost hide quality, and secure price premiums. Together, these eight mutually reinforcing flagships create a virtuous cycle of capacity, demand, credibility and sustainability, delivering jobs, export earnings and industrial resilience across Africa's leather sector. In addition, **Hides and Skins Traceability** does more than satisfy global due diligence rules; by tagging every hide at the abattoir and recording quality data through post-liming inspection, the system pinpoints precisely which slaughter facilities are causing flay cuts and other defects. This feedback loop gives processors the evidence they need to coach butchers, improve knife skills, and enforce compensation or compliance measures, ultimately raising raw-material quality at source and boosting downstream yields and prices.



## CHAPTER FOUR:

# ORGANISATION STRUCTURE, FINANCE AND RISK MANAGEMENT



ALLPI's institutional strategy rests on three reinforcing pillars Organisation Structure, Finance, and Risk Management to deliver continent-wide impact with discipline and accountability. A precise, mission-driven organisation structure anchors execution: an Executive Director reporting to the Board, mission-focused directorates (technical services, policy and advocacy, partnerships & resource mobilisation, results/MEL, and corporate services), and independent assurance functions (Internal Audit and Legal) that preserve fiduciary integrity. A prudent finance framework combines predictable member-state subscriptions with diversified multi-donor windows, sponsorships, and cost-recovery on services; budgets are linked to results, apply value-for-money tests, and are tracked through a live MEL dashboard. An enterprise-wide risk management system, aligned with ISO 31000 and a "three lines of defence" model, maps strategic, operational, financial, and compliance risks to owners and their mitigation plans, with quarterly reviews and Board oversight. Together, these elements ensure ALLPI is structured to execute, financed to scale, and protected to sustain results as it advances the COMESA and AfCFTA leather value chain agenda.

### ORGANISATIONAL STRUCTURE

The updated ALLPI organogram offers a clear, future-ready blueprint for how the Institute will govern, resource, and deliver its expanding continental mandate. Anchored by an Executive Director accountable to the ALLPI Board and the COMESA Council of Ministers, the structure clusters all technical, partnership, monitoring, and corporate functions into five mission-focused directorates, each mirroring a pillar of the COMESA Leather Value Chain Strategy. Independent assurance units (Internal Audit and Legal) safeguard fiduciary integrity. At the same time, a new tier of National Experts extends ALLPI's presence into every Member State, providing real-time support to value-chain actors and feeding live intelligence back to headquarters. Together, these elements transform ALLPI from a headquarters-centric agency into a truly networked, continent-wide institution equipped to drive sustainable growth and competitiveness across Africa's leather sector.

ORGANISATIONAL STRUCTURE

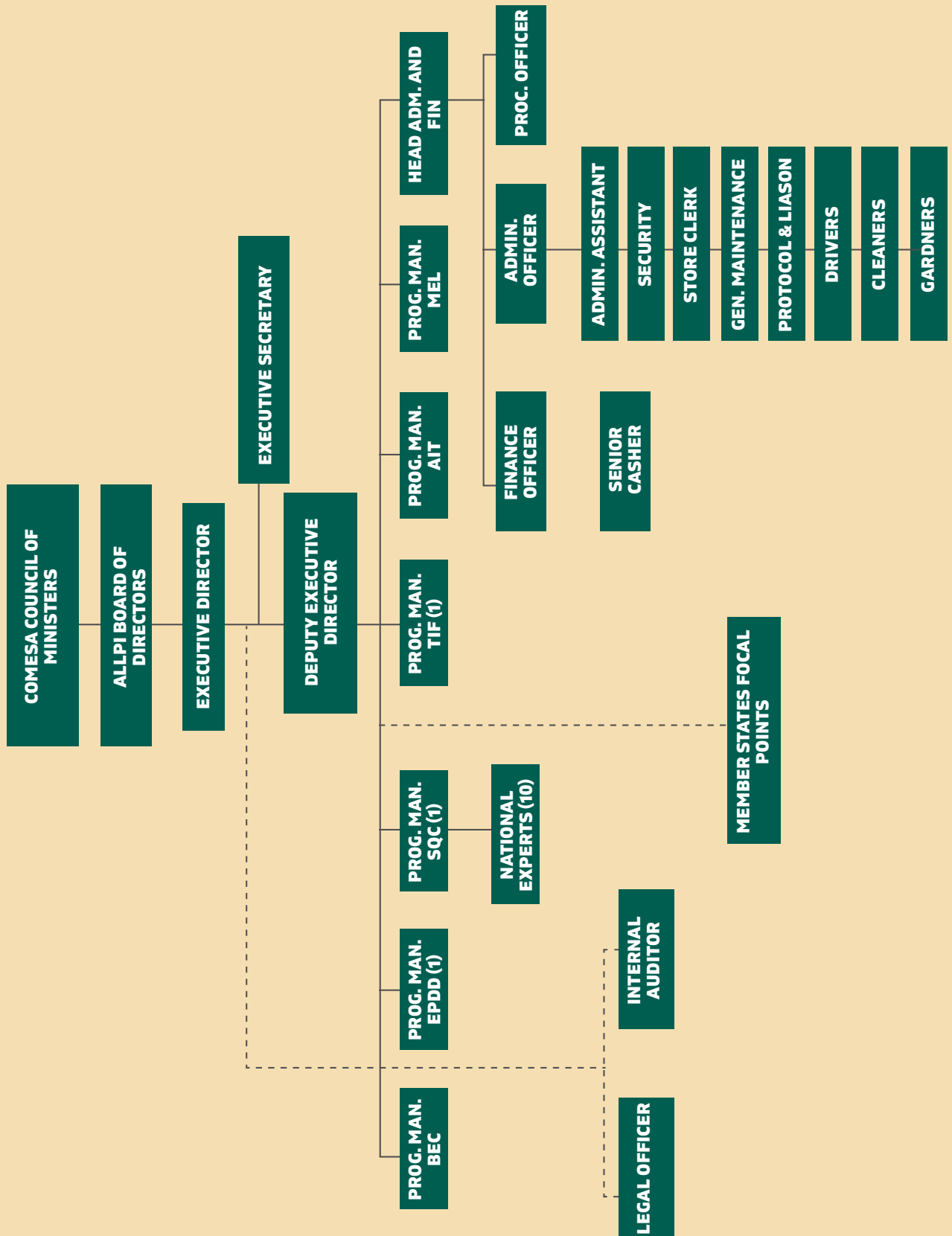


Table 14: Reporting Hierarchy

TIER	POSITION/UNITS	PRIMARY REPORTING LINK	NOTES ON ROLE
<b>Continental Oversight</b>	<b>COMESA Council of Ministers</b>	» ALLPI Board	Sets overall policy mandate.
<b>Governing Board</b>	<b>ALLPI Board of Directors</b>	» Executive Director	Approves strategy, budget, and audits
<b>Executive Leadership</b>	<b>Executive Director (ED)</b>	» –	Overall stewardship and external relations.
<b>Independent Assurance</b>	» Legal Officer » Internal Auditor	» ... (dotted line to ED and Board)	Ensure compliance and fiduciary integrity without day-to-day line control from programmes.
<b>Executive Secretariat</b>	<b>Executive Secretary (Ex. Sec.)</b>	» ED	Keeps governance calendar, prepares Board papers, oversees protocol
<b>Deputy Executive Director (DED)</b>	–	» ED	Operational point lead for technical and support directorates; supervises the next tier
<b>Programme Management Cluster (all reports to DED)</b>	<b>Programme Manager – BEC</b> (Business Ecosystems and Clusters) <b>Programme Manager – EPDD</b> Entrepreneurship, Product Design and Development <b>Programme Manager – SQC</b> (Standards, Quality and Compliance) <b>Programme Manager – TIF</b> (Trade, Investment and Finance) <b>Programme Manager – AIT</b> (Applied Innovation and Technology) <b>Programme Manager – MEL</b> (Monitoring, Evaluation and Learning)	» DED	Each owns a multi-country programme line aligned to the pillars of the COMESA Leather Value Chain Strategy.
<b>Country Interface (NEW block)</b>	<b>National Experts (10)</b>	» Relevant Programme Managers (technical) and DED (administrative)	Provide day-to-day technical backup and brand visibility in member states.
<b>Corporate Services</b>	<b>HAF (Head, Administration, Budget and Finance)</b>	» DED	Custodian of fiduciary systems and institutional services.
<b>Finance Unit</b>	» Finance Officer Senior Cashier	» HAF	Transaction processing and treasury.
<b>Administration Unit</b>	» Admin Officer Admin Assistant (Reception) Security Store Clerk General Maintenance Protocol & Liaison Drivers Cleaners Gardeners	» HAF	Logistics, facilities, travel and protocol.
<b>Procurement</b>	<b>Procurement Officer</b>	» HAF	Oversees sourcing and contract management.
<b>External Liaison</b>	<b>Member-State Focal Points</b>	» (dotted line to Programme Managers)	Voluntary country liaisons that channel information and coordinate missions.

## JUSTIFICATION FOR RENAMING “EXPERT” POSITIONS TO “PROGRAM MANAGER”

The transition from an activity-based operating model to a programming approach requires a parallel evolution in role identity and accountability. Re-titling ALLPI’s technical staff from “Experts” to “Program Managers” is not cosmetic; it is a

strategic imperative that supports the Institute’s new results-focused architecture. The justifications are summarised in Table 15.

Table 15: Institute’s new results-focused architecture

STRATEGIC DIMENSION	WHY “PROGRAM MANAGER” IS THE RIGHT TITLE
Mandate and Scope	Under the activity model, staff primarily delivered discrete workshops or studies. The programming model bundles these outputs into multi-year, multi-stakeholder interventions aligned with the COMESA Leather Value Chain Strategy and AfCFTA objectives. “Program Manager” accurately conveys ownership of outcomes from cradle to legacy, not just technical inputs.
Accountability and Results-Based Management	Donors and the Board increasingly demand log frames, KPIs, and value-for-money metrics. A Program Manager is explicitly accountable for a results chain (inputs activities outputs outcomes), driving budget discipline and measurable impact. The “Expert” label, by contrast, signals advisory capacity without full P&L or results responsibility.
Cross-Functional Leadership	Programs cut across quality, policy, finance, and partnerships. The new title recognises the need to lead multidisciplinary teams, manage risk, and coordinate with external partners whose capabilities extend beyond subject-matter expertise.
Stakeholder Confidence and External Credibility	International development partners (EU, AfDB, BADEA, Gates Foundation, etc.) uniformly use “Program/Project Manager” nomenclature. Aligning with this convention facilitates smoother funding negotiations, more explicit role mapping in consortia, and heightened confidence in ALLPI’s execution capacity.
Career Path and Talent Retention	A Program Manager track offers visible progression (Junior Senior Lead Program Manager) tied to portfolio size and complexity, thereby motivating high performers and attracting seasoned professionals who expect managerial authority commensurate with their responsibility.
Enterprise Risk and Governance	The ERM matrix assigns risk ownership at the program level. “Program Manager” clarifies who is accountable for timely mitigation, safeguarding ALLPI’s reputation and donor funds.
Cultural Transformation	Changing the title signals a broader shift from siloed technical delivery to integrated, impact-oriented thinking, reinforcing the Institute’s drive toward becoming a <b>premier, evidence-driven institution</b> for leather-sector development in Africa.

In summary, renaming the role to *Program Manager* institutionalises responsibility for end-to-end outcomes, aligns ALLPI with global best practice, enhances donor and

stakeholder confidence, and supports a modern career framework that will attract and retain the calibre of talent required to execute continent-wide programs effectively.

Why **National Experts** are Being Added

1. **Permanent In-Country Presence and Visibility** - *Having a dedicated National Expert in each member state puts an identifiable “ALLPI face” inside ministries, clusters, and media spaces year-round, expanding brand authority far beyond periodic headquarters missions.*
2. **Real-Time Support to Value-Chain Actors** - *SMEs, tanneries, and BSOs receive on-demand troubleshooting, advisory visits, and rapid linkage to finance and markets, eliminating the need for regional teams to travel and directly boosting productivity and quality KPIs.*
3. **Faster Intelligence and Risk Signals** - *National Experts feed live policy changes, market shifts, and ESG alerts into the central M&E dashboard, enabling agile course corrections and reinforcing ALLPI’s enterprise risk framework.*
4. **Cost-Effective Scale-Up** - *One resident expert per country reduces repeated travel costs, lowers the carbon footprint, and leverages local language skills, delivering better service at a lower marginal cost.*
5. **Enhanced Policy Influence** - *Being physically present allows experts to join national steering committees and procurement working groups, embedding leather priorities into industrial and trade policies in real time.*
6. **HR and Growth Logic** - *As membership grows (15 → 20, 21 → 30+), National Expert positions absorb the extra programme volume, justifying the planned upward grade adjustments and ensuring capacity grows in lock-step with mandate expansion.*

**Bottom line:** the proposed organogram retains clear strategic and fiduciary lines while adding a decentralised layer of National Experts that converts ALLPI from a headquarters-centric institute into a truly networked continental organisation capable of continuous, high-quality support across Africa’s leather value chain.

**RATIONALE FOR A DYNAMIC ALLPI GRADING FRAMEWORK LINKED TO MEMBERSHIP GROWTH**

As ALLPI evolves from a niche COMESA institute into a pan-African centre of excellence, its workload, risk exposure, and performance expectations scale almost linearly with the number of member countries it serves. Each new country adds an incremental layer of policy engagement, technical

assistance, compliance oversight, and linguistic or cultural complexity. A **progressive grading system tied to defined membership thresholds (15–20 members, 21–30 members, etc.)** accomplishes four strategic objectives:

1. **Capacity-for-Mandate Alignment** - Moving every grade up by one grade vertically when membership rises ensures that compensation, decision-making authority, and staffing levels keep pace with the expanded service portfolio. Without this adjustment, ALLPI risks staff burnout, talent attrition, and delivery slippage at precisely the moment it must deepen value-chain support across more jurisdictions.
2. **Talent Attraction and Retention** - A transparent, pre-approved grade-escalation trigger signals to high-calibre professionals that ALLPI rewards growth with career progression and pay competitiveness. This reduces recruitment lead times and protects institutional memory, which is critical for specialised leather-sector expertise that is scarce on the continent.
3. **Financial Sustainability and Equity** - Membership growth increases annual subscription income and donor leverage. Linking grade shifts to these revenue inflexion points ensures that remuneration upgrades are fully funded and proportionate, preserving internal pay equity while keeping overall staff costs within a predictable percentage of operating income.
4. **Governance and Donor Confidence** - Embedding grade changes in a rules-based framework, activated only at the 15–20 and 21–30 member thresholds, adds rigour and transparency to human-capital budgeting. This reassures the Board, auditors, and development partners that salary growth is earned, justified, and directly tied to measurable organisational expansion rather than ad hoc negotiations.

In sum, a membership-indexed grading structure future-proofs ALLPI’s human-capital model: it scales institutional capacity in lock-step with a growing continental footprint, sustains morale and technical excellence, and underwrites ALLPI’s vision of becoming the leading catalyst organisation supporting Africa’s leather sector.

**FINANCIAL PLAN**

To anticipate the financial implications of ALLPI’s planned

expansion, we modelled a straight-line growth scenario in which two new member states join the Institute each year from 2025 through 2030. Assuming the current subscription level of roughly USD 200,000 per country remains constant, member-state contributions rise from USD 2 million to USD 4 million over the period. In line with our diversified-financing policy, we project that development partners will continue to shoulder 30 per cent of the core budget each year, covering critical leverage activities such as technology upgrades, independent evaluations, and capacity-building grants. This blended funding profile lifts the overall core budget from about USD 2.9 million in 2025 to nearly USD 5.7 million by 2030, providing the fiscal headroom ALLPI needs to serve an expanded membership base while deepening its technical support across Africa’s leather value chain.

### BUDGET PROJECTIONS ASSUMPTIONS

- » ALLPI starts 2025 with **10 member states** and a **core budget of USD 2 million**.
- » Each additional member brings the same average contribution ( USD 200k).
- » Membership grows by **+2 countries per year** until 2030
- » Development partners contribute 30% of Member States’ Subscriptions, per annum.

Based on the assumptions above, ALLPI will grow over the next five years, as summarised in Table 16.

### Projected Annual Core-Budget Needs (2025 – 2030)

*Assumptions Member contribution: USD 200,000 per country; +2 new member states each year; development-partner share = 30% of total budget.*

Table 16: Budget Growth Projections

YEAR	MEMBER STATES	MEMBER CONTRIBUTIONS (USD)	DEVELOPMENT-PARTNER SHARE 30 % (USD)	TOTAL CORE BUDGET (USD)
2025	10	2,000,000	** 857 143**	2,857,143
2026	12	2,400,000	1,028,571	3,428,571
2027	14	2,800,000	1,200,000	4,000,000
2028	16	3,200,000	1,371,429	4,571,429
2029	18	3,600,000	1,542,857	5,142,857
2030	20	4,000,000	1,714,286	5,714,286

- » By 2030, the Institute's core budget doubles from **USD 2 M** today to **≈ USD 5.7 M**, assuming membership reaches 20 countries.
- » Development partners would contribute just over **USD 1.7 M** annually at that point, easing the burden on member-state subscriptions while ensuring a diversified funding base.
- » The linear growth model maintains a stable member/partner ratio ( $\approx 70:30$ ), providing predictable financing for medium-term strategic planning.

## RISK MANAGEMENT

Robust risk management is the backbone of ALLPI's ambition to serve 40-plus member states and thousands of enterprises while emerging as Africa's undisputed centre of excellence for leather-sector development. By systematically identifying, assessing, and mitigating strategic, financial, operational, and reputational threats, ALLPI safeguards the resources and credibility that underpin every program, from upgrading SME clusters to negotiating continental policies. A proactive risk culture not only prevents costly disruptions and protects donor trust; it also empowers managers with real-time intelligence to seize opportunities faster, allocate funds more effectively, and uphold world-class governance standards. In short, disciplined risk management is the catalyst that enables ALLPI to deliver on its mandate with confidence and to shine as a premier institution driving sustainable, inclusive growth across the African leather value chain.



Table 17: ALLPI Enterprise Risk-Management Matrix

NO.	RISK CATEGORY	SPECIFIC RISK	LIKELIHOOD <sup>1</sup>	IMPACT <sup>2</sup>	INHERENT RATING <sup>3</sup>	KEY MITIGATION / CONTROL MEASURES	RESPONSIBLE DIRECTORATE	MONITORING KPIS / EARLY-WARNING INDICATORS
<b>STRATEGIC</b>								
1	Alignment and Relevance	COMESA/AfCFTA priorities shift, leaving ALLPI's strategy underfunded or misaligned	M	H	High	<ul style="list-style-type: none"> <li>» Annual strategy refresh linked to REC and AU agendas</li> <li>» Maintain policy foresight function to track emerging priorities</li> </ul>	Chief Strategy and Innovation Office	<ul style="list-style-type: none"> <li>» % of COMESA/AU flagship priorities reflected in ALLPI work plan</li> <li>» Funding pipeline variance</li> </ul>
2	Membership Engagement	10 % of member states fall into arrears or disengage	M	H	High	<ul style="list-style-type: none"> <li>» Tiered subscription incentives and penalty scheme</li> <li>» High-level missions to dormant members</li> <li>» Value-proposition dashboards by country</li> </ul>	Executive Director and Corp. Services	<ul style="list-style-type: none"> <li>» Subscription collection rate</li> <li>» Meeting attendance ratio</li> <li>» Member satisfaction index</li> </ul>
<b>PROGRAMMATIC / OPERATIONAL</b>								
3	Project Delivery	Multi-country projects slip due to weak in-country capacity or force majeure	M	M	Medium	<ul style="list-style-type: none"> <li>» Detailed risk-based project charters</li> <li>» Country focal-point MoUs</li> <li>» Agile work-breakdown reviews every 90 days</li> </ul>	Directorate I – Value-Chain Dev.	<ul style="list-style-type: none"> <li>» % milestones met on time</li> <li>» Corrective-action backlog</li> <li>» Days of activity stoppage</li> </ul>
4	Quality and Technical Credibility	Outdated technical guidelines reduce ALLPI's reputation as a knowledge leader	L	H	Medium	<ul style="list-style-type: none"> <li>» Biennial external peer review of toolkits</li> <li>» Continuous professional development plan for staff</li> </ul>	Dir. I and Knowledge Mgmt. Unit	<ul style="list-style-type: none"> <li>» # of toolkits updated</li> <li>» External citation trend</li> <li>» Staff CPD hours/FTE</li> </ul>
<b>PARTNERSHIPS AND STAKEHOLDERS</b>								
5	Donor Concentration	60 %+ of budget reliant on 3 donors	M	H	High	<ul style="list-style-type: none"> <li>» Multi-Donor Funding Strategy with thematic investment windows</li> <li>» Private-sector CSR pipeline</li> </ul>	Dir. III – Partnerships	<ul style="list-style-type: none"> <li>» Donor diversity index (# donors contributing ≥10 %)</li> <li>» Annual new-donor conversion rate</li> </ul>

NO.	RISK CATEGORY	SPECIFIC RISK	LIKELIHOOD <sup>1</sup>	IMPACT <sup>2</sup>	INHERENT RATING <sup>3</sup>	KEY MITIGATION / CONTROL MEASURES	RESPONSIBLE DIRECTORATE	MONITORING KPIS / EARLY-WARNING INDICATORS
6	JV Governance	Misaligned incentives in Trading House / Design Studio JVs lead to financial losses or reputational damage.	L	H	<b>Medium</b>	<ul style="list-style-type: none"> <li>Robust shareholder agreements with performance covenants</li> <li>Quarterly JV board audits</li> </ul>	Dir. III and Legal, Risk and Governance Dept.	<ul style="list-style-type: none"> <li>JV EBITDA variance</li> <li>Audit opinion ratings</li> <li>Partner grievance log</li> </ul>
<b>FINANCIAL AND COMPLIANCE</b>								
7	Fraud / Misuse of Funds	Decentralised spending across 40+ countries increases fraud exposure	M	H	<b>High</b>	<ul style="list-style-type: none"> <li>Integrated ERP with real-time spend controls</li> <li>Whistle-blower hotline</li> <li>Annual forensic audits in high-risk locations</li> </ul>	Corporate Services – Finance	<ul style="list-style-type: none"> <li># fraud cases detected</li> <li>Avg. detection-to-resolution time</li> <li>Audit findings closed [%]</li> </ul>
8	Currency and FX Volatility	Rapid depreciation of local currencies erodes project budgets	H	M	<b>High</b>	<ul style="list-style-type: none"> <li>Hedging policy using USD-denominated contracts where possible</li> <li>Contingency reserve line (5%)</li> </ul>	Finance and Project Units	<ul style="list-style-type: none"> <li>FX variance on major contracts</li> <li>% budget absorbed by contingency</li> </ul>
<b>TECHNOLOGY AND DATA</b>								
9	Cyber security and Data Privacy	Breach of digital M&E platform exposes sensitive partner data	M	M	<b>Medium</b>	<ul style="list-style-type: none"> <li>ISO 27001-aligned security controls</li> <li>Annual penetration testing</li> <li>Data-sharing MoUs with clear GDPR-style clauses</li> </ul>	Digital Transformation Unit	<ul style="list-style-type: none"> <li># critical vulnerabilities unresolved &gt;30 days</li> <li>Days since last penetration test</li> </ul>
<b>EXTERNAL / ENVIRONMENTAL AND SOCIAL</b>								
10	ESG and Social License	Adverse environmental or labour incidents in partner factories tarnish the ALLPI brand.	L	H	<b>Medium</b>	<ul style="list-style-type: none"> <li>The Sustainability and Traceability Department conducts ESG due diligence</li> <li>Corrective-action plans are monitored quarterly</li> </ul>	Quality, Sustainability and Traceability Dept.	<ul style="list-style-type: none"> <li>% partner SMEs with a valid ESG audit</li> <li>Incident severity score</li> </ul>

<sup>1</sup> Likelihood: H = High; M = Medium; L = Low <sup>2</sup> Impact: H = High; M = Medium; L = Low <sup>3</sup> Inherent Rating reflects combined L × I before mitigation.

## GOVERNANCE AND REVIEW CYCLE

- » **Risk Register Ownership:** Legal, Risk and Governance Department
- » **Quarterly Review:** The Risk Committee, chaired by the Executive Director, evaluates progress on mitigation and residual ratings.
- » **Annual Deep-Dive:** External audit of top-five risks with recommendations integrated into work-plan and budget cycle.
- » **Escalation Protocol:** Any risk breaching predetermined thresholds (e.g., likelihood M & impact = H) escalated to Board Audit and Risk Sub-Committee within 10 working days.

This matrix provides an actionable roadmap for safeguarding ALLPI’s mission while reinforcing its stature as Africa’s leading catalyst institution for the leather-sector development. The Enterprise Risk-Management (ERM) Matrix is anchored in a

tiered governance and review cycle that embeds accountability at every organisational level. Day-to-day ownership of individual risks rests with the lead directorates named in the matrix, which must update mitigation progress on the central risk register each month. Quarterly, the cross-functional Risk Committee, chaired by the Executive Director and comprising directors of Strategy and Innovation, Finance, Partnerships, and Legal/Risk, scrutinises residual ratings, validates early-warning indicators, and adjusts controls in line with ALLPI’s risk-appetite statement. Any risk trending toward a “High” residual status triggers an escalation protocol: the issue is reported within ten working days to the Board’s Audit and Risk Sub-Committee, which can mandate corrective resources or policy changes. Annually, an independent audit firm conducts a deep-dive review of the top five risks, benchmarking ALLPI against ISO 31000 and peer institutions; recommendations feed directly into the budgeting and work-planning cycle to ensure risk mitigation is fully costed. This closed-loop governance structure ensures that risk intelligence continuously informs strategic decisions, strengthens donor confidence, and reinforces ALLPI’s reputation for world-class stewardship.

## CHAPTER FIVE:

# MONITORING, EVALUATION AND LEARNING FRAMEWORK



A world-class institution cannot rely on intuition and goodwill alone; it must demonstrate, with hard evidence, that every dollar and every hour invested produces tangible, scalable impact. For ALLPI, poised to guide 40 member states and thousands of enterprises through the next phase of Africa's leather-sector transformation, the proposed Monitoring, Evaluation & Learning (MEL) framework is the engine that converts ambition into verifiable results. By fusing real-time data flows, rigorous value-for-money analytics, and structured learning loops, the system provides managers with the insight to adapt swiftly, donors with the confidence to scale their support, and policymakers with the proof points they need to enact reforms. Just as critically, a shared digital platform aligned with COMESA, AfCFTA, and SDG indicators positions ALLPI as the continent's reference source for leather value chain intelligence, elevating the Institute from a respected regional actor to a premier global authority. In short, robust MEL is not a compliance add-on; it is the strategic backbone that will power ALLPI's ascent on the world stage.

### GUIDING PRINCIPLES

ALLPI's Learning & Adaptive Management Cycle is grounded in five mutually reinforcing principles that keep the Institute laser-focused on results while maximising efficiency. Results-chain discipline compels every team to trace a straight line from activity to impact. One data, many uses ensures that a single digital platform feeds programme steering, donor reporting and continental dashboards, so the ERP-MEL API can push indicators to COMESA, AfCFTA and SDG portals without duplicate data entry. Learning loops institutionalise quarterly "Pause & Reflect" sessions: under-performing KPIs trigger immediate corrective actions in Q2, while proven successes are scaled in Q3 missions. Country ownership means National Experts co-own indicators and data quality, and an Ethiopian focal person, for example, signs off on tannery metrics before they hit the dashboard, creating accountability where it matters most. Finally, a cost-effectiveness lens tracks the cost-per-impact ratio for each flagship: the SME Cluster Accelerator, for instance, must keep the cost per formalised enterprise below USD 200. Together, these principles ensure that ALLPI's MEL engine delivers credible evidence, rapid learning and optimal value across Africa's leather value chain.

Table 18: M&E Guiding Principles

PRINCIPLE	WHAT IT MEANS FOR ALLPI	PRACTICE EXAMPLE
<b>Results-Chain Discipline</b>	Every activity → output → outcome → impact is explicitly mapped.	Flagship FP4 Green Tanneries links plant-level retrofits → 30 % GHG cut → improved export access.
<b>One-Data, Many Uses</b>	A single digital platform serves programme steering, donor reporting, and continental dashboards.	ERP + MEL API populate COMESA, AfCFTA & SDG reports automatically.
<b>Learning Loops</b>	Evidence triggers quarterly “Pause and Reflect” sessions; lessons feed the next work plan.	Under-performing KPIs generate corrective action in Q2, replicated successes in Q3 scaling missions.
<b>Country Ownership</b>	National Experts co-own indicators, data quality, and adaptive actions.	The Ethiopia focal person signs off on the tannery data before the dashboard release.
<b>Cost-Effectiveness</b>	VfM lens applied to every flagship; cost/impact ratio tracked.	SME Cluster Accelerator cost per formalised SME ≤ USD 200.

## THEORY OF CHANGE (TOC) AT A GLANCE

At its core, ALLPI’s Theory of Change maps a clear causal pathway from the resources it marshals to the continent-wide impact it seeks. **Inputs** skilled staff, multi-donor finance, digital tools, and public-private partnerships fuel five flagship programme clusters that deliver **activities** such as technical upgrading, policy advocacy, investment facilitation, and traceability roll-outs. These actions generate concrete **outputs** certified firms, harmonised standards, funded joint ventures, and knowledge products that, in turn, drive measurable **outcomes**: higher productivity and quality across SMEs, expanded intra-African trade, improved environmental compliance, and increased access to finance. Collectively, these shifts converge on the ultimate **impact**: a globally competitive, climate-smart African leather value chain that advances Agenda 2063 and the SDGs. The Learning and Adaptive Management Cycle is woven through every stage, capturing data on outputs and outcomes in real time, feeding evidence back into quarterly reviews, and enabling leadership to refine activities and resource allocations so that the causal chain remains unbroken and continuously optimised.

- Inputs** – Finance, human capital, partnerships, digital systems.
- Activities** – Five Pillars and ten Flagship Programmes (FP1 – FP10).

- Outputs** – Policy briefs, certified firms, design prototypes, traceability audits, joint-venture deals.
- Intermediate Outcomes** – Productivity, compliance, intra-African trade, investment.
- Impact** – Competitive, inclusive, climate-smart African leather value chain contributing to Agenda 2063 and SDGs 8, 9, 12, 17.

## INDICATOR ARCHITECTURE

The Indicator Architecture underpins the entire Learning and Adaptive Management Cycle by translating ALLPI’s Theory of Change into a concise, multi-tiered measurement hierarchy that is both technically rigorous and easy for managers to navigate. At the top, impact indicators such as sector export value, leather-industry employment, and greenhouse-gas intensity track continental progress and feed directly into COMESA, AfCFTA, and SDG scorecards. Outcome indicators sit one level below, capturing shifts in behaviour and performance [e.g., the percentage of member states adopting harmonised standards, average sales growth among supported SMEs, or compliance rates with traceability audits]. Output indicators monitor tangible products of ALLPI interventions, such as policy briefs produced, firms certified, and blended-finance deals closed, while activity and process indicators ensure operational discipline through counts of trainings delivered, data timeliness rates, and beneficiary

satisfaction scores. Every metric is tagged to its corresponding Pillar, Flagship Programme, and CLVCS Strategic Objective, allowing dashboards to slice results by geography, gender, youth participation, or environmental footprint in a single click. This layered, metadata-rich architecture ensures that field-collected

data can be aggregated seamlessly for executive oversight and donor reporting, then disaggregated to pinpoint bottlenecks, enabling ALLPI to manage by the facts and demonstrate value across the African leather value chain.

Table 19: M & E Indicator Architecture

LEVEL	SAMPLE INDICATORS (CORE SET)	FREQUENCY	SOURCE / TOOL
<b>Impact</b>	<ul style="list-style-type: none"> <li>» Leather export value from member states (USD)</li> <li>» Sector employment (F/M, Youth)</li> </ul>	Annual	UN Comtrade, national labour stats
<b>Outcome</b>	<ul style="list-style-type: none"> <li>» % member states adopting model leather standards (SO2)</li> <li>» Avg. sales among supported SMEs (SO1/5)</li> <li>» GHG kg CO<sub>2</sub>e / m leather (SO3)</li> </ul>	Semi-annual	Digital MEL platform, LWG audits
<b>Output</b>	<ul style="list-style-type: none"> <li>» # firms certified traceable (FP1)</li> <li>» # design prototypes commercialised (FP2)</li> <li>» \$ blended finance mobilised (FP4, FP6)</li> </ul>	Quarterly	Programme logs, JV term sheets
<b>Activity</b>	<ul style="list-style-type: none"> <li>» # trainings delivered (sex-disaggregated)</li> <li>» # policy dialogues convened</li> </ul>	Monthly	PM online workbooks
<b>Process/ Quality</b>	<ul style="list-style-type: none"> <li>» Data-timeliness rate (%)</li> <li>» Beneficiary satisfaction score (%)</li> </ul>	Monthly/Annual	MEL dashboard, surveys

**Alignment Tags:** Every indicator is labelled to the relevant Pillar, Flagship, CLVCS Strategic Objective (SO1-SO5), SDG, and AfCFTA KPI to allow slice-and-dice reporting.

## DATA PIPELINE AND QUALITY ASSURANCE

At the heart of ALLPI's Learning and Adaptive Management Cycle lies a rigorously engineered data pipeline that converts raw field information into decision-ready intelligence without compromising integrity. Monthly uploads from National Experts and cluster coaches, captured via mobile forms and IoT-enabled production loggers, are funnelled into a cloud-based SQL warehouse where automated validation rules flag duplicates, out-of-range values, and timestamp anomalies within minutes of arrival. A “traffic-light” Data Quality Dashboard then highlights indicators that fall below predefined accuracy or completeness

thresholds, prompting instant follow-up by programme teams. Every quarter, the MEL Directorate conducts Data Quality Assessments (DQAs) that re-verify a statistically significant 10 per cent sample against source documents and beneficiary records. At the same time, an annual external audit benchmarks the entire system against ISO 27001 security and GDPR-style privacy standards. These multi-layered assurances guarantee that the metrics feeding the Executive Dashboard and driving budget shifts, risk reviews, and knowledge products are both timely and trustworthy, thereby reinforcing ALLPI's institutional credibility and delivering reliable performance insights to value-chain players and donors alike.

1. **Collection** – Mobile forms (Kobo/ODK) used by National Experts and cluster coaches; ERP feeds financial and procurement data.
2. **Validation** – Automated logic checks  
**Monthly Data Quality Dashboard** flags outliers; quarterly Data Quality Assessments (DQAs) verify 10 % of records.
3. **Storage** – Cloud SQL warehouse with role-based access; nightly encrypted backups.
4. **Analysis and Visualisation** – Power BI dashboards auto-updated ( 48 h lag).
5. **Dissemination**
  - » Internal: *Monday Morning Metrics* e-mail + live RAG (red-amber-green) boards.
  - » External: Public “Leather Impact Dashboard” (annual) + donor-specific portals.

## EVALUATION PLAN (2026-2030)

The 2026-2030 Evaluation Plan knits four complementary reviews into a single arc that safeguards accountability while driving continuous improvement. **In 2026, a Baseline and MEL Systems Audit** will stress-test the indicator matrix, data pipeline, and governance protocols, producing a calibrated starting line for every flagship programme. **By mid-2027, a Learning-Oriented Midline Review** will harvest early outcomes and cost-efficiency signals, allowing Programme Managers to re-sequence activities and the Executive Director to redirect funds toward the highest-return interventions. **In 2028, two Thematic Deep Dives** on traceability–compliance and another on the joint-venture Trading House model will combine quasi-experimental methods with economic analysis to distil replication blueprints for roll-out across other RECs. **Finally, the 2030 End-Term Impact and ROI Evaluation** will deploy contribution analysis and counter-factual benchmarking to determine how far ALLPI has advanced sector competitiveness, sustainability, and intra-African trade, while quantifying value-for-money for donors and member states. Each evaluation is outsourced to an independent firm, reported to the Board’s Audit and Risk Sub-Committee, and followed by a time-bound management response plan that ensures findings translate into concrete policy tweaks and budget realignments rather than shelf ware.

Table 20: Strategy Evaluation Plan

YEAR	EVALUATION	SCOPE AND KEY QUESTIONS	METHOD	USE
2026	<b>Baseline and MEL Audit</b>	» Are systems, indicator matrix and ToC fit-for-purpose?	Mixed: doc-review, key-informant, system stress-test	Fine-tune KPIs, DQA protocols
2027	<b>Midline Learning Review</b>	» Are flagships delivering early outcomes? » What course corrections?	Rapid outcome harvesting, cost-efficiency lens	Re-prioritise budgets; scale what works
2028	<b>Thematic Deep Dives</b>	» Traceability and compliance » JV Trading Houses model	Quasi-experimental + economic analysis	Package lessons for replication (EAC, SADC)
2030	<b>End-term Impact and ROI Evaluation</b>	» To what extent did ALLPI achieve mission and value for money?	Contribution analysis, counter-factual benchmarking	Inform the following 2031-35 strategy: donor case-making

All evaluations outsourced to independent firms reporting to the Board Audit and Risk Sub-Committee, with a management response action plan published within 60 days.

## LEARNING AND ADAPTIVE MANAGEMENT CYCLE

The Learning and Adaptive Management Cycle turns ALLPI's MEL system into a living engine of institutional growth and sector impact. Monthly data uploads flow into an auto-updating dashboard that gives every programme team a real-time pulse of performance across 40+ member states. Each quarter, teams pause to interrogate the evidence, translate insights into concrete action points and budget shifts, and elevate critical issues to an Executive Review/Risk Committee that enforces accountability while clearing bottlenecks. Lessons are codified in a central Knowledge Hub and immediately broadcast through peer-learning webinars and national clinics, ensuring breakthroughs in one country are replicated continent-wide. This tight feedback loop strengthens ALLPI's capacity to act swiftly, allocate resources where they generate the highest return, and document value-for-money for donors. For the African leather value chain, it means faster diffusion of best practices, quicker resolution of production or compliance challenges, and a continually expanding reservoir of practical knowledge that raises competitiveness from the tannery floor to export markets.

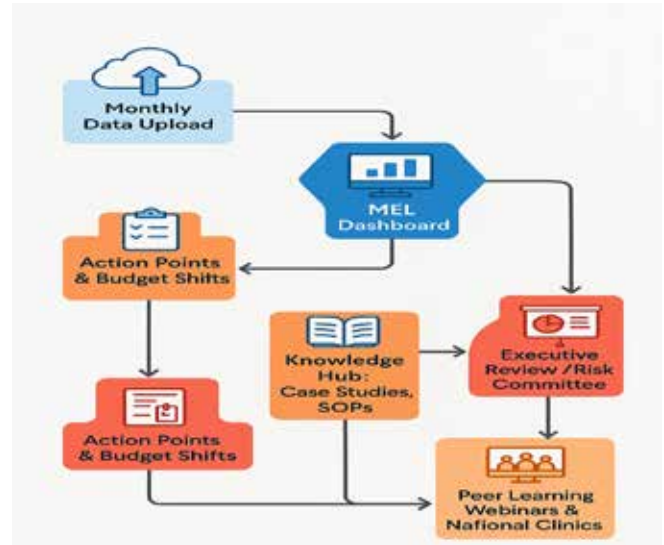


Figure 1: M & E Flow Diagram

## ROLES AND GOVERNANCE

The Learning and Adaptive Management Cycle is underpinned by a clear, tiered governance architecture that assigns ownership to the right level while keeping decision loops short. Day-to-day data collection and validation rest with **National Experts and Programme Managers**, who populate the MEL dashboard and trigger immediate corrective actions. **Quarterly "Pause & Reflect" sessions**, chaired by each directorate head, translate dashboard signals into concrete action points and budget reallocations. These actions and any emerging risks are escalated to the **Executive Review / Risk Committee**, led by the Executive Director and advised by Internal Audit, to ensure strategic alignment and resource clearance within 30 days. Lessons captured by the MEL Directorate are codified in the **Knowledge Hub** and disseminated through **peer-learning webinars and national clinics**, which are sanctioned by the Board's **Audit and Risk Sub-Committee** to guarantee institutional memory and accountability. This closed-loop governance not only sharpens ALLPI's internal performance by hard-wiring evidence into every management decision but also multiplies value for Africa's leather value-chain actors, who gain faster access to proven solutions, more responsive technical support, and policies informed by real-world data.

Table 21: M&amp;E’s Roles and Governance

ACTOR	CORE MEL RESPONSIBILITY
<b>Executive Director</b>	Ultimate accountability; signs off on evaluations and public reports.
<b>DED – Results, MEL</b>	Owns MEL policy, tool-stack, DQA, evaluations; mentors Programme Managers.
<b>Programme Managers (Pillars and Flagships)</b>	Populate log frames; review KPIs monthly; implement corrective actions.
<b>National Experts</b>	Collect and validate country-level data; facilitate beneficiary surveys.
<b>Internal Audit</b>	Annual MEL system audit and spot-checks on indicator integrity.
<b>Board Audit and Risk Sub-Committee</b>	Approves evaluation TORs; ensures management responses.
<b>Partners and Donors</b>	Provide data (e.g., finance and compliance) and participate in learning forums.

## RESOURCING AND TIMELINE

Adequately resourcing the Learning and Adaptive Management Cycle is pivotal because the entire mechanism, including data-collection tools, dashboard licenses, evaluation budgets, and staff time for reflection, forms the infrastructure that converts raw information into strategic action. Without dedicated funding, dashboards stagnate, “pause-and-reflect” sessions become ad-hoc, and lessons learned never reach the Knowledge Hub; with it, ALLPI gains a live command-and-control centre that sharpens

decision-making across 40+ member states. This investment amplifies institutional capacity by enabling programme teams to reallocate budgets in real time, leadership to de-risk multimillion-dollar initiatives, and National Experts to push proven solutions directly to SMEs and tanneries. The result is a faster, smarter feedback loop that lifts productivity, compliance, and market access across the African leather value chain, delivering measurable value to enterprises and reinforcing ALLPI’s reputation as the continent’s premier evidence-driven development institute.

Table 22: M&amp;E Resourcing and Timeline

ITEM	2026	2027	2028	2029	2030
Digital MEL platform (build/licence, O&M)	120 k	50 k	50 k	50 k	50 k
Data-collection tools and DQA missions	30 k	40 k	40 k	45 k	45 k
Evaluations and deep dives	50 k	–	120 k	–	200 k
Learning events and knowledge hub	40 k	50 k	60 k	70 k	80 k
<b>Total (USD)</b>	<b>240 k</b>	<b>140 k</b>	<b>270 k</b>	<b>165 k</b>	<b>375 k</b>

Funding drawn from the Results, MEL budget line (10 % of the total programme envelope) and co-financed through multi-donor basket windows.

## KEY SUCCESS FACTORS AND RISKS

The effectiveness of ALLPI’s Learning and Adaptive Management Cycle hinges on several critical success factors and the risks that shadow them. First, **executive sponsorship** is vital: when senior leadership routinely interrogates the MEL dashboard and acts on its insights, the culture of evidence cascades through every programme; without that top-down commitment, the dashboard risks becoming a static repository. Second, **data integrity and timeliness** drive credibility. Reliable monthly uploads from National Experts ensure decisions are based on fact, while poor data quality

or delays can erode donor trust and stall corrective action. Third, **staff capability and ownership** matter: programme teams must feel empowered to analyse indicators and pivot budgets; otherwise, the quarterly “Pause and Reflect” sessions devolve into ritual rather than reflection. Fourth, **cross-functional learning dissemination** codifying lessons in the Knowledge Hub and pushing them through peer-learning webinars amplifies impact; if these channels are under-resourced, knowledge stays siloed and replication lags. Finally, **sustained financial backing** for licenses, evaluations, and DQA missions keeps the feedback loop alive; funding gaps could freeze system upgrades or independent reviews, weakening accountability. Managing these risks proactively through clear accountability matrices, capacity-building plans, and ring-fenced MEL budgets will enable ALLPI to turn its learning cycle into a strategic asset that continuously elevates institutional performance and delivers greater value to Africa’s leather value chain.

Table 23: Key Success Factors and Risks

SUCCESS FACTOR	MITIGATION FOR ASSOCIATED RISK
Top-management MEL champion	Quarterly dashboard review embedded in ExCom agenda.
Staff capacity for data and evidence	Mandatory MEL module in ALLPI Learning Academy; coaching by MEL Directorate.
Data integrity from SMEs and National Experts	Incentivise timely, accurate submissions via performance scorecards; run DQAs.
Donor harmonisation	Align indicator sets during funding negotiations; use a single shared platform.

In sum, this MEL framework provides ALLPI with a robust, scalable system that turns data into strategic insight, ensures accountability, and embeds continuous learning precisely what

a premier continental institution needs to drive Africa’s leather value chain transformation.



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