



“TOWARD A CONTINENTAL AFRICAN AGRIBUSINESS APEX BODY (PHASE II): DIAGNOSTIC AND DEVELOPMENT PLAN”, SEPTEMBER 2016

OVERVIEW

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- Two month project – aim to move APEX body development body program forward – toward implementation/ establishment of body
- Exercise follows initial 3 month project that was completed April 2016 – which was outgrowth of numerous AU meetings on how to develop domestic private sector and national APEX agribusiness bodies
- Exercise continues to leverages on work undertaken in 2014 AU NEPAD study entitled *“Taking Stock of Agribusiness Chambers in Africa: Lessons Learned, Success Factors, Good Practices”*
- Diagnostic missions and research undertaken to selected countries:
 - a) West Africa – Ghana, Nigeria and Senegal
 - b) East Africa – Kenya and Ethiopia
 - c) Southern Africa – South Africa and Zambia
 - d) Central Africa – DRC (research interviews undertaken in lieu of visit after elections related political unrest erupted)
- APEX Body Design Framework Conceptualized

PROJECT METHODOLOGY

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Lead Consultant: Michael Sudarkasa, CEO, Africa Business Group w/ supporting consultants

Technical Consultant: Nana Osei-Bonsu, CEO, Private Enterprise Foundation w/ supporting consultants

Project Components:

- Diagnostic Visits
- Comparative Analysis
- Strategic Planning

INITIAL DEVELOPMENT STRATEGY

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Seven strategic steps to guide the inclusive development of an apex body with stakeholder buy-in:

Step 1 – Stakeholder Diagnostic - Undertake a stakeholder diagnostic exercise to identify potential members of a national apex organ;

Step 2 – Stakeholder Roundtable - Convene a stakeholder roundtable discussion (s) to canvas prospective members on their needs and interests in regard to the prospective apex body;

Step 3 – Public-Private Dialogue - Convene an agriculture transformation public-private dialogue to ensure that the public and private sectors engage and discuss their respective priorities, views on roles and responsibilities in the national agriculture environment;

Step 4 – Steering Committee - Establish a representative steering committee to guide the development of the apex body;

Step 5 – Validation Meeting - Convene a consultative “validation” meeting to present the proposed organizational structure and get feedback and approval from the wider stakeholder community;

Step 6 – Incorporation and Business Plan Development - Formally incorporate the apex body, develop a 3 year business plan and a 12 month operating plan; and

Step 7 – Convene Inaugural Annual General Meeting - Convene first annual general meeting.

INITIAL DEVELOPMENT STRATEGY (Cont.)

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- **National Bodies as Essential Pillars to Continental APEX Body Establishment** - The development of the national apex agribusiness chambers (or bodies) is considered to be the fundamental exercise in establishing regional organs and ultimately a continental apex body.
- **Formative Steps Replicable at National, Regional and Continental Levels** - The seven formative steps are also recommended for the establishment of regional “conferences” and ultimately a continental “congress”.
- **Nomenclature Can be Tweaked to Suit Wishes of Stakeholders** - Note that these names are placeholder ones and at the time when an organizing quorum is identified and convened the stakeholders would have the right and obligation to define the name of their apex bodies – at national, regional and at the ultimate continental level.

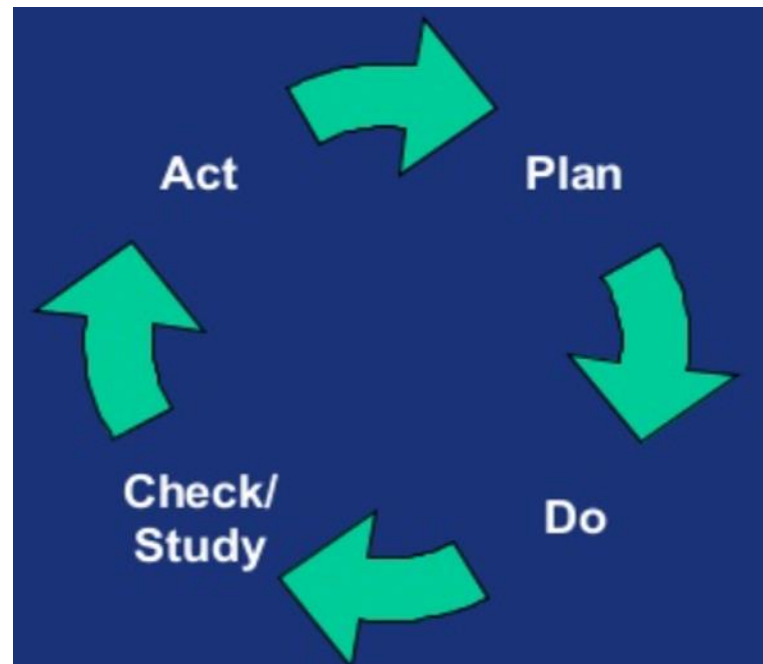
SUSTAINABILITY FOCUS KEY

- 1. *Institutional Capacity Development*** – to ensure that the leadership of the organs develop strong management abilities to guide the organization toward financial self-sufficiency and the impartiality critical to sustained success. Support institutions to approach:
 - Centre for International Private Enterprise (CIPE)
 - UN Food and Agriculture Organization (FAO)
- 2. *Benchmarking and Modeling*** – identifying and analyzing existing structures that can be used as models as the new African apex bodies develop:
 - Pan-African Farmer’s Organization (PAFO),
 - Pan-African Chamber of Commerce and Industry (PACCI),
 - Association of Southern African Development Community Chambers of Commerce and Industry (ASCCI),
 - Common Market of East and Southern Africa Business Council (COMESA Business Council),
 - Committee of Professional Agricultural Organizations (COPA), and
 - General Confederation of Agricultural Cooperatives in the European Union (COGECA)

SUSTAINABILITY FOCUS KEY (Cont.)

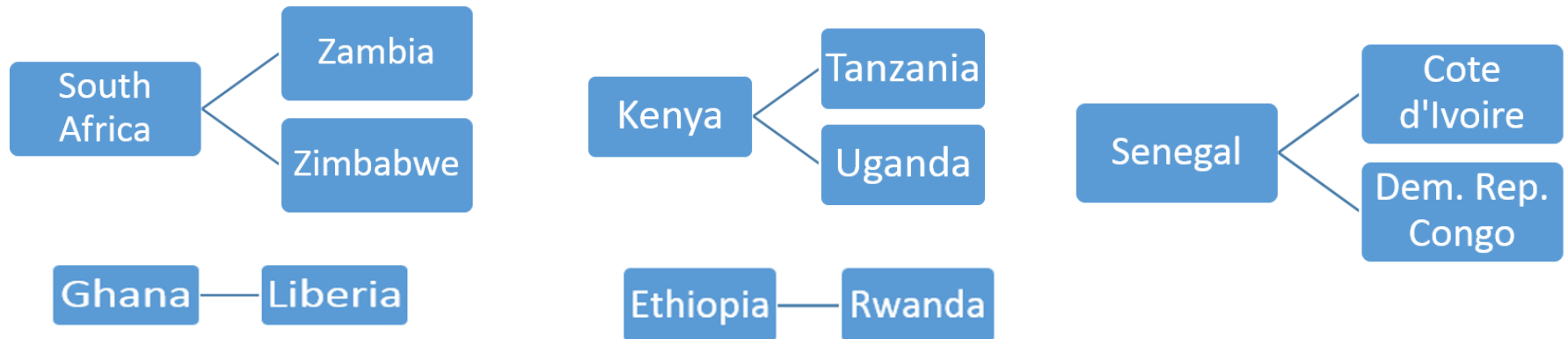
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3. **Action Learning** -Toward enhancing the voice of African agribusiness continentally and in global affairs, there is merit in the stakeholders aggregated through this initiative to seek to begin to engage with global cohorts who are also seeking to influence the global food, nutrition and agriculture agenda:
- International Agri-Food Network



HUB AND SPOKE DEVELOPMENT

4. Hub and Spoke National Body Development Program– Using the 7 step implementation plan abovementioned, it is envisioned that a potential hub and spoke model could be pursued with countries that have an apex body, supporting those that had potential to develop such organs but at present have not yet established them. An illustrative pairing might be developed as follows (note an actual structure would be discussed at the network “kick-off” meeting and agreed upon there) * :



* Nigeria could provide floater support and assist where requested.

10 DIAGNOSTIC QUESTIONS

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1. To your knowledge is there an existing national agricultural apex body in your country? Y/N; if yes, What is the name of the organization and who are its members? Does it have a website address?
2. If there is not one leading apex body, what organization(s) provides a voice for agriculture stakeholder institutions in your country? If multiple or varying organs play this role, please list their respective names?
3. If there is not one, has there ever been an effort to form such a body? Y/N If yes, how long ago? If No, would you have a reason why not?
4. In your estimation, if one were building a national apex body today, who would be the key existing institutions in the agriculture sector that you would start with to puts such a body together – i.e. the must-be-included institutions? One is enough, but if there is more than one, please advise?
5. In the absence of an Apex agriculture body in your country, who does government interact with most among non-governmental actors (i.e. farmers, agribusinesses, processors etc.) to gain insight about the challenges/ opportunities in the agriculture value chain?

10 DIAGNOSTIC QUESTIONS (Cont.)

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6. From your perspective, what are some of the challenges that make it difficult to create strong private sector bodies, generally, and among agriculture stakeholder institutions specifically?
7. In your opinion, what type of capacity development, institutional support and/ or financial support is needed to establish a strong agricultural apex body in your country?
8. Are you aware of any regional agricultural apex bodies in the region that your country is located in? Y/N, If Yes, please provide name – and advise if you think that it is functioning well?
9. In your opinion, what countries in your region have the strongest relationships between the private sector and government and thus are potential models of cooperation that the AUC should be highlighting through this Apex Organ development process?
10. Would you personally be interested in having your organization be a part of this agriculture apex body development initiative? If No, why not?

FINDINGS FROM THE FIELD

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- Challenges identified in the initial AU/ NEPAD study persist in terms of the development of new formal structures
- Still fragile national structures
- Financial sustainability a question
- Capacity development support still needed
- Inclusive advocacy strategy needed
- Research program needed
- Member partnership/ trade outreach program need defining
- Internal recognition as a/the leading voice of agribusiness sector in terms of engagement with government not easily accorded
- Lack of national platform/ roundtable for agribusiness stakeholder still persists

FINDINGS FROM THE FIELD (Cont.)

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- **Regional and Continental Bodies Being Developed** - African Seed Trade Association – illustrative of what can be established; East and Southern African Fertilizer Trade Platform and West Africa Fertilizer Stakeholders Forum
- **National Bodies Being Developed** – Since 2014, 3 new structures in Kenya, Uganda and Nigeria have been established: a) Kenya Agro-Industry and Agribusiness Alliance, b) Nigerian Agribusiness Group, c) Agricultural Business Chamber in South Africa, and d) although outside of our visitation structure, the Uganda Agribusiness Alliance – emerged as strong illustrative structures

More Corporate Structure - Nigerian Agribusiness Group (Founded 2014)
Agricultural Business Chamber (Founded 1946)
- Voice of leading business involved in agriculture, advocacy and partnership bodies

Multi-Stakeholder Structure - Kenya Agribusiness and Agro-Industry Alliance (2014)
Uganda Agribusiness Alliance (Founded 2014)
- Platform of key stakeholders in agribusiness value chain, for dialogue and policy development - more grass roots participation

INCLUSIVE ADVOCACY STRUCTURE

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Toward APEX Body – Continental Consultative Agribusiness Alliance (C2A2)

1) **Aim:** Continental Voice of African Agribusiness

2) **Proposed Structure:**

Biennial General Assembly

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Chamber Congress ---- Chair ---- Corporate Congress

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Executive Secretary

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Advocacy Research Trade Policy Caucus Cap. Dev. Regional Value Chain Dev.

INCLUSIVE ADVOCACY STRUCTURE (Cont.)

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a) Selected Criteria for Members of Chamber Congress

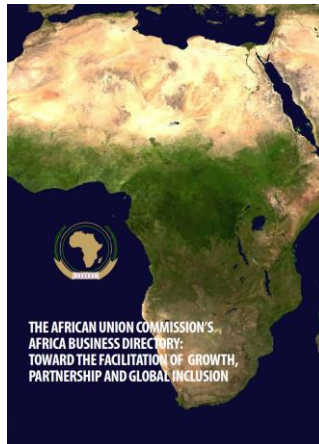
- Articles of Association
- Minimally a 1 year old organ
- Membership Presentation
- Public Private Dialogue Structure
- Services
- Sustainability Plan and Structure
- Capacity Development Plan/ Program
- Nominates Vice Chair (2 year term)

INCLUSIVE ADVOCACY STRUCTURE (Cont.)

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b) Selected Criteria for Members of Corporate Congress

- Nominated (inaugural selection panel to be established by AUC/ NEPAD) (Thereafter regional nominating panels also established)
- Regional Representation Key – 5 AU Regions to be Represented
- 3 Year Term, can be re-nominate after two year cooling off period
- Nominations can be made every 6 months until regional cap reached (Intake)
- Inclusion Key – Women, Youth, Language
- 500 Cap – 100 Each Region
- Members can be nominated for: a) Company Success; b) Private Sector Development Advocacy; c) Technical/ Professional Expertise



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GETTING STARTED

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Target: 2017 to be Constitutive Year

- October – December 2016 - Identify Potential Founding Chamber Congress Members and Potential Founding Corporate Congress Members
- October – December 2016 - Determine Criteria for Secretariat Host Country
- Convene Initial Launch Forum – January/ February 2017 (margins of AU meeting)
- Elect Vice Chairs – one from each Congress, Two Year Term
- Elect Chair – Two Year Term, to alternate between Congress Vice Chairs
- Draft TOR for Executive Secretary (interim function can be coordinated by AU/ NEPAD) - To be appointed within year 1 (i.e. before December 2017)

GETTING STARTED (Cont.)

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Meetings and Activity

- Annual General Meeting - 2 years
- Public Private Dialogue - held twice a year on margins of AU Summit
- Trade, Investment and Partnership Forum – alongside CAADP Partnership Platform
- Program/ Ad-Hoc Engagements - with DREA/ CAADP throughout the year
- Publish Annual Report
- Funding – Dues – Institutional and Corporate Member (Scaled by Size) – critical to have member contribution at onset; AfDB Strategic Partner (3 year rolling support), development partner support (strategic)

GETTING STARTED (Cont.)

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Meetings and Activity (Cont.)

July 2017 Launch 3 Core Programs

- Capacity Development Program - Program for Emerging National Chambers/ Alliance Groups
- Regional Trade and Investment Program – Develop group concerns/ solutions regarding intra-Africa trade and investment
- Partnership Development Program - develop outreach plan and strategy for engagement with partners (corporate, donor, DFI) – and in regard to AU Partnerships (AU-Europe, US-Africa, AU – Turkey, AU – S. Korea, TICAD, FOCAC, India - Africa

ABG CONTACTS

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THANK YOU!

LOOK FORWARD TO YOUR COMMENTS AND QUESTIONS?

AFRICA BUSINESS GROUP

The Business Centre - The Design Quarter

Cnr William Nicol Road and Leslie Avenue

Fourways, Johannesburg

Tel: +27 11 513 4117

Website: www.abghq.com | Email: michael@abghq.com
